



CITY AND BOROUGH OF SITKA

ASSEMBLY CHAMBERS
330 Harbor Drive
Sitka, AK
(907)747-1811

Meeting Agenda

City and Borough Assembly

Mayor Matthew Hunter
Deputy Mayor Bob Potrzuski
Vice-Deputy Mayor Steven Eisenbeisz
Tristan Guevin, Kevin Knox
Aaron Bean, and Aaron Swanson

Municipal Administrator: Mark Gorman
Municipal Attorney: Brian Hanson
Municipal Clerk: Sara Peterson

Tuesday, April 25, 2017

6:00 PM

Assembly Chambers

REGULAR MEETING

I. CALL TO ORDER

II. FLAG SALUTE

III. ROLL CALL

IV. CORRESPONDENCE/AGENDA CHANGES

[17-083](#) Reminders, Calendars and General Correspondence

Attachments: [Reminders and Calendars.pdf](#)

[Public Works Update.pdf](#)

[Sitka Pioneer Home letter of support.pdf](#)

[UAS letter of support.pdf](#)

V. CEREMONIAL MATTERS

[17-074](#) Certificate of Appreciation - Dorothy "Brownie" Thompson

Attachments: [Brownie Thompson.pdf](#)

VI. SPECIAL REPORTS: Government to Government, Municipal Boards/Commissions/Committees, Sitka Community Hospital, Municipal Departments, School District, Students and Guests (time limits apply)

VII. PERSONS TO BE HEARD

Public participation on any item off the agenda. All public testimony is not to exceed 3 minutes for any individual, unless the mayor imposes other time constraints at the beginning of the agenda item.

VIII. REPORTS**a. Mayor, b. Administrator, c. Attorney, d. Liaison Representatives, e. Clerk, f. Other****IX. CONSENT AGENDA**

All matters under Item IX Consent Agenda are considered to be routine and will be enacted by one motion. There will be no separate discussion of these items. If discussion is desired, that item will be removed from the Consent Agenda and will be considered separately.

- A** [17-075](#) Approve the minutes of the April 6 Assembly meeting

Attachments: [Minutes.pdf](#)

X. BOARD, COMMISSION, COMMITTEE APPOINTMENTS

- B** [17-076](#) Reappoint Anne Pollnow to a three-year term on the Historic Preservation Commission

Attachments: [Pollnow application.pdf](#)

XI. UNFINISHED BUSINESS:

- C** [17-077](#) Discussion/Direction/Decision on Municipal Administrator recruitment services

Attachments: [Motion recruitment.pdf](#)

[Prothman proposal.pdf](#)

[Colin Baenziger & Associates part 1.pdf](#)

[Colin Baenziger & Associates part 2.pdf](#)

- D** [ORD 17-05S](#) Amending Sitka General Code Chapter 15.01 entitled "Electric Utility Policies" by amending Section 15.01.020 entitled "Electrical Rates" (third and final reading)

Attachments: [Ord 2017-05S.pdf](#)

- E** [ORD 17-10](#) Amending Sitka General Code Chapter 9.24 entitled "Bear Attraction Nuisance" by amending Section 9.24.050 entitled "Fines"

Attachments: [Ord 2017-10.pdf](#)

XII. NEW BUSINESS:**New Business First Reading**

- F** [ORD 17-12](#) Authorizing the lease of 1000 square feet of US Survey 3377 Griffith Island also known as 725 Siginaka Way
Attachments: [Motion Ord 2017-12.pdf](#)
[Memo 725 Siginaka Way Lease.pdf](#)
[Ord 2017-12.pdf](#)
- G** [ORD 17-11](#) Adjusting the FY17 Budget (Fire Department Operations, Crescent Harbor Playground Project, Commercial Passenger Excise Tax)
Attachments: [Motion Ord 2017-11.pdf](#)
[Ord 2017-11.pdf](#)

Additional New Business Items

- H** [17-081](#) Discussion/Direction on Halibut Point Marine Services add-on proposal for downtown shuttle service
Attachments: [Halibut Point Marine Services add-on shuttle service.pdf](#)
[Information from April 11th Assembly meeting.pdf](#)
- I** [17-078](#) Discussion/Direction on the funding source for the FY17 Electric Fund subsidization
Attachments: [Discussion FY17 Electric Fund Subsidization.pdf](#)
- J** [17-082](#) Authorize the Municipal Administrator to enter into an Investment Management Contract with Alaska Permanent Capital Management for Operating Investments
Attachments: [Motion and Memo investment contract.pdf](#)
[2015 Permanent Fund Investment Manager Contract.pdf](#)
[Investment Committee Minutes.pdf](#)
[2015 RFP Permanent Fund Investment Manager.pdf](#)
- K** [17-080](#) Reassignment of Assembly Liaisons: Gary Paxton Industrial Park Board, Sitka Community Hospital Board, SEDA
Attachments: [Reassignment of Liaisons.pdf](#)

XIII. PERSONS TO BE HEARD:

Public participation on any item on or off the agenda. Not to exceed 3 minutes for any individual.

XIV. EXECUTIVE SESSION

- L** [17-079](#) Possible Executive Session: Litigation Update - Dapceovich Lawsuit
Attachments: [Motion Executive Session.pdf](#)

XV. ADJOURNMENT

Note: Detailed information on these agenda items can be found on the City website at <https://sitka.legistar.com/Calendar.aspx> or by contacting the Municipal Clerk's Office at City Hall, 100 Lincoln Street or 747-1811. A hard copy of the Assembly packet is available at the Sitka Public Library. Assembly meetings are aired live on KCAW FM 104.7 and via video streaming from the City's website. To receive Assembly agenda notifications, sign up with GovDelivery on the City website.

*Sara Peterson, CMC, Municipal Clerk
Publish: April 21*



CITY AND BOROUGH OF SITKA

Legislation Details

File #: 17-083 **Version:** 1 **Name:**
Type: Item **Status:** AGENDA READY
File created: 4/21/2017 **In control:** City and Borough Assembly
On agenda: 4/25/2017 **Final action:**
Title: Reminders, Calendars and General Correspondence
Sponsors:
Indexes:
Code sections:
Attachments: [Reminders and Calendars.pdf](#)
[Public Works Update.pdf](#)
[Sitka Pioneer Home letter of support.pdf](#)
[UAS letter of support.pdf](#)

Date	Ver.	Action By	Action	Result
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REMINDERS

<u>DATE</u>	<u>EVENT</u>	<u>TIME</u>
Tuesday, April 25	Regular Meeting	6:00 PM
Monday, May 1	Special Meeting <i>Board of Equalization</i>	6:00 PM
Tuesday, May 2	Special Meeting <i>Budget Meeting – Hospital</i>	6:00 PM
Tuesday, May 9	Regular Meeting	6:00 PM



Assembly Calendar

[2016](#) [Jan](#) [Feb](#) [Mar](#) [Apr](#) [May](#) [Jun](#) [Jul](#) [Aug](#) [Sep](#) [Oct](#) [Nov](#) [Dec](#) [2018](#)
April 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26 Mar	27	28	29	30	31	1 Apr
Potrzuski	Potrzuski	Potrzuski 6:00pm Regular Assembly Mtg	Potrzuski	Potrzuski Guevin	Potrzuski Guevin	Guevin
2	3	4	5	6	7	8
Guevin	Bean	Guevin Bean 7:00pm Planning	6:30pm Library Board Guevin Bean	Guevin Bean 12:00pm SEDA Board Meeting 6:00pm Special Budget Meeting #3	Guevin Bean	Guevin
9	10	11	12	13	14	15
Guevin	Guevin	Guevin 12:00pm Parks & Rec 6:00pm Regular Assembly Mtg	12:00pm Health Needs & Human Services Commission 6:00pm Port & Harbors 6:00pm Historic Preservation	Potrzuski 12:00pm LEPC		
16	17	18	19	20	21	22
	6:00pm Special Meeting: Skype interview - Administrator candidate	12:00pm Tree/Landscape 5:30pm Special Meeting at City Hall: Evals - Administrator and Attorney 7:00pm Planning	5:00pm Special Meeting: In-Person Administrator Interviews	3:00pm GPIB Board		Eisenbeisz
23	24	25	26	27	28	29
Eisenbeisz	Swanson Eisenbeisz	Swanson Eisenbeisz 6:00pm Regular Assembly Mtg	Swanson Eisenbeisz 6:00pm Police and Fire Commission - Fire Hall	Swanson 6:00pm Hospital Board Meeting Eisenbeisz	Swanson Eisenbeisz	Eisenbeisz
30	1 May	2	3	4	5	6
Eisenbeisz	Eisenbeisz 6:00pm Board of Equalization	6:00pm Special Budget Meeting: Hospital 7:00pm Planning	6:30pm Library Board	12:00pm SEDA Board Meeting		

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May 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30 Apr	1 May	2	3	4	5	6
Eisenbeisz	Eisenbeisz 6:00pm Board of Equalization	6:00pm Special Budget Meeting: Hospital 7:00pm Planning	6:30pm Library Board	12:00pm SEDA Board Meeting		
7	8	9	10	11	12	13
		12:00pm Parks & Rec 6:00pm <u>Regular Assembly Mtg</u>	12:00pm Health Needs & Human Services Commission 6:00pm Port & Harbors 6:00pm Historic Preservation	Hunter 12:00pm LEPC	Hunter	Hunter
14	15	16	17	18	19	20
Hunter	Hunter	12:00pm Tree/Landscape 7:00pm <u>Planning</u>				
21	22	23	24	25	26	27
		6:00pm <u>Regular Assembly Mtg</u>	6:00pm Police and Fire Commission - Fire Hall	6:00pm Hospital Board Meeting		
28	29	30	31	1 Jun	2	3
	HOLIDAY			12:00pm SEDA Board Meeting		

PUBLIC WORKS ASSEMBLY UPDATE

WORK COMPLETED THROUGH MARCH 2017

Landslide Disaster Repair:

Milestones This Period

- Complete bid package for the GPIIP Administration Building Repairs was reviewed by the State of Alaska and CBS Insurance broker.
- A cost estimate for the GPIIP Administration Building Repairs was prepared by a local contractor and the insurance company. The local cost estimate came in higher than the cost estimate prepared by the insurance broker. The two cost estimates are currently being reconciled for a possible final insurance settlement amount.
- Completed change order to the Water Treatment Plant Access road repair to avoid conflicts with existing utilities.

Future Milestones

- Present project to GPIIP Board on April 20, 2017 for the GPIIP Administration Building.
- Solicit construction bids or accept the insurance settlement April 2017 for the GPIIP Administration Building.
- Grade and resurface Blue Lake and Green Lake Road.
- Construct diversion channel at the Water Treatment Plant Access road.

Background

On August 18, 2015 a strong storm system brought heavy rains and winds to Sitka. This event caused multiple landslides on Baranof Island damaging City infrastructure. The City declared a local disaster emergency and requested State assistance. On August 27, 2015 Governor Bill Walker declared the event a disaster and authorized up to \$1,000,000 of expenditures funded from the Disaster Relief Fund (DRF) in the form of a grant from the Department of Military and Veterans Affairs, Division of Homeland Security and Emergency Management (DHS&EM). A request has been made to increase to \$1.6 million.

DHS&EM divides disaster related work into the following categories:

- Category A – Debris Removal
- Category B - Emergency Protective Measures
- Category C – Roads and Bridges
- Category D - Water Control Facilities (not included in our disaster)
- Category E – Buildings and Equipment
- Category F – Utilities (Water, Wastewater & Electric)
- Category G – Parks, Recreational Areas and Other Facilities

The City had damages relating to six out of the seven categories listed above. Nine project worksheets were created itemizing out the damaged areas and repairs to bring the infrastructure back to pre-disaster condition. The City estimates the repairs to be \$1.6 million and was granted authorization to spend \$1,500,000 by the Assembly.

Harrigan Centennial Hall (HCH) Renewal:

Milestones This Period

- Final Completion of construction contract.
- Additional CBS Staff and consultant work on project record documents (as-builts) and close-out schedules for staff future operations.
- Production started for meeting room name signage, yellow cedar canoe cradle, and original totemic door pull art display.

Future Milestones

- Additional Furniture, Fixtures, and Equipment (FF&E) procurement is still under way in coordination with HCH Staff to complete the kitchen equipment and maintenance equipment procurement.

Background

The project funding includes four State grants totaling \$11,500,000; a \$1,991,271 FY10 Legislative Grant designated for a lightering facility visitor's center (previously planned for under the O'Connell Bridge), \$1,180,000 FY11 CPET Head Tax grant, \$1,400,000 Marine Passenger Funds, \$232,620 heat pump grant, and \$66,000 from the Sitka Historical Society for a total project budget/funds of \$16.4 million.

Airport Terminal Improvements:

Milestones This Period

- The Assembly approved application for new Passenger Facility Charges (PFC) to FAA to help fund needed terminal improvements.
- Architect consultant began developing concept plans.

Future Milestones

- Meeting in Sitka with architect, airlines, and local stakeholders to review and develop concept plans on April 24, 2017.
- Prepare preliminary financial plan, concept diagrams, and preliminary project milestone schedule for Assembly approval June 2017.

Background

The Airport Terminal Improvement Project is intended to remedy some of the existing critical problems identified in the Airport Terminal Master Plan 2008-2011, including working conditions in the baggage make-up area and in the TSA baggage screening area, as well as problems with congested passenger queuing, screening, baggage, fish boxes, and waiting areas, or passenger flow. The Airport Terminal Improvements Project is funded through a \$275,000 budget appropriation, FY14 from prior Passenger Facility Charges (PFC) collected for terminal improvements. There is a remaining balance of \$232,000 of PFC funds that have not been appropriated. Currently PFCs are not being collected to fund design and construction of terminal improvements.

CBS accepted a TSA design grant in the amount of \$158,569.25 to design specific improvements to the TSA Baggage Screening Area. Other areas impacted by these design changes are ineligible for the TSA design funding and need to be funded by other sources, like funds collected through Passenger Facility Charges.

The preliminary TSA baggage screening layouts impact other adjacent terminal areas/spaces. These limited conceptual design schemes do not address the many problems that exist with passenger flow, queuing and through-put, waiting areas, or the handling fish boxes (which impact all aspects of the terminal, especially during the visitor season). Staff are working on a plan with the airport consultants and stakeholders to

improve the airport terminal problems along with the baggage screening and will be presented to the Assembly for approval.

Sitka Wayfinding Signage

Milestones This Period

- Collecting signage samples and cost information for the RFP preparation.
- Started RFP preparation.

Future Milestones

- Prepare the bid package and bid the project late spring/early summer 2017.
- Substantial Completion anticipated in fall 2017.

Background

Wayfinding signage was identified as one of the key projects in the 2010 Sitka Passenger Fee Fund Implementation Plan. On June 25, 2013 the Assembly approved a request from the Tourism Commission and Destination Sitka Working Group to move the Wayfinding Signage Project forward by funding the project utilizing Commercial Passenger Excise Tax proceeds. The Sitka Convention & Visitors Bureau (SCVB) was tasked to manage the project at that time. Later The Sitka Chamber of Commerce managed the project while the Consultant, Great Destinations Strategies (GDS), completed the design intent drawings and general specifications. With these complete, the project management has shifted to Public Works to oversee the fabrication and installation of the signage. The project is anticipated to be completed in 2017. The Assembly approved a budget appropriation of \$282,300 from CPET Funds, General capital projects Fund, for the purpose of designing and constructing Wayfaring signs.

Gary Paxton Industrial Park Dock:

Milestones this Period

- Coordination and design review of final drawings for site layout, transfer bridge, barge, small vessel float, gangway and fire suppression system.
- Barge demolition and retrofit in progress at Puget Sound facility.
- Procurement of long lead items to include transfer bridge steel, piles, dolphins, etc.
- Project is 36% complete with expenditures at approximately \$2.5 million.

Future Milestones

- Complete design activities April 2017.
- Outfit barge and install pile hoops April 2017.
- Transfer bridge fabrication and coatings April – June 2017.
- Dry-dock barge for coating application June-July 2017.
- On site construction anticipated September - October 2017.

Background

The project is funded by a designated Legislative Grant, administered by the State of Alaska, Dept. of Commerce, Community & Economic Development, and Division of Community & Regional Affairs. The total amount of the grant is \$7.5 million. The project is administered by Public Works and the GPIIP Director, Garry White. A design/build contract was awarded to Turnagain Marine Construction in the amount of \$6,800,000 on November 22, 2016. The Assembly approved establishing a project contingency of \$250,000 utilizing \$125,000 from the Bulk Water Fund and \$125,000 from the GPIIP Enterprise Fund on December 13, 2016. Substantial completion is anticipated in October 2017.

Jeff Davis Street Reconstruction Project:

Milestones This Period

- None due to winter conditions.

Future Milestones

- Mobilization for project scope south of John Brady (Phase II) to begin April 3rd. Substantial Completion is anticipated by June 6, 2017.
- Road closed to thru traffic from John Brady (Hames Center) to Lincoln Street.

Background

The project includes replacement of approximately 50-year old undersized water main with new, large diameter pipe within Jeff Davis Street and replacing the existing storm drainage infrastructure, pavement, curb, gutter and sidewalks. The project will also improve the sewer service to four homes on Jeff Davis Street currently served by a collection main crossing private property. A change order was executed to replace ~220 LF of critical sewer main which had not been anticipated, however had a significant belly (greater than 1 foot) and may have been a future issue that could undermine the new asphalt if not addressed. Funding for the project is provided by the following sources; \$644,000 FY2015 ADEC Grant, \$812,000 FY2014 ADEC Water Loan, \$225,000 from 2016 General Fund and \$110,000 from 2017 General Fund.

Landfill and Crescent Lift Station Replacement:

Milestones This Period

- Contractor is approximately 50 percent complete with the construction of the Landfill Lift Station. Remaining work includes installation of valve vault, wet well and pumps, and construction of leachate pond liner.
- CBS advertised for construction bids for the Crescent Lift Station project. Bids are due on April 6, 2017.

Future Milestones

- Substantial completion for Landfill lift station construction is anticipated by mid-May 2017.
- Crescent lift station construction contract slated for award in late April. Substantial Completion for construction is August 18, 2017.

Background

The project includes replacement of the Landfill Lift Station and force main pipe at the end of Tilson Street and the Crescent Lift Station adjacent to the Sitka Sound Science Center. The pumps and components of both lift stations are inefficient, obsolete and, in the case of the Landfill Lift Station, corroded due to the landfill leachate it is pumping to the wastewater treatment plant. There have also been four force main break within the past two years. Funding for the project is provided by the following sources: Two separate ADEC loans (the Lake, Monastery, Channel and Landfill lift station loan; and a separate Crescent lift station loan) and the Wastewater Enterprise Fund.

Federal Land Access Program (FLAP) Grant: Phase 6:

Milestones This Period

- None

Future Milestones

- Sitka Trail Works will arrange for biological and cultural reports for NEPA environmental permitting to be completed in partnership with the Forest Service by this winter.

- Sitka Trail Works will apply for Corps permit on behalf of the City after US FS wetlands delineation. The Corps permit will be in place by 2018.
- The completion date is estimated spring 2020 for all permitting. The project will be construction ready at that time.

Background

The City and Borough of Sitka has been awarded a \$250,000 MAP-21 Federal Lands Access Program (FLAP) Grant for planning, design and permitting of Phase 6 Cross Trail multimodal pathway (Cross TMP), connector from Kramer Drive to Alaska Marine Ferry Terminal, by Western Federal Lands (WFL). The Assembly approved submission of the grant in Resolution 2014-06 in April 2014. The Western Federal Lands Access Program application was submitted in April 2014, and then awarded on July 26, 2014. This is listed as a FY16 budgeted project with Western Federal Lands Access Program. Sitka Trail works is overseeing the work on behalf of CBS via a Memorandum of Agreement.

South Lake – West DeGroff water, sewer and street repairs:

Milestones This Period

- CBS received and reviewed 95% design drawings, and provided review comments to the designer.

Future Milestones

- Final design package due April 6, 2017.
- Solicit construction bids in April 2017.
- Issue construction NTP in May 2017 with Substantial Completion anticipated by mid-September 2017.

Background

The project includes replacement of aging, failing water, sewer and storm drainage infrastructure in Lake Street from the roundabout to DeGroff Street, and DeGroff Street from Lake Street to Monastery. The project will also replace pavement, curb, gutter and sidewalk, which will be demolished during the utility replacement. Funding for the project is provided by the following sources; \$1,000,000 FY2017 ADEC Grant, \$715,800 FY2015 ADEC Water and Sewer Loans, \$200,000 from FY2017 General Fund, \$50,000 from the 2017 Water Enterprise Fund and \$50,000 from the 2017 Wastewater Enterprise Fund.

Eagle Way (EW) and Old Harbor Mountain Road (OHMR) Utility and Road Upgrades:

Milestones This Period

- Contractor completed installation of new water main (EW).
- Construction project is 25% complete.

Future Milestones

- Storm installation and embankment construction (EW) April 2017.
- Electrical conduit and street light installation (EW) April 2017.
- Mobilization and utility installation (OHMR) April 2017.
- Curb/gutter, sidewalk and paving (EW & OHMR) May/June 2017.
- Substantial Completion required by June 30, 2017.

Background

The project will include new pavement, storm drainage, water main and services, and a pedestrian pathway within Eagle Way. The project will also include new pavement and storm drain improvements within Old Harbor Mountain Road. Funding for the project consists of a

\$1,500,000 State of Alaska Department of Commerce Community and Economic Development Grant.

Nelson Logging Road Upgrades:

Milestones This Period

- 85% design submittal received by CBS.
- Submittal of Cultural Resources Report to State Historic Preservation Office.
- Alaska Department of Natural Resources began processing Right Of Way application.

Future Milestones.

- Final design April 2017.
- Project permits received April/May 2017.
- Construction is anticipated to begin late Summer/Fall 2017.

Background

The project includes replacing both inadequate bridges, realignment at HPR intersection, upgrading Nelson Logging Road and pedestrian amenities as funding allows. The scope may also include road realignment(s) and widening to accommodate two-way traffic. Funding for the project is provided by a \$2,343,000 State of Alaska Department of Commerce Community and Economic Development Grant.

Sitka 2016-17 Paving Project:

Milestones This Period

- 85% design submittal received by CBS.
- Completion of cost/benefit analysis for Katlian Street indicates the previously planned grind and overlay to extend the life of the pavement out is not economically advantageous due to the deteriorated condition of the storm drain pipes and the need to remove and replace them in the near term. Katlian paving has been removed from project scope along with Gavan and Brady (removed prior month due to water main concerns after 2nd water main break in last 5 years).
- Scope now includes Lincoln (Jeff Davis to Sitka National Historic Park), Kashevaroff (Edgecumbe to Keet) and Sitka Community Hospital Emergency Access Driveway.

Future Milestones

- Meeting with Sitka Fine Arts Camp to finalize design of ADA parking for community playground April 2017.
- Final design completed April 2017.
- Construction is anticipated in summer 2017 with Substantial Completion by September 15, 2017.

Background

The project includes new pavement and ADA curb ramps with curb and gutter, sidewalk and storm drain improvements as necessary. Funding for the project is provided by the following sources:

\$ 2,770,000	General Fund – Sitka Paving 2017
\$ 35,000	Water Fund – Sitka Paving 2017
<u>\$ 85,000</u>	Wastewater Fund – Sitka Paving 2017
\$ 2,890,000	Total Project Funding

Water

- Water operators responded to a large number of frozen water services on the customer side. Oftentimes the homeowners/tenants are unsure of the water shut-off location within the home so operators will turn the water on and off at the curb valve while repairs/thawing takes place.
- Water and Wastewater operators attended a Confined Space training provided by the state's OSHA Compliance group. This was a classroom taught training that included practice setting up a tri-pod and using the winch to raise and lower a dummy.
- The water main on Tilson was hit by the contractor working on the landfill lift station. Water operators shut down the main while repairs were made. A boil water notice was issued and samples collected. The samples all passed and boil order rescinded.
- Water operators shoveled snow away from fire hydrants around town.
- Water operators continue to troubleshoot issues with one of the UV reactors. The reactor was disassembled and a defective part was replaced. The reactors are under warranty and we are working with the manufacturer as we troubleshoot the issues.
- A water leak surfaced on HPR and Crabapple. Traffic control was set-up, a contractor was hired for excavation (CBS crews were busy plowing snow), and utility locates were performed for phone, tv, and electric. The cause of the leak was due to corrosion of the black iron bolts on the flange connecting the valve to a stainless tapping saddle. Water operators cut out approximately 2 feet of the 6 inch pipe in order to install a new gasket, valve and sleeve. A boil water notice was issued to the affected residents and rescinded the next day when the samples passed.
- A water leak surfaced in the 400 block of Lake St. Water operators worked with the public works streets crew to close the road on Lake from the round-about to Degroff so crews could safely excavate in the middle of the road. The leak was due to a crack in the 6 inch cast iron water main. This section of pipe is part of the South Lake West Degroff Road and Utility Improvement project scheduled to commence in summer of 2017.

Wastewater

- Wastewater operators worked with the public works streets crew to check the condition of the storm drains with the camera on Katlian.
- Wastewater crews performed a number of sewer locates for businesses and residents in various locations around town.
- A significant effort is in place to improve our safety program. Harnesses, lanyards, ladders, etc. have all been inspected and inspection forms created. The tri-pod winch was sent to the manufacturer for certification. Crane inspections have occurred and our facilities have been checked for tripping hazards, etc.
- The sewer line to the hydro plant froze so the wastewater crews used the camel to vacuum out their wet well. The sewer line is shallow so crews discussed some possible options to remedy the situation.



City and Borough of Sitka

100 Lincoln Street • Sitka, Alaska 99835

Coast Guard City, USA

April 11, 2017

The Honorable Bert Stedman
Alaska State Senate
By email

Dear Senator Stedman,

The Sitka Pioneer Home is vital to the residents of Sitka. The Sitka Pioneer Home is the only assisted living facility in our community. It provides three different levels of care including independent, basic assistance and 24-hour care for persons with Alzheimer's disease, related disorders and comprehensive services. The Home has the capacity to provide services for 75 individuals and employs 105 people (as of 2015). A foundation of our community since 1913, the Pioneer Home allows Sitkans and many others to stay in their hometown as they age, promoting positive relationships, meaningful activities and physical, emotional and spiritual growth. It is our responsibility to care for our Alaska pioneers.

The Senate's FY18 operating budget has listed cuts across the board. While we understand the hard decisions legislators have to make, we strongly oppose this drastic cut in funding to the Alaska Pioneer Homes. Our understanding is that a multi-year allocation summary by the Legislative Finance Division shows approximately a 12.5 percent reduction in the Pioneer Home program from FY17 to the Senate's current proposal for the FY18 operating budget. A reduction of that magnitude would be highly detrimental for the Pioneer Home in Sitka. We urge you to undertake every effort to keep Pioneer Home funding at its current level.

Sincerely,

Mark Gorman
Municipal Administrator



City and Borough of Sitka

100 Lincoln Street • Sitka, Alaska 99835

Coast Guard City, USA

April 12, 2017

The Honorable Bert Stedman
Alaska State Senate
By email

Dear Senator Stedman,

The University of Alaska Southeast (UAS) Sitka campus is vital to the residents of Sitka and our surrounding communities. Our local campus provides on-site and distance learning opportunities, including specialized degree and certificate programs in fisheries technology, education, health care, and law enforcement. The Sitka campus provides access to quality education in our rural community, depended on by our residents and employers.

The Senate's FY18 operating budget has listed cuts across the board. While we understand the hard decisions legislators have to make, we strongly oppose this drastic cut in funding to the University of Alaska. Our understanding is that the Legislative Finance Division shows a reduction of \$22 million in University of Alaska program from FY17 to the Senate's current proposal for the FY18 operating budget. A reduction of that magnitude would be highly detrimental. We urge you to undertake every effort to keep the University of Alaska funding at its current level.

Sitka will be happy to provide any additional information you may need.

Sincerely,

Mark Gorman
Municipal Administrator



CITY AND BOROUGH OF SITKA

Legislation Details

File #: 17-074 Version: 1 Name:
Type: Item Status: AGENDA READY
File created: 4/19/2017 In control: City and Borough Assembly
On agenda: 4/25/2017 Final action:
Title: Certificate of Appreciation - Dorothy "Brownie" Thompson
Sponsors:
Indexes:
Code sections:
Attachments: [Brownie Thompson.pdf](#)

Date	Ver.	Action By	Action	Result
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Certificate of Appreciation

is hereby presented to

Dorothy "Brownie" Thompson

The City & Borough of Sitka hereby recognizes Brownie Thompson for her outstanding caretaking efforts of the Halibut Point State Recreation Area. After the park lost state funding in 2015, Ms. Thompson organized volunteer work groups, instituted a reservation system, and spent countless hours picking up litter and overseeing the care of the area so that Sitkans may continue to enjoy this popular park.

Thank you for your dedication and service to Sitka - you are a Sitka treasure!

Signed and sealed this 25th day of April, 2017



Matthew Hunter, Mayor

ATTEST:

Sara Peterson, CMC
Municipal Clerk



CITY AND BOROUGH OF SITKA

Legislation Details

File #: 17-075 Version: 1 Name:
Type: Item Status: AGENDA READY
File created: 4/19/2017 In control: City and Borough Assembly
On agenda: 4/25/2017 Final action:
Title: Approve the minutes of the April 6 Assembly meeting
Sponsors:
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CONSENT AGENDA

POSSIBLE MOTION

I MOVE TO APPROVE THE CONSENT AGENDA
CONSISTING OF ITEM A

I wish to remove Item(s) _____

**REMINDER – Read aloud a portion of each item being
voted on that is included in the consent vote.**

Should this item be pulled from the Consent Agenda the following motion is suggested:

POSSIBLE MOTION

I MOVE TO approve the minutes of the
April 6th Assembly meeting.



CITY AND BOROUGH OF SITKA

ASSEMBLY CHAMBERS
330 Harbor Drive
Sitka, AK
(907)747-1811

Minutes - Draft

City and Borough Assembly

Mayor Matthew Hunter
Deputy Mayor Bob Potrzuski
Vice-Deputy Mayor Steven Eisenbeisz
Tristan Guevin, Kevin Knox
Aaron Bean, and Aaron Swanson

Municipal Administrator: Mark Gorman
Municipal Attorney: Brian Hanson
Municipal Clerk: Sara Peterson

Thursday, April 6, 2017

6:00 PM

Assembly Chambers

SPECIAL MEETING

I. CALL TO ORDER

II. FLAG SALUTE

III. ROLL CALL

Present: 4 - Swanson, Potrzuski, Hunter, and Knox

Absent: 2 - Eisenbeisz, and Bean

Telephonic: 1 - Guevin

IV. CORRESPONDENCE/AGENDA CHANGES

None.

V. PERSONS TO BE HEARD

John Holst urged the Assembly to stop talking about electric rate increases and find an alternative funding source. He cautioned with seasonal rates, that once people started conserving, they wouldn't change their behavior and go back to using more electricity during a lower rate period.

VI. UNFINISHED BUSINESS:

A 17-040

Administrative report containing overview of long term fiscal and capital improvement plans, proposed capital expenditures, and resulting proposed user fee increases and changes in working capital for each of the eight Enterprise Funds (*continued discussion from March 16, 2017*)

Chief Finance and Administrative Officer, Jay Sweeney, noted the remaining three Enterprise Funds to be discussed were: Airport Terminal, Gary Paxton Industrial Park

and Marine Service Center. He provided an overview and answered questions from Assembly members on the Enterprise Funds.

B 17-042 Discussion/Direction/Decision on proposed Enterprise Fund operating outlays

The Assembly expressed satisfaction with the proposed Enterprise Fund operating outlays of \$20,066,733. No action was taken.

C 17-043 Discussion/Direction/Decision on proposed Enterprise Fund capital outlays

The Assembly expressed satisfaction with the proposed Enterprise Fund capital outlays of \$4,741,000. No action was taken.

D 17-044 Discussion/Direction/Decision on proposed Enterprise Fund user fee increases

The Assembly expressed satisfaction with the proposed Enterprise Fund user fee increases. No action was taken.

VII. NEW BUSINESS:

E 17-057 Administrative report on the Internal Service, Special Revenue, and Trust Funds

Jay Sweeney, Chief Finance and Administrative Officer, provided an overview of and answered questions about the Internal Service Funds, Special Revenue Funds, and Permanent Funds consisting of twenty six separate funds: Information Technology, Central Garage, Building Maintenance, Permanent Fund, Pet Adoption, SEACAD Forfeiture, Sitka Forfeiture, Justice Assistance Grant, State Forfeiture, Homeland Security Grant, Library Building Fund, SE Alaska Economic Development Fund, GPIIP Contingency Fund, Tobacco Excise Tax Fund, Student Activities Fund, Fisheries Enhancement Fund, CPET Fund, Visitor Enhancement Fund, LID Revolving Fund, LID Guarantee Fund, Cemetary Fund, Rowe Trust Fund, Library Endowment Fund, Bulk Water Fund, Seasonal Sales Tax Fund, and the Public Infrastructure Sinking Fund.

F 17-058 Discussion/Direction/Decision on proposed Internal Service, Special Revenue, and Trust Funds operating outlays

The Assembly expressed satisfaction with the proposed Internal Service, Special Revenue, and Trust Funds operating outlays of \$6,333,547. No action was taken.

G 17-059 Discussion/Direction/Decision on proposed Internal Service, Special Revenue, and Trust Funds capital outlays

The Assembly expressed satisfaction with the proposed Internal Service, Special Revenue, and Trust Funds capital outlays of \$482,000. No action was taken.

H 17-045 Discussion/Direction/Decision of the FY2018 Enterprise Funds, Internal Service, Special Revenue, Trust Funds or General Fund and as they relate to other Funds, the School District, and the Sitka Community Hospital (Assembly action may be taken)

Municipal Administrator, Mark Gorman, noted topics for discussion: restoring some level of funding for non-profits and exploring ideas to reduce the FY2018 General Fund budget deficit.

Assembly members Hunter and Potrzuski expressed concern with the additional revenue shortfall from the Assembly's recent decision to not increase the electric rates by a flat rate of 15%. Chief Finance and Administrative Officer, Jay Sweeney, projected that shortfall to be a minimum of \$450,000 and more likely to be upwards of \$650,000.

Sitka School Board Vice-President, Dr. Jennifer McNichol, reported on the School Board's recent lobbying trip to Juneau, the proposed State funding cuts and the potential ramifications of those cuts on the District's budget.

Assembly members discussed the list of proposed ideas to reduce the FY2018 General Fund deficit: 1) expand the contract for Alaska Permanent Capital Management to include management of the CBS operating investments yielding an additional \$25,500 per year in investment earnings for the General Fund, 2) clarify the applicability of the existing sales tax code to sales of tickets for entertainment events by non-profit entities, 3) eliminate Parks and Recreation seasonal temporary employees, 4) use the balance of unappropriated bed tax revenue in the Visitor Enhancement Fund to support visitor-related activities at Harrigan Centennial Hall yielding as much as \$50,000, 5) appropriate the remaining balance of \$25,685 in the Public Infrastructure Sinking Fund to help offset capital project funding, and 6) consider reducing the \$937,000 set-aside for assisting low income Sitkans with utility bills.

A motion was made by Guevin to direct the Municipal Administrator to reduce the electric utility subsidy to \$400,000 as a set aside for a needs based electric subsidy program.

Yes: 5 - Swanson, Guevin, Potrzuski, Hunter, and Knox

Absent: 2 - Eisenbeisz, and Bean

In addition, the Assembly provided general direction for the Administrator to move forward with: 1) expanding the contract for Alaska Permanent Capital Management to manage CBS operating investments, 2) use \$50,000 of unappropriated bed tax in the Visitor Enhancement Fund to support visitor-related activities at Harrigan Centennial Hall, 3) appropriate the remaining balance of \$25,685 in the Public Infrastructure Sinking Fund to help offset capital project funding, and, 4) restore funding of \$6,300 to the Southeast Economic Development Association - the amount to be taken from the Bulk Water Fund. Mayor Hunter and Assembly members Potrzuski and Knox also expressed a desire to explore the possibility of increasing the bed tax rate.

VIII. PERSONS TO BE HEARD:

None.

IX. EXECUTIVE SESSION

None.

X. ADJOURNMENT

A motion was made by Potrzuski to ADJOURN. Hearing no objections, the

meeting ADJOURNED at 8:33pm.

ATTEST: _____
Sara Peterson, CMC
Municipal Clerk



CITY AND BOROUGH OF SITKA

Legislation Details

File #: 17-076 Version: 1 Name:
Type: Item Status: AGENDA READY
File created: 4/19/2017 In control: City and Borough Assembly
On agenda: 4/25/2017 Final action:
Title: Reappoint Anne Pollnow to a three-year term on the Historic Preservation Commission
Sponsors:
Indexes:
Code sections:
Attachments: [Pollnow application.pdf](#)

Date	Ver.	Action By	Action	Result
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POSSIBLE MOTION

I MOVE TO reappoint Anne Pollnow to a three-year term on the Historic Preservation Commission.



April 10, 2017

Melissa Henshaw
Deputy Clerk/Records Specialist
100 Lincoln Street
Sitka, AK 99835

RE: Sitka Historic Preservation Commission appointment

Dear Honorable mayor and valued assembly members,

Enclosed herein, please find a current resume and application for a seat on the Sitka Historic Preservation Commission. Although my resume includes a variety of professional experience, I'd like to share endeavors made on a voluntary basis and a vision of opportunities for our community by way of historic preservation.

As I have in recent years for Sitka's commission, as a board member of the Alaska Association for Historic Preservation (2007- president since 2013), I've been privileged to promote, protect, and educate the public on the benefits of historic preservation. As chair of the Association's newly created Easement Committee, in the last four years AAHP has obtained for holding and management four conservation easements valued at over \$2 million. Property owners have taken advantage of this significant tax credit opportunity, while agencies have used it as a preservation tool. It is my feeling that with education and encouragement by Sitka's commission members, property owners could take advantage of this very popular benefit. So too can historic property owners receive a 20 percent tax credit during rehabilitation projects for commercial use. And by preserving and enhancing the community's historic properties, economic value is gained within the city through heritage tourism. These are just a minimum of examples the growth of a historic preservation program can manifest for the community, other than the great intangible social value in understanding our shared heritage.

For the City and Borough of Sitka, by way of previous commission terms, and throughout the community at large, I have voluntarily assisted in writing and receiving several historic preservation grants. These include for a condition survey and assessment for the Alaska Native Brotherhood Hall and the Sage Building of the Sheldon Jackson National Historic Landmark campus, which paved the way for the Sitka Sound Science Center to obtain the property.

I have an extensive knowledge base of the history of Sitka and the region, as well as for the historic properties that represent that history. I also maintain a great understanding for our city codes and the state and federal regulations governing cultural resources. This familiarity affords me the opportunity to assist the municipality in locating grant funding and other prospects such as state and federal project mitigation.

Finally, for the past several years, the commission has been working on a preservation plan that intends to bring forth a more streamlined municipal review process, and greater engagement by commission members in the area of education, heritage tourism, and partnerships. Naturally, due to my professional knowledge and position as commission chair, I have been engaged in a majority of this work. As we near completion of this project, I wish for the opportunity to persist with these efforts while continuing to share this experience with my fellow members.

Thank you for the opportunity to present my credentials.

Sincerely,

Anne E. Pollnow
Archaeologist
Sea Level Consulting

Enc: application, resume



Application for Appointment to Boards, Committees, and Commissions
City and Borough of Sitka

Board/Commission/Committee: Sitka Historic Preservation Commission
Name: Anne E. Pollnow Daytime Phone: 907-738-0794
Address: PO Box 6326 Sitka Evening Phone: same
Email Address: sealevelanne@gmail.com Fax Number: _____
Length of Residence in Sitka: 18 yrs in May Registered to vote in Sitka? Yes ___ No
Employer: Self/owner of cultural resource consulting firm, Sea Level Consulting

Organizations you belong to or participate in:

I am currently a member of: Sitka Historical Society, Alaska Historical Society, American Anthropological Association, Society for American Archaeology, American Cultural Resources Association (registered professional), Sheldon Jackson Museum, and the Gastineau Channel Historical Society.

I am also a current board member and president of the statewide nonprofit, the Alaska Association for Historic Preservation.

Explain your main reason for applying:

I am applying for a seat on this commission to continue assisting the community and municipal government in further developing and carrying out a historic preservation program. As historic preservation provides tremendous economic and social benefits to communities, using my professional knowledge of the subject, I wish to grow these assets for Sitka while promoting our shared heritage.

What background, experience or credentials will you bring to the board, commission, or committee membership?

I have over 22 years of professional and academic experience in the field of cultural resource management and have been in business as a resource professional for the last 9 years. I work closely with a variety of state and federal agencies, as well as private firms and have a keen understanding of city codes and state and federal regulations governing historic properties and cultural resources. This regulatory knowledge is a duty of commission members per the Certified Local Gov't program of which Sitka qualifies and partakes.

Please disclose any potential conflicts of interest that may arise from your appointment. These may include but are not limited to:

- A substantial financial interest of \$1000 annually that could be influenced by your appointment.
- An immediate family member employed within the scope of this appointment.

As a professional in the field, at times, state and federal projects come before the commission for review for which I have been involved. In the past and as I will continue to do, I recuse myself.

Please attach a letter of interest, outline, or resume which includes your education, work, and volunteer experience that will enhance your membership.

→ (To be considered, your application must be complete AND be accompanied by one of the above supporting documents.)

Date: April 10, 2017 Signature: Anne Elise Pollnow

Your complete application and resume should be returned to the Municipal Clerk's Office by noon on the Wednesday prior to an advertised Assembly meeting.

Please note: all information submitted will be made public and published online. Appointments are normally made during open session of an Assembly meeting, however, Assembly members may vote to discuss applicant(s) in closed executive session. In this case, do you wish to be present when your application is discussed? Yes ___ No

Return to:

Melissa Henshaw, Deputy Clerk/Records Specialist, 100 Lincoln Street
Fax: 907-747-7403 Email: melissa.henshaw@cityofsitka.org



SEA LEVEL

PO Box 6326
Sitka, Alaska 99835
907.738.0794

sealevelanne@gmail.com
www.sealevelsitka.com



ANNE ELISE POLLNOW

Sea Level Consulting Owner and Principal Archaeologist

STATEMENT OF QUALIFICATIONS

Anne Pollnow is the sole owner of Sea Level Consulting (SLC), a cultural resource firm based in Sitka, Alaska since 2008. Sea Level Consulting provides services required for the identification, evaluation, and treatment of cultural resources as needed for compliance with federal, state, and local regulations including the National Environmental Policy Act (NEPA) and the National Historic Preservation Act (NHPA). SLC specializes in Southeast Alaska history and archaeology and the unique laws and regulations relating to Alaska tribes. Services include archaeological and historic surveys, anthropological studies, determination of eligibility and affect reports, cultural resource plans and agreements, monitoring, recovery excavation, and consultation with local tribes. SLC has also assisted and led Alaska communities through the processes of preservation planning, establishing historic districts, and developing heritage tourism industry strategies. All work complies with the Secretary of Interior's Standards and Guidelines and protocols set forth by the Alaska Office of History and Archaeology. Sea Level is a Disadvantaged Business Enterprise under certification number 9900594.

MISSION

Sea Level Consulting recognizes the value of preserving the past without compromising the economic opportunities of today. Through a variety of methods, SLC assists governmental agencies, developers, property owners, and tribal entities to achieve preservation and environmental compliance goals with sensitivity and efficiency. SLC's diverse and extensive historic preservation experience inspires creative and sustainable solutions for all stakeholders.

EDUCATION

Master of Arts: Cultural Resource Management and Humanities, Adams State University, Alamosa, Colorado
Graduate Certificate: Archaeology and Ancient History, Leicester University, Leicester, England
Bachelor of Arts: Anthropology and Archaeology, Washington State University, Pullman, Washington
Archaeological Field School: Washington State University, Pullman, Washington

EXPERTISE

- Local, state, and federal historic preservation laws – National Historic Preservation Act, National Environmental Policy Act (NEPA), Department of Transportation 4f, Alaska Historic Preservation Act (NHPA), local ordinances
- Determination of eligibility (DOE) reports
- Archaeological and historic field surveys and evaluations
- Creative mitigation efforts
- Conservation/preservation easement agreements
- Preservation and cultural resource management plans
- Anthropological studies and historic context reports

PROFESSIONAL EXPERIENCE

As Sea Level Consulting

2017

- **Historic Properties Survey and National Register Assessment for SEARHC M. Edgcombe Facilities** located on the Sitka Naval Air Station and Army Coastal Defenses NHL, Japonski Island, Sitka, AK. Contracted with Southeast Alaska Regional Health Consortium, Juneau, AK.

2016

- **Archaeological Investigations and Reporting for the City and Borough of Sitka's Nelson Logging Road Project, Sitka, Alaska**, contracted to LEI Engineering and Surveying, Salem, OR.
- **Archaeological Investigations and Reporting for the U.S. Forest Service's El Capitan to Neck Lake Road Project, Prince of Wales Island, Alaska**, contracted to LEI Engineering and Surveying, LLC.

2015

- **Archaeological Investigations and Reporting for the Alaska Department of Transportation's Gravina Island Road Project, Sitka, Alaska**, contracted to AMEC Corporation Vancouver, Canada.
- **Archaeological Investigations and Reporting for the U.S. Forest Service's El Capitan to Neck Lake Road Project, Prince of Wales Island, Alaska**, contracted to LEI Engineering and Surveying, LLC.
- **WWII Searchlights and Base End Stations of Sitka Sound, Sitka, AK.** Contracted with the Sitka Tribe to develop a WWII publication for the public per a MOA with the US Army Corps of Engineers for cultural resource mitigation.
- **Archaeological Monitoring for Petersburg Downtown Pavement Rehabilitation Drainage Improvements Petersburg, Alaska Sitka, AK**, contracted with Secon, Juneau, AK.

2014

- **Archaeological Assessment and Historic Survey Reporting for various mine sites throughout Southeast Alaska**, contracted with Waterman Mitigation Partners, Burley, Washington
- **Archaeological Investigations and Reporting for the Alaska Department of Transportation's Katlian Bay Road Project, Sitka, Alaska.** Contracted to AMEC Corporation Vancouver, Canada.
- **Archaeological Monitoring for Halibut Point Road Pavement Rehabilitation Drainage Improvement and Bridge Replacement in Sitka, Alaska (State Project No. 693511, Federal No. HPP-0993(19)).** Sitka, AK, contracted with ASRC-McGraw, Sitka, AK.
- **Cultural Resources Management Plan for Hecla-Greens Creek Mining Company**, contracted with Hecla-Greens Creek, Admiralty Island, Alaska
- **Archaeological Monitoring for during Environmental testing at the former Unocal Bulk Plant 0736 (per Sitka Tribe of Alaska request)**, contracted with Conestoga-Rovers & Associates, Inc. APE located adjacent to the Sitka Indian Village and Russian Cemetery.
- **Cultural Resources Assessment for the Trillium Mitigation Bank, El Capitan Passage, North Prince of Wales Island, SE Alaska** contracted with Waterman Mitigation Partners, Burley, WA

2013

- **Archaeological Monitoring for Halibut Point Road Pavement Rehabilitation Drainage Improvement and Bridge Replacement in Sitka, Alaska (State Project No. 693511, Federal No. HPP-0993(19)).** Sitka, AK, contracted with ASRC-McGraw, Sitka, AK.
 - **Archaeological Monitoring for The City and Borough of Sitka (CBS) Phase II water and sewer improvements from Lincoln Street to Sawmill Creek Road of Baranof Street in Sitka, Alaska (CBS Project No. 90710)**, contracted with City and Borough of Sitka, Sitka, AK.
 - **Archaeological Monitoring for The City and Borough of Sitka (CBS) Sitka Sea Walk from Crescent Harbor to National Historic Park along Lincoln Street and Sitka Harbor in Sitka, Alaska (CBS Project No. 90693, 90695)**, contracted with City and Borough of Sitka, Sitka, AK.
 - **Archaeological Assessment, Historic Survey, and National Register Evaluation of the Nevada Creek/Alaska Treasure Mine Historic District, Douglas Island, Juneau, AK**, contracted with Waterman Mitigation Partners, Burley, WA
 - **Cultural Resources Assessment of the Penn Alaska Prospect, Taku Inlet, Juneau, Alaska**, contracted with Waterman Mitigation Partners, Burley, WA
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- **Cultural Resources Assessment for the Trillium Mitigation Bank, El Capitan Passage, North Prince of Wales Island, SE Alaska** contracted with Waterman Mitigation Partners, Burley, WA
 - **Grant Writer/Manager Lincoln Street Historic District Project**, for City and Borough of Sitka, Sitka, AK
 - **Conservation/Preservation Easement Agreement Draft for Holy Assumption Orthodox Church, Kenai, AK and Nevada Creek/Alaska Treasure Mine Historic District** for the Alaska Association for Historic Preservation, Anchorage, AK

2012

- **Archaeological Monitoring during Hyder Causeway Reconstruction and Trestle Replacement, Hyder, AK.** Contracted with Orion Marine Contractor, Inc. Tacoma, WA.
- **Cultural Resource Inventory of Halibut Point Road for the Pavement Rehabilitation and Drainage Improvements, Sitka, AK.** Contracted with John Barnett, Project Environmental Coordinator, SE Preconstruction, DOT&PF, Southeast Region.
- **Archaeological Monitoring during Environmental testing at the former Unocal Bulk Plant 0736 (per Sitka Tribe of Alaska request),** contracted with Conestoga-Rovers & Associates, Inc. APE located adjacent to the Sitka Indian Village and Russian Cemetery.

2011

- **Archaeological Monitoring for Rocky Gutierrez Airport Runway Safety Area Improvements, Sitka, AK** contracted with Tutka, LLC, Wasilla, Alaska. APE and project located within the Sitka Naval Air Station National Historic Landmark (NHL)
- **Archaeological Monitoring for Yakutat Area-Wide Paving Airport Runway 11-29 Pavement Repairs & CBY Utilities in Yakutat, AK,** contracted with Seccon Southeast Alaska. APE and project located adjacent to several cemeteries with unknown boundaries.
- **Cultural Resource Inventory of North Tongass Highway Improvements: Ward Cove to Whipple Creek Pavement Rehabilitation, Phase 3, Wards Cove to Refuge Cove.** Contracted with John Barnett, Project Environmental Coordinator, SE Preconstruction, DOT&PF, Southeast Region

2010

- **Archaeological Monitoring for Sitka-Japonski Utility & Road Improvements, Sitka, AK,** contracted with Southeast Earthmovers, Inc. APE and project was within the Sitka Naval Air Station & Air Defenses NHL
- **City and Borough of Sitka Historic Preservation Plan,** contracted with City and Borough of Sitka, Alaska. A city and borough wide public plan to manage the community's cultural resources.
- **Archaeological Monitoring for during Environmental testing at the former Unocal Bulk Plant 0736 (per Sitka Tribe of Alaska request),** contracted with Conestoga-Rovers & Associates, Inc. APE located adjacent to the Sitka Indian Village and Russian Cemetery.
- **Alaska Native Brotherhood Hall Historic Building Survey,** contracted with Alaska Native Brotherhood Camp #1. Successfully wrote and managed grant to hire architectural firm to conduct condition assessment of NHL ANB Hall.
- **RFP for Centennial Totem Pole project,** contracted with Southeast Cultural Center & Sitka National Historical Park
- **Recommendation National Register of Historic Places Eligibility for the United States Geological Survey Magnetic Observatory, Sitka, AK,** contracted with Rogers Environmental, NEPA compliance.

2009

- **Recommendation of National Register of Historic Places Eligibility for Lot 50, Block 1, USS 2542, Sitka Indian Village, Sitka, AK,** contracted with Jessica Perkins, Tribal Attorney for Sitka Tribe of Alaska, Section 106, NHPA compliance
- **Archaeological monitoring for Indian River Road Improvements, Sitka, AK,** contracted with McGraw Custom Construction and Alaska DOT&PF, Southeast Region. Conducted tribal consultation, APE adjacent to native cemetery and unmarked burials
- **National Register Nomination of Ada Pears Cottage, Sitka, AK,** contracted with Dr. Trista Patterson, included federal rehabilitation tax credit documentation

2008

- **Determination of Eligibility Investigation for the No Name Creek Bridge (Bridge No. 327), Sitka, AK.** Contracted with Jane Gendron, Environmental Coordinator for Alaska DOT &PF, Southeast Region, Juneau, Alaska, Section 106 NHPA compliance
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- **Ketchikan Airport Hazardous Tree Survey for Culturally Modified Trees, Ketchikan, Alaska.** Contracted with Jane Gendron, Environmental Coordinator for Alaska DOT &PF, Southeast Region, Juneau, Alaska, Section 106 NHPA compliance

Archaeologist

- **2007-08, Stephen Braund & Associates, Anchorage, AK.** Contracted with Dawson Construction to write and follow through on monitoring plan for cultural resources during construction.
- **2006, Sitka National Historical Park,** Completed shovel tests and test units, reconnaissance survey, GIS mapping, archival research, artifact collection and analysis while supervising a crew of two. Prepared final report per Section 106, NHPA.
- **2006, Sitka Trail Works, Sitka, AK,** Deborah Lyons, Executive Director. Field and archival research for Section 106 compliance report. Site is comprised of bunkers, gun emplacements, and artifacts from a World War II NHL located on and near Japonski Island, Sitka, AK.
- **2006, Midwest Archaeological Center, Lincoln, NE** Supervisor: Dr. William Hunt, Project Director. Created an archaeological inventory recording archaeological and geological data from shovel tests at the Sitka National Historical Park in Sitka, AK.
- **2004, Larson Anthropological Archaeological Services, LTD, Tse-whit-zen Archaeological Recovery at Port Angeles, WA Grave Docking Project,** Crew supervisor at an experimental mechanical screening machine, managing and instructing members of the Lower Elwa Kallam Tribe, in the identification of artifacts, faunal, and human remains and collection methods in a challenging climate that consisted of extra-long work days and repatriation efforts. This project was done in conjunction with the Washington DOT, Kiewit General Contractors, the Lower Elwa Kallam Tribe, and Western Shores Archaeological Services.

Archaeological Technician

- **2002-04, GS-07, US Forest Service, Sitka Ranger District, Sitka, AK,** Supervisor: Patrick Bower. Managed cultural resources in the Sitka Ranger District, Tongass Nat'l Forest, AK. Conducted field and archival investigations independently and as a supervisor for paid and volunteer expeditions in especially remote areas of SE Alaska. Performed resource surveys in rough terrain, identifying prehistoric and historic sites, flora, fauna, marine shell, fish, and mammal species, and human remains. Recording involved mapping sites to include features, topographic, and land form descriptions, soil, stratigraphic, site slopes and aspects. Lab and office duties included inventory and cataloging of artifacts and creating and maintaining databases using Excel, Access, ArcGIS, and ArcView. Composed site and eligibility reports in compliance with federal laws and regulations. Position required developing interpretative programs of cultural resources for educational public outreach projects. Became certified in boat/skiff operations and familiar with charts and navigation of waterways, aviation safety for frequent small aircraft flights, wilderness survival, bear safety, and training including familiarity with higher powered rifles. Publications include, *Exploring Port Althorp from the Chugach: Archaeology from the Port Althorp Investigations, Research and Survey PIT project* (PIT Traveler 27: 3-5).
 - **2003, TRC Environmental Consultants, Albuquerque, NM.** Excavation of archaic archaeological site requiring artifact and lithic and stratigraphic identification and data extraction and excavation.
 - **1995, Center for Northwest Anthropology, Pullman, WA** Supervisor: Dr. William Andrefsky, Reconnaissance and transit survey of the Hanford Reach along the Columbia River commissioned by Battelle Northwest Laboratories. Position required site, artifact, flora, fauna identification, dating, photography, mapping using datum systems, and computer-aided analysis.
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HISTORIC PRESERVATION COMMISSION

NAME	CONTACT NUMBERS	TERM STARTS	EXPIRES	CATEGORY
ANNE POLLNOW PO Box 6326	738-0794 sealevelanne@gmail.com	4/28/15	4/22/17	CHAIR At large
ANA DITTMAR 217 Marine Street Unit B	623-7537 anadittmar1@hotmail.com	4/10/12 5/27/15	4/10/15 5/27/18	Vice-Chair At large
ROBERTA LITTLEFIELD 4102 Halibut Point Road	738-4004 c 747-3444 h roblylittlefield@gci.net	7/13/10 4/24/12 5/27/15	01/27/12 4/24/15 5/27/18	SECRETARY Native community
JAMES POULSON 1610 Sawmill Creek Rd	747-3219 w 747-6567 h sitka@operamail.com	2/22/11 2/25/14	2/22/14 2/25/17 9/8/18	Historical Society <i>Ozment's term</i>
SCOTT SALINE PO Box 3183	738-7889 c shsaline@gci.net	4/26/16	4/26/19	At large
KITTY SOPOW 3414 Halibut Point Road	907-545-2850 kittysopow@gmail.com	2/28/17	2/28/20	At large
ROBERT SAM 456 Katlian Street	623-7097 bob.sam@sitkatriben-sn.gov	2/24/15	2/24/18	STA
CLARA GRAY PO Box 401	752-7880 clara.gray@sitkatriben-sn.gov	4/12/16	2/24/18	STA (alternate) <i>Miller's term</i>
Samantha Pierson Planner I	747-1814 samantha.pierson@cityofsitka.org			Staff Liaison/ Secretary
Aaron Swanson 1410 C Sawmill Creek Rd	747-5499 h 623-7869 c assemblyswanson@cityofsitka.org			Assembly Liaison

7 members from selected categories 3-year terms

Sitka Historical Society (1), Native Community (2) - one representing Sitka Tribe of Alaska), At-Large (4)

Established by Ordinance 92-1075, Amended by Ordinance 93-1150, Addition by Ordinance 97-1409

Second Wednesday, 6:00 p.m. – Harrigan Centennial Hall, 330 Harbor Drive

Quorum is met when 4 Commission members are present

Revised: March 2, 2017



CITY AND BOROUGH OF SITKA

Legislation Details

File #: 17-077 Version: 1 Name:

Type: Item Status: AGENDA READY

File created: 4/19/2017 In control: City and Borough Assembly

On agenda: 4/25/2017 Final action:

Title: Discussion/Direction/Decision on Municipal Administrator recruitment services

Sponsors:

Indexes:

Code sections:

Attachments: [Motion recruitment.pdf](#)
[Prothman proposal.pdf](#)
[Colin Baenziger & Associates part 1.pdf](#)
[Colin Baenziger & Associates part 2.pdf](#)

Date	Ver.	Action By	Action	Result
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**Discussion ~ Direction on Municipal
Administrator recruitment services**

POSSIBLE MOTION

I MOVE to authorize the City and Borough of Sitka enter into a contract with _____ for Municipal Administrator recruitment services.

**Proposal
to provide recruitment services for
the City and Borough of Sitka's next
Municipal Administrator**



Presented by

***P*ROTHMAN**

STATEMENT OF QUALIFICATIONS

ABOUT PROTHMAN

Prothman Company is a northwest based consulting firm that specializes in providing national and regional executive recruitment services to cities, counties, and other governmental agencies throughout the western United States. Founded and incorporated in Seattle in 2001, Prothman has quickly become an industry leader known and respected for outstanding customer service, quality candidate pools, and knowledge of local government.

OUR EXPERTISE

Recruitment Knowledge and Experience: The Prothman team has conducted over 450 recruitments and interim placements. We have read and screened over 15,000 resumes, and we have personally interviewed over 5,000 semifinalist candidates. We know how to read between the lines, filter the fluff, and drill down to the qualities and experiences required to be a good manager.

Firsthand Knowledge of Local Government: Every Prothman team member has worked in local government. Our talented consultants have a cumulative 150 years in local government service, with expertise ranging from organization management, police and fire management, human resources, finance, public works and elected official public service.

OUR PROVEN PROCESS

Clients and candidates continually tell us that we have the best process and client service in the industry. The tenure of our placements is among the best in the industry because we understand that "fit" is the most important part of the process; not just fit within the organization, but fit within the community as well.

OUR GUARANTEE

We are confident in our ability to recruit an experienced and qualified candidate who will be the perfect "fit" for your organization. Should the selected finalist leave the position or be terminated for cause within one year from the employment date, we will conduct a replacement search with no additional professional fee.

CONTACT

Sonja Prothman: sonja@prothman.com, 206.368.0050
371 NE Gilman Blvd, Suite 310, Issaquah, WA 98065
Submittal Date: April 20, 2017

Availability, Communication & Schedule

One of our first tasks will be to coordinate and commit a schedule. Then, we protect your dates on a master schedule to assure we never miss a commitment. We provide you our cell numbers so you have direct access to your lead consultant and support staff and we will communicate and update you as often as you desire. Our recruitments take approximately 10-14 weeks to complete, depending on the scope and direction from the client. You can expect approximately: 2-3 weeks for stakeholder interviews and profile development & approval, 5-6 weeks for recruitment, 2-3 weeks for screening and interviewing, 2-3 weeks for coordinating final interviews.

Sample Schedule - Blue highlighted events represent in-person meetings with the client

Date	Topic
Week of May 8-12, 2017	Hold stakeholder interviews – John travels to Sitka
May 15, 2017	Send profile for review
May 22, 2017	Post profile and start advertising
June 25, 2017	Application Close Date
Weeks of June 26 & July 10, 2017 (Week of July 3-7 no interviews)	Prothman screens applications & interviews top 8 - 15 candidates
Week of July 17-21, 2017	Work Session to review semi-final interviews and pick finalists - John travels to Sitka
Week of August 7-11, 2017	Final Interviews, usually includes an evening reception and next day interviews – John travels to Sitka

PROJECT TEAM

JOHN HODGSON - PROJECT LEAD

John is a senior consultant for Prothman and brings 33 years of municipal service including, most recently, 7 ½ years as City Administrator/Chief Administrative Officer for the City of Kent, the sixth largest city in the state of Washington. Prior to that, John had 26 years in parks and recreation management for the cities of Vancouver, WA, Metropolitan Park District of Tacoma, and Director of Parks, Recreation and Community Services for the City of Kent from 1994-2005. John's awards for his service include Kent Chamber of Commerce Public Employee of the Year, WRPA Honor Fellow, Kiwanis Distinguished President, and the Kent Lions Club Community Service Award. John has a Bachelor of Science degree in Parks and Recreation Management from the University of Oregon (1980) and completed the Cascade Management Series from the University of Washington Graduate School of Public Affairs (1992).

Recruitments Performed by John Hodgson as Project Lead

City of Minot, ND
City Manager

Ben Franklin Transit (WA)
General Manager
Chief Operations Manager
Administrative Services Manager
Human Resources

City of Sheridan, WY
Finance & Administrative Services
Director
City Administrator

Town of West Yellowstone, MT
Town Manager

**Snyderville Basin Special
Recreation District (UT)**
District Director

Metro Parks Tacoma, WA
Director of Planning &
Development

**Spokane Regional Transportation
Council (WA)**
Executive Director (*in progress*)

City of Bothell, WA
Parks & Recreation Director
Human Resources Director

City of Issaquah, WA
Parks & Recreation Director
Human Resources Director
Finance Director

City of College Place, WA
City Administrator

Inyo County, CA
Information Services Director
(*in progress*)

Island Transit (WA)
Executive Director

Jackson County, OR
HR/Risk Management Director

City of Lincoln, NE
Finance Director
Budget Officer (*in progress*)

City of Lincoln City, OR
Human Resources Director

City of Lynnwood, WA
Finance Director
Human Resources Director

City of Mukilteo, WA
Finance Director
Management Services Director

City of Newcastle, WA
Public Works Director

City of Port Townsend, WA
Finance Director

City of Renton, WA
HR & Risk Management Admin.
Administrative Services Admin.

City of Salem, OR
Human Resources Director

City of Shoreline, WA
City Attorney
Parks & Cultural Services Director

City & Borough of Sitka, AK
Controller

City of Snohomish, WA
Finance Director

Snohomish County, WA
Human Services Director
Surface Water Management
Utility Director

City of Snoqualmie, WA
Chief Financial Officer

City of Spokane Valley, WA
Finance Director

City of Tacoma, WA
Senior Finance Manager (*in
progress*)

City of Vancouver, WA
Deputy Director of Human
Resources

Port of Walla Walla, WA
Executive Director

**Washington Association of
County Officials**
Executive Director

City of White Salmon, WA
Public Works Operations Manager

City of Woodburn, OR
Finance Director

City of Woodland, WA
City Administrator

PROJECT TEAM CONT'D

GREG PROTHMAN - PROJECT SUPPORT

As President of the Prothman Company, Greg offers a unique combination of 20+ years of experience in various functions of government and 15 years of experience in public sector recruitment. Prior to forming the Prothman Company, Greg served as a police officer for the University of Washington and the City of Renton. He left police work after completing his Masters in Public Administration and accepted an administrative position for the City of Des Moines, WA. He was quickly promoted to Assistant City Manager and next, City Manager. A Seattle native, Greg completed his BA at Western Washington University and his Master of Public Administration degree from the University of Washington. Greg is a volunteer EMT/Firefighter for the City of Snoqualmie and a member of Seattle Mountain Rescue.

SONJA PROTHMAN - PROJECT SUPPORT

As Vice-President of the Prothman Company, Sonja assists with recruitments and organizational assessments, and she manages the support staff and the "business" side of Prothman. Sonja is a former councilmember for the City of Normandy Park and brings to Prothman the "elected official" side of city government—an invaluable perspective for understanding our clients' needs. Sonja also brings private sector expertise having worked with the Boeing Company where she was on the start-up team as lead negotiator for schedules and deliverables for the first 777 composite empennage. A Seattle native, Sonja earned a Bachelor's Degree in Communications from the University of Washington.

BARRY GASKINS - PROJECT SUPPORT

Barry is responsible for candidate management. His attention to detail and understanding of timeliness to the customer and candidates is remarkable. Barry works with the lead consultant in following through with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client. Barry came to us from the Bill & Melinda Gates Foundation where he served as a Program Assistant for four years in the US Library Program. Barry earned his Bachelor's Degree from California State University in Los Angeles.

JARED ECKHARDT - PROJECT SUPPORT

Jared is responsible for profile development and candidate outreach. He is a recent (2015) graduate from the University of Washington and we are have enjoyed watching him learn and mature the past year.

Recruitment Strategy

Every recruitment we conduct is a national search. We have an aggressive national advertising campaign and we have the ability to mail the job announcement to every city, county, district, etc. in the US. Screening for "fit" is one of the most important elements in a recruitment and the length of tenure of our placed candidates is the highest in the industry because our process emphasizes "fit" and we learn and understand the qualities required for candidates to fit within your unique communities, cultures and weather!

We have conducted hundreds of successful executive searches and refined our process along the way. We provide the process, but you call the shots... whether you want weekly updates or monthly updates, more meetings or less meetings... we will partner with you and find you a highly qualified candidate who is the perfect "fit" for your organization, guaranteed!

Recruitment Process

Project Review

The first step will be to review the following topics:

- ◆ Review the scope of work and project schedule
- ◆ Identify the geographic scope of the search (local, regional or national)
- ◆ Review the compensation package and decide if a salary survey is needed
- ◆ Identify key stakeholders

Information Gathering and Research (*Soliciting Input*)

We will spend as much time as it takes to learn everything we can about your organization. Our goal is to thoroughly understand the values and culture of your organization, as well as the preferred qualifications you desire in your next Municipal Administrator. We will travel to Sitka and:

- ◆ Meet with the Council Members
- ◆ Meet with Staff as directed
- ◆ Meet with other stakeholders as directed
- ◆ Review all documents related to the position

Position Profile Development (*Identifying the Ideal Candidate*)

We will develop a profile of your ideal candidate. Once the Position Profile is written and approved, it will serve as the foundation for our determination of a candidate's "fit" within the organization and community. Profiles include the following:

- ◆ **A description of the ideal candidate's qualifications**
 - Years of related experience and education required
 - Ideal personality traits and work habits
- ◆ **Organization-specific information**
 - Description of the organization, position and key responsibilities
 - Priorities and challenges facing the organization
- ◆ **Community-specific information**
 - Overview of the region
 - Description of the environment and quality of life details
- ◆ **Compensation package details**
- ◆ **Information on how to apply**

Recruitment and Advertising Strategy (*Locating Qualified Candidates*)

We recognize that often the best candidates are not actively looking for a new position--*this is the person we want to reach and recruit*. We have an aggressive recruitment strategy which involves the following:

- ◆ **Print and Internet-based Ads** placed nationally in professional publications, journals and on related websites.
- ◆ **Direct Mail Recruitment Brochures** sent directly to hundreds of highly qualified city/county management professionals who are not actively searching for a new position.
- ◆ **Direct Contact Calls** and emails placed directly to candidates that we know would be a good fit.
- ◆ **Posting the Position Profile on the Prothman Website**, which receives thousands of hits per month.

Candidate Screening (*Narrowing the Field*)

Once the application deadline has passed, we will conduct an extensive candidate review designed to gather detailed information on the leading candidates. The screening process has 4 key steps:

- 1) **Application Review:** We will screen the candidates for qualifications based on the resumes, applications, and supplemental questions. After the initial screening, we take the yes and maybe's and complete a second screening where we take a much deeper look into the training, work history and qualifications of each candidate.
- 2) **Personal Interviews:** We will conduct in-depth videoconference or in-person interviews with the top 8 to 15 candidates. During the interviews, we ask the technical questions to gage their competency, and just as importantly, we design our interviews to measure the candidate's fit within your organization.
- 3) **Internet Publication Background Search:** We conduct an internet publication search on all semi-finalist candidates prior to their interviews. If we find anything out of the ordinary, we discuss this during the initial interview and bring this information to you.
- 4) **Work Session with Council:** We will prepare and send to you a detailed summary report and binder which includes each candidate's application materials and the results of the personal interviews and publication search. **We will travel to Sitka or meet via phone** and advise you of the candidates meeting the qualifications, our knowledge of them, and their strengths and weaknesses relative to fit within your organization. We will give you our recommendations and then work with you to identify the top 4 to 6 candidates to invite to the final interviews. We will discuss the planning and design of the final interview process during this meeting.

Final Interview Process (*Selecting the Right Candidate*)

The design of the final interviews is an integral component towards making sure that all stakeholders have the opportunity to learn as much as possible about each candidate.

- ◆ **Elements of the design process include:**
 - **Deciding on the Structure of the Interviews**
We will tailor the interview process to fit your needs. It may involve using various interview panels and an evening reception.
 - **Deciding on Candidate Travel Expenses**
We will help you identify which expenses your organization wishes to cover.
 - **Identifying Interview Panel Participants & Panel Facilitators**
We will work with you to identify the participants of different interview panels to ensure that all stakeholders identified have been represented.

◆ **Background Checks**

In addition to the internet background search, prior to the final interviews, we will conduct a background check on each of the finalist candidates. Background checks include the following:

• **References**

We conduct 6-8 reference checks on each candidate. We ask each candidate to provide names of their supervisors, subordinates and peers for the last several years.

• **Education Verification, Criminal History, Driving Record and Sex Offender Check**

We contract with Sterling and conduct a criminal history, driving record and sex offender check on each candidate in the states in which they have worked.

◆ **Candidate Travel Coordination**

For those candidates who will be traveling to the final interviews, we work with the candidates to organize the most cost effective travel arrangements.

◆ **Final Interview Binders**

We will provide Final Interview Binders. They are the tool that keeps the final interview process organized and ensures that all interviewers are "on the same page" when it comes to evaluating each candidate.

◆ **Final Interviews with Candidates**

We will travel to Sitka and facilitate the interviews. The interview process usually begins with a morning briefing where schedule and process will be discussed with all those involved in the interviews. Each candidate will then go through a series of one-hour interview sessions, with an hour break for lunch.

◆ **Panelist & Decision Makers Debrief:** After the interviews are complete, we will facilitate a debrief with all panel participants where the panel facilitators will report the panel's view of the strengths and weaknesses of each candidate interviewed. The decision makers will also have an opportunity to ask panelists questions.

◆ **Candidate Evaluation Session:** After the debrief we will facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research if needed.

◆ **Facilitate Employment Agreement:** Once the top candidate has been selected, we will offer any assistance needed in developing a letter of offer and negotiating terms of the employment agreement.

Warranty

◆ **Repeat the Recruitment:** If you follow our process and a top candidate is not chosen, we will repeat the recruitment with no additional professional fee, your only cost would be the expenses.

FEE, EXPENSES & GUARANTEE

Professional Fee

The fee for conducting a Municipal Administrator recruitment with a one-year guarantee is \$20,500, plus expenses. The professional fee covers all Prothman consultant and staff time required to conduct the recruitment. This includes all correspondence and on-site meetings with the client, writing and placing the recruitment ads, development of the candidate profile, creating and sending invitation letters, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, professional reference checks on the finalist candidate and all other search related tasks required to successfully complete the recruitment.

Expenses

Expenses vary depending on the design and geographical scope of the recruitment. We work diligently to keep expenses at a minimum and keep records of all expenditures. The City and Borough of Sitka will be responsible for reimbursing expenses Prothman incurs on your behalf. Expense items include but are not limited to:

- Newspaper, trade journal, websites and other advertising (approx. \$1,400 - 1,800)
- Direct mail announcements (approx. \$1,800 – 2,100)
- Interview Binders & printing of materials (approx. \$400 - 600)
- Delivery expenses for Interview Binders (approx. \$300 - 450)
- Consultant travel: Airfare, rental car, lodging (if needed), travel time @ \$60 per hour (approx. \$1,400 – 1,900 per trip)
- Background checks performed by Sterling (approx. \$175 per candidate)
- Any client-required licenses, fees or taxes

- Candidate travel: We cannot approximate candidate travel expenses because they vary depending on the number of candidates, how far the candidates travel, length of stay, if spouses are included, etc. If you wish, we will coordinate and forward to your organization the candidate's travel receipts for direct reimbursement to the candidate.

A 3% charge will be added to all expenses which reflect City of Issaquah and State B&O tax obligations that we pay for every dollar we invoice, including expenses. Professional fees are billed in three equal installments throughout the recruitment. Expenses are billed monthly.

Guarantee

Our record of success in placing highly qualified candidates provides that Prothman will guarantee with a full recruitment that if the selected finalist is terminated or resigns within one year from the employment date, we will conduct a replacement search with no additional professional fee.

Cancellation

You have the right to cancel the search at any time. Your only obligation would be the fees and expenses incurred prior to cancellation.



**PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES
FOR THE MUNICIPAL ADMINISTRATOR FOR THE CITY AND
BOROUGH OF SITKA, AK**

Colin Baenziger & Associates

Project Manager and Contact Person:

Colin Baenziger (561) 707-3537
Colin Baenziger & Associates
2055 South Atlantic Avenue • Suite 504
Daytona Beach Shores, FL 32118
e-mail: Colin@cb-asso.com
Fax: (888) 635-2430

...Serving Our Clients with a Personal Touch...

September 28, 2016

The Honorable Mayor Mim McConnell and Deputy Mayor Matthew Hunter, Vice Deputy Mayor Benjamin Miyasato, and Assembly Members Steven Eisenbeisz, Tristan Guevin, Aaron Swanson, Bob Potrzuski
c/o Mark Danielson, Human Resources Director, MarkD@cityofsitka.com;
City and Borough of Sitka
100 Lincoln Stree.
Sitka, AK 99835

Dear Mayor McConnell, Deputy Mayor Hunter, Vice Deputy Mayor Miyasato, and Assembly Members Eisenbeisz, Guevin, Swanson, and Potrzuski:

Colin Baenziger & Associates (CB&A) would like to take this opportunity to submit a proposal to assist in finding your next Municipal Administrator. While selecting key personnel is never easy, CB&A has developed a problem-free process that has been tested nationwide and found to be extremely effective.

CB&A is a municipal recruiting firm with a national reach. We have conducted assignments from Florida to Alaska and Maine to California. We pride ourselves on providing not just high-quality results, but, equally important, providing a great deal of personal attention to each of our local government clients. To conduct a proper recruitment, we feel the project manager must do more than just drop by occasionally. He/she must get to know the appropriate government officials and the community firsthand. That effort takes time, but it is the only way to ensure the candidates we recommend are well qualified and a good fit for your community. As a result, we only take a few clients at a time and focus on getting the job done properly. Further, we routinely complete our work in sixty to ninety days. This timeframe includes preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist interviewing, and administrator selection. We also offer the best warranty in the industry.

Not only do we offer unparalleled service at a reasonable price, we focus on finding just the right people for your organization. We say people, and not person, because our goal is to bring you five finalists who are so good that you will have a difficult time choosing among them. The proof is in the fact that six of our local government clients have passed resolutions thanking us for our outstanding efforts in finding their key staff. We do not know how often you have passed a resolution thanking a consulting firm for its efforts, but we have rarely seen it happen. Our goal, in fact, would be for you to be our next client to pass such a resolution.

Some of our searches include the Borough Manager for Matanuska-Susitna Borough, AK, City Managers/CEOs for Bellevue, WA, Mountlake Terrace, WA, Albany, GA, Chamblee, GA, Ankeny, IA, Ashland, KY, Cottonwood Heights, UT, Doraville, GA, Fayetteville, NC, Greensboro, NC, Indianola, IA, Mill Creek, WA, Mount Pleasant, MI, Norwich, CT, Roanoke, VA, Savannah, GA, Scottsdale, AZ, Springettsbury Township, PA, Tacoma, WA, Winchester, VA, and Yakima, WA. We have sought the County Administrators / Managers / CEOs for Clackamas County, OR, Fulton County, GA, Polk County, IA, Emmet County, MI, James City County, VA, St. Johns County, FL, Union County, NC, and York County, VA.

Some of our current searches include the City Manager for Port St. Lucie, FL, Economic Development Director for Concord, NH, a Chief Executive Officer for Chatham Area Transit, FL, a Social Services Director for Roanoke, VA, a Director of Water and Gas and a Director for Community Development for Danville, VA.

Those authorized to bind the company are myself, Colin Baenziger, and Lynelle Klein, Vice President for Operations.

We look forward to formally presenting our credentials and working with you in the near future. If you have any questions, please feel free to contact me at (561) 707-3537.

Sincerely,



Colin Baenziger
Principal / Owner

...Serving Our Clients with a Personal Touch...

PROPOSAL TO PROVIDE EXECUTIVE SEARCH FIRM SERVICES

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I. Qualifications and Experience of the Firm

The Firm, Its Philosophy, & Its Experience

Colin Baenziger & Associates (CB&A) is a nationally recognized executive recruiting firm established in 1997 and owned and operated by Colin Baenziger. We are a sole proprietorship headquartered in Volusia County, FL with offices in Sammamish, WA and Salt Lake City, UT. As a sole proprietorship, we are not registered with any states as a corporation, foreign or otherwise. Although our primary focus is executive search, we are often involved in operational reviews of governmental operations. Our consultants live in other areas of the country and converge wherever the client's needs exist. We develop an operational plan prior to arrival and our team of experts quickly studies the issues, identifies problems and opportunities, performs the necessary analysis, develops solutions, prepares reports and action plans, and completes the assignment. The client receives prompt, professional service, and its needs are effectively addressed. We are available for follow-up work, however, our goal is to provide the client with solutions that its existing staff can implement without additional outside assistance.

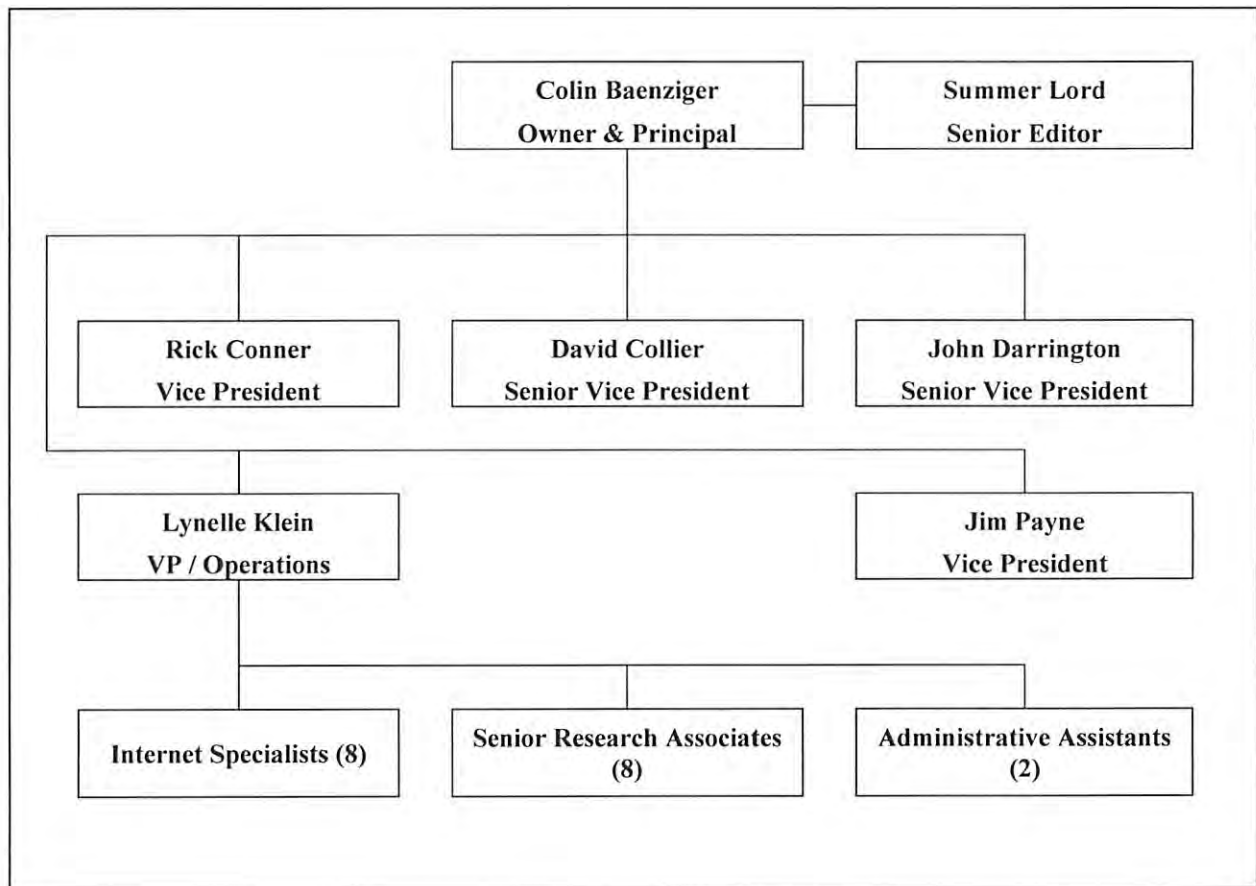
Colin Baenziger & Associates' outstanding reputation is derived from our commitment to timeliness and quality. Our work is not done until you are satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our fee or in our action plan. We do not ask the client for additional fees. Rather, we accept these situations as part of our cost of doing business. We believe that once a contract is signed we have an obligation to fulfill its requirements excellently and within the budgeted amount.

Since beginning our search practice in 1998, we have conducted searches and other related work for clients in thirty states. Overall our staff has performed over 150 City, County, and Special District Manager searches and approximately 200 local government searches. The basic approach we have presented herein is the approach we have used in each of our searches. It has been refined over the years to the point where it is problem-free.

Technical Capabilities and Organizational Structure

Colin Baenziger & Associates has developed its business model over the past 18 years. The model has proven to be extremely effective in every state where we have applied it and for every type of position for which we have searched. In fact, we are often called when a government has a particularly difficult position to fill or where one of our competitors has failed. Overall, we utilize approximately eighteen people. Most staff members are independent contractors and are given assignments on a task order basis. Consequently we can pay well while having a great deal of flexibility without the overhead of many firms. In addition to Mr. Baenziger, other senior staff members are former City and/or County Managers or elected officials. As a result, we understand multiple perspectives and have been very successful in identifying the right candidates for our clients. CB&A's other staff are all competent researchers and writers and most have been with us for a long time.

I. Qualifications and Experience of the Firm (continued)



Completion of Projects within Budget

Colin Baenziger & Associates is proud of its record of completing searches within budget. When we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what unforeseen circumstances may develop. *We have never asked a search client for additional fees, even when we were entitled to do so.*

Completion of Projects on Schedule

Colin Baenziger & Associates routinely completes its assignments in sixty to ninety days. Further, since CB&A began performing recruitments, *it has never missed a project milestone.*

Prior Names and Litigation

Colin Baenziger & Associates has always operated under its current name and has never been involved in any litigation, except to testify as an expert witness on behalf of one of the parties. Our performance has never been questioned nor have we or any of our clients been involved in any legal action as a result of our work.

I. Qualifications and Experience of the Firm (continued)

Insurance

To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$1 million combined single limit per occurrence for bodily injury, personal injury, and property damages, (2) automobile liability insurance of \$1 million per accident, and (3) professional liability insurance of \$1 million per occurrence. As a small firm, predominantly utilizing independent contractors, we are not typically subject to the requirements for workers compensation and employer liability insurance. If required by the client, and if it is available to us, we will obtain these two coverages prior to contract execution.

Overall Executive Search Experience

CB&A started its executive search business in 1998 from scratch. As a single father, he needed to stay nearby and so his goal was to become Florida's preeminent recruiter. In 2007 with his children mature, he branched out into other states. His firm has now worked in 30 states, from Maine to California and Florida to Alaska. See the map below.



A complete list of our searches is contained in Appendix A.

I. Qualifications and Experience of the Firm (continued)

2016 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	City Manager	Cocoa Beach, FL	11,200	James McKnight	250
2	City Manager	Covington, VA	5,961	Richard Douglas	100
3	City Manager	Danville, VA	42,900	Ken Larking	1,100
4	Chief Administrator	El Paso, County, TX	827,700	Betsy Keller	480 under the Administrator
5	City Manager	Fort Myers, FL	70,918	Saeed Kazemi	944
6	City Administrator	Fort Smith, AR	87,350	Carl Geffkin	937
7	City Manager	Gainesville, FL	117,000	Anthony Lyons	1,300
8	City Manager	Mountlake Terrace	20,200	Scott Hugill	150
9	City Manager	Norwich, CT	40,500	John Salomone	430
10	City Manager	Orange City, FL	11,600	Dale Arrington	100
11	City Administrator	Prosser, WA	5,845	David Stockdale	50
12	City Manager	Savannah, GA	144,350	Roberto Hernandez	2,610
13	Township Manager	Springettsbury Township, PA	26,700	Benjamin Marchant	100

I. Qualifications and Experience of the Firm (continued)

	Client	Contact Name	Title	Phone	Email
1	Cocoa Beach, FL	Laurie Kalagachy	City Clerk	(321) 868-3235	lkalagachy@cityofcocoabeach.com
2	Covington, VA	Thomas Sibold	Mayor	(540) 958-8983	tomsibold@yahoo.com
3	Danville, VA	Sherman Saunders	Mayor	(434) 489-8738	sherman.saunders@danvilleva.gov
4	El Paso County, TX	Carlos Leon	Commissioner	(915) 546-2014	mmejia@epcounty.com
5	Fort Myers, FL	Randall Henderson	Mayor	(239) 321-7020	gpacak@cityflymyers.com
6	Fort Smith, AR	Sandy Sanders	Mayor	(479) 784-2204	Mayor@fortsmithar.gov
7	Gainesville, FL	Todd Chase	Council Member	(352) 514-0168	chase@m@cityofgainesville.org
8	Mountlake Terrace, WA	Rick Ryan	Mayor Pro Tem	(206) 940-0108	RRyan@ci.mt.wa.us
9	Norwich, CT	Debercy Hinchey	Mayor	(860) 823-3743	DHinchey@cityofnorwich.org
10	Orange City, FL	Tom Laputka	Mayor	(386) 775-5403	tlaputka@ourorangecity.com
11	Prosser, WA	Randy Taylor	Mayor	(509) 875-4367	RTaylor@ci.prosser.wa.us
12	Savannah, GA	Eddie DeLoach	Mayor	(912) 210-1722	edeloach@savannahga.gov
13	Springettsbury Township, PA	Mark Swomley	Board Chair	(717) 805-3093	mark.swomley@springettsbury.com

2016 City / County Manager Searches Completed (continued)

I. Qualifications and Experience of the Firm (continued)

2015 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	City Manager	Cocoa Beach, FL	11,200	Ron McLemore	249
2	Village Manager	Estero, FL	23,100	Steve Sarkozy	6
3	City Manager	Fernandina Beach, FL	12,000	Dale Martin	268
4	County Manager ⁽¹⁾	Fulton County, GA	984,300	Richard Anderson	6,500
5	City Manager	Indianola, IA	14,800	Ryan Waller	92
6	City Manager	Mill Creek, WA	18,800	Rebecca Polizotto	62
7	City Manager	Normandy Park, WA	6,600	Mark Hoppen	27
8	City Manager	Ocala, FL	56,600	John Zabler	940
9	City Manager	Palm Bay, FL	105,000	Greg Lynk	748
10	City Manager	Seminole, FL	17,800	Ann Deal	159
11	City Manager	Sequim, WA	6,670	Charlie Bush	73
12	County Administrator	York County, VA	66,300	Neil Morgan	721

(1) Partial Search. We performed background checks for two candidates, coordinated the interviews and negotiated the employment contract. We did not search for candidates.

I. Qualifications and Experience of the Firm (continued)

2015 City / County Manager Searches Completed (continued)					
	Client	Contact Name	Title	Phone	Email
1	Cocoa Beach, FL	Laurie Kalaghchy	City Clerk	(321) 868-3235	lkalaghchy@cityofcocoabeach.com
2	Estero, FL	Nick Batos	Mayor	(239) 292-2909	batos@estero-fl.gov
3	Fernandina Beach, FL	Ed Boner	Mayor	(904) 556-7554	eboner@fbfl.org
4	Fulton County, GA	Mark Massey	Clerk to the Commission	(404) 219-0451	Mark.Massey@fultoncountyga.gov
5	Indianola, IA	Kelly Shaw	Mayor	(515) 962-5300	lkshaw@cityofindianola.com
6	Mill Creek, WA	Pam Pruitt	Mayor	(425) 338-7158	ppruitt@cityofmillcreek.com
7	Normandy Park, WA	Susan West	Mayor	(206) 248-7603	Susan.West@ci.normandy-park.wa.us
8	Ocala, FL	Kent Guinn	Mayor	(352) 572-0312	kguinn@ocalafl.org
9	Palm Bay, FL	William Capote	Mayor	(321) 292-0382	Mayor@PalmBayFlorida.org
10	Seminole, FL	Leslie Waters	Mayor	(727) 430-7553	lwaters2@myseminole.com
11	Sequim, WA	Candace Pratt	Mayor	(360) 582-0114	cpratt@sequimwe.gov
12	York County, VA	Thomas Shepperd, Jr.	Chairman	(757) 868-8591	shepperd@yorkcounty.gov

I. Qualifications and Experience of the Firm (continued)

2014 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	County Manager	Alachua County, FL	251,400	Lee Niblock	855 under the Manager
2	City Manager	Bellevue, WA	132,000	Brad Miyake	1,229
3	City Manager	Connell, WA	4,200	Jed Crowther	19 + temp & seasonal
4	City Manager	Delray Beach, FL	64,100	Donald Cooper	800
5	Chief Administrator	El Paso County, TX	827,700	Stephen Norwood	480 under the Administrator
6	City Manager	Ellensburg, WA	18,300	Jack Akers	128
7	County Administrator ^[1]	Emmet County, MI	32,900	Marty Krupa	163
8	County Administrator	James City County, VA	67,000	Bryan Hill	750
9	City Manager	Marco Island, FL	13,300	Roger Hernstadt	210
10	City Manager	Mount Pleasant, MI	26,200	Nancy Ridley	119
11	City Manager	Mountlake Terrace, WA	20,200	Arlene Fisher	153
12	City Manager	North Miami, FL	60,600	Aleem Ghany	364
13	City Manager	Oakland Park, FL	42,800	David Hebert	240
14	Township Manager	Springettsbury Township, PA	26,700	Kristin Denne	100
15	County Administrator	St. Lucie County, FL	277,800	Howard Tipton	583 under the Administrator
16	City Manager	St. Pete Beach, FL	9,400	Wayne Saunders	88
17	Town Manager	Surfside, FL	6,000	Guillermo Omedillo	121
18	City Manager	Titusville, FL	43,900	Steve Larese	478
19	City Manager	Winchester, VA	26,900	Eden Freeman	560 under the Manager

[1] The actual title is County Controller but under Michigan Law, the duties are the same as those of a County Administrator.

I. Qualifications and Experience of the Firm (continued)

2014 City / County Manager Searches Completed (continued)					
	Client	Contact Name	Title	Phone	Email
1	Alachua County, FL	Lee Pinkson	Commissioner	(352) 264-6900	lpinkoson@alachuacounty.us
2	Bellevue, WA	Kevin Wallace	Deputy Mayor	(425) 452-7810	KWallace@bellevuewa.gov
3	Connell, WA	Bruce Blackwell	Mayor	(509) 234-2701	bblackwell@connellwa.org
4	Delray Beach, FL	Cary Glickstein	Mayor	(561) 441-0222	glickstein@mydelraybeach.com
5	El Paso County, TX	Carlos Leon	Commissioner	(915) 546-2014	mmejia@epcounty.com
6	Ellensburg, WA	Rich Elliott	Mayor	(509) 962-7221	elliotr@ci.ellensburg.wa.us
7	Emmet County, MI	Jim Tamlyn	Board Chair	(231) 622-2433	jtamlyn@emmetcounty.org
8	James City County, VA	Mary Jones	Board Chair	(757) 871-5977	mary.jones@jamescitycountyva.gov
9	Marco Island, FL	Larry Sacher	Councilor	(239) 588-0112	LSacher@marcocitycouncil.com
10	Mount Pleasant, MI	Kathleen Ling	Commissioner	(989) 773-7823	kling@mt-pleasant.org
11	Mountlake Terrace, WA	Rick Ryan	Mayor Pro Tem	(206) 940-0108	RRyan@ci.mlt.wa.us
12	North Miami, FL	Rene Monestine	City Attorney	(305) 895-9810	rmonestime@northmiamifl.gov
13	Oakland Park, FL	Shari McCartney	Mayor	(954) 295-0527	ShariM@oaklandparkfl.gov
14	Springettsbury Township	George Dvoryak	Board Chair	(717) 683-4665	gdvoryak@Springettsbury.com
15	St. Lucie County, FL	Dan McIntyre	County Attorney	(772) 462-1420	mcintyred@stlucieco.org
16	St. Pete Beach, FL	Elaine Edmonds	Administrative Services Director	(727) 580-5178	elaine@stpetebeach.org
17	Surfside, FL	Daniel Dietch	Mayor	(305) 861-4863	ddietch@townofsurfsidefl.gov
18	Titusville, FL	Jim Tulley	Mayor	(321) 567-3702	Mayor@titusville.com
19	Winchester, VA	John Willingham	Council President	(540) 931-4655	John.Willingham@winchesterva.gov

I. Qualifications and Experience of the Firm (continued)

2013 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	City Manager	Ankeny, IA	45,000	David Jones	210
2	City Manager	Ashland, KY	21,000	Benjamin Bitters	300
3	Village Manager	Bal Harbour, FL	2,500	Jorge Gonzalez	37
4	County Manager	Clackamas County, OR	380,000	Donald Krupp	2,300
5	City Manager	Elmira, NY	29,000	Kim Middaugh	293
6	City Manager	Fruitland Park, FL	4,100	Gary La Venia	52
7	City Manager	Leesburg, FL	20,600	Alfred Minner	515
8	City Manager	Medina, WA	3,000	Michael Sauerwein	30
9	City Manager	Miramar, FL	122,000	Kathleen Woods- Richardson	960
10	City Manager	Monroe, NC	36,397	John D'Agostino	750
11	City Manager	Normandy Park, WA	6,300	Glenn Akramoff	27
12	County Manager	Okaloosa County, FL	170,000	Ernie Padgett	820
13	City Manager	Satellite Beach, FL	10,000	Courtney Barker	120
14	City Manager	Scottsdale, AZ	220,000	Fritz Behring	2,423
15	City Manager	Sunnyside, WA	15,000	Donald Day	95

I. Qualifications and Experience of the Firm (continued)

2013 City / County Manager Searches Completed (continued)					
	Client	Contact Name	Title	Phone	Email
1	Ankeny, IA	Gary Lorenz	Mayor	(515) 371-2141	garyl@ljmd.com
2	Ashland, KY	Chuck Charles	Mayor	(606) 327-2001	ccharles@ashlandky.org
3	Bal Harbour, FL	Jaime Sanz	Council Member	(786) 427-4154	jsanz@balharbour.org
4	Clackamas County, OR	Paul Savas	Commissioner	(503) 655-8581	psavas@co.clackamas.or.us
5	Elmira, NY	Susan Skidmore	Mayor	(607) 738-3714	mayor@cityofelmira.net
6	Fruitland Park, FL	Chris Bell	Mayor	(352) 326-4291	cbell@fruitlandpark.org
7	Leesburg, FL	David Knowles	Mayor	(352) 326-9300	Allstate2@earthlink.net
8	Medina, WA	Michael Luis	Mayor	(425) 233-6400	mluis@medina-wa.gov
9	Miramar, FL	Yvette Colbourne	Commissioner	(954) 560-5161	ycolbourne@ci.miramar.fl.us
10	Monroe, NC	Lynn Keziah	Vice Mayor	(704) 221-2365	lkeziah@monroenc.org
11	Normandy Park, WA	Clarke C. Brant	Mayor	(206) 248-7603	clarke.brant@ci.normandy-park.wa.us
12	Okaloosa County, FL	Don Amunds	Commission Chair	(850) 585-8012	damunds@co.okaloosa.fl.us
13	Satellite Beach, FL	Frank Catino	Mayor	(321) 223-7700	fcatino@satellitebeach.org
14	Scottsdale, AZ	Suzanne Klapp	Vice Mayor	(480) 312-7402	sklapp@scottsdaleaz.gov
15	Sunnyside, WA	James Restucci	Mayor	(509) 643-4343	jrestucci@sunnyside-wa.gov

I. Qualifications and Experience of the Firm (continued)

2012 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	City Manager	Cape Coral, FL	154,300	John Szerlag	1,300
2	City Manager	Cocoa Beach, FL	11,200	Robert Majka	234
3	City Manager	Doraville, GA	8,500	Shawn Gillen	104
4	City Manager	Fayetteville, NC	208,000	Ted Voorhees	1,500
5	City Manager	Fort Pierce, FL	41,590	Robert Bradshaw	361
6	City Manager	Hallandale Beach, FL	37,100	Renee Crichton	449
7	County Administrator	Hernando County, FL	172,800	Leonard Sossamon	1,297
8	City Manager	Key West, FL	26,649	Bob Vitas	456
9	City Manager	Melbourne, FL	75,000	Michael McNees	927
10	Village Manager	North Palm Beach, FL	12,015	Ed Green	279
11	City Manager	Panama City Beach, FL	12,018	Mario Gisbert	250
12	City Manager	Sarasota, FL	51,917	Tom Barwin	599
13	City Manager	Sunrise, FL	4,260	Alan Cohen	1,203
14	City Manager	Yakima, WA ¹	91,000	Anthony O'Rourke	730

¹ The manager's wife developed cancer after 3 months on the job and he resigned to be with her during treatment. We repeated the search at no cost even though it was outside the scope of our warranty.

I. Qualifications and Experience of the Firm (continued)

2012 City / County Manager Searches Completed (continued)					
	Client	Contact Name	Title	Phone	Email
1	Cape Coral, FL	John Carioscia	Council Member	239-242-3288	rerbrick@capecoral.net
2	Cocoa Beach, FL	Laurie Kalaghchy	City Clerk	(321) 868-3235	lkalaghchy@cityofcocoabeach.com
3	Doraville, GA	Donna Pittman	Mayor	(678) 328-9181	donna.pittman@Doravillega.us
4	Fayetteville, NC	Jim Arp	Mayor Pro Tem	(910) 728-2569	JArp@ci.fay.nc.us
5	Fort Pierce, FL	Anne Satterlee	Communications Manager	(772) 460-2200	asatterlee@city-ftpierce.com
6	Hallandale Beach, FL	Joy Cooper	Mayor	(954) 457-1318	jcooper@hallandalebeachfl.gov
7	Hernando County, FL	Ronald F. Pianta	Assistant County Administrator	352) 754-4002	RPianta@co.hernando.fl.us
8	Key West, FL	Shirley Freeman	Chair, Citizen's Advisory Committee	(305) 304-1975	shirleyfreemankeywest@gmail.com
9	Melbourne, FL	Paul Googleman	City Attorney	(321) 608-7200	cityattorney@melbourneflorida.org
10	North Palm Beach, FL	David Norris	Council Member	(561) 841-3355	dnorris@village-npb.org
11	Panama City Beach, FL	Gale Oberst	Mayor	(850) 235-1541	goberst@pcb.gov
12	Sarasota, FL	Susanne Atwell	Commissioner	(941) 954-4115	Suzanne.Atwell@sarasotagov.com
13	Sunrise, FL	Kim Kisslan	City Attorney	(954) 746-3300	KKisslan@sunrisefl.gov
14	Yakima, WA	Micah Cawley	Mayor	(509) 901-9114	micah_cawley@ci.yakima.wa.us

I. Qualifications and Experience of the Firm (continued)

2011 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	City Manager	Albany, GA	76,000	James Taylor	863
2	City Manager	Chamblee, GA	17,000	Niles Ford	106
3	County Administrator	Clay County, FL	160,000	Stephanie Kopelousos	1,514
4	City Manager	Destin, FL	12,300	Mary Ann Ustick	65
5	Village Manager	Key Biscayne, FL	12,350	John Gilbert	115
6	City Manager	Madeira Beach, FL	4,260	Shane Crawford	71
7	Borough Manager	Matanuska-Susitna Borough,	88,000	John Mossey	275
8	City Manager	North Port, FL	55,800	Jonathan Lewis	569
9	City Manager	Orange Park, FL	9,100	Cindy Hall	110
10	Village Manager	Pinecrest, FL	19,400	Yocelyn Gomez	158
11	County Administrator	Polk County, IA	431,000	David Jones	1,300
12	City Manager	Portland, ME	65,000	Michael Rees	1,100
13	City Manager	Sunny Isles Beach, FL	17,000	Alan Cohen	178
14	City Manager	Tacoma, WA	198,400	T.C. Broadnax	3,872
15	City Manager	Yakima, WA	91,000	Don Cooper	730

I. Qualifications and Experience of the Firm (continued)

2011 City / County Manager Searches Completed (continued)					
	Client	Contact Name	Title	Phone	Email
1	Albany, GA	Nathan Davis	City Attorney	(229) 431-2805	NDavis@albany.ga.us
2	Chamblee, GA	Marc Johnson	Interim Manager / Police Chief	(404) 819-9346	chiefmj@chambleepd.com
3	Clay County, FL	Travis Cummings	Former Commission Chair	(904) 376-5189	Not Available
4	Destin, FL	Chuck Garcia	Human Resources Director	(850) 837-4242	cgarciac@cityofdestin.com
5	Key Biscayne, FL	Conchita Alvarez	Village Clerk	(305) 365-5506	calvarez@keybiscayne.fl.us
6	Madeira Beach, FL	Travis Palladeno	Mayor	(727) 239-5549	tpalladeno@madeirabeachfl.gov
7	Matanuska-Susitna, AK	Sonya Conant	Human Resources Director	(907) 746-7432	Sonya.Conant@matsugov.us
8	North Port, FL	Jim Blucher	Vice Mayor	(941) 628-2916	jblucher@cityofnorthport.com
9	Orange Park, FL	Sarah Campbell	Town Clerk	(904) 278-3018	scampbell@townop.com
10	Pinecrest, FL	Guido Inguazo	Village Clerk	(305) 234-2121	inguanzo@pinecrest-fl.gov
11	Polk County, IA	E.J. Giovannati	Former County Supervisor	(515) 371-0782	EJGiovannetti@hhlawpc.com
12	Portland, ME	Cheryl Leeman	Search Chair / Council Member	(207) 774-4308	cl@portlandmaine.gov
13	Sunny Isles Beach, FL	Norman Edelcup	Mayor	(305) 792-1701	NSEdelcup@aol.com
14	Tacoma, WA	Joy St. Germain	Human Resources Director	(253) 591-2060	jstgermain@ci.tacoma.wa.us
15	Yakima, WA	Micah Cawley	Mayor	(509) 901-9114	micah_cawley@ci.yakima.wa.us

Some of CB&A Clients...



City of Greensboro, NC

City Manager



Matanuska-Susitna Borough, AK

Borough Manager



Union County, NC

County Manager



Loudoun County, VA

*Economic Development
Director
Human Resources Officer
Management & Financial
Services Director
General Services Director
Building & Development
Director*

II. Proposed Project Staff

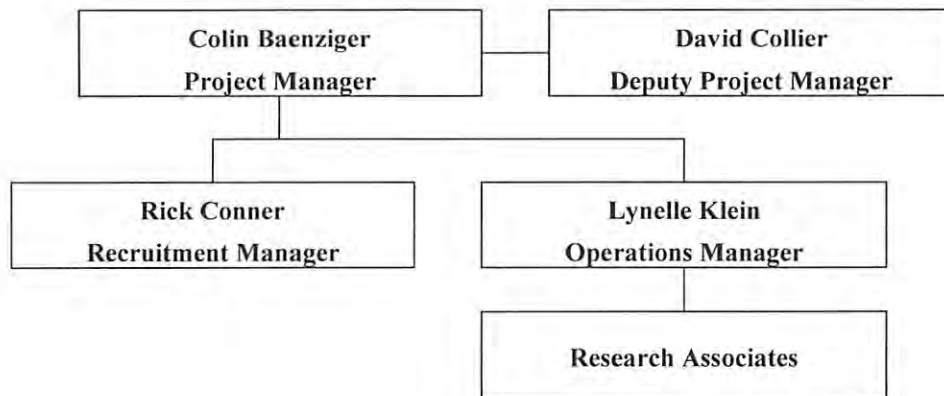
Project Team and Involvement

Colin Baenziger & Associates is an experienced recruiting firm which strongly believes that the majority of the search work should be conducted by one knowledgeable person. Colin Baenziger will be that person—he will serve as your project manager. He will conduct the interviews with the elected officials, search for strong candidates, discuss the position with those candidates, recruit them, conduct the interviews with the candidates, conduct the background investigations, oversee the interview process, and assist with the contract negotiations. In addition to fifteen years as a consultant, Mr. Baenziger spent ten years in government as a senior manager. Overall, he has been the firm’s Project Manager for more than one hundred and twenty-five city and county manager searches. Prior to starting CB&A, he spent over 20 years hiring key staff.

David Collier, senior vice president, will be the Deputy Project Manager and support for Mr. Baenziger. Mr. Andrews will assist in virtually every aspect of the search effort but will focus on the search for strong candidates and candidate evaluation. Before joining CB&A as a recruiting in 2006, he had over 30 years of experience as a senior level local government manager in several states and in that capacity hired many key staff. He earned his Bachelor of Arts degree in economics and his Master’s degree in public administration from the American University in Washington, D.C. He is a past president of the Maryland City Managers Association and the Florida Association of County Administrators.

Rick Conner, vice president, will serve as the recruitment manager and assist with the identification and screening of candidates. He has over 30 years of in local government and in executive recruiting. He earned Bachelors of Science Degrees in Business Administration and Engineering from the University of Missouri.

Lynelle Klein, vice president for operations, will be responsible for coordinating the advertising and production of the materials we will present to you as described in the Recruitment Approach.



II. Proposed Project Staff (continued)

Colin Baenziger, M.P.A.

Principal

Colin Baenziger is a student of local government and responsible for the executive recruitment functions at Colin Baenziger & Associates. Over the years, he has worked with a number of cities on recruitments and on management, operational, and organizational issues. As a former manager and someone who actively consults with governments, he understands what it takes to do the manager's job effectively. Furthermore, because he is active in a number of professional associations, he knows many of the nation's managers on a first-name basis.



Some of Mr. Baenziger's searches for local governments include:

- City Manager, Coral Gables, FL (population 42,000)
- City Manager, Cottonwood Heights, UT (population 34,000)
- City Manager, Fife, WA (population 8,200)
- City Manager, Fayetteville, NC (population 208,000)
- Village Manager, Key Biscayne, FL (population 11,000)
- Economic Development Director, Loudoun County, VA (population 326,000)
- Community Development Director, Miami, FL (population 373,000)
- Borough Manager, Matanuska-Susitna Borough, Alaska (population 88,000)
- City Manager, Mount Dora, FL (population 12,000)
- County Manager, Clackamas County, OR (population 380,000)
- City Manager, Palm Coast, FL (population 51,000)
- City Manager, Portland, ME (population 65,000)
- City Manager, Roanoke, VA (population 96,000)
- City Manager, Tacoma, WA (population 200,000)
- General Manager, Tampa Bay Water Authority (serving a population of 2.4 million)
- County Manager, Union County, NC (population 290,000)

Other recent efforts include a strategic planning session for the Florida Association of Special Districts, an operational review of Tamarac's water utility, a business practices review for a division of Martin County government, an operational reconciliation for Palm Beach County Water, development of an automated system to pay royalties to featured recording artists for the Recording Industry Association of America, and a review of financial procedures for a division of the Marriott Corporation.

Mr. Baenziger has a master's degree with distinction in public administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He is also active in the International City Management Association and the Florida City and County Management Association. He has also been called upon frequently to speak at conferences of the Utah and Florida City/County Managers' Associations, and the Florida Public Personnel Association.

II. Proposed Project Staff (continued)

Dave Collier, M.P.A.

Senior Vice President

Before joining CB&A in 2006, Dave Collier spent over 30 years of management experience in county and city government. Since there is not much that he has not seen previously, Dave quickly produces efficient and effective solutions to problems for his clients.

One of Dave's specialties is executive search. With his many years of experience, he can quickly separate the wheat from the chaff and find the right person to join your senior staff or be your department head. He also has successfully conducted organizational reviews, sessions in team building and strategic planning workshops. Just as importantly in this day and age of the pressure to lower taxes, he has developed strategies and action plans for coping with the tough financial problems that local government often experience.



Dave has overseen the recruitment and selection of:

- County Manager, Brevard County, FL,
- City Manager, Coral Gables, FL,
- City Manager, Cape Canaveral, FL,
- City Manager, Dania Beach, FL,
- City Manager, North Miami, FL,
- City Manager, Orange City, FL,
- City Manager, West Melbourne, FL,
- City Administrator, West Park, FL,
- Finance Director for Tamarac, FL, and
- Environmental Resources Director for St. Lucie County, FL.

While serving as City Manager of Stuart, Florida for 14 years, he improved the professionalism of City Department Heads and staff through an emphasis on professional development and team building. He also used his hands-on management style to emphasize the need for effective project management and maintaining tight timelines in order to show citizens that the city government was effectively managed and had a strong commitment to its customers. Prior serving in Stuart, Dave was a County Manager in Florida, Kansas and Michigan. He also has extensive experience in local government consulting.

Mr. Collier earned his Bachelor of Arts degree in Economics and his Master's degree in Public Administration from the American University in Washington, D.C. He was a member of the International City/ County Management for over thirty years, served as President of the Maryland City Managers Association and the Florida Association of County Administrators. Mr. Collier is involved in his community as a member of the City of Stuart's CRA Advisory Board and as a Director of Stuart's Main Street Association.

II. Proposed Project Staff (continued)

Rick Conner, P.E.

Vice President

Rick Conner is a recent addition to CB&A's strong cadre of municipal operations experts. With over 30 years of management experience in local government, he has seen it all and done most of it. He possesses keen analytical skills and the ability to slice through critical issues. As a result, he is another outstanding weapon in the firm's arsenal of experts. His years in local government and his many licenses and certifications help him to judge talent quickly and effectively.



In addition to his experience as a City Manager, Rick's previous positions such as a Public Works Director, gives him an excellent perspective of the needs of local government operations and staffing.

Prior to joining Colin Baenziger & Associates in 2012, some of the top leadership positions that Rick has held include:

- City Manager of Sunny Isles Beach, Florida,
- City Manager of Portland, Texas,
- City Manager of Marble Falls, Texas,
- Public Works Director of Nashville/Davidson County, Tennessee, and
- Public Works Director of Bryan, Texas

While serving in these positions, Rick received national recognition for his Customer Service programs. Over his career, Mr. Conner has been involved in a variety of recruitments. Some of these include:

- City Manager, Fayetteville, NC,
- City Manager, Sarasota, FL,
- City Manager, Cocoa Beach, FL
- Chief Executive Officer/General Manager, Des Moines (IA) Water Works,
- Finance Director/Procurement Officer for a bedroom community to Corpus Christie, TX,
- Accounting Director for a medium size West Texas city
- Police Chief for a Florida barrier island community,
- Water and Wastewater Director for a medium size, central Texas city,
- Airport Fixed Base Operator for a Texas university community, and
- Airport Manager for a medium size Texas university city.

Rick holds a Bachelor of Science in Business Administration and a Bachelor of Science in Civil Engineering from University of Missouri. He also worked towards Masters Degrees in both Math and Civil Engineering before joining the work force. He is a Registered Land Surveyor and a Professional Engineer in Missouri, as well as a Professional Engineer in Florida, Tennessee and Texas.

II. Proposed Project Staff *(continued)*

Lynelle Klein

Vice President for Operations

Ms. Klein is a skilled professional with a wealth of public and private sector experience. Her particular expertise is in special projects, compensation surveys, and background checks for our executive search candidates. She feels that each client must be properly served, and that can only be done by devoting her utmost attention to their particular concerns and by finding creative ways to solve their problems. In her book, the client comes first.



Since beginning her working relationship with Colin Baenziger & Associates in 2010, Ms. Klein has been involved in virtually every executive search the firm has conducted.

Some of the more notable searches in which she has played a key role include:

- City Manager, Delray Beach, FL (64,100)
- City Manager, Doraville, GA (population 8,500)
- City Manager, Indianola, IA (population 14,800)
- Police Chief, Farmington, NM (population 45,000)
- City Manager, Leesburg, FL (population 21,000)
- City Manager, Mill Creek, WA (population 18,800)
- City Manager, Miramar, FL (population 122,000)
- City Manager, Norwich, CT (population 40,300)
- City Manager, Seminole, FL (17,800)
- City Manager and Finance Director Sunnyside, WA (population 16,000)
- City Manager, Winchester, VA (population 16,000)
- County Manager, Alachua County, FL (population 253,500)
- County Administrator, Clackamas County, OR (population 383,900)
- County Administrator, James City County, VA (population 70,500)
- County Manager, St. Lucie County, FL (population 283,900)
- County Administrator, York County, VA (population 66,300)
- County Attorney, Fulton County, GA (population 992,000)
- Director, Growth Management, Collier County, FL (population 340,000)
- Solid Waste Director City of Tampa, FL (population 347,000)

Ms. Klein's prior employment was primarily in the private sector. For over 15 years she provided contract financial and administrative services to companies who did not require full time office staff. Some of her clientele included TLC Cabulance, Clear and Clean Pool Service, Elizabeth Fountain Interiors, a published author and a landscaping company. Ms. Klein has an Associate's Degree from Brigham Young University in Rexburg, Idaho. She currently resides in King County, WA.

More CB&A Clients...



City of Roanoke, VA
City Manager
City Attorney
Economic Development Director
Finance Director
Human Resources Director
Planning, Building and
Development Director



Oregon City, OR
Finance Director



City of Sequim, WA
City Manager



City of Scottsdale, AZ
City Manager

III. Project Components

The following search methodology has been refined over the past eighteen years and now is virtually foolproof. We will integrate your ideas into the process. Our goal is to ensure you have the right people to interview as well as the information you need to make the right decision.

Phase I: Information Gathering and Needs Assessment

Task One: Needs Assessment

An important part of the recruiter's work is selling the community to the very best candidates (including those that are not actively looking for the next job) while also providing an accurate portrayal of the community and the opportunity. In order to do this, CB&A must first determine the needs of the client and the characteristics of the ideal candidate. Our approach is as follows:

- Compile background information for the City and Borough of Sitka's (CBS);
- Interview the Mayor and Assembly, other key parties (such as CBS staff) and stakeholders (such as community groups, business owners, residents, government officials and property owners). Our goal is to develop a strong sense of your organization, its leadership, its short and long term expectations, and its challenges;
- Determine the characteristics of the ideal candidate. These will likely include experience, longevity, education, personality, demeanor, and achievements as well as other items the Assembly and stakeholders consider important), and
- Determine a reasonable compensation package.

We will also finalize the timeline so candidates can mark their calendars well in advance and will be available when the Assembly wish to conduct the interviews.

If the CBS wishes, we routinely incorporate meetings with other stakeholders (such as the business community, the non-profit community, CBS staff and so on) to gather their insights. We can also solicit the input of your residents through an on-line survey. These forums and surveys are valuable as they provide additional perspectives and a better understanding of the environment and the wants/needs of the community that the Administrator will be working in. An example of an online survey is included as Appendix D.

Task Two: Develop Position Description and Recruitment Materials

Based on the information we gather, CB&A will next develop a comprehensive recruitment profile. We will provide our draft for your review and comment. We will then meet with the Assembly to discuss the results of our interviews and the resulting recruitment profile. Your suggestions will be incorporated, and the final document prepared. A sample of our work is included as Appendix B. Other samples can be found on our firm's website under the "Executive Recruitments" / "Active Recruitments" tabs.

Phase II: Recruitment

Task Three: Recruit Candidates

CB&A uses a number of approaches to identify the right people for this position. We say people, and not person, because our goal is to bring you six to ten excellent semi-finalists, all of whom

III. Project Components (continued)

will do the job extraordinarily well and who are so good you will have a difficult time choosing among them. You then select the top three to five people to interview and ultimately choose the candidate who is the best fit with you and your community. The approaches we use are:

- **Networking:** The best approach is diligent outreach. We will network with our colleagues and consult our data base. As we identify outstanding candidates (many of whom are not in the market), we will approach them and request that they apply. Often excellent candidates are reluctant to respond to advertisements because doing so may alienate their current employers. When we approach them, their credentials are enhanced rather than diminished. We also use LinkedIn as a source of candidates.
- **Advertising** While we will seek out the best, we will not ignore the trade press as it often also yields strong candidates. We intend to advertise through organizations such as the International City/ County Management Association, Alaska Municipal Management Association, Alaska Municipal League and so on. We will also post it on our website, www.cb-asso.com. We generally do not use newspapers or generic websites because while they produce large numbers of applications, they generally do not produce the type of candidates our clients are seeking. If the CBS wants to have ads placed in local newspapers, national newspapers and/or generic websites, it will need to bear the cost.
- **Email:** We will also e-mail the recruitment profile to our listserv of over twelve thousand managers and professionals who are interested in local government management. One of the advantages of e-mail is that if the recipient is not interested, he/she can easily forward the recruitment profile to someone else who may be interested.

Phase III: Screening and Finalist Selection

Task Four: Evaluate the Candidates

Based on our most recent recruiting efforts, we anticipate receiving resumes from sixty to one hundred applicants. We will narrow the field as described above and present information on candidates to the Mayor and Assembly. This process requires a mixture of in-depth research and subjective evaluation. Our process is as follows.

It should be noted that selecting strong candidates is more an art than a science. While we consider standard ranking factors and the elements of the job, ultimately the most important factor is who we believe will be a good fit with the CBS and the community. Typically forty percent of our finalists are women and/or minorities.

Specifically, our efforts will involve:

Step One. Resume Review. CB&A will evaluate all resumes and identify the eight to fifteen high quality candidates.

Step Two. Screening Interview. Our lead recruiter, and possibly other senior representatives of the firm, will interview each of these candidates. Using what we learned in Phase I and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whether or not to consider them further.

III. Project Components *(continued)*

Step Three. Prepare a Report. We will prepare a written report summarizing the Results of the Recruitment and the top seven to ten candidates. We will forward our report to the Assembly.

Step Four. Evaluate the Best Candidates. We will develop materials and background investigations for five to six candidates. For those that remain in consideration, CB&A will:

- **Ask the Candidates to Prepare a Written Introduction:** We will ask the candidates to prepare a written introduction to themselves as part of their preliminary background checks. This is done for several reasons. First, it allows the candidates to tell their own story and balance the negativity that is so often characteristic of the press. It also allows the CBS to evaluate the candidates written and communicative skills.
- **Candidate Disclosure Statement:** We will ask candidates if there is anything controversial in their background that we should be made aware of prior to further consideration. While it is unlikely that we find anything not previously publicized in the press, we believe redundant checks offer superior security for our client.
- **Interviews of References:** We tell the candidate with whom we wish to speak. These include current and former elected officials, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, and others who know the candidate. We also attempt to contact some individuals who are not on the candidate's list. Typically, we reach eight to ten people and prepare a written summary of each conversation.
- **Legal Checks:** Through our third party vendor, American DataBank, we will conduct the following checks: criminal records at the county, state and national level; civil records for any litigation at the county and federal level; and bankruptcy and credit.
- **Search the Internet and Newspaper Archives:** Virtually every local newspaper has an archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. These articles can also provide valuable insights into the candidate's relationship with the public and the governing body. Of course, not all news sources are unbiased and we consider that in our evaluation. This step is conducted in order to quickly discover candidates with problems in their backgrounds and eliminate them.
- **Verification of Education:** We also verify claimed educational degrees to assure the candidate is being totally forthright.

III. Project Components (continued)

- **Verification of Work History:** We verify employment for the past fifteen years.

The goal in conducting these checks is to develop a clear picture of the candidates and to determine which best meet the criteria established in Phase I. Each of the avenues we pursue adds a piece of the puzzle. We will crosscheck sources, search for discrepancies, and resolve them when we find them. When sensitive or potentially embarrassing items are discovered, they are thoroughly researched. If we conclude the situation is damaging or even questionable, the situation reported to the CBS, with the CBS's concurrence, the candidate will be dropped from further consideration.

Note: We firmly believe that all background work we have outlined above should be completed early in the process. That way the client knows the individuals to be interviewed are all top performers and do not have anything embarrassing in their pasts that might come to light after selection. It also means that once our client has made a selection, it can move forward promptly, negotiate a contract and make an announcement.

Task Five: Preparation and Presentation of Candidate Materials

For the selected candidates, CB&A will compile the information we have developed into a complete written report for each recommended candidate. Specifically, this information will include: the candidates' resumes, introductions, references, background checks and internet / newspaper archive search results. A complete sample candidate report is included as Appendix C. We will also provide some advice on interviewing, a series of questions the elected officials may wish to ask (as well as some areas that it is not wise to get into), and some logistical information. The preceding information will be forwarded to you *electronically*.

Task Six: Finalist Selection

Approximately a week after the CBS has received the candidate materials, CB&A will meet with the elected officials to discuss our findings and make a final determination concerning who will be invited to interview.

Task Seven: Notify All Candidates of Their Status

We will notify the finalists by telephone and give them the opportunity to ask additional questions. We will also provide them with information concerning the interviews and travel if necessary.

CB&A will inform those not selected of their status. Part of the notification will include advice concerning the candidates' resume and/or cover letter so, even though they were not selected to go forward, they will have gained something valuable from participating in the process.

III. Project Components (continued)

Phase IV: Coordinate the Interview Process and Municipal Administrator Selection

Task Eight: Coordinate the Candidate Assessment Process

Prior to the interviews, we will recommend an interview/assessment process for the CBS's review including means to evaluate the candidates' communication skills, interpersonal skills, and decision-making skills. As part of the process, we will recommend the Assembly observe the finalists in a number of settings. We will also recommend you invite the finalists' spouses so they can spend time in and evaluate your community.

Day #1: The finalists are given a tour of the community by a knowledgeable staff member or resident.

Later, that evening, the Mayor and Assembly host a reception for the candidates. The purpose is to observe how the finalists respond to a social situation. Your next Municipal Administrator will, after all, represent your local government in numerous venues. It is thus important to know how the individual will respond in a social setting. The reception also serves as an ice-breaker whereby the Assembly Members and the candidates get to know one another informally.

Day #2: Beginning at approximately 8:30 a.m., each candidate interviews individually with each elected official for approximately 40 minutes. These meetings provide the Assembly Members with an opportunity to assess how the candidates might interact with them on an individual basis. It is very important to know if good chemistry exists. Ultimately, Managers succeed and fail based on their interaction with the Assembly and the one-on-one interviews are an excellent way to test that interaction.

After lunch, the Mayor and Assembly as a group will interview each candidate so that they can assess the candidates in a formal meeting. Part of the interviews may include a PowerPoint presentation so the Assembly can observe the candidates' presentational skills.

Task Nine: Debriefing and Selection

Once the interviews have concluded, CB&A suggests the Assembly Members adjourn and hold a meeting a day or two later to select the next Municipal Administrator. Although the selection can be made the same day as the interviews, this decision is quite important and we recommend you take some time to consider what you have seen and heard.

In terms of the final selection, we have developed a simple methodology that moves the elected body quickly and rationally to the desired outcome. Once the selection has been made, CB&A will notify the finalists of their status. Candidates are eager to know and we feel it is important to keep them informed.

III. Project Components (continued)

Phase V: Negotiation and Continuing Assistance

Task Ten: Notification, Contract Negotiations and Warranty

We will then assist in the employment agreement negotiations. Generally, a member of the elected body and the attorney conduct the actual negotiations while we provide advice and assistance concerning the compensation package and contract. We can also take the lead role in the negotiations if desired. We have a standard contract you are welcome to use. Your attorney, of course, will prepare the final contract. Since the basic parameters will have been discussed with the candidates and the candidates have been thoroughly vetted, we expect a relatively prompt agreement.

Task Eleven: Continuing Assistance

Our work is not done when the contract is executed. We will stay in touch with you and your new Municipal Administrator. Our goal is to be there to assist in resolving any issues that arise before they become intractable. In fact, at your request, we will conduct a team-building workshop, at no charge, to resolve any difficulties. We simply feel it is part of our job to assure a successful relationship.

Communications: We will provide weekly reports about the status of the search, in writing or by phone, depending upon your preference. At significant milestones we will make the reports in person. We are also available at any time, day or night, to address any questions you have along the way. To do so, we will provide you with our cellphone numbers and you should feel comfortable contacting us whenever you have a question whether it is directly related to the search or, for that matter, anything else related to local government. We want to be responsive and to assist in any way we can.

The CBS's Obligations

The CBS will be responsible for providing the facilities for the interview process, coordinating lodging for candidates from outside the area, and making arrangements for the reception. The CBS will also be responsible for reimbursing the candidates for all expenses associated with their travel, meals, and incidentals for the interview weekend.

The CBS should also plan to provide the following information, if it is not available on the CBS's website, to each of the finalists: the current year budget, an organizational chart, the latest completed audit and management letter, any current strategic and long range plans, a copy of the CBS Charter, any job descriptions and other materials defining the role and duties of the Municipal Administrator, and any evaluations of the organization completed in the last year.

IV. Timeline

Project Schedule

The following is the project schedule we suggest for this recruitment and one we could use for this recruitment. We realize the schedule may need to be adjusted to accommodate the Mayor's and Assembly Members' availability.

Phase I: Needs Assessment / Information Gathering

- November 2nd: CB&A begins meeting with the Mayor and Assembly Members and, if suggested, other stake holders to understand the job and its challenges.
- November 8th: CB&A submits the draft of the full recruitment profile to the CBS for its review. Comments will be due back on the following Tuesday.

Phase II: Recruiting

- November 18th: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to over 12,700 local government professionals.
- December 9th: Closing date for submission of applications.
- December 14th: CB&A reports on the results of the recruitment.

Phase III: Screening, Reference Checks and Credential Verification

- January 9th: CB&A forwards its reports and materials to the CBS for the recommended candidates. These will include the candidates' resumes and introduction as well as the results of our reference, background and Internet/newspaper archives checks.
- January 16th: CBS selects / confirms the finalists for interviews.

Phase IV: Interview Process Coordination and Municipal Administrator Selection

- January 26th: CBS holds reception for the finalists.
- January 27th: One-on-one and full Assembly Interviews and possible decision.
- January 30th: CBS selects its next Administrator if the decision is not already made.

Phase V: Negotiation, Warranty & Continuing Assistance

- Post-Selection: CB&A works with CBS representatives and the selected candidate on an employment agreement.

More CB&A Clients...



CBS of Savannah, GA
City Manager



City of Bellevue, WA
City Manager



City of Fayetteville, NC
City Manager



City of Winchester, VA
City Manager

V. Fee and Warranty

Fee

CB&A offers a firm, fixed fee of \$28,500 *which includes all our expenses and costs*. In other words, the only thing the City and Borough of Sitka (CBS) will pay CB&A is the agreed upon fee. The only other costs the CBS will be responsible for are the costs associated with the candidates' (and spouses, if invited) travel, accommodations and meals for the interview process. The advantage to the CBS is it knows exactly what it will pay. The advantage to CB&A is that we do not have to keep track of every minor expense.

We will bill the fee as the phases are completed and according to the following schedule:

Requested Services for Municipal Administrator	
Phase I: Needs Analysis / Information Gathering	\$ 3,500
Phase II: Recruiting	10,500
Phase III: Screening	10,000
Phase IV: Interview Process Coordination and Administrator Selection	2,500
Phase V: Negotiation and Continuing Assistance	2,000
Firm, Fixed Fee Total	\$28,500

If the CBS asks us to perform work that is clearly beyond the scope of this proposal, it will be billed at a rate of \$150 per hour. No such work will be performed without your written authorization. Please note, as previously stated, that we have neither billed nor requested additional funds beyond our originally quoted fee even when we have been entitled to it.

V. Fee and Warranty (Continued)

Warranty

Colin Baenziger & Associates offers the best warranty in the industry. We can offer it because we have confidence in our work. Provided the CBS instructs us with conducting a full search (Phases I-V) and assuming it selects from among the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate for any other position as long as the individual is employed by the CBS.
- 2) If the selected individual leaves for any reason other than an Act of God (such as total incapacitation or death) within the first two years, CB&A will repeat the search for the reimbursement of our expenses only.
- 3) If you are not satisfied with the candidates we present, CB&A will repeat the search until you are satisfied.
- 4) Our price is guaranteed and will not be exceeded for any reason, even if conditions change after the contract is executed.

VI. References

The following are relatively comparable and relatively recent City Manager placements

Borough Manager Recruitment, Matanuska-Susitna Borough, Alaska

Contact: Borough Mayor Larry DeVilbiss at ((907) 861-8682, or
Larry.DeVilbiss@matsugov.us
Human Resource Manager Sonya Conant at (907) 861-8432,
or Sonya.Conant@matsugov.us

Matanuska-Susitna Borough is a county located in Alaska just north of Anchorage. Its largest cities are Palmer and Wasilla. After the Borough attempted to recruit its next **Borough (County) Manager** itself and failed, it retained CB&A. We were asked to complete the work within 60 days and commenced our effort with a site visit beginning on December 27, 2011. We concluded our recruitment effort on January 21st. Initial video conference interviews of six top candidates took place on February 18th. Final interviews, where the top two candidates came to the Borough, occurred on February 26th. *John Moosey, the County Administrator of Chisago County, MN*, was selected on the 26th and he signed a contract with the Borough that evening.



City Manager, City of Savannah, GA (population 96,000)

Contact: Mayor Eddie DeLoach at (912) 210-1722, or
edeloach@savannahga.gov
Search Committee Chair and Alderman Van Johnson at
(912) 604-410, or AldermanJohnson1aol.com

CB&A was hired in late April 2016 to find Savannah's next **City Manager**. We were asked to identify someone with a strong background in working on redevelopment and social issues (specifically, generational poverty). Our efforts involved searching the country for strong candidates, conducting extensive background checks, recommending a strong field of candidates, overseeing the interviews and providing a small amount of assistance with the contract negotiations. *Roberto Hernandez, formerly the Deputy County Manager of Broward County, FL, and Fulton County, GA*, was selected in early August.



VI. References (continued)

Cottonwood Heights, UT (population 35,400)

Contact: Mayor Kelvyn Cullimore at (801) 568-7000, or
Kelvyn@dynatron.com
City of Cottonwood Heights
1265 East Fort Union Boulevard, Suite 250
Cottonwood Heights, UT 84047

Cottonwood Heights incorporated in November 2004 and is a suburb of Salt Lake City. The City needed a **City Manager** immediately and requested that Colin Baenziger and Associates have a field of candidates ready to interview on December 3rd and 4th. The City had already begun advertising with a closing date of November 22, 2004. Not impressed with the applications, we promptly recruited several more applicants, two of whom the City Council rated in their top three finalists after the interviews. The process was complicated by the Thanksgiving holiday. Nonetheless, we completed our work including background checks and conducted interviews so that the City did hire its manager on December 7, 2004.



City Manager, Tacoma, WA (population 198,400) in 2011

Contact: Mayor Marilyn Strickland at (253) 591-5100 or
Marilyn.Strickland@cityoftacoma.org
Human Resources Analyst Margith Baker at
(253) 573-2321 or MBaker@ci.tacoma.wa.us

CB&A was hired in late September 2011 to find Tacoma's next **City Manager**. As part of the recruitment process, we met with each of the nine council members to learn their concerns, priorities and desires. We searched the nation and developed a pool of 67 candidates, many of which were extremely capable. The semi-finalist pool was also diverse containing both women and minorities. Interviews were held in early December and *Mr. T.C. Broadnax, formerly an Assistant City Manager with San Antonio, TX*, was selected.



City Manager, Doraville, GA (population 8,500)

Contact: Mayor Donna Pittman at (678) 328-9181, or
Donna.Pittman@Doravillega.us

Doraville changed its charter in 2012 to become a city manager form of government. Although contracted to do just the **City Manager** search, we also assisted the City in preparing the implementing ordinances. Our work included scouring the nation to find the right person for the position, interviewing the candidates, conducting thorough background checks, and recommending finalists for the city to interview. *Mr. Shawn Gillen, City Administrator for Grand Rapids, MN*, was selected on January 14, 2013.



VI. References (continued)

City Manager, Mill Creek, WA (population 18,800)

Contact: Mayor Pam Pruitt at (425) 338-7158, or
ppruitt@cityofmillcreek.com
Mill Creek City Hall
15728 Main Street
Mill Creek, WA 98012

CB&A was hired in late January 2015 to find the next **City Manager** for Mill Creek, WA. Mill Creek is a high end community north of Seattle that, unfortunately, has a reputation for not keeping City Managers. We were asked to identify someone with strong leadership capabilities and who would stay at least five years. Our efforts involved searching the country for strong candidates, conducting extensive background checks, recommending a strong field of candidates, overseeing the interviews and providing a small amount of assistance with the contract negotiations. *Rebecca Polizotto, of the Alaska Attorney General's Office and formerly the City Manager of Conyers, GA,* was selected on April 17th.



City Manager, Fernandina Beach, FL (population 12,000)

Contact: Mayor John Miller at (904) 556-3209, or
jmiller@fbfl.org, or
commissioner Robin Lentz at (904) 206-0122, or
rlentz@fbfl.org
Commissioner Tim Poynter at (904) 415-6533, or
tpoynter@fbfl.org

CB&A was hired in late June 2015 to find the City's next **City Manager**. Our work included searching the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the City to interview. The City selected *Dale Martin, formerly City Manager of Winchester, CT,* on September 23, 2015. Mr. Martin remains with the City.



City Manager, Indianola, IA (population 14,800)

Contact: Mayor Kelly Shaw at (515) 962-5300, or
KShaw@CityOfIndianola.com

CB&A was hired in mid-September, 2015, to find the City's next **City Manager**. Our work included searching the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the county to interview. Through extensive outreach efforts, CB & A fielded an excellent group of candidates for the position. The City selected *Ryan Waller, formerly Assistant County Administrator with Lake County, IL* on December 5th.



VI. References (continued)

City Manager, City of Roanoke, VA (population 96,000)

Contact: Council Member Court Rosen at (540) 597-3193 or courtrosen@gmail.com

CB&A was hired in early September 2009 to find Roanoke's next **City Manager**. Roanoke is the cultural and commercial hub of southwestern Virginia. We were asked to identify someone with a strong background in finance and redevelopment. In preparation for the recruitment, we had five meetings to solicit public input (two with the public at large, one with the business community, one with the neighborhoods, and one with the education, social services and non-profit community). We also had a separate meeting with the media. Our efforts involved searching the country for strong candidates, conducting extensive background checks, recommending a strong field of candidates, overseeing the interviews and providing a small amount of assistance with the contract negotiations. *Christopher Morrill, formerly the Assistant City manager for Savannah, GA*, was selected in early December 2009. We have since assisted the City in finding a **City Attorney**, a **Finance Director**, an **Economic Development Director**, a **Human Resources Director** and a **Planning, Building and Development Director**.



City Manager, Winchester, VA (population 16,000)

Contact: Council Chair John Willingham at (540) 931-4655, or John.Willingham@WinchesterVA.gov

CB&A was hired in mid-March 2014 to find Winchester's next **City Manager**. The City was seeking someone with energy and enthusiasm to move the City forward. We accepted the challenge and searched the nation for just the right person. Our efforts included extensive outreach and we an excellent group of high quality candidates. We then performed background checks, coordinated the interview process, and assisted the Town in selecting Eden Freeman, *formerly Assistant City Manager for Sandy Springs, GA*, in early June



City Manager and Finance Director Sunnyside, WA (population 16,000)

Contact: Mayor James Restucci at (509) 643-4343, or jrestucci@sunnyside-wa.gov

CB&A was hired in mid-April 2013 to find Sunnyside's next **City Manager and Finance Director**. John Darrington, CB&A's Senior Vice President assumed the Interim City Manager role in order to assist the City, stabilize the situation, and coordinate the recruitment. The process was challenging, but through extensive outreach efforts, CB & A fielded an excellent group of high quality candidates for both positions, performed background checks, coordinated the interview process, and assisted the City in selecting *Donald Day (pictured), former county manager of Colfax County, NM and David Layden, former Finance Director of University Place, WA*. By all reports, the City is exceptionally pleased with both placements.



VI. References (continued)

Candidate References

While it is important to deliver what the City or County expects, it is also important to keep candidates informed and to treat them with respect and dignity. Accordingly, we have provided references from four of those candidates.

Placement	Formerly	Recruited To Be	Contact at
Dale Martin	City Manager Winchester, CT	City Manager Appointed September 2015	(904) 557-5047 dmartin@fbfl.org
Eden Freeman	Assistant City Manager Sandy Springs, GA	City Manager Winchester, VA Appointed June, 2014	(540) 667-1815 citymanager@ winchesterva.gov
Bryan Hill	Deputy County Administrator Beaufort County, SC	County Administrator James City County, VA Appointed July 2014	(757) 253-6604 bryan.hill@ jamescitycountyva.gov
John Salomone	Town Manager Newington, CT	City Manager Norwich, CT Appointed, December 2015	(860) 539-8906 cmoffice@cityofnorwich.org

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING



**PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES
FOR THE MUNICIPAL ADMINISTRATOR FOR THE CITY AND
BOROUGH OF SITKA, AK**

Volume II: Appendices

Colin Baenziger & Associates

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VOLUME II: APPENDICES

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Appendix A

*Searches by
Colin Baenziger & Associate' Staff*

Governmental Search Assignments

Performed by the Staff of Colin Baenziger & Associates

Current Searches

City Manager, Port St. Lucie, FL (population 174,100)
Chief Executive Officer, Chatham Area Transit, Savannah, GA (population served 286,900)
Economic Development Director, Concord, NH (population 42,444)
Community Development Director, Danville, VA (population 43,000)
Social Services Director, Roanoke, VA (population 98,465)
Water and Gas Director, Danville, VA (population 43,000)

Completed Searches in 2016

City Manager, Cocoa Beach, FL (population 11,325)
City Manager, Covington, VA (population 5,802)
City Manager, Danville, VA (population 43,000)
City Manager, Ft. Myers, FL (population 68,190)
City Manager, Fort Smith, AR (population 87,650)
City Manager, Gainesville, FL (population 117,000)
City Manager, Orange City, FL (population 10,942)
City Manager, Mountlake Terrace, WA (population 21,700)
City Manager, Norwich, CT (population 40,500)
City Manager, Prosser, WA (population 5,802)
City Manager, Savannah, GA (population 142,800)
County Attorney, Clay County, FL (population 196,400)
City Attorney, Daytona Beach, FL (62,300)
City Attorney, Fort Pierce, FL (population 41,590)
City Attorney, Port St. Lucie, FL (population 174,100)
Chief Administrator, El Paso County, TX (population 827,700)
Chief Operating Officer, Amelia Island Plantation Community Association (population 3,000)
Deputy City Manager, Danville, VA (43,000)
Deputy City Administrator, Dickinson, ND (population 22,300)
Deputy City Manager, Sammamish, WA (60,000)
Finance Director, College Park, MD (population 32,256)
Finance Director, DeLand, FL (population 28,230)
Finance Director, Miramar, FL (population 130,300)
General Manager, Chittenden Solid Waste District, Williston, VT (population 157,461)
Chief of Police, Mooresville, NC (population 35,300)
Director of Administration – Public Safety, Ocean Reef Community Association (pop. 2,000)
Procurement Director, Collier County, FL (population 357,305)
Public Works Director, Aventura, FL (population 37,200)
Public Works Director, Sammamish, WA (60,000)
Utilities Director, Danville, VA (population 43,000)

Governmental Search Assignments (continued)

Completed Searches Prior to 2016

City/Town/Village Manager/Administrator

City Manager, Alachua, FL (population 6,200) in 2001
City Manager, Albany, GA (population 75,600) in 2011
City Manager, Ankeny, IA (population 45,600) in 2013
City Manager, Ashland, KY (population 21,000) in 2013
Village Manager, Bal Harbour, FL (population 3,300) in 2013
City Manager, Bartow, FL (population 16,000) in 2007
Town Manager, Bay Harbor Islands, FL (population 5,200) in 2003 and 2007
City Manager, Bellevue, WA (population 122,400) in 2014
Town Manager, Buckeye, AZ (population 32,000) in 2006
City Manager, Cape Canaveral, FL (population 10,200) in 2010
City Manager, Cape Coral, FL (population 154,300) in 2012
City Manager, Casselberry, FL (population 25,000), in 2005
City Manager, Chamblee, GA (population 17,000) in 2011
City Manager, Cocoa Beach, FL (population 11,200) in 2012 and 2015
City Administrator, Connell, WA (population 4,200) in 2014
City Manager, Cooper City, FL (population 32,000) in 2008
City Manager, Coral Gables, FL (population 43,000) in 2009
City Manager, Cottonwood Heights, UT (population 34,000) in 2004
Town Manager, Cutler Bay, FL (population 35,000) in 2006
City Manager, Dania Beach, FL (population 28,000) in 2009
City Manager, Daytona Beach, FL (population 65,000) in 2002
City Manager, Delray Beach, FL (population 64,100) in 2014
City Manager, Deltona, FL (population 83,000) in 2006 and 2008
City Manager, Destin, FL (population 12,000) in 2003 and 2011
City Manager, Doral, FL (population 24,000), in 2004
City Manager, Doraville, GA (population 8,500) in 2013
Town Manager, Dundee, FL (population 3,000) in 2006 and 2009
City Manager, Ellensburg, WA (population 18,350) in 2014
City Manager, Elmira, NY (population 29,200) in 2014
Village Manager, Estero, FL (population 26,600) in 2015
Growth Management Director, Collier County, FL (population 328,000) in 2015
City Manager, Fayetteville, NC (population 208,000) in 2012
City Manager, Fernandina Beach, FL (population 11,000) in 2006 and 2015
City Manager, Fife, WA (population 8,700) in 2010
Town Manager, Fort Myers Beach, FL (population 6,900) in 2006 and 2008
City Manager, Fort Pierce, FL (population 41,900) in 2012
City Manager, Fruitland Park, FL (population 4,100) in 2013
Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1999 and 2005
City Manager, Greensboro, NC (population 259,000) in 2009

Governmental Search Assignments (continued)

City/Town/Village Manager/Administrator (continued)

City Manager, Hallandale Beach, FL (population 39,000) in 2010 and 2012
City Manager, Holly Hill, FL (population 13,000) in 2008 (partial search)
City Manager, Homestead, FL (population 62,000) in 2010
City Manager, Indianola, IA (population 15,108) in 2015
Town Manager, Juno Beach, FL (population 3,600) in 2005
Village Manager, Key Biscayne, FL (population 11,000) in 2007 and 2011
City Manager, Key West, FL (population 24,600) in 2012
Town Manager, Lake Park, FL (population 9,100) in 2001 and 2003
Town Manager, Lantana, FL (population 9,600) in 2000
City Manager, Lake Worth, FL (population 37,000) in 2003 and 2007
City Manager, Lauderdale Lakes, FL (population 32,000) in 1998 and 2002
City Manager, Leesburg, FL (population 20,390) in 2013
City Manager, Madeira Beach, FL (population 12,300) in 2011
Town Manager, Mangonia Park, FL (population 1,400) in 2001
City Manager, Marathon, FL (population 11,500 in 2002 and 2004)
City Manager, Marco Island, FL (population 15,000) in 2014
City Manager, Medina, WA (population 3,000) in 2013
City Manager, Melbourne, FL (population 72,500) in 2002 and 2012
City Manager, Miami Gardens, FL (population 101,000) in 2004
City Manager, Mill Creek, WA (18,828) in 2015
City Manager, Miramar, FL (population 122,000) in 2013
City Manager, Monroe, NC (population 33,500) in 2013
City Manager, Mount Dora, FL (population 12,000) in 2005
City Manager, Mount Pleasant, MI (population 26,000) in 2014
City Manager, Mountlake Terrace, WA (population 20,700) in 2014
City Manager, New Smyrna Beach, FL (population 23,000) in 2009
City Manager, Normandy Park, WA (population 6,335) in 2013 and 2015
City Manager, North Miami, FL (population 62,000) in 2010 and 2014
Village Manager, North Palm Beach, FL (population 12,500) in 2004, 2005, 2007 and 2012
City Manager, North Port, FL (population 55,800) in 2011
City Manager, Oakland Park, FL (population 42,800) in 2014
City Manager, Ocala, FL (population 52,000) in 2008 and 2015
City Manager, Orange City, FL (population 10,000) in 2010
City Manager, Orange Park, FL (population 9,100) in 2010
City Manager, Oviedo, FL (population 33,000) in 2008
City Manager, Palm Bay, FL (current population 101,000) in 2002 and 2015
City Manager, Palm Coast, FL (population 71,000) in 2006
Village Manager, Palmetto Bay, FL (population 24,000) in 2003
City Manager, Panama City Beach, FL (population 12,018) in 2012
Village Manager, Pinecrest, FL (population 19,300) in 2011
City Manager, Pompano Beach, FL (population 101,000) in 2007

Governmental Search Assignments (continued)

City/Town/Village Manager/Administrator (continued)

City Manager, Portland, ME (population 65,000) in 2011
City Manager, Riviera Beach, FL (population 37,000) in 2009
City Manager, Roanoke, VA (population 96,000) in 2009
City Manager, Sarasota, FL (population 55,000) in 2012
City Manager, Satellite Beach, FL (population 10,100) in 2013
City Manager, Scottsdale, AZ (population 217,400) in 2013 in 2013
City Manager, Seminole, FL (population 17,800) in 2015
City Manager, Sequim, WA (population 6,700) in 2015
Town Manager, Sewall's Point, FL (population 2,000) in 2006
Township Manager, Springettsbury Township, PA (population 26,700) in 2014 and 2016
City Manager, St. Pete Beach, FL (population 10,000) in 2014
City Manager, Stuart, FL (population 17,000) in 2006
City Manager, Sunny Isles Beach, FL (population 17,000) in 2006 and 2011
City Manager, Sunrise, FL (population 84,400) in 2012
City Manager, Sunnyside, WA (population 15,860) in 2013
Town Manager, Surfside, FL (population 6,000) in 2014
City Manager, Tacoma, WA (population 200,000) in 2011
City Administrator, Tavares, FL (population 11,000) in 2006
City Manager, Titusville, FL (population 43,940) in 2014
City Manager, West Melbourne, FL (population 15,000) in 2009
City Manager, West Park, FL (population 12,000) in 2005 and 2010
City Manager, Winchester, VA (population 26,000) in 2014
City Manager, Yakima, WA (population 91,000) in 2011 and 2012

County Administrator / Manager - Completed Searches

County Manager, Alachua County, FL (population 251,400) in 2014
County Manager, Baker County, FL (population 27,000) in 2006
County Administrator, Bay County, FL (population 158,000) in 2005
County Manager, Brevard County, FL (population 536,000) in 2009
County Administrator, Broward County, FL (population 1,800,000) in 2006
County Administrator, Clackamas County, OR (population 383,900) in 2013
County Administrator, Clay County, FL (population 160,000) in 2005 and 2011
Chief Administrator, El Paso County, TX (population 827,700) in 2014
County Administrator, Emmet County, MI (population 32,900) in 2014
County Manager, Flagler County, FL (population 83,000) in 2007
County Manager, Fulton County, GA, (partial search) in 2015 (population 894,300) in 2015
County Administrator, Hernando County, FL (population 172,800) in 2012
County Administrator, Highlands County, FL (population 98,000) in 2008
County Administrator, James City County, VA (population 69,000) in 2014
County Administrator, Martin County, FL (population 140,000) in 2005

Governmental Search Assignments (continued)

County Administrator / Manager - Completed Searches (continued)

Borough Manager, Matanuska-Susitna Borough, AK (population 85,000) in 2011
County Administrator, Monroe County, FL (population 80,000) in 2004
County Administrator, Nassau County, FL (population 60,000) in 2004
County Administrator, Okaloosa County, FL (population 183,500) in 2013
County Administrator, Okeechobee County, FL (population 39,000) in 2008
County Manager, Osceola County, FL (population 235,000) in 2003 and 2007
County Administrator, Polk County, IA (population 400,000) in 2007 and 2011
County Manager, Seminole County, FL (population 410,000) in 2006
County Administrator, St. Johns County, FL (population 162,000) in 2007
County Administrator, St. Lucie County, FL (population 284,000) in 2014
County Manager, Union County, NC (population 198,600) in 2010
County Administrator, York County, VA (population 66,269) in 2015

Completed Searches – Assistant/Deputy Managers

Assistant City Manager / Operations, Corpus Christi, TX (population 308,000) in 2013
Assistant City Manager / Utilities, Corpus Christi, TX (population 308,000) in 2014
Deputy City Manager for Community Building, Durham, NC (population 220,000) in 2009
Assistant Town Manager, Jupiter Island, FL (population 654) in 2010
Assistant Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1998
Assistant City Manager, Lake Worth, FL (population 37,000) in 2004
Assistant County Administrator, Martin County, FL (population 140,000) in 2006
Assistant City Manager, Tamarac, FL (population 55,500) in 2001
Assistant City Manager, West Palm Beach, FL (population 101,000) in 2004 and 2013

Completed Searches – City or County Attorneys

County Attorney, Fulton County, GA (population 996,319) in 2015
County Attorney, Prince William County, VA (population 438,580) in 2015
City Attorney, Roanoke, VA (population 96,000) in 2012
City Attorney, West Melbourne, FL (population 15,000) in 2008

Completed Searches – Community Development/Growth Management/Planning

Growth Management Director, Collier County, FL (population 328,000) in 2015
Director, Building and Development, Loudoun County, VA (population 336,900) in 2014
Community Development Director, Miami, FL (population 408,000) in 2008
Director of Planning, Building and Development, Roanoke, VA (population 96,000) in 2012
General Manager, North Sarasota Redevelopment District, Sarasota (population 53,000) in 2008
Growth Management Director, St. Lucie County, FL (population 261,000) in 2005
Community Development Director, Tamarac, FL (population 55,500) in 2007
Growth Management Manager, Wellington, FL (population 55,000) in 2009

Governmental Search Assignments (continued)

Completed Searches – Economic Development / Redevelopment

Executive Director, Camden County (GA) Joint Development Authority (pop. 51,400) in 2014
Economic Development Director, Collier County, FL (population 328,000) in 2012
Assistant City Manager for Community Building, Durham, NC (population 220,000) in 2009
Economic Development Director, Roanoke, VA (population 96,000) in 2012
Director, Office of Economic & Workforce Development, Durham, NC (pop. 220,000), 2009
Economic Development Director, Loudoun County, VA (population 326,000) in 2010
Economic Development Director, St. Johns County, FL (population 162,000) in 2011

Completed Searches – Engineers

City Engineer, Gulfport, MS (population 90,000) in 2008
Director/Engineering/Public Works /Utilities, Hallandale Beach, FL (population 39,000) 2013
Deputy County Engineer, Martin County, FL (population 140,000) in 2006
Assistant City Engineer, Melbourne, FL (population 75,000) in 2008
City Engineer, Sunny Isles Beach, FL (population 17,000) in 2006
Staff Engineer, Wellington, FL (population 55,000) in 2009

Completed Searches – Facilities Management

Director, Performing Arts & Convention Center, Federal Way, WA (population 92,700) in 2015
Director, Landscaping, Weston, FL (population 65,300) in 2013

Completed Searches – Finance and Budget

Finance Director, Altus, OK (population 19,800) (background check) in 2012
Finance Director, Danville, VA (population 43,000) in 2014
Finance Director, Daytona Beach, FL (population 31,860) in 2012
Finance Director, Escambia County Housing Authority (population served: 302,700) in 2014
Finance Director, Fort Walton Beach, FL (population 20,000) in 2006
Director, Management & Financial Services, Loudoun County, VA (population 326,000) in 2012
Manager, Office of Management and Budget, Lake Worth, FL (population 37,000) in 2010
Finance Director, Lauderdale Lakes (population 32,000) in 1998
Finance Director, Miami, FL (population 408,000) in 2013
Treasurer, Miami, FL (population 408,000) in 2013
Finance Director, Oregon City, OR (population 31,860) in 2012
Finance Director, Roanoke, VA (population 99,000) in 2014
Director of Finance and Administration, Roanoke Regional Airport, Roanoke, VA, in 2014
Budget Director, St. Petersburg, FL (population 248,000) in 2009
Finance Director, St. Petersburg, FL (population 248,000) in 2010
Finance Director, Sunny Isles Beach, FL (population 17,000) in 2010
Finance Director, Surfside, FL (population 5,700) in 2012
Finance Director, Tamarac, FL (population 55,500) in 2005 and 2009
Finance Director, West Palm Beach, FL (population 101,000) in 2007

Governmental Search Assignments (continued)

Completed Searches – Fire/EMS/Dispatch

Fire Chief, Cape Coral, FL (population 154,300) in 2013
Fire Chief, Lauderdale Lakes, FL (population 32,000) in 1999
Executive Director, South Sound 911 (serves a population of 808,000), Tacoma, WA, in 2013
Fire Chief, West Palm Beach, FL (population 101,000) in 2005

Completed Searches – General Services / Administration

General Services Director, Loudoun County, VA (population 349,700) in 2015

Completed Searches – Housing/Building

Building Official, Jupiter Island, FL (population 580) in 2005 and 2010
Building Official, Miami Beach, FL (population 91,000) in 2005
Building Official, Jupiter Island, FL (population 580) in 2005 and 2011
Building Official, Miami Beach, FL (population 91,000) in 2005
Building Official, Sewall's Point, FL (population 2,000) in 2006
Building Official, Tamarac (population 55,000) in 2008

Completed Searches – Human Resources

Human Resources Director, Boca Raton, FL (population 84,000) in 2006
Human Resources Director, Cape Coral, FL (population 154,300) in 2013
Director, Human Resources, Gainesville, FL (population 125,000) in 2014
Director of Personnel, Fulton County, GA (population 992,000) in 2010
Director, Human Resources, Hillsborough County, FL (population 1,292,000) in 2015
Human Resources Office, Loudoun County, VA (population 326,000) in 2011
Human Resources Administrator, Martin County, FL (population 140,000) in 2007
Personnel Director, North Miami, FL (population 56,000) in 2001
Director, Human Resources, Sunrise, FL (population 88,800) in 2015
Director, Human Resources, Roanoke, VA (population 99,000) in 2014
Personnel Director, Vero Beach, FL (population 17,900) in 2003
Human Resources Director, West Palm Beach, FL (101,900) in 2013 and 2014

Completed Searches – Health and Human Services

Director, Health and Human Services, St. Johns County, FL (population 162,000) in 2010

Governmental Search Assignments (continued)

Completed Searches – Information Technology

Information Services Director, Lauderdale Lakes, FL (population 32,000) in 1998
Information Services Director, Palm Beach County Tax Collector (population 1,300,000) in 2012
(partial search)
Chief Information Officer, Weston, FL (population 65,300) in 2015

Completed Searches – Parks/Recreation/Libraries

Director, Parks, Recreation, & Conservation, Hillsborough County, FL (pop. 1,292,000) in 2015
Director, Parks and Recreation, Hobbs, NM (population 35,000) in 2014
District Manager, Holiday Park Recreation District (population 1,400) in 2007
Library Services Director, St. Johns County, FL (population 162,000) in 2007
Director, Parks and Recreation, West Palm Beach, FL (population 101,000) in 2006

Completed Searches – Police

Police Chief, Golden Beach, FL (population 355) in 2011 (partial search)
Police Chief, Farmington, NM (population 45,900) in 2014
Police Chief, Lauderhill, FL (population 66,900) in 2011 (partial search)
Police Chief, Melbourne, FL (population 76,000) in 2011 (partial search)
Police Chief, Sewall's Point, FL (population 2,000) in 2007
Police Chief, St. Augustine Beach, FL (population 6,200) in 2012
Police Chief, Sunny Isles Beach, FL (population 17,000) in 2010

Completed Searches – Public Works

Public Works Director, Chandler, AZ (population 250,000) in 2007
Public Works Director, Fort Lauderdale, FL (population 183,000) in 2004
Vice President, Public Works & Operations, Ocean Reef Community Association (population 2,000), Key Largo, FL, in 2001
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012
Director/Capital Projects Manager/City Engineer, Sunny Isles Beach, FL (pop. 17,000) in 2007
Assistant Public Works Director, Sumter County, FL (107,000) in 2015
Assistant Public Works Director, Sunny Isles Beach, FL (population 17,000) in 2008
Public Works Director, Tamarac, FL (population 55,500) in 2003
Solid Waste Director, Tampa, FL (population 335,700) in 2014
Director, Landscaping, Weston, FL (population 65,300) in 2013

Governmental Search Assignments (continued)

Completed Searches – Utilities

Water Resources Director, Asheville, NC (population 87,200) in 2015
Utility Director, Danville, VA (population 43,000) in 2015
Power & Light Division Director, Danville, VA (population 43,000) in 2015
Executive Director, Des Moines (IA) Water Works (serves a population of over 500,000) in 2012
Executive Director, Florida Keys Aqueduct Authority, Key West, FL (pop. 90,000) in 2003
Executive Director, Onslow Water & Sewer Authority (Jacksonville, NC) (pop. 160,000) in 2009
Executive Director, Sewerage and Water Board of New Orleans (population 369,000)
General Manager, Tampa Bay Water (population served 2,400,000) in 2008
Utilities Director, Lake Worth, FL (population 37,000) in 2009
Utilities Director, Palm Bay, FL (population 101,000) in 2005
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012
Director, South Martin Regional Utilities (population 22,000) in 2013
Water (Wastewater) Resources Director, St. Petersburg, FL (population 248,000) in 2008
Watershed Management (Water and Wastewater) Director, DeKalb County, GA (population 691,900) in 2011 and 2013

Completed Searches – Work Force Management

Director, Office of Economic & Workforce Development, Durham, NC (pop. on 220,000), 2009

Completed Searches – Other

City Clerk, Lauderdale Lakes (population 32,000) in 1998
Director, Registrations and Elections, Fulton County, GA (population 992,000) in 2009
Environmental Resources Director, St. Lucie County, FL (population 261,000) in 2009
Executive Director, Lakewood Ranch Inter-District Authority (population 15,000) in 2011
Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL (population 200,000) in 2003
Executive Director, Sun City Summerlin Home Owners Association, Las Vegas, NV (population 14,000) in 2015
General Manager, Holiday Park Recreation District, FL (population 4,500) in 2007
Special Projects Coordinator, Islamorada, Village of Islands, FL (population 7,500) in 1998

Appendix B

*Sample Brochure:
City Manager Search
Mill Creek, WA*



City Manager Position Open - Apply by March 2, 2015



Welcome to Mill Creek! If you are an outstanding, seasoned professional with experience at the highest levels of city government and seeking a beautiful and progressive community to be a City Manager, Mill Creek is looking for you.

Located 20 miles north of downtown Seattle, Mill Creek is one of the true treasures in the metropolitan area and the Pacific Northwest. It was originally developed as a golf course community in the 1970s and is exceptionally well-planned. Though it is much larger now, it has retained its country-club atmosphere and its small town charm.

Parks and trails have always been a hallmark of the City with miles of nature trails including the scenic North Creek Trail that runs from McCollum Park south to the southern city limits. In addition, nine attractive neighborhood parks provide recreational opportunities for the residents.

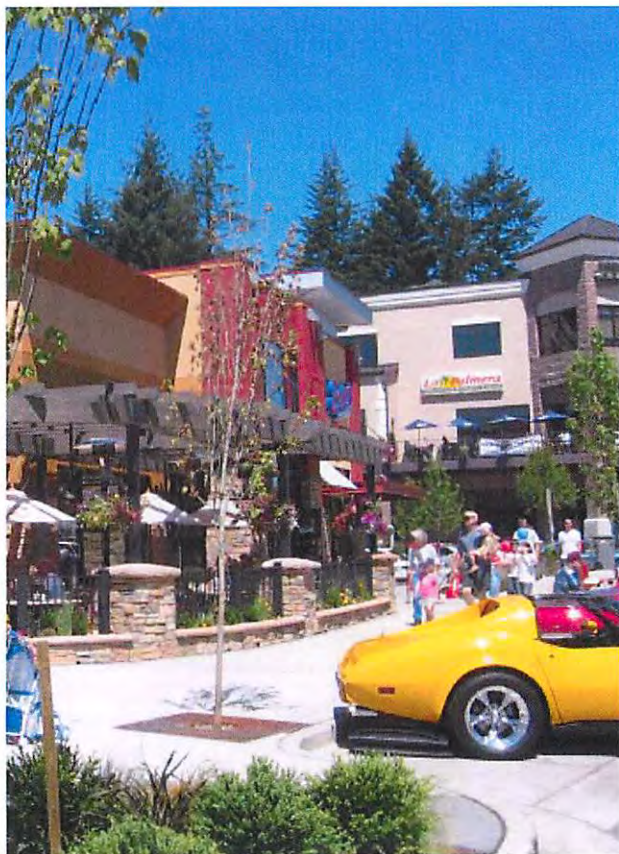
One of the community's highlights is the Mill Creek Town Center. Named "the best lifestyle center in Washington State" in 2013, it is composed of a series of pedestrian plazas in a park-like setting. It is a showcase that other communities frequently visit and use as a model they then attempt to duplicate. Featuring over 80 locally owned and franchised retail businesses and services, the Town Center is a community gathering place and a destination for many in the metro Seattle area.

Mill Creek is served by the Everett Public School District, which is one of the best in the state. The City has an elementary school, a middle school and a high school all within its boundaries, and all are very well regarded. Seven excellent colleges and universities are found within a 17 mile radius with a combined enrollment of more than 57,000 students.

Mill Creek is not far from the Puget Sound and the snow-capped peaks of the Cascade Mountains. Thus, the surrounding area boasts tremendous outdoor opportunities. Boating and alpine and cross-country skiing can be found within a relatively short drive. Nationally ranked year-round golf courses are also in the vicinity.

The City is primarily residential and composed of a mix of single-family homes, townhomes, and apartments set in a lushly landscaped environment. The median home price is approximately \$450,000 (for a four bedroom, three bath, 2,800 square foot home). A reasonably nice home can be had for as little as \$320,000 or you can spend over \$1,000,000 for homes in an exclusive neighborhood.

Aside from the landscape, buildings and shopping, it is the people who inhabit it and define its character and personality. Even a casual visitor will soon notice the residents care about their city and their fellow citizens. The Town Center and the City's many parks and open spaces are frequented by singles, couples, and families. The senior center and recreation



department's pre-school are in the same building. Mill Creek is a real community!

In short, Mill Creek offers a hometown atmosphere with many of the amenities and culture of urban living. So if you are a seasoned professional city manager or assistant and looking for a great place to be, we invite you to apply.

History

Mill Creek had its beginnings in 1973 with a master plan envisioning a golf-course-based community.

Mill Creek soon became a sought after place to live. In 1983 the area's residents decided to become a city. They wanted to control their own destiny and to ensure municipal services were provided at levels commensurate with their desires. With a population of 3,549 at its incorporation, it grew to 8,270 by 1990, 11,525 by 2000 and 18,244 by 2010. At the same time the City grew from less than two square miles to its present four square miles.

Demographics

Mill Creek's current population of 18,828 is characterized by both young families and seniors. The cross-section of residents is a testament to the livability of Mill Creek populated by young adults, families and seniors, many of whom have grown up here and have chosen to retire in this community. The median age is 40.5 which is somewhat above the national median age of 37.2. 74% of the population is classified as Caucasian, 17% as Asian, 2% African American with the remainder being some other race or two or more races. Hispanics (of all races) compose just under 6% of the population. 63% of the housing units are owner occupied, and average household size is 2.4 persons. The average family size is three persons. Of those persons 25 and older, 96% have a high school diploma and 49% have a Bachelor's degree or higher. The

average family income is \$101,061 with only 5% of all families falling below the poverty level.

Climate

Mill Creek's climate is temperate and relatively mild as can be seen from Table I.

The area's reputation for rainy days comes from the frequency and not the total accumulated rainfall. In fact, its annual average rainfall is approximately 36 inches, less rain than what is received in New York, Atlanta, or Houston.

Commerce

Mill Creek was conceived as a high-end residential community and very little land was set aside for industrial or manufacturing uses. Employment was considered to be something offered elsewhere, and it has been only relatively recently that local employment options have been developing. At the present time, more than 4,000 jobs exist in the City. They tend to be retail and located primarily along the major arterials. Major employers in Mill Creek are businesses such as Albertson's Food, Central Market, Lowe's and Safeway. The City's April 2012 Strategic Plan found the City's labor force to be 7,334 of which only 284 lived and worked in Mill Creek. In other words, more than 7,000 residents traveled to other parts of Snohomish County and King County for employment. It is a regional economy driven by, among other things, aircraft design and manufacturing, high tech, and biomedical.

The Mill Creek Community Association

A discussion of Mill Creek would be incomplete without mentioning the Mill Creek Community Association (MCCA). It is the original homeowners association that

Table I: Climate data for Mill Creek, Washington

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	46	48	52	56	62	66	71	72	76	58	49	44	55
Average Low °F	37	37	40	43	47	51	55	55	52	45	40	36	45
Precipitation Inches	4.1	3.3	3.4	2.6	2.3	2.1	1.0	1.1	1.7	3.3	6.1	5.3	36.1

Weatherbase

maintained large portions of the community prior to incorporation. It continues to do so today. As such its work is complimentary to that of the City and contributes to the beauty and appeal of Mill Creek. With a membership of about 10,000, more than half the population of Mill Creek are members of the MCCA. It is comprised of more than three dozen separate divisions consisting of single-family homes, townhomes, condominiums, and apartments. Owners of these properties compose the voting membership of the Association.

The MCCA owns and maintains over 160 acres of common areas, including a large nature preserve, playgrounds and parks complete with trails, sidewalks, and paths. The Association has its own permanent employees who handle the administrative, security, and maintenance responsibilities, but the organization itself is run by a large number of volunteers who serve on the Board of Directors, and the various committees. An annual fee is paid by all households to support the operations and maintenance within MCCA.

The Government

Mill Creek is a non-charter code city operating as a Council-Manager form of government. The City is governed by a seven member City Council which appoints a Mayor and provides direction to the City Manager. The Councilmembers are elected to staggered four year terms. The next election is this November when three seats will be on the ballot. Every two years, the council selects one of its members to preside over meetings as Mayor. The position is ceremonial and has no more authority than any other Councilmember. The City's elected officials are bright and fiscally conservative. They all have the best interests of the City at heart. They understand their roles as policy makers and while they do not always agree, they are collegial and have a great deal of respect for the staff.

The City operates with a biennial budget, the latest of which began January 1, 2015. The General Fund budget for the 2015-2016 calendar years is approximately \$24 million, and the total budget for all funds is approximately \$50 million. The City is currently operating with an anticipated \$1.7 million operating deficit in the general fund budget for the biennium. If that were to continue into the future, the current reserve of \$6.5 million would be depleted in approximately seven years.

City provided services, in order of magnitude, are law enforcement, public works/streets services, community development, parks and recreation, and city administration. It also provides a storm water utility to protect water quality, prevent flooding, control storm water runoff, and rehabilitate stream and wildlife habitat. Mill Creek has a very lean government with only 62 FTEs (33 of which are police and 11 of which are public works). Its labor force is augmented by contractual services. Further, the efforts of the MCCA compliment the City's efforts.

Water, sewer, EMS, fire protection, and curb-side garbage, recycling and yard waste services are provided by third parties.

The Strategic Plan and Challenges

Mill Creek does not have any urgent challenges that need to be dealt with immediately. In fact the City's challenges are articulated as goals in its 2012 Strategic Plan.

First and foremost the next manager will be expected to manage in a way that will maintain the community's character. Specifically the plan states, "...fiscal actions should never lose sight of what makes Mill Creek so attractive to its residents and businesses. Mill Creek's streets and neighborhoods are generally well maintained and feel safe, peaceful, beautiful and walkable to its residents and visitors. The community's character must be maintained, ensuring that whatever actions the City takes to be fiscally sustainable, it does not sacrifice what is precious."

The Plan's second goal relates to public facilities. The police department is squeezed into City Hall and needs additional space to keep up with population growth. The Strategic Plan also identified the need for a new public works facility and mentioned at least some citizen support for other community facilities, such as a multipurpose community center.

The third goal underscores the community's desire to have Mill Creek "...continue its high service levels, particularly in terms of law enforcement and parks and recreation programs. The community also appreciates the efficiency with which the City provides all its services. These levels of service should not be sacrificed."



The fourth goal is alluded to in the first three and that is financial. The current projected general fund budget deficit is sustainable in the short run but not in the long term. The next manager will be expected to bring a fresh set of eyes and identify ways to cure the situation. Creativity may be the key here.

The fifth goal is economic development and specifically the plan calls for "enhancing economic and employment opportunities". The City is largely built out but some opportunities still exist. The first and most significant is the East Gateway Urban Village. Its sub-area plan calls for a model of mixed use, pedestrian-friendly development which is similar to the Mill Creek Town Center.



The sixth and final goal is to "Ensure that new growth and development is high quality and provides a benefit to Mill Creek." This goal also applies to possible future annexations and works in concert with the first in terms of maintaining the community's character.

It should be noted that the City has many long term employees – people have recognized Mill Creek as the wonderful place it is and have chosen to stay and contribute. The next City Manager will be in the unique position of hiring, developing, and shaping the City organization with the expected retirement of many of the senior staff within the next five years.

The Ideal Candidate

The Mill Creek City Council is seeking a seasoned manager to work with it as a partner, a supporter and a trusted advisor. He/she will be a consensus builder who knows how to help everyone get to yes and will work closely with the Council implementing its priorities. The individual will understand the council/manager form of government. The Council understands that it should set policy while the manager should run the day-to-day operations. He/she must have demonstrated experience

working successfully with a City Council to establish a vision, identify goals, and collaboratively chart a course for the future. Further, while the manager will understand politics, he/she will not be involved in them.

Recognizing the importance of information, the manager will present not just the preferred option but all the options along with their respective costs and benefits and then support the Council in the decisions it makes. At the same time, the Council does not want someone who is a "yes person." Rather the individual will be comfortable telling the elected body what it needs to hear and not necessarily what it wants to hear. The selected candidate will do so diplomatically and in the appropriate setting.

The next manager will be someone of high integrity who believes in transparency. The individual will be one of the City's primary representatives. As such he/she will be an outstanding communicator and someone who realizes listening is an important part of communicating. He/she will be able to relate complex concepts in terms that are easily understood by everyone – the elected officials, residents, members of the business community, and staff. Of particular importance will be keeping the Council and the public informed concerning how the City's money is being spent so they understand it is being spent wisely.

Mill Creek is a high-end community that expects the best. As such the manager will place a high degree of importance on delivering high quality services. He/she will also believe strongly in outstanding customer service and lead by example. The manager will realize the customer is not always right but does deserve a reasonable explanation for why something cannot be done. Further, the selected candidate will work diligently to find other, legitimate ways to achieve the resident's desires if that is possible.

The selected candidate will be a leader – not a bureaucrat. The individual will be someone

who is supportive of staff but who also requires accountability. He/she will be a strong manager, mentor, and a coach who sets high standards and expects them to be met. When a project is assigned, the manager will ensure the necessary resources are provided and then expect the deadline to be met.

As noted, resources are limited so the individual will be expected to critically examine current operations with an eye towards improving efficiency. As a result, the individual will have strong analytical skills and understand how to apply current technology to reduce resource demands. Public/private partnerships may also play a role in conserving resources so experience working with the business community is a plus.

Since a number of the City's department directors will likely retire in the next five years, the manager must have a good eye for talent and competence and hire those individuals who will continue the tradition of excellence in Mill Creek.



The Council would like someone who is intelligent, upbeat, friendly, outgoing, organized, positive– someone with a “can do” attitude. The ideal candidate will not be easily discouraged, and will be optimistic about the future, positive, and resilient. The City is looking for someone who will solve problems and build consensus without being controversial. Hence, common sense and strong people skills will be necessary.

The City is looking for someone with specific work experience in city government with an operational understanding of budgeting and city finances. Experience in overseeing land use planning, public works, economic development and revitalization efforts, and collective bargaining is a must. The City would like to play a larger role in the region, so experience working with other local government agencies and regional organizations is desired. Experience working with Washington State agencies and the State Legislature will be a plus.

This position requires graduation from an accredited four-year college or university with major coursework in public or business administration or related field. A Masters in Public or Business Administration is preferred. Desired qualifications are at least five to seven years of direct municipal experience in a similarly sized organization as a city manager or administrator.

The City is looking for someone who will see the Mill Creek City Manager position as the wonderful opportunity it is and make a commitment to the City's future.

Residency

The selected candidate is not required to reside within the City limits.

Compensation

The salary range for the City Manager is \$120,000 – \$160,000, DOQ.

Benefits include comprehensive medical, dental, vision and life insurance, vehicle allowance, professional development, public employee retirement system contributions, holiday, vacation and sick leave. The City has a 401(a) Social Security Replacement Plan (Municipal

Employees Benefits Trust) which means employees of the City of Mill Creek do not contribute to nor do they earn Social Security credit while employed with the city.

The Position and Previous City Managers

The City Council is committed to finding the right person and to having that person stay a long time. The interim City Manager will not be applying.

How to Apply

E-mail your resume to Recruit37@cb-asso.com by March 2, 2015. Faxed and mailed resumes will not be considered. Questions should be directed to John Darrington at (509) 823-5138 or Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537.

The Process

Applicants will be screened between March 3rd and April 7th. Finalist interviews are scheduled for April 16th and 17th with a selection shortly thereafter.

Confidentiality

Applications will be kept confidential until the finalists are approved by the City Council. At that point, it is anticipated that the names will be released to the public.

Other Important Information

The City of Mill Creek embraces diversity and encourages women and minorities to apply. It is also a drug-free, smoke-free workplace.

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING

Appendix C

Sample Candidate Report

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING

Sample Candidate Report

[Note: The following materials are provided with the permission of the candidate.]

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Christopher Morrill

Resume

Christopher Paul Morrill

201 East 52nd Street • Savannah, GA 31405 • 912-231-8711 • kpicikim@yahoo.com

Experience

Assistant City Manager, City of Savannah, GA (population: 143,000) 8/01 – Present

Serve as assistant city manager for management & financial services, leading a full service organization with a staff of 2,600 and annual budget of over \$280 million. Represent the City on boards and committees, oversee financial, human resource and strategic planning, directly supervise 12 departments, coordinate major economic development projects, and lead special projects and analyses, including:

- Ellis Square Public/Private partnership which included 1,100 space underground public parking garage supporting a private hotel/condo/retail development, \$400 million extension of Savannah's downtown commercial/residential areas, and 4,000 acre traditional neighborhood development;
- Priority based budgeting process that involved over 100 employees in developing the 2010 city service program and budget which was reduced by over \$10 million without layoffs, delaying capital maintenance, or across the board cuts.
- Merger of City and County police departments under City management;
- Recruitment and hiring of police chief, fire chief, and assistant city manager for public development;
- Annexations that have increased the size of the City by over 19,000 acres;
- Geographically based 311 customer service/work order system;
- Civic Master Planning process which received the 2009 Charter Award from the Congress of New Urbanism and the 2009 Excellence in Government Finance Award from the Government Finance Officers Association of the United States & Canada
- Local Options Sales Tax negotiations on allocation of over \$250 million that must be shared among Chatham County, Savannah and six other municipalities; and,
- G-8 Sea Island Summit public safety and security planning for the diplomats, international press, and activists based in Savannah for the three day Summit in June 2004.

Senior Municipal Finance Advisor, Research Triangle Institute, RTP, NC 10/99 – 8/01

Served as resident advisor on local government finance and management for the National Treasury of the Republic of South Africa. This position entailed assisting the National Treasury's chief director of Local Government with developing and implementing a new fiscal framework for municipalities, reforming municipal budgeting systems, and developing the capacity of local government finance officers and systems in post-apartheid South Africa.

Fellow, Kellogg National Leadership Program, 1997 - 2000

One of 38 individuals chosen for this national program designed to prepare leaders for the challenges of the 21st century. Fellowship activities included studying conflict resolution and community building in Northern Ireland, South Africa, China, and Peru and studying Spanish in Granada, Spain. Also assisted a group of unemployed women in a former township area outside of Pretoria, South Africa, with developing a chicken breeding facility that was funded through a grant from the Kellogg Foundation.

Research and Budget Director, City of Savannah, GA **12/94-10/99 & 10/90-10/92**

Led an eight member team in all aspects of preparing and monitoring the annual Service Program and Budget, directing analyses, and coordinating research projects. Prepared the City's five-year financial and capital plans. Coordinated federal and state lobbying efforts. Significant accomplishments during my tenure included:

- 1997 City Budget document rated "Outstanding as an Operations Guide" by the Government Finance Officers Association of the US and Canada;
- Developed long-term financial planning model that resulted in the City taking concrete steps to significantly reduce debt levels and decrease the property tax rate by over 25%; and,
- Created the City's *Incentive Budgeting System* that rewards departments that achieve performance goals and reduce expenditures.

US Peace Corps Volunteer, City of Lviv, Ukraine (population: 850,000) **12/92 - 10/94**

Served as a management advisor to the Mayor of Lviv. Major accomplishment included implementing Total Quality Management (TQM) in City Administration that reduced the number of steps in the housing privatization process from 23 to 11, and increased the number of applications processed per month from 1,400 to over 4,000. This accomplishment was featured in a case study by the World Bank.

Senior Management Analyst, City of Savannah, GA **5/88 - 10/90**

Senior Budget Analyst, Catawba County, NC (population: 105,000) **8/86 - 5/88**

Downtown Project Manager, Lynn, MA (population: 90,000) **10/84 - 6/85**

Assistant Camp Director, Elliot P. Joslin Camp **Summers 1984 & 1985**

Other Professional Experience

Instructor, Government Finance Officers Association (GFOA) national courses: *Budgeting Best Practices*; *Budget Academy*; and *Capital Budgeting and Financial Planning*. International City/County Management Association (ICMA) National Audioconference: *Practical Steps to Successful 311/CRM Service Implementation*.

Presenter, GFOA Annual Conference: *Understanding Your Revenue Portfolio*, 1996; *Best Practices in Capital Planning*, 2007; *Economic Development – Marketing Your Community*, 2008; *Budgeting for Outcomes*, 2009. University of North Carolina at Chapel Hill MPA Alumni Conference: *Managing Your Programs with Limited Resources*, 2003; *Inter-generational Management*, 2005. Florida Government Finance Officers Association Conference: *Finance Director's Role in Economic Development*, 2007. Georgia Municipal Association and Georgia City/County Management Association: *Budgeting for Outcomes*, 2009.

Author, *The Savannah Story: The Road to Equity and Sustainable Community Development*, with Henry Moore in *Economic Development in American Cities: the Pursuit of an Equity Agenda*, edited by Michael J. Bennet and Robert P. Giloth, State University of New York Press, 2007, pp. 189 – 214. ***Best Practices: Ellis Square Public/Private Partnership in Savannah***, Government Finance Review, October 2006, pp. 44 – 47. ***Capital Program Considerations in Challenging Times***, Government Finance Review, June 2009, with John Fishbein, pp. 8 – 13. ***The Financial Responsibilities of Local Governments in Emerging Issues in Government Financing***, Thomson Reuters/Aspatore, 2009, pp. 7 – 24.

Education

- ICMA Credentialed Manager
- Master of Public Administration, The University of North Carolina, Chapel Hill, NC, May 1987
- Bachelor of Arts, College of the Holy Cross, Worcester, MA, Major: Political Science, May, 1984
- Institute for Georgia Environmental Leadership, University of Georgia Fanning Institute, 2007
- Gallup Leadership Institute, 1997
- Certificate in County Administration, North Carolina Institute of Government
- Certificate in Budgeting and Financial Planning, North Carolina Institute of Government

Service

- Government Finance Officers Association: Executive Board (2008 – present), National Standing Committee on Retirement Benefits Administration (2008 – present), National Standing Committee on Economic Development and Financial Planning (2003 – 2008), National Standing Committee on Budget and Management (1996 – 1999);
- Elected School Council representative, Charles Ellis Public Montessori Academy (2005 – 2009)
- President, Leadership Savannah Board of Directors (2007 – Present)
- Executive Board Member, United Way of the Coastal Empire (2007 – Present)
- Elected Official, Southbridge Redevelopment Authority, Southbridge, MA, (1983-1984)
- Volunteer Savannah/Chatham Citizen Advocacy (2003 – Present)
- USA Swimming Certified Stroke and Turn Judge (2008 – Present)

Christopher Morrill

CB&A Interview

Christopher Morrill

Education

Master of Public Administration, University of North Carolina
Bachelor of Arts, College of the Holy Cross

Experience

Assistant City Manager, City of Savannah, GA	2001 – Present
Senior Municipal Finance Advisor, Research Triangle Institute, RTP, NC	1999 – 2001
Research and Budget Director, City of Savannah, GA	1994 – 1999
Peace Corps Volunteer, Ukraine	1992 – 1994
City of Savannah, GA	1988 - 1992
Research and Budget Director (two years) and Senior Management Analyst (two years)	
Senior Budget Analyst, Catawba County, NC	1986 – 1988
Downtown Project Manager, Lynn, MA	1984 – 1985

Background

The population of Savannah is 143,000 people. The City has 2,600 employees and Mr. Morrill supervises 220. The total budget is \$280 million while the general fund component is \$180 million. The three most important issues that face Savannah:

- Financial impact of the recession. Revenues have declined yet the demand for services remains high;
- Citizen engagement. Citizen participation in local government, and indeed awareness of what it is doing, has declined. Governments need to find new ways to engage and inform their residents; and
- Balancing the economic development with environmental goals while maintaining a high quality of life.

Interview Comments

Mr. Morrill has been an Assistant City Manager for eight years in Savannah, GA. Although he feels no need to leave his position, he sees the City Manager position in Roanoke as an opportunity that he cannot pass up. Roanoke is a progressive community and has some of the same challenges Savannah has. He notes that over the past 20 years, Savannah has made many significant changes for the better and he wants to bring not just his skills, but what he has learned, to Roanoke. He feels he can make a difference and help Roanoke become not just a better city but a better community. From a personal point of view, it is also one of few cities Mr. Morrill would consider moving to and living in. He enjoys the mountains and would be closer to family.

Christopher Morrill

On a day to day basis, Mr. Morrill's management style is to promote collaboration. Teamwork and unity is important. He empowers his staff to accomplish their goals but provides the guidance to be successful. He is not a micromanager but gives his staff both the responsibility to get the job done but also the authority. Accountability is important as well. In times of crisis, Mr. Morrill will take full command and make the decisions that are necessary. He has a good understanding of when it is appropriate to guide and when he must lead.

Employees who have worked with Mr. Morrill would say he is enjoyable to work with and is a good mentor. He guides his staff and helps them develop. As they set priorities together, he is there to give them the resources and support they need. They would also note that it is not just business. He has a good sense of humor and attempts to make the workplace pleasant. Finally, he feels it is important to celebrate their successes.

The elected officials would say Mr. Morrill is a strong leader. He is proactive, assesses problems quickly and resolves them. He is a good manager and a team player. With the downturn of the economy, Mr. Morrill has taken more of a leadership role. Everyone recognizes that finance is one of his specialties and they tend to lean towards him for advice. He closely monitors the budget and keeps the elected officials well informed of the City's financial status.

Mr. Morrill's greatest strength is in financial planning. He has a strong finance background and is well experienced with budgets. In fact, he served as a resident advisor to the National Treasury of South Africa for about two years. He knows how to build a strong management and financial team. He enjoys learning, tackling new problems and resolving issues. He listens to people so he can understand their issues and learn from them. He is patient and sympathetic.

In terms of weakness, Mr. Morrill recognizes he focuses more on the big picture than the details. To combat this, he surrounds himself with good people who are detail oriented. By doing this, they help him see the details. It also allows him the freedom to pursue the projects and efforts that he and the City Manager feel will lead to improving Savannah.

Mr. Morrill's biggest achievement has been a recent budgeting change in Savannah. Specifically he introduced a new budgeting philosophy called Budgeting for Outcomes to the staff and the City County. He had learned about the approach at a government finance conference in 2007 and thought it would be particularly appropriate in difficult financial times. The idea is to allocate funding to those services that are a priority to the residents instead of focusing on cuts in each department. As such, the City focuses on funding the services with the greatest positive outcomes. It took some effort but he has now educated the staff and Council. Everyone has embraced the idea and last January the Council set the City's seven priorities for the next year. Then teams were created to address the priority teams. In all it involved 70 employees from different departments serving on seven teams. These teams have researched best practices from across the nation and followed examples in Washington and Iowa where the same philosophy has been implemented. They are ninety percent the way through the conversion. The result has been that they have found ways to maintain the core services and reduce costs. The effort has also lead to an increased level of collaboration within the government and in sharing services.

Christopher Morrill

The teams will make a presentation to the Council on November 30th where they will report their progress.

When asked about mistakes, Mr. Morrill spoke of an area just outside of downtown Savannah that was to be developed as a public park and for some other uses. It was a great project that would have had a very positive impact on the neighborhoods in the area. However, the City did not do the leg work upfront to keep the neighborhoods apprised of the nature of the project nor the benefits that would result from the project. As a result, the residents fought the project and it was cancelled. He learned the importance of involving the community early on in a project so they are informed, supportive and can provide input to make the project better. The City missed an opportunity to develop a great area because it assumed the community would support it. The central lesson was, "Do not assume the community members will see and embrace the vision of a project if you do not spend the time educating them."

As the City has changed to Budgeting for Outcomes, it has provided a new way of measuring the performance of the organization. They are able to compare their outcome with other cities across America. Funding is provided to those services that have had clear outcomes of meeting priorities. Mr. Morrill still monitors the individual performance of each employee. At the year's beginning, he discusses their strengths and weaknesses with them and makes a plan to accomplish their goals for the year. Their progress is checked periodically and another formal meeting is conducted at midyear.

When asked about terminating employment, Mr. Morrill noted he has terminated the employment of several employees during his career. He tries to work with those who have performance issues through coaching and mentoring. Sometimes no improvements can be made. The person is simply in the wrong job from the point of view of skills or personality. It is hard to let people go under these circumstances but it has to be done. Ideally you can find a position in the organization that does suit the individual but that is not always a possibility. Those employees who misuse their privileges or break the law are very easy to let go. On one occasion he had to fire an individual in the parks department who was misusing public funds.

Mr. Morrill sees the challenges facing the next Roanoke City Manager as:

- Encouraging economic development that is a good fit with the community;
- Finding ways to help the poor climb out of poverty rate;
- Working with the school board to improve the City's schools;
- Working with the community to improve the neighborhoods; and
- Addressing code enforcement issues.

If given the opportunity to serve as the next Roanoke City Manager, Mr. Morrill would spend his first six months doing the following:

- Examining City's issues;
- Learning the history of the City and its neighborhoods;
- Listening to the Council Members' goals and vision;

Christopher Morrill

- Familiarizing himself with staff's strengths and weaknesses; and
- Assessing the City's financial position. Getting a proposed budget together quickly for the 2010 – 2011 fiscal year will be a priority.

Mr. Morrill feels the new manager must be out in the community and transparent if he/she is to earn the trust of the community. When things are wrong, one must acknowledge that. They also need to be fixed without, to the extent possible, assigning blame. Citizens respect honesty. Also, good citizen engagement helps the residents feel they have a voice in the community. Mr. Morrill mentioned a citizens' academy that Savannah offered. It was an eight week course that focused on the different departments of the city government. He felt after this program the citizens had a better understanding and respect for the city government. They could see all the work that went into maintaining the City and the service the staff rendered in their behalf.

Mr. Morrill has a good relationship with the media. In his current position as Assistant City Manager, he is not in the media much. However, when needed, he has stepped in for the City Manager. He has worked with both television and print. He understands the media play an important role. He is honest and straightforward with his answers.

In his leisure time, Mr. Morrill enjoys being with his family, reading, biking, hiking and swimming. On occasion he has been a judge at swim meets.

Reason for Wanting to Leave Current Position:

Mr. Morrill is happy where he is but would like the opportunity to become a City Manager. He is in the peak years of his career and is ready to lead an organization. He has had the opportunity to work for and be mentored by an outstanding City Manager. He has also participated in the rebirth of Savannah. He wants to put what he has learned into practice in Roanoke. He just feels it is a great community, a community that has not realized its potential and a community he wants to live and work in.

Most Recent Base Salary

\$150,000 base salary

Adjectives or phrases Mr. Morrill used to describe himself:

- Enjoys working with people,
- Visionary,
- Progressive,
- Good sense of humor,
- Values relationships, and
- Builds consensus.

Christopher Morrill

Interviewer's Impressions

Energetic, experienced, competent, congenial, and straightforward. Intelligent and creative with a good sense of humor. Has an easy laugh and ready to be a City Manager.

Interviewed by:

Tiffany Gremmert
Colin Baenziger & Associates

Christopher Morrill

Background Checks

**Background Check Summary for
Christopher P. Morrill**

Criminal Records Checks:

Nationwide Criminal Records Search	No Records Found
County	
Chatham County, GA	No Records Found
Durham County, NC	No Records Found
State	
Georgia	No Records Found
North Carolina	No Records Found

Civil Records Checks:

County	
Chatham County, GA	No Records Found
Durham County, NC	No Records Found
Federal	
Georgia	No Records Found
North Carolina	No Records Found

Motor Vehicle	
Georgia	No Records Found

Credit	Excellent
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Bankruptcy	No Records Found
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Education	Confirmed
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Employment	Confirmed
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Christopher Morrill

Reference Notes

Reference Notes

Christopher Morrill

Michael Brown, City Manager, City of Savannah, GA, (912) 658-3523

Mr. Brown hired Mr. Morrill in 1988. He recognized his strong skill set and wanted him to be a part of his management team. When Mr. Morrill went overseas to perform international services, Mr. Brown thought so highly of him that he held positions open for him. He simply wanted him back and on his team.

Mr. Morrill is a very skilled manager and a remarkable person. He combines precise analytical skills with an upbeat and optimistic personality. He is diplomatic with those he serves and considerate to their wants and needs. Mr. Morrill's background makes him a strong candidate. He was in the Peace Corp for two years in Ukraine. He also spent time in Northern Ireland, Peru, and South Africa with the Kellogg National Leadership Program. He wrote a local government finance law for South Africa cities and modeled it after what local governments do in the United States.

Mr. Morrill has led many redevelopment projects in Savannah. The redevelopment of Ellis Square is a recent one and involved redeveloping one of Savannah's squares that was first established in the 1700's. At some point, the square had been turned into a parking lot. Mr. Morrill noted that the lease was expiring and suggested the City redevelop the area as community square. He took the lead on the project and coordinated with developers and city groups. He also oversaw the financing of the project. The new community square is a huge success and is surrounded by shops and restaurants, and includes an underground parking structure.

Another project Mr. Morrill headed was Savannah River Landing, a fifty-four acre undeveloped tract adjacent to the historic downtown. Mr. Morrill coordinated with the developers to include an expansion of the river walk, retail stores, two hotels, single family homes, restaurants, and office buildings. He was the manager of the public part of the project. He forecast the cost of the necessary infrastructure, worked with the developers, rallied the support of the County and schools, and also sold the tax allocation district proposal to the voters. The project is underway and is much anticipated by the community.

Mr. Morrill listens well and is able to identify the essence of what someone is trying to say. He is a good communicator. He also is empathetic and patient. Often the City Council prefers to speak with him rather than the City Manager. He is easier to talk to and knows how to hold his ground. He is a good public speaker. He took a private sector speaker training course that monitored, criticized and improved his speaking skills. He is comfortable presenting.

Mr. Brown, as the City Manager, spends most of his time working with the Council to keep their interests on track. They are often difficult and demanding. He is not able to do much of what he used to do as City Manager. The Metro Police Department also demands much of his time and attention. As a result, he has turned over much of the day-to-day management of the City to Mr. Morrill. That includes projects, budgeting, pension plan changes, and policy initiatives. Although, Mr. Morrill has not officially held the title of City Manager, in reality he has had more

Reference Notes

Christopher Morrill

experience in urban city management than some City Managers in other cities. He has dealt with a high poverty rate, a large area of public housing, and many inner city problems.

Mr. Morrill is an ICMA (International City/County Management Association) Credentialed Manager. Through the ICMA he worked with an area in Indonesia to develop their tourism and the historical preservation of the Sultan's Water Palace Complex. This effort was to preserve and restore 50 acres of historic land. He helped the City get grant funding to restore the area. He also helped them write the first historical preservation ordinance. Along with the restoration of the Water Palace, a beautiful shopping corridor was created. Working with the largely Muslim country of Indonesia has educated Mr. Morrill. He was able to associate with the U.S. Ambassador to Indonesia and experience governmental processes in another country.

Again, even though Mr. Morrill does not hold the official title of City Manager, he has the experience and skill set to take this position. Mr. Brown highly recommended him although it would be a huge loss to him personally and to Savannah to have Mr. Morrill leave.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Strong family man,
- Diplomatic,
- Considerate,
- Articulate,
- Humble,
- Well traveled,
- Bright, and
- Optimistic.

Strengths: Analytical skills, financial ability and diverse experience.

Weaknesses: None identified.

Lise Sundrla – Executive Director, Savannah Development and Renewal Authority, Savannah, GA – (912) 651-6973

Ms. Sundrla has known Mr. Morrill since 2001. They have worked as colleagues. The Savannah Development and Renewal Authority is not a city department. As a separate entity they have coordinated economic development in the downtown area of Savannah.

Mr. Morrill has been a critical component for much of the redevelopment in downtown Savannah. He has engaged the City and partnered with other agencies. He was integral to the planning efforts of Ellis Square. This area had been a historical square but was developed into a parking lot. He spent several years cobbling together the funding to restore the area to its original purpose of a public space. An underground parking lot was constructed along with several shops, restaurants and businesses. He was a guide and a mentor to the developers and to

Reference Notes

Christopher Morrill

the Renewal Authority on several issues and concerns regarding the project. He also spent many hours working with the Council to gain its support.

Mr. Morrill created strategic goals to focus on revitalizing the Martin Luther King corridor, once a premier historical African American neighborhood bustling with life. The placement of an overpass on I-16 stunted the growth of the area and limited the access to other areas. He has pressed for the overpass to be removed. By doing so, our lost street connections and nine acres of developable land would be reclaimed. He has negotiated local option sales tax and capital improvement dollars to fund the project. He coordinated the efforts of the City, the Renewal Authority and other private entities to stimulate the integral corridor. Already, a full size grocery store has opened in the area.

Another major project Mr. Morrill has orchestrated was Savannah Landing located in eastern downtown Savannah. The area has been underdeveloped since 1909. He secured the funds and involved the necessary agencies. The development links and compliments the historic downtown area. It also opens up connections to six lost streets and expanded the river walk 2,000 feet. Public squares were donated back to the City. Mr. Morrill petitioned for the first tax allocation to be used to support the economic development of the area.

Oddly, when it is time to make a presentation to the City Council, the person who is best is Mr. Morrill. They often try to do things that are not in the best interest of the City. They rely on Mr. Morrill to give them honest criticism and advice. He can speak on their level.

Ms. Sundrla trusts Mr. Morrill implicitly, which she considers a bold statement. She has approached him with personal and political issues. He has offered guidance and solutions to support her efforts. He is gifted with people. He respects others and in turn is well respected. He has excellent communication skills and is an attentive listener.

Mr. Morrill would be a fine choice for City Manager. He is well qualified. He has the skills and the character to lead.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Reliable partner,
- Thorough planner,
- Engaging,
- Mentor,
- Respected, and
- Gifted with people.

Strengths: Team building, vision, people skills, and communication skills.

Weaknesses: None identified.

Reference Notes

Christopher Morrill

Lester B. Johnson III – Assistant City Attorney, City of Savannah, GA – (912) 238-5100

Mr. Johnson has known Mr. Morrill since 2001. Mr. Morrill has a fine personality and a calm demeanor. He has a good rapport with the citizens of Savannah. He also has a good working relationship with his staff and with the elected officials.

Mr. Morrill oversees the financial and budget concerns. He keeps a meticulous budget. One of the results is that the City has not needed to use any of its reserves since Mr. Morrill became the Assistant City Manager. As another of his responsibilities, he oversees the Recorder's Court. He makes sure the Court is making more money than the operating budget. He has worked closely with Mr. Johnson to find ways for the Court and the Judge to be more efficient.

Mr. Morrill also oversees all problems with ordinance violations. One of the trickier situations involved the some wealthy and very powerful residents of an historic district and the Savannah College of Art and Design. The neighbors were not happy about having the School in their neighborhood and complained it violated the parking ordinance. The ordinance required that a certain number of off street parking spaces per building were required if the building was to be used and the school did not have enough spaces. Mr. Morrill investigated every building in the area and the school was not the only building without enough parking spaces. To preserve the historic district, satellite parking lots were developed. Students were shuttled from them to the school buildings. Mr. Morrill communicated frequently with the neighbors and calmed their concerns. He demonstrated to them the financial importance the school to the City and how it brought millions of dollars to the community every year. He showed them that it was vital that they worked together. He was a good mediator between these two strong willed entities and was able to find a reasonable compromise.

Mr. Morrill is well respected by the public. He often speaks in town meetings regarding the financial state of projects. A major project was underway to solve the City's drainage issues. He spoke often in the town meetings explaining the project's finances. Many citizens were concerned the funds would run out before it was completed. Mr. Morrill explained in clear terms the financial condition of the project and the status of the contingency funds. He responded well to the large crowd, spoke in simple terms and reassured them that the money was there to complete the effort.

Mr. Morrill is designated to take over the City Manager's position when he is absent. He is also on call for every Council meeting to answer any questions or provide any financial information.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Strong family man,
- Competent individual,
- Calm demeanor,
- Good rapport with others,
- Easy personality, and
- Responsible.

Reference Notes

Christopher Morrill

Strengths: Financial skills, problem solving skills, and building relationships.

Weaknesses: None identified.

Kenneth Sadler – Former Alderman, City of Savannah, GA (912) 661-0484

Mr. Sadler has known Mr. Morrill since 2000. Mr. Sadler was an Alderman for four years.

Mr. Morrill is bright and well educated. Even though finance had been his primary background, he has developed skills in other fields through his position as Assistant City Manager. He is a good leader and provides strength to his staff. Many of them lean on his expertise and ask for his advice. He mentors his staff and helps them grow.

Mr. Morrill's primary skills are in finance and planning. He knows how to maintain the long term financial health of the City and has helped it weather the financial downturn. He did so through sound financial practices and thorough planning. He actually anticipated the financial problems and adequately prepared the City for them. He understands how to spend money responsibly and which services are capable of producing revenue.

Mr. Morrill has a good relationship with each member of Council. He is responsive to their requests. They are willing to delegate to him because he follows up on projects and keeps them informed. He is straightforward and easy to talk to. Frequently Mr. Morrill has been easier to contact and work with than the City Manager.

Mr. Morrill focuses on people. Whether it is a Councilman or a citizen of the community, he will take time to listen to the issues they raise and look for a solution. He has an optimistic demeanor that puts people at ease. He has a good grasp of city issues and a sensitivity to their importance.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Smart,
- Capable,
- Good planner,
- Strong financial background,
- Understands communities, and
- Relates well with people.

Strengths: Organization skills and financial background.

Weaknesses: None identified

Reference Notes

Christopher Morrill

Carol Bell – Central Services Director, City of Savannah, GA (912) 651-6401

Ms. Bell has known Mr. Morrill since 1994. They were colleagues when he was Budget Director and she now reports directly to him in his position as the Assistant City Manager.

Mr. Morrill is a dedicated public servant. He focuses on serving the people and is often a voice for the underprivileged. He volunteers his time to support agencies which help needy citizens. The City has benefited from his strong financial background. He has improved the financial operations by utilizing his analytical skills and thinking beyond the norm. Mr. Morrill is a member of the Government Finance Officers Association (GFOA), has written finance articles and taught classes for the Association.

Mr. Morrill is people oriented. He develops good relationships with entities outside the city government. He makes time to speak with residents and is well respected by them. He is an excellent communicator who can take technically complex issues and easily explain them to the common citizen.

Mr. Morrill has been a fantastic liaison between the City and the County helping facilitate the merger of police departments. Both agencies had their own police departments and had been policing much of the same territory which was not very cost efficient. In 2003, it was decided to formally merge the departments within a year. The merger was complex and Mr. Morrill was a major factor in its success. He focused on the commonalities and the benefits this partnership would provide for the citizens. The two separate departments combined to become the Savannah-Chatham Metropolitan Police in 2005.

Mr. Morrill is team oriented. He has been able to break down barriers, form unlikely partnerships and is creative. An example is a budgeting strategy he introduced to the City called Budgeting for Outcomes. Each department's budget is evaluated and projections are made based on priorities and results. Priorities were established by Council and Mr. Morrill then created seven results teams. Each team consisted of a broad base of global thinkers along with an expert member. For instance, the public safety team might have a member of the Fire Department or Police Department as an expert member. However, the team could also have members from Parks and Recreation, or Social Services. The result has been to bring the departments and their staff members together to accomplish the common goal of cutting costs and carrying out the elected officials' goals.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Analytical,
- Encouraging,
- An advocate for the underprivileged,
- Involved,
- Experienced, and
- Knowledgeable.

Reference Notes

Christopher Morrill

Strengths: Dedication to serving the public. Strong background and experience in local government. Excellent people skills.

Weaknesses: None identified.

Jim Burgess - Mayor, City of Social Circle, GA (770) 464-3366

Mr. Burgess has known Mr. Morrill since 1996. He works as a lobbyist for the City of Savannah and is also the Mayor of a small town in Georgia.

As Mr. Burgess lobbies on behalf of Savannah to State Legislature, he relies on Mr. Morrill to provide him with pertinent financial information. Mr. Morrill gives him impact research and analysis reports related to specific pieces of legislation. He creates slides, charts, and graphs for Mr. Burgess to present to the State. He is quick to respond to Mr. Burgess' needs and provides him with thorough information.

Mr. Morrill is bright and well educated. His staff members have a high regard for him and value his high morals. He has strong people skills and is not overbearing. He is very easy to work with because of his first-rate personality.

Mr. Morrill has a good relationship with the governing body. He is very astute about political relationships. They may often disagree, but Mr. Morrill knows when to push and when he must submit. The Council can sometimes be more involved in day to day operations than they should. Mr. Morrill has successfully managed working with this group of individuals.

Mr. Morrill has worked on several successful projects in the community. He focused on cleaning up certain rundown areas and providing renewal in low income communities. One downtown renewal project included a parking facility, the expansion of the river walk, and added retail space. His financial acumen has been a big asset in making these projects successful.

Mr. Morrill has worked under a superb City Manager. He has been fully exposed to his skills and learned much from emulating them. He has academic training and has managed a diverse city. Advancing to City Manager would be an ideal step for him, and the timing is right.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Good personality,
- Strong academically,
- Not overbearing,
- High morals,
- Bright, and
- Quick to respond.

Reference Notes

Christopher Morrill

Strengths: People skills.

Weaknesses: None identified.

Dick Evans - CFO, City of Savannah, GA (912) 651-6440

Mr. Evans has known Mr. Morrill since 2001. They have worked together monitoring the finances of the City. Mr. Morrill has a strong background in budgeting and knows how to balance a budget. He is very precise and concerned with numbers.

Mr. Morrill is very good at keeping others informed. He is open, clear, and direct in his communications. He knows how to word financial reports in ways that are understandable to anyone. He is a good consensus builder. He welcomes the input of his staff, keeps them informed,. He then creates the appropriate solution to the problem.

Mr. Morrill pitched the idea of a new budgeting process to the City. It is called Budgeting for Outcomes. He authored this process of establishing priorities first, then budgeting to finance the services which address those priorities. This new process has had the added bonus of organizing all departments to work toward a common goal.

Mr. Morrill developed good relationships with other entities outside the city government including the Chamber of Commerce, the historic community, developers, and other organizations. He represents the City well and has high standards.

Mr. Morrill would make a very good City Manager.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Methodical,
- Personable,
- Analytical,
- Technically strong,
- Competent, and
- Works well with people.

Strengths: Financial skills.

Weaknesses: None identified.

Reference Notes

Christopher Morrill

Chris Miller – Creative Economy Consultant, Savannah, GA (912) 484-7192

Mr. Miller is a resident of Savannah and an entrepreneur. He has known Mr. Morrill since 2001. Mr. Morrill has proven a tremendous support and vital contact for Mr. Miller. He helps facilitate Mr. Miller's efforts by being accessible and getting involved in his projects. Mr. Morrill returns calls and follows up. He is open to new ideas and is supportive whenever he feels it will benefit the community. He focuses on results, not on politics. He takes on a role beyond simply handling the paperwork. He sees the whole community as a team. He uses his influence in the government to help outside projects succeed, projects that benefit the community. He understands that, if he helps outside agencies better the community then the pressure on the City to provide these services or changes will lessen or, alternatively, there will be more money to pay for the services.

Mr. Morrill is very patient. He has a pleasant approach to handling difficult situations. Whenever issues become politically charged, he is able to calm the waters, allowing the real issues to become clear. He listens willingly and is open to reconsideration of any preconceived ideas. His goal is to align the community so it can be the best it can be.

At times, Mr. Morrill has had to work with people who do not have the best interests of the City in mind. The options in dealing with such people are either: refuse to work with them, or work with them and realign their interests. Mr. Morrill has been a very positive influence and has a talent for turning negative intent into positive results.

As an example, the Savannah River landing is a 100 million dollar project proposed for the development of 54 acres in the downtown area. The developer had planned to create a gated community of single family homes. Mr. Morrill recognized the importance of developing this area. However, he did not feel a gated community would adhere to the historical sense of the area, nor would it be the best use of the land. He was able to convince the developer to make changes which would benefit them and the City. The project now consists of a 5-star hotel and spa, several luxury condominium towers, 17 single family riverfront homes, 11 blocks of single family town homes, retail stores, restaurants, art galleries and office buildings. Also, the public squares were donated back to the City. Both the developers and the City will greatly benefit from this project, which is currently under construction.

Mr. Miller knows of a major developer out of Atlanta who has taken a special interest in Savannah. He expressed to Mr. Miller that he has chosen Savannah primarily because Mr. Morrill has always been willing to talk to him about his investments. He returns his calls and helps him solve his problems. Encouraged by his interactions with Mr. Morrill, the gentleman will keep investing in the region.

Mr. Morrill deserves the opportunity to move up from his current position as an Assistant City Manager. He needs the freedom to bring about good things. It will be a large loss for the City of Savannah if he is chosen by another municipality, but he will make an excellent City Manager.

Reference Notes

Christopher Morrill

Adjectives or Phrases Used to Describe Mr. Morrill:

- Knowledgeable,
- Resourceful,
- Efficient,
- Possessing integrity,
- Professional, and
- Timely.

Strengths: Ability to work with outside agencies and create cohesion.

Weaknesses: None identified.

Beth Robinson, Human Resources Director, City of Savannah, GA, (912) 651-6925

Ms. Robinson has worked with Mr. Morrill since 1995 and reports directly to him.

Mr. Morrill's strength is in finance. He is well respected and has been nationally recognized for his work by the Government Finance Officers Association (GFOA). He has also been a member of various committees in the financial community. Although finance is his specialty, he has shown himself able to learn skills in many areas and to contribute in those areas.

Mr. Morrill is a team player. Rather than receive all the credit, he wants to see his whole team be praised for their efforts. He values his staff and their talents. As a manager he knows how to help redirect those who are not team players so they learn to collaborate. He is sincere, concerned, and involved. He is a visionary. He can see where the City needs to go and how to get there.

One of the most significant changes Mr. Morrill has made is called Budgeting for Outcomes. He has been the driving force and visionary behind this new method of doing business. It has taught the City to look at its services from the citizens' perspective and understand what services they value. Mr. Morrill has also set up the priority teams. He chose individuals whose vision went beyond their immediate area. He was very successful in identifying their strengths and values. He ensured the teams were a truly representative of all citizens: young and old, male and female, African American and Caucasian. The new budgeting process helped bridge a 15 million dollar shortfall.

Customer service is important to Mr. Morrill. He focuses his team's efforts on providing good service and lives up to that expectation himself. He does not use his position as Assistant City Manager to avoid serving individuals. He takes time to speak with citizens and to help them. He does not like conflict, but knows how to deal with it. He handles problems head on.

Mr. Morrill is a good presenter. He is comfortable in front of employees, citizens, and the Board.

Reference Notes

Christopher Morrill

Adjectives or Phrases Used to Describe Mr. Morrill:

- Sincere,
- Involved in the community,
- Professional,
- Articulate,
- Genuine, and
- Earnest.

Strengths: Team building, vision, and good management skills.

Weaknesses: None identified.

Jenny Payne, Management Services Coordinator, City of Savannah, GA, (912) 651-6420

Ms. Payne has known Mr. Morrill since 2005. She reports directly to him. He has been a strong leader and is the heart of the organization. He allows his employees to grow without boundaries. He trusts them and encourages them to do their work. He creates an environment in which the staff want to work hard for him and produce their best work. He is a very qualified individual and often acts as the City Manager when that person is absent.

When making a decision Mr. Morrill collaborates with his team to make the best decision for the community. The results may not always be successful based on some traditional measures of achievement, but they do represent the best interests of the whole community. That is his focus.

The City Council respects Mr. Morrill. They seem to respond to him better than they do the City Manager. Mr. Morrill speaks to each of them using their proper title. He understands they are the most important decision making body in the community so he addresses them professionally and with respect.

Mr. Morrill is very responsive. He quickly returns phone calls. He spends time with residents, often listening to their issues when the problem could possibly be handled by someone else. He is sensitive and in tune. When holding a discussion with someone, he will get up away from his desk to sit at a table, without his phone or Blackberry, so they can talk without distractions.

Mr. Morrill often plays the role of mediator. In one instance, some time ago, the Economic Development Authority was having an awards ceremony in a public place. Savannah Gay Pride group was also in the area handing out flyers. Police who were monitoring the ceremony asked the group to leave. Mr. Morrill was called regarding the situation. Although the Police Chief should have been the one to handle the situation, Mr. Morrill understood the political sensitivity needed. He met with the group and the Police Chief to explain and monitor the discussion. He helped the group understand that the police would have asked any group to leave the venue had the situation been reversed. The request of the Police was meant as an attack against their

Reference Notes

Christopher Morrill

specific group. He was successful in calming this group. He even arranged for the Economic Development Authority to follow up with the group and express its regrets.

As explained in earlier references, Ms. Payne mentioned his implementation of Budgeting for Outcomes. This new program has led to collaboration across departments. Another project Mr. Morrill facilitated was a 54 acre development of land adjacent to the historical downtown district. As also previously noted, the owners of the land had wanted to create a gated community. Mr. Morrill was able to convince them that sort of development would not be the best use of the property or nor would it be fit well with the historic downtown area. Together they came up with a plan to develop the area for mixed use, including single family homes, the extension of the river walk, retail spaces, and public squares. A tax allocation district was created, and forty percent of the land was donated back to the community. The owners of the property are very happy with the plan and how it will best meet the needs of the community. The project is in development now. The Master Planning for this project received the 2009 Charter Award from the Congress of New Urbanism and the 2009 Excellence in Government Finance Award from the Government Finance Officers Association of the United States and Canada.

Mr. Morrill has been the Chair for the Leadership Savannah Board of Directors since 2007. Leadership Savannah is an organization that sponsors community leadership, networking, and training. Each year a group of thirty people is selected to participate through an application process. The group reflects the diversity of the community and consists of people from every sector. Mr. Morrill is well respected in this arena. He makes it a priority to participate in their events.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Leader,
- Encouraging,
- Team player,
- Genuine,
- In tune with people, and
- The heart of the organization.

Strengths: Leadership skills and people skills.

Weaknesses: None identified.

Robert “Bob” Bartolotta, City Manager, City of Sarasota, FL, (941) 954-4109

Mr. Bartolotta has known Mr. Morrill since 1989. He was the Assistant City Manager in Savannah when Mr. Morrill was the Senior Management Analyst to his office.

Reference Notes Christopher Morrill

The City has greatly benefited from Mr. Morrill's financial skills. He negotiated a Local Options Sales Tax shares for Savannah along with those of Chatham County, and six other municipalities. He has devised employee incentives measured by productivity, and authored a bonus plan. He is an excellent writer and has published several articles regarding finance. He is a dedicated worker.

Mr. Morrill knows how to simplify complex issues. He can diffuse a heated situation through his patience and calm demeanor. He has a strong moral compass and stands firm in what he believes. He is an advocate for customer service. He has provided training to his staff in customer service. He listens to citizens' complaints and will work with them to solve their problem. He follows up with each citizen to check on the progress of the solution.

Mr. Morrill's communication skills are excellent. He is very talented at talking people through issues and building consensus. He has a excellent vision of the big picture and how to coordinate the efforts of his team.

Mr. Morrill is well prepared to be a City Manager. He manages eleven department heads including Budget, Audit, and Information Systems. He interacts with the Council every day and is well respected by them. He has excellent people skills.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Visionary,
- Consensus builder,
- Focused on people,
- Hard worker,
- Ethical, and
- Excellent writer.

Strengths: Diplomatic skills, people skills, vision, and customer service oriented.

Weaknesses: None identified.

Gregg Schroeder, President, United Way, Savannah, GA, (912) 308-3810

Mr. Schroeder has known Mr. Morrill since 2002. Mr. Morrill is an active member of the United Way Board of Directors. He is very enjoyable to work with because he has a genuine personality.

Mr. Morrill has been a good partner to the United Way. He has been a key player in the success of several projects. One such project involved addressing the need for quality early childhood education. Savannah has a high drop out rate. To combat the problem, the United Way wanted to create a positive educational path for young children through use of a child care center.

Reference Notes

Christopher Morrill

The community did not have one. United Way teamed up with a local construction equipment company, JCB Inc. to develop a nationally accredited child care center. Mr. Morrill joined with them as a City representative. JCB and United Way provided the funding for the project, and the City provided the infrastructure for the center. Mr. Morrill shared the same vision as the United Way and used his resources and talents to bring their projects to successful completion.

Mr. Morrill is a key person in the city government. Often staff or citizens will approach him rather than the City Manager. He takes anyone's call and listens sincerely. He is very likable and easy to work with. He has masterminded the financial stability of the City. His implementation of the Budgeting for Outcomes method has been a great success.

In town hall meetings, Mr. Morrill is very good on his feet. He treats others with dignity and respect. He patiently listens to their complaints. Even when Mr. Morrill has to bring bad news to neighborhood associations, he is able to explain the reasons in a manner that helps them understand. He has good rapport with the general public because he responds to their needs.

Mr. Morrill is experienced and well qualified to be a City manager. He is a hard worker and a positive person to be around.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Thorough,
- Accomplished,
- Outcomes focused,
- People oriented,
- Optimistic, and
- Realistic.

Strengths: Team player, vision and dedication to serving the community.

Weaknesses: None identified.

Prepared by: Tiffany Gremmert
Colin Baenziger & Associates

Christopher Morrill

Internet Research

Savannah Morning News (GA)
November 6, 2009

ENMARK, CITY TO TRY FOR COMPROMISE

Author: *LESLEY CONN*

A rezoning request for a planned Enmark station is being delayed two weeks so city officials and Enmark representatives can try to develop a compromise to appease residents dead-set against the station. Poplar Place residents are worried the rezoning will allow Enmark to build a convenience store and pumps at White Bluff Road and Hampstead Avenue, which will further push commercial development into their residential neighborhood.

Several City Council members at Thursday's meeting expressed their support for Enmark, which has promised to build a store that would use subdued colors, low signage and other design elements to better blend with the residential neighborhood. Alderwoman Edna Jackson said she disagreed with City Manager Michael Brown's initial recommendation to deny the rezoning. "That corner has been an eyesore for years," she said. "Anything would be better."

Aldermen Tony Thomas, Van Johnson and Jeff Felser concurred. As council members debated the rezoning, Alderman Clifton Jones repeated and expanded on an allegation from one of the residents. He stated that Ben Farmer, a local real estate agent and member of the Metropolitan Planning Organization, had an agent who had sold the property to Enmark. Alderman Van Johnson called the allegation "very unsettling," and Mayor Otis Johnson directed city staff to investigate the claim. He was uncomfortable that the statement had been made publicly, he said, and said if found untrue, it would be corrected publicly.

Farmer, reached after the meeting, said the claim was untrue. He once had a listing on the property, but it expired with no sale. "We had nothing to do with that transaction. If I had I would have disclosed it." Farmer and Jones spoke late Thursday, and the alderman said he will issue a public apology. "I'm prepared to do that at our next meeting," Jones said.

In other action, the council:

- Did a first read on a revised, proposed ordinance that would require mandatory alcohol server training, registration and permitting. The council had been struggling with how broad the ordinance should be, and after discussion determined it would not expand the requirement to include all hotels, restaurants and other businesses that serve alcohol. Most of the problems with underage drinking center in nightclubs, they agreed, so other establishments would only be forced to comply if they were cited for alcohol-related issues.

- Because of lower sales tax revenues, the city is anticipating receiving \$33 million less in special purpose local option sales tax money, which helps fund projects like the Forsyth fort renovation, drainage projects, park improvements and similar work, Assistant City Manager **Chris Morrill** told council during its workshop.

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

The city had been expecting \$160 million, but more likely will receive about \$130 million. That will require reviewing the city's list of projects and delaying some of them, **Morrill** said. Council members did a preliminary review of dozens of projects, but will do a more detailed review of projects at its upcoming budget retreat, which is scheduled for Nov. 30.

Morrill also showed council that because of lower revenues, the city is reducing by several million dollars the amount of money it sets aside in its general fund for capital improvements. From 2006 to 2008, the city spent about \$5 million. This year, it set aside no money in the fund, and for 2010, plans to set aside \$1.6 million. Because of the reduction in funds, the city will concentrate only on needed maintenance projects with those monies.

- The council got an overview of the proposed Historic District Ordinance. Once passed, it will provide specific guidelines for building height, design standards and the approval process for new structures in the district. Brown called the public input and review process "one of the most exhausting" the city has undertaken.

Council will consider the ordinance on first reading at its Nov. 19 meeting.

Savannah Morning News (GA)
September 25, 2009

**BEST, WORST OF TIMES
LOCAL ECONOMY 'RIGHT IN SYNC' WITH REST OF STATE, NATION**
Author: *ARLINDA SMITH BROADY*

Economic growth in the Savannah Metropolitan Statistical Area, which includes Chatham, Bryan and Effingham counties, significantly slowed in 2008, according to data released Thursday by the U.S. Department of Commerce's Bureau of Economic Analysis.

Out of 366 metropolitan areas, Savannah ranked 144 with a Gross Domestic Product growth rate of 0.2 percent. "These statistics suggest that the Savannah area profile is right in sync with the rest of the state and the nation," said Jeffrey Humphreys, director of the University of Georgia's Selig Center for Economic Growth. "This recession was really tough on the entire region, and recovery will be slow."

The slowdown in economic growth didn't just affect this region, data showed. About 60 percent of metropolitan areas saw economic growth slow down or reverse. Real Gross Domestic Product growth slowed in 220 of the nation's 366 metropolitan statistical areas last year, from 2 percent in 2007 to 0.8 percent in 2008.

Downturns in construction, manufacturing, finance and insurance restrained growth in many metropolitan areas, including Savannah, with government spending showing the most growth.

"No one was really surprised by the data," said **Chris Morrill**, Savannah assistant city manager. "We knew the recession hit us harder and later than a lot of areas." And although it's down from previous years, the city is doing better than the state as a whole, which saw slightly negative growth at -0.6 percent. "We're investing our very limited resources in economic growth and quality of life," **Morrill** said, "and what's a more important quality of life issue than jobs?"

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Business in Savannah (GA)

September 16, 2009

CITY PROJECTS WOULD HELP DOWNTOWN MERCHANTS

Author: *ARLINDA SMITH BROADY*

During a meeting of the Downtown Business Association last week, Savannah Assistant City Manager **Chris Morrill** outlined developments designed to help the association's members and others. The first step in unifying economic development efforts was to unify the city logos, **Morrill** said. So the city commissioned a new logo based on the city squares. "It's uniquely Savannah, and it ties all the departments together," **Morrill** said. Another important step, he said, was to grow population. So the city annexed enough land to increase its area by 40 percent. "We were losing population for the past 30 years," **Morrill** said. He compared Savannah's fate to Detroit, where residents moved to the suburbs, causing the city to raise taxes to fight crime and urban blight.

Now, several plans are in the works, including developments around Ellis Square and the fort under construction in Forsyth Park. The Whitaker Street Garage, which lies beneath the square, has been in use since October 2008. To break even for operations and debt service, the garage must make \$1.3 million this year, said Sean Brandon, director of the city's Mobility and Parking Department. By the end of July, revenue figures for the Whitaker Street Garage are at \$766,000. "We'll probably make our projections," Brandon said. "It's feast or famine. ... Some weekends we clear as much as \$10,000, and others the garage is nearly empty."

The above-ground portion promises to be people friendly. "It will be the only square with a building on it," **Morrill** said. There will be a hospitality center and permanent restrooms. One of the most fanciful features is the fountains with 12-foot water jets that can project 260 colors of LED lights. Those fountains can be turned off, and the square is wired to accommodate concerts and other forms of outdoor entertainment. It can hold about 1,000 people and will have tables and chairs instead of benches. "Benches aren't good for interaction," **Morrill** said. "We want this to be a place to gather and be with friends and family."

As for the fort at Forsyth Park, a temporary band shell will accommodate concerts, plays and other events but can be disassembled for everyday use. When the band shell isn't in use, fountains similar to ones at Ellis Square will be in place. "We envision a very family-friendly atmosphere where kids can play and parents can relax," **Morrill** said.

A restaurant leased by the Kessler Group, owner of the Mansion on Forsyth, and "the best bathrooms in town" will be another draw. These projects and others are part of the city's plan to partner with businesses to create a prosperous region. "We need to move away from the mentality that citizens and businesses are customers," **Morrill** said. "We need to work toward partnerships. The way to get out of this recession faster is to build community relationships."

Savannah Morning News (GA)
September 9, 2009

**MORE CITY BUDGET CUTS COMING
AS REVENUES FOR 2010 LOOK LOWER, TEAMS OF SAVANNAH CITY
EMPLOYEES PROPOSE CUTS TO SERVICES, DEPARTMENTS**
Author: *LESLEY CONN*

The city of Savannah is looking at further reducing staff, merging offices and ending some services - decisions that will be made in the coming weeks to trim another \$3 million in spending by the end of the year. The bleak prospect for 2010 will further spur spending cuts. City budget analysts already see a \$10 million decline in general fund revenue compared to 2009, sales tax revenue remains unpredictable and property assessments that generate the bulk of city income have been ordered frozen until 2011 by the legislature.

One of the more visible city services being evaluated: Ending the Savannah-Chatham police department's mounted patrol unit. Officers would be rotated into patrol cars to fill vacancies. "We're questioning everything," said Assistant City Manager **Chris Morrill**. "If it was just about today, we'd be OK, but the problem is we don't know about revenue for the rest of the year."

A lower city revenue base, he said, is likely going to stay lower for the next 10 years, which will require the city to re-examine its spending. The city already has reduced spending by about \$12 million this year to offset lower revenues. That largely has been accomplished by leaving non-essential jobs outside public safety vacant. Nearly 200 of the city's 2,600 positions are unfilled. Bret Bell, the city's director of public information, said the city is continuing to look at eliminating positions, but "we're not looking at mass layoffs."

BUILDING A BUDGET

Many of the spending cuts for the 2009 budget will be implemented immediately and will be handled as part of day-to-day operations. Others, such as a proposal to end the mounted patrol unit, have evolved as teams of city workers participating in a new budgeting process for 2010 evaluate city services. The teams are evaluating services under a variety of umbrellas, such as neighborhood vitality, public safety, health and environment, poverty reduction and economic development. City Manager Michael Brown will use their recommendations to build the city's proposed budget in October. That will be presented to City Council members, who will evaluate the proposal and can mandate changes before approving the budget in a series of public hearings. That, too, shows a lean year ahead. The proposals the teams received for city services totaled \$221 million, but the projected revenue available for them equaled \$214 million.

LOOKING FOR SAVINGS

Among some of the other cost-saving measures:

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

- A employee task force created to find savings in city mowing services identified \$627,000 in cuts.

Some was achieved by notifying citizens who had "tree lawns" - grassy strips between their street and sidewalk - that the city no longer would trim them. But larger savings were found by not hiring seasonal staff, reducing mowing frequency along streets, cutting back on plantings and using in-house staff to maintain Laurel Grove Cemetery rather than fill a maintenance contract. Small outlying parcels will be contracted out, Bell said, which will cost less than hauling the city equipment as far south as Coffee Bluff to trim a small lot.

- Consolidating fire and police dispatch services by Jan. 1. The primary reason, **Morrill** said, is to improve services, but some cost-savings are anticipated.

- Merging offices and employees.

The Citizen Office, which coordinates public notices to neighborhoods during large city projects and other city initiatives, will merge with the Public Information Office.

Susan Broker, director of the Citizen Office, is filling an administrative position in the city manager's office left open since Sean Brandon, the former assistant to the city manager, became the city's director of mobility services and parking in April 2008.

Three staffers under her will move into Bell's office, and by November, the city no longer will pay rent at an office on Oglethorpe Square.

Annual savings: \$15,000 in rent.

"There are talks about doubling up other offices, and even though there may not be a personnel reduction, there are reductions in rent, in office equipment and other resources," Broker said.

"Basically, everyone in the city is going through their budget and looking to see what they can do without at least for the next year."

Savannah Morning News (GA)
June 19, 2009

CITY STANDS BY RIVER PROJECT

OFFICIAL SAYS \$20 MILLION OBLIGATION FOR SAVANNAH RIVER LANDING STILL A 'GO' DESPITE FLAGGING ECONOMY

Author: *LESLEY CONN, 912-652-0326, lesley.conn@savannahnow.com*

The city of Savannah isn't backing away from its commitment to Savannah River Landing, even as the economy challenges the waterfront development and the city budget. At a City Council workshop session Thursday, Assistant City Manager **Chris Morrill** outlined the \$20 million in road, drainage and other improvements the city will undertake. That money will come from revenue collected from a special tax allocation district established around the riverfront development.

Alderman Tony Thomas was the first to question why the city was proceeding during the uncertain economic times, especially given that from a public safety standpoint, President Street and General McIntosh Boulevard have been issues for years. He said he supports the project but added: "This raises a question for me. I've never seen us push an issue this hard."

The improvements, **Morrill** said, are about more than public safety. "Savannah River Landing cannot really have any economic development until we deal with President Street," he said.

Aldermen Van Johnson and Jeff Felser later said they believe the city is sending mixed messages about the development. "It was always my understanding of them as being mutually exclusive projects," Johnson said. "Today I got the impression they are tied together."

Savannah River Landing's developers have invested \$60 million in site improvements, Finance Director Dick Evans said, and the \$1.4 million in debt service the city is paying annually is still manageable and worth it to honor the private developer's investment.

The mixed-use residential/commercial and retail development has a total estimated price tag of \$800 million, and it promises to redefine more than 40 acres of the waterfront just east of the Marriott Savannah Riverfront hotel. As part of the original development agreement for Savannah River Landing, the city had signed off on elevating and widening President and General McIntosh and straightening a section of McIntosh. A second phase of President Street improvements, which include building a bridge over railroad tracks, was not part of the agreement. In trying to secure federal stimulus funds for that phase, city officials emphasized its hurricane evacuation and improved safety features. "I saw no difference in the plan as it was proposed all along," Alderwoman Mary Osborne said. "That's a major development. Nobody's going to walk away from that."

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

The improvements along President help not only Savannah River Landing but also other planned commercial and residential developments on the south side of the road, Osborne and city officials said.

Should Ambling Cos., the developer, fail to move forward on its investment, City Manager Michael Brown said, the city would have a site with improved roads, drainage, a riverwalk and established water and sewer lines. He and other city officials said they were confident Savannah River Landing would remain viable and were confident vertical construction would begin next year, as company officials have stated.

Savannah River Landing continues to operate from trailers on the site. On Monday, the project plans to unveil a new Web site, said Kate Freeman, the company's marketing and community relations manager.

Sales efforts continue on the residential, commercial and retail front, but she said she could not disclose any information about whether any new commercial or retail clients had been signed up. "The economic times have certainly been a lesson in patience for us," she said. "But we're still committed to the original vision of the project."

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)
March 27, 2009

**SAVANNAH TIGHTENING ITS BELT
COUNCIL TOLD BUDGET COULD BE SHORT BY \$9 MILLION**
Author: *LESLEY CONN, 912-652-0326, lesley.conn@savannahnow.com*

One out of every 10 city positions is going unfilled as the city of Savannah deals with declining revenues expected to total \$9 million. The city has left open 250 positions and by year's end expects to have 330 positions vacant, said **Chris Morrill**, the city's assistant city manager over financial services. Those openings so far have saved the city \$1.6 million. A team of city administrators reviews any job positions to determine if it needs to be filled. Only lower-level police and fire department jobs are exempt from review so that public safety needs will continue to be met. The city employs about 2,500 workers. Other teams of employees are examining key aspects of city operations to look for further cost-cutting measures, but city leaders cautioned the City Council on Thursday that the shortfall could be higher than anticipated.

One factor that could change the financial projections is any changes the state legislature may pass regarding property and sales tax collections. "Bottom line, we may need to cut \$10 million to \$15 million," City Manager Michael Brown said. "I hope it's not \$20 (million)." Revenue reports from the first two months of the year show collections down in some key areas, **Morrill** said.

February sales taxes are down \$388,000 from the same time in 2008, and hotel/motel taxes for February are down \$191,432. Building inspection fees are down \$169,113. Some key areas are doing better than expected. Recorder's Court fees were \$142,148 above projections, and water and sewer tie-ins - an early indicator of new building - are about \$100,000 above projections. In February, the city collected \$600,000 in tap-in fees.

Morrill's budget presentation came during a council workshop. During council's regular session, they took the following action:

- Passed a resolution to be sent to the Georgia Department of Transportation restating the city's top priorities for transportation projects. None of the city's priority projects was included in the first round of federal stimulus projects the state selected. Their top item for the second round will be the widening and elevation of President Street, a \$36 million project. Council members also asked that local congressmen and groups such as the National League of Cities get a copy as well so they could see that stimulus money was not making its way past Atlanta.

- Asked city staff to return within 60 days with recommendations for instituting a registration and card system for bartenders and servers, as well as stiffer penalties for minors who try to buy alcohol.

***Internet Research
Morrill, Christopher***

Note: This research will be presented in reverse chronological order

- Approved a contract for \$1.5 million for curbs, gutters, underground storm drainage and pavement improvements in Fernwood, a neighborhood near Savannah State University. The project has been on the city's to-do list for several years.
- Granted a liquor license to the owners of Sweet Melissa's, 35 Whitaker St. Owner Denise White Pipkin agreed alcohol would be served only to dine-in customers. City officials had been worried customers would be allowed to drink and congregate outside, which would contribute to pedestrian traffic problems at the busy intersection.

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)
February 25, 2009

**CITY PREVIEWS STIMULUS SPENDING
COUNCIL MEMBERS LIST \$422 MILLION IN ELIGIBLE PROJECTS, RANGING
FROM TRANSPORTATION TO JOB TRAINING AND DAY CARE**

Author: *LESLEY CONN, 912-652-0326, lesley.conn@savannahnow.com*

The city of Savannah has identified \$422 million in local projects and programs that could be funded under the federal stimulus package.

Entries include \$50.7 million for widening and elevating the President Street Extension, \$30 million to upgrade Savannah-Chatham police headquarters on Habersham Street, \$182,300 for a downtown day care center and \$100,000 for an electricians training institute.

Now city leaders have to determine which projects should have the highest priority - and which will have the greatest chance of being deemed worthy by the 13 federal departments that will award funding to competing projects that will pour in from across the nation.

All the projects under review are considered "shovel-ready," meaning work - and the workers who would be hired - would start quickly.

Assistant City Manager **Chris Morrill** said the city was ahead of the game because of its five-year capital improvement planning, which would drive what the city submitted. "It's a shotgun approach," he said. "Those who will be successful will be flexible ... and will be able to mold their project to fit the criteria."

Savannah Morning News (GA)
February 24, 2009

**CITY, COUNTY DISPUTE JAIL BILL
SAVANNAH, CHATHAM WORK TO RESOLVE \$600,000 IN CHARGES**

Author: *ERIC CURL, 912-652-0312, eric.curl@savannahnow.com*

The time it takes Savannah to reimburse Chatham County for costs associated with housing jail inmates has some county officials concerned. City officials say extra time is needed to scrutinize the county's error-filled monthly bills. According to an intergovernmental agreement, Savannah is supposed to pay the county \$35 per day for each inmate arrested in the city. Bills are to be sent and paid monthly, but a back and forth between the two governments regarding certain charges has delayed the process. The delays have been a recurring challenge and county officials are trying to speed up payments, said County Manager Russ Abolt. "It's money we feel we're due," Abolt said. Some county commissioners voiced concerns after no reimbursements were received after the first quarter and only a small portion of the amount budgeted had been received after the second quarter, which ended Dec. 31. Abolt attributed the delay to the time the city takes checking the bills. On average, it takes two to three months from the time the Sheriff's Department sends an initial list of jail fees until the final bill is sent, said Linda Cramer, county finance director.

A final bill for August, September and October did not get sent until January, Cramer said. Once the bill is sent, Savannah typically pays in two to three weeks, Cramer said. Savannah paid the county about \$1.3 million last year for inmate housing, she said. About \$404,000 has been received this year. "When we have an accurate bill, we pay it," said Assistant City Manager **Chris Morrill**. But accuracy is not typically the case, **Morrill** said.

Between 2003 - when the agreement became effective - and 2007, more than \$640,000 worth of errors were discovered, Records Court Director Prince Johnson said in a memo regarding the issue. An average of 10 percent, or almost \$10,700, worth of errors is found each month, Johnson said. Sheriff Al St Lawrence and Jail Administrator Col. McArthur Holmes said there are disagreements regarding certain charges. The city may refuse to pay for a city inmate once another jurisdiction places a hold on that inmate, Holmes said. The city should still pay the bill, he said. The day an inmate is "bound" to the courts is also commonly a matter of dispute. City officials say inmates are often classified as city prisoners when the arrest actually took place in the unincorporated county. The county has no similar complaints from the other municipalities, St Lawrence said. Other municipalities may return their rosters more quickly, but their bills consist of only a small fraction of the bookings reviewed by Savannah, Johnson said. Savannah typically reviews an average of 930 inmates and more than \$100,000 in charges, while Garden City was invoiced an average of about \$5,600 in charges for the first 10 months of 2008. The county proposed having the city pay an average advance each month to speed up the process. Depending on the actual expense, the city would later be credited or charged. City officials declined. The county should work on fixing the errors before the city should have to pay an incorrect bill, **Morrill** said.

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Entrepreneur
August 2008

GFOA's new president-elect and executive board.(Government Finance Officers Association) (Paul A. Macklem, Catherine R. O'Connor,)

The Government Finance Officers Association is governed by an 18-member executive board, which consists of 15 members-at-large serving staggered three-year terms, the current president, the previous year's president, and the president-elect. At the association's annual meeting in June, GFOA members voted for a slate of nominees for president-elect and five new members-at-large, each of whom is profiled below.

[Note: We have included only the information for Christopher Morrill who was appointed as an at-large board member.]

CHRISTOPHER P. MORRILL

Assistant City Manager--Management and Financial Services

City of Savannah, Georgia

Chris Morrill has been a GFOA member for 17 years. He is a member of the GFOA Committee on Economic Development and Capital Planning and also served on the GFOA Committee on Governmental Budgeting and Fiscal Policy from 1994 to 1999. **Morrill** has been an instructor for various GFOA training seminars including Budgeting for Budget Analysts, Capital Budgeting, and Best Practices in Budgeting. He also reviews budgets for the GFOA's Award for Distinguished Budget Presentation Program. He has spoken on issues including economic development at GFOA annual conferences as well as at Florida and Georgia GFOA conferences. He has also written articles for the Government Finance Review.

Morrill shares his expertise internationally He was a municipal finance advisor to the South African National Treasury and a Peace Corps volunteer in public finance in Ukraine. He is a Fellow of the Kellogg National Leadership Program. In Savannah, he instituted annual five-year financial planning and five-year capital planning, reducing the tax millage rate by 27 percent in 10 years.

Savannah Morning News (GA)
July 19, 2008

**CITY MULLS HIKE ON TAX REVENUE, RISING FUEL COSTS
GAS PRICES, LOWER REVENUE BEHIND SAVANNAH'S CONSIDERATION
AGAINST ROLLING BACK PROPERTY TAX FOR FIRST TIME IN A DECADE**

Author: *ERIC CURL, 912-652-0312, eric.curl@savannahnow.com*

High city fuel costs and less consumer spending mean some Savannah property owners will pay more in property taxes this year. City Manager Michael Brown recommended during a City Council workshop Thursday that the board not roll back the property-tax rate as it has done for the past 10 years. "We could reduce it, but there are several reasons not to," Brown said. "We're recommending you stick with what you got at the moment." Maintaining the tax rate at its current level of 12.5 mills - or \$12.50 per \$1,000 of assessed property value - means the owner of a \$125,289 home will pay \$19 more than in 2007 due to increased property value, said Assistant City Manager **Chris Morrill**.

Those same property owners would only pay \$9 in additional property taxes if the tax rate was rolled back to the recommended level. Savannah officials contend the extra money is needed because the city is facing a projected \$1.1 million shortfall in sales-tax revenue and about \$800,000 in unexpected fuel costs. Much of the revenue decline comes from a drop in food, automobile, home and lumber sales, **Morrill** said. A larger-than-expected increase in property-tax revenue is enough to cover the difference but only if the tax rate is kept flat.

Commercial and residential properties that are not primary residences could see more of an increase because they're not protected by the Stephens-Day Homestead exemption, which essentially freezes a home's taxable value but factors in consumer price index fluxuations. There have been some positive developments during the year, **Morrill** said. Property-tax revenue is expected to increase 3 percent more than the city originally anticipated, which would bring in an extra \$1.9 million. More than 60 percent of the growth in property value, about \$228 million, comes from new development as opposed to reassessed values of existing property. "This is the type of growth we want," **Morrill** said. The implementation of energy savings programs in city buildings last year, such as new heating and air-conditioning controls and weatherized buildings, has resulted in a reduced power bill, **Morrill** said. "It's the first time I can remember we are actually spending less on electricity," he said. Hotel and motel tax revenue appears likely to come in even or slightly above the budgeted amount. "Savannah has been amazing the last five years," Brown said. "A lot of these (hotels) are running around with 70, 80 percent occupancy." Still, the tax rate needs to stay where it is to cope with the ongoing "recession," **Morrill** said.

Mayor Otis Johnson said he was concerned Georgia lawmakers could limit the amount of property-tax revenue the city takes in after making unsuccessful tax reform measures this past legislative season. "So I think we have to take a very conservative approach to what we do," Johnson said. "The question is will we ... get caught up in the trend of the day and want to get on the rampart and say we cut taxes. If we cut taxes, what are we going to cut in services?"

Savannah Morning News (GA)

May 1, 2008

**LNG NEVER PAID FIRE FEES
SAVANNAH OFFICIALS WANT TO COLLECT MORE THAN \$500,000 IN UNPAID
BILLS**

Author: *SCOTT M. LARSON, 912-652-0397, scott.larson@savannahnow.com*

The El Paso Corp. made more than \$1 billion last year, in part from the liquefied natural gas plant it owns on Elba Island. But the company refuses to pay nearly \$500,000 the city of Savannah claims the company owes in fire protection fees from the last three years, plus \$178,000 due in October. "I can't imagine \$178,000 to protect the community that they are located in would be a real financial hardship for the company," said Assistant City Manager **Chris Morrill**.

In fact, in its 30-year existence on the island, the multi-national corporation has never paid for fire protection.

It never has paid for the eight calls to which Savannah Fire & Emergency Services has responded since 2001. But the city still covered the plant, including a freebie on Sept. 24, 2001, to rescue four people working at the site who got trapped in a basket 80 feet in the air. Now, the plant is in the middle of a fire protection controversy. After the city went to the company about the past due bill, El Paso decided to sign a contract with Southside Fire & Emergency Services. "I'm not sure what their thinking is, but I can tell you if they want real fire protection for an industry, the city of Savannah is the only entity that can provide that level of service," **Morrill** said. "So it must be about money."

El Paso spokesman Bill Baerg would only say that Southside is a better fit, although city officials say Southside doesn't have the same capabilities. Fire aside, the plant and others like it are concerns for environmental activists and politicians alike. Area activists argue that the plant poses a serious fire and explosion threat. Liquefied natural gas is a natural gas cooled to minus-260 degrees, but it won't burn in its liquid state. Industry officials say that means it won't explode and level houses for miles as opponents claim. The Elba Island facility opened in 1978 but closed two years later. It re-opened in 2001 and has never had any incident with the 200 ships that have delivered cargo there since.

The U.S. Congress is worried about terrorists attacking liquefied natural gas ships. Last week, the House of Representatives passed a bill requiring the Coast Guard to enforce security zones around arriving tankers. El Paso's Savannah site is approved to nearly double to 15.7 billion cubic feet by 2012.

Savannah Morning News (GA)
March 26, 2008

**LOGO UNITES CITY SERVICES
LOCAL DESIGN FIRM CREATES UPDATED BRANDING FOR CITY ON MODEST
BUDGET**

Author: *EMILY GREEN, For the Savannah Morning News*

You've probably seen it around town. The subtly scripted "Savannah" prominently placed in black beside a tilted, abstract version of the city's historic green squares. The city of Savannah's new logo is gradually showing up on everything from maintenance vehicles and parking meter receipts to letterhead and envelopes. "It was important that the design be timeless, not trendy, so it would not go out of style," **Morrill** said. "This should be a viable design for decades."

Don't let the simplicity of the logo fool you into thinking it is just another pretty design.

Months of research and proposed sketches by local design firm brightwhitespace, partnered with an identity design committee made up of city employees, went into the production and implementation of the updated logo, now visible all around Savannah.

IDENTITY CRISIS

The plan for rebranding the city of Savannah's image began during a conversation concerning the more than 40 individual logos that represented various service departments. Film Commissioner Jay Self and Assistant City Manager **Chris Morrill** discussed a need for one unifying look to represent the city as a single entity and thus began the initial stages of rebranding.

The many existing department logos were not coherent or recognizable as part of the city of Savannah. Some didn't even represent the intended service to the public, creating potential confusion for citizens wondering which services their tax dollars supported.

"We have thousands of employees, thousands of vehicles out there doing work all day and people don't think about them all being the city of Savannah," Self said.

THEY GET SAVANNAH

The city hired Ariel Janzen and Rigel Crockett of brightwhitespace to work on the project in stages. Their previous experience with identities for the Liberty Parking Shuttle and Tourism and Film Department provided some established trust, but more importantly, the committee chose the local firm because they "get" Savannah.

"There's so much about Savannah that's so subtle," **Morrill** said. "You really have to live here to get it. Having a local company rather than some big national firm come in was important to the process."

From studies and surveys to sketches with various colors, typography and imagery, the two teams collaborated throughout the process.

PLACE BRANDING

"With so much competition for businesses, for visitors, you have to put out a positive image," **Morrill** said. "You have to put out an image that says 'we have our act together.' "

Janzen and Crockett researched other cities with successful rebranding and conducted surveys with Savannah residents, which they used to help compile a list of identity requirements, design specifications and branding goals with the committee.

"As with any identity problem, the challenge was one of perception," Crockett said. "Many city employees did not feel good about their outdated 1950s-style, institutional business cards. Additionally, because each of the city's departments had a unique logo, citizens were not always able to identify which services the city was actually delivering."

WHAT'S IN A NAME

"We realized that the word 'Savannah' itself has a very positive message in it," Self said. "It's a beautiful name to visitors and to locals alike. Instead of minimizing that, the word 'Savannah' is in the center of the logo."

Deciding on an accompanying icon proved more taxing than choosing the main part of the logo. After considering numerous icons, the committee selected one of the city squares tipped on point because of its messages. The committee realized Savannah means different things to different people, however, the one thing unique to the city when compared to others is the public city squares.

"The central core of the Oglethorpe plan and the ward is the square, the open space, the green space, the sense of public," **Morrill** said. "For us it's the simplicity of the symbol and the allusion to the public city squares," Crockett said. "This is important because the square not only represents Savannah's beauty and livability, but it reminds us that the city has always been responsible for their care."

The official design brief explained that the shading of the city square "creates a positive forward motion." The use of green does justice to the countless parks and trees while emphasizing an environmental focus, and the feminine serif font of "Savannah" captures the welcoming spirit. "Even though the symbol is kind of a downtown symbol, those values radiate throughout our community," Self said, "not only in public land planning and public spacing but also with access and involvement."

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

A SOFT ROLLOUT

The city purposely did not plan an official unveiling of the new logo mainly with the taxpayers' best interest in mind. Instead, it opted for a soft rollout, which means using up supplies that contained the old logos and waiting until vehicles are replaced. From start to finish the rebranding cost totaled just less than \$25,000, a cost virtually unheard of in most rebranding projects.

"We wanted to roll it out more organically so that people would subtly discover it," **Morrill** said. "Externally, the whole rebranding as an organization shows that we're one organization, we have core values that we work toward."

Public safety services such as the police and fire departments were not required to switch to the new logo because of their widely recognized existing logos. Appointed city officials such as the mayor and legal counsel will continue to use the more formal historic seal.

Brightwhitespace created a 42-page stylebook with specific guidelines for city employees to use in order to avoid relying on outside vendors for printing. The stylebook contains color variations of the logo in files formatted for Web and print and lists suggestions on how to use the graphics. With city employees having access to the files, they can print on an as-need basis instead of having to order in bulk.

"We thought there would be a lot of push back (internally) because it's difficult to implement change in any organization," Self said. "But to my knowledge it has been universally accepted because we rolled it out in a way for our people that made it as easy as possible for them to embrace it."

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Augusta Chronicle, The (GA)
August 20, 2004

PROPOSAL BENEFITS TOURISM GATEWAY

Author: *Scott M. Larson and Mary Carr Mayle, Morris News Service*

SAVANNAH, Ga. - The tourist boulevard along Savannah's quaint River Street will expand soon with the construction of a \$570 million mixed-use development that city officials say will transform a chunk of land - next door to downtown Savannah - that resembles a wasteland.

"If you look at it right now as you drive in, it's one of the gateways to Savannah, and it's ugly looking," said Assistant City Manager **Chris Morrill**. "There are not many large sites in the city so close to downtown where you could really do a quality development that could extend the Historic District."

In the past, the site has scared off developers because of extremely poor drainage.

City officials said that, in the past couple of years, six or seven developers have met with the city about the property but couldn't make anything work.

Mr. **Morrill** and John Hutton, the city's acting inspections director, are more optimistic about this proposal because three developers, including a group building a mall just to the south, are working together to address the big issues, such as drainage.

"All of a sudden, you are looking at doing something for one-third of the cost," Mr. Hutton said.

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)
October 15, 2002

**SAVANNAH OFFICIALS TO STAY IN INDONESIA
THREE CITY EMPLOYEES TO CONTINUE GOODWILL VISIT DESPITE VIOLENCE.**

Author: *Savannah Morning News*

Friday, three Savannah city officials departed for Indonesia on a goodwill mission to offer their expertise to a sister city across the globe.

The next day, while the group was in midflight, a bomb exploded in a Bali nightclub. Sunday, the Savannah trio landed in Indonesia as thousands of Westerners attempted to flee the island nation.

The three - acting Revenue Director Buddy Clay; Development Services Administrator John Hutton; and Public Development Coordinator Cindy Boyette - were given the option of returning, but decided to stay, despite a U.S. embassy order evacuating all nonessential personnel.

The city they are visiting, Yogyakarta, is located on the main island, they reasoned, and they are being accompanied at most times by Indonesian security. As an extra precaution, they have canceled planned media events to lower their visibility.

"They feel safe and they are going to stay," said Assistant City Manager **Chris Morrill**. "If the situation changes, we will get them out quickly." **Morrill**, City Manager Michael Brown and Finance Director Richard Evans visited Yogyakarta in March to establish the sister-city partnership as part of a program funded by the International City/County Managers Association. Hutton, Clay and Boyette will spend the week helping Yogyakarta improve its revenue system and inspections process.

Savannah Morning News (GA)
September 13, 2002

**LOST SOLUTION MAY BE FOUND
NEGOTIATORS TENTATIVELY AGREE HOW TO SPLIT ABOUT \$45 MILLION A
YEAR, BUT THE COUNTY COULD BLOCK THE PLAN TODAY.**

Author: Jennifer Moroz, Savannah Morning News

After months of bitter back-and-forth, negotiators for Chatham County and eight municipalities have reached a tentative agreement on how to split up millions of dollars in sales-tax revenue. Under the proposed distribution of the Local Option Sales Tax (LOST), the cash-strapped county would get about \$2.3 million a year more than it does under the current arrangement. County Commission Chairman Billy Hair and representatives of the municipalities, including Savannah, agreed the deal was a fair compromise. But some county commissioners say that it does not go far enough, and their voices count: The proposal needs the stamp of the majority on the nine-member commission to become final.

The commission is expected to consider the matter at its regularly scheduled meeting this morning. Pooler Mayor Buddy Carter was confident: "We've got five votes lined up." County Commissioner Frank Murray, one of two designated negotiators for the county, wasn't so certain.

"I don't think it's an offer that has the support to pass," he said.

Murray himself is against the proposal, which was hammered out over the last few days between Hair and Savannah Mayor Floyd Adams Jr. Representatives of the other seven municipalities, which have teamed up with Savannah in the negotiations, have signaled their approval. "I think we're getting close," Murray said, "but I don't feel the offer is where it needs to be right now."

Proceeds from the 1-percent sales tax represent a major source of revenue for local governments, which use the money to fund services - and lessen the property-tax burden on homeowners. Over the next 10 years, the tax is expected to generate about \$500 million. About 35 percent, or \$175 million, of that comes from tourist spending. The proceeds are divided based on a number of criteria, including population, level of services provided by each government, and where the tax is generated. The first split is between the county and the municipalities as a group; the municipalities then decide how to divvy up their share. Under the current distribution formula, negotiated in 1995, the county gets 19.22 percent of the annual proceeds - about \$8.3 million last year. Savannah gets the bulk at 68.73 percent - about \$30 million last year. Over the last three months, county officials have argued that they have lost millions a year as a result of the 1995 deal, when they picked up the cost of housing municipal prisoners in return for a slightly larger piece of the sales-tax pie.

Commissioners, who just finished closing an \$11.7 million hole in the county's operations budget, have blamed a large part of the county's ongoing financial woes on the prisoner issue.

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Municipal officials countered that the county has overestimated its losses, using faulty figures to calculate prisoner costs.

Under the proposed new agreement, the county would get 17.6 percent of the sales-tax revenue - an amount equal to about \$7.9 million next year. It would charge the municipalities \$30 a day for each municipal prisoner housed in the county jail. The county would pay for municipal prisoners not yet bound over to the state court system after 28 days.

County officials estimate those prisoner fees will bring in an extra \$2.7 million a year. "I think we've come to an agreement we can all live with," said Garden City administrator Tom Gates. "We tried to do what was fair and right and protect the tax to make sure it continues to exist." If an agreement is not finalized by Dec. 30, the tax expires. Up until last week, negotiations appeared deadlocked.

County officials had originally been asking for 18.6 percent of the tax proceeds, plus \$45 a day for each municipal prisoner.

City negotiators in return offered the county a 15.51 percent cut of the sales-tax pie, with no help to maintain the county jail.

Savannah Assistant City Manager **Chris Morrill** said the proposed deal was especially sweet for the county. "They started at 18.6 percent and \$45 (a day per prisoner) and look where this agreement is," **Morrill** said. "This is a good deal for them." The city, which last year got about \$30 million of the proceeds and didn't have to pay to house its prisoners, would lose about \$600,000 a year. **Morrill** said he did not yet know how officials would make up the lost revenue.

If county commissioners ratify the agreement, the municipalities would decide how to divide the remainder of the sales-tax proceeds. That division is usually based on population, which would give Savannah 67.37 percent, or about \$30.3 million next year. Bloomingdale would get 1.37 percent; Garden City 5.78 percent; Pooler 3.2 percent; Port Wentworth 1.68 percent; Thunderbolt 1.2 percent; Tybee Island 1.74 percent; and Vernonburg .07 percent.

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)
February 1, 2002

**SAVANNAH AGREES TO IMPROVE ACCESS
SETTLEMENT WITH JUSTICE DEPT. COMES ALMOST 2 YEARS AFTER AUDIT
FOR COMPLIANCE WITH ADA**

Author: *Kate Wiltrout*

Navigating Savannah's streets - and its bureaucracy - will soon get a little easier for disabled people. The city is one of 21 state and local governments that settled Wednesday with the U.S. Department of Justice regarding compliance with the Americans with Disabilities Act. Now almost 10 years old, the act requires that public facilities be made accessible to all people.

Chris Morrill, an assistant Savannah city manager, said the 11-point agreement should take about two years to complete. He estimated it would cost about \$300,000, and that money would be found in the budget for the improvements.

Some of the changes are easier than others. For instance, all letters sent from city offices will have a central TTY telephone number on them, so hearing-impaired residents can contact the city.

City Council chambers will be fitted with listening systems for the hard-of-hearing, as will Grayson Stadium and the Martin Luther King Jr. Arena at the Civic Center.

Others are more labor intensive. The city agreed to physical modifications so that "parking, routes into buildings, entrances, doors, elevators, signage, public telephones, restrooms, dressing rooms, locker rooms, service counters, drinking fountains and swimming pools are accessible to people with disabilities."

Carol Bell, Central Services director, said the city would go beyond what's required.

"We don't really have any qualms with the agreement," she said. City Hall will get one wheel-chair accessible bathroom, though it was technically compliant already, with bathrooms in the nearby hospitality center on River Street, said city architect Thomas Perdue.

"God only knows whether the original City Hall even had bathrooms," Perdue said. "The city occupies a lot of buildings that are very historic and very old, and most of those are the ones we have problems with."

Savannah Morning News (GA)
November 13, 2001

NEW ASSISTANT CITY MANAGER ALL OVER THE MAP

Author: *Kate Wiltrout*

Chris Morrill started his job as assistant city manager for management and financial services in August. The position is new to him - but City Hall isn't. Before spending two years in South Africa working for the U.S. Agency for International Development, **Morrill** was Savannah's research and budget director for seven years. That job was interrupted with a two-year Peace Corps gig in Ukraine, where he advised the city of Lviv on finance, management and privatization issues. **Morrill**, who works out of an office in the top corner of City Hall, filled the spot left when Bob Bartolotta moved last October.

Here's what **Morrill** had to say during a break from last week's budget workshops:

What are some of your goals as an assistant city manager?

"First, to ensure that our city employees are well-trained, that they have a good work environment and they have the support services (they need). ... Next is to maintain the city's strong financial foundation, particularly through a possible recession."

He also wants to improve the city's use of technology, both for services and to get information out to citizens. Another top priority is getting citizens more engaged with local government.

How has your work overseas affected your views about local government?

"In the Peace Corps (in Ukraine), I experienced government at its worst, where it's designed to control and keep track of people rather than provide services. It really makes me want to focus on the positive role government can play. In South Africa, post-apartheid, it was seeing that to really have democracy you have to have citizen involvement. It impressed me how diligent they were at that."

How do you think Savannah changed while you were in Africa the past two years?

"I think what I saw coming back was a lot more economic development, downtown and in the neighborhoods. Areas like off East Broad Street that I thought were hopeless have all of a sudden come back. ... I personally have seen a much greater police presence in my own neighborhood (Ardsley Park), and the city seems a bit cleaner."

What can Savannah residents expect if the economy goes into a prolonged recession?

"If the recession is longer term and systemic, then we really need to look at prioritizing the services we provide and actively look at our revenue sources. I think an increase in property tax would probably be a last resort."

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)
June 8, 2001

SAVANNAH HIRES NEW ASSISTANT CITY MANAGER

Author: *Bret Bell*

Chris Morrill has spent much of the past five years helping to privatize the Ukraine and create a new financial framework for local governments in post-apartheid South Africa.

With that kind of background, City Manager Michael Brown figures he will have little trouble coming up with a budget for little old Savannah. Brown announced Thursday that he hired **Morrill**, who helped create annual budgets for the city of Savannah for the better part of a decade, as assistant city manager for management and financial services.

Considered one of the top three most powerful positions in city government, **Morrill** fills a position that had remained vacant since October, when Bob Bartolotta left to run the city of Jupiter, Fla. Finance Director Richard Evans served as assistant city manager in the interim.

Morrill will start work Aug. 13 with a \$98,000 annual salary.

While working for the city from 1990-1992, and again, from 1994-1999, **Morrill** led an eight-member team that prepared and monitored a \$170 million budget.

"**Chris** made many improvements in our budget and financial management systems, as well as in the quality and clarity of our presentation and public information materials," Brown said.

In his new position, **Morrill** will oversee 10 city departments, including vehicle maintenance, finance, human resources, purchasing, central services and parking services.

Bartolotta drew some heat from city employees during his tenure when Vehicle Maintenance Department employees claimed abuse and unsafe working conditions. The department's director later resigned during a city investigation.

Some of those worker complaints led to the unionization of service employees earlier this year.

CHRIS MORRILL'S RESUME

WORK HISTORY

1999-present: senior municipal policy adviser for the National Treasury of South Africa -- United States Agency for International Development

1990-1992, 1994-1999: research and budget director, city of Savannah

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

1997-2000: fellow, Kellogg National Leadership Program -- studied community building in countries throughout the world

1992-1994: Peace Corps volunteer -- advised the city of Lviv, Ukraine, on finance, management and privatization issues

1988-1990: senior management analyst, city of Savannah

1986-1988: senior budget analyst, Catawba County, N.C.

1984-1985: downtown project manager, Lynn, Mass.

EDUCATION

Master of Public Administration, 1987 -- University of North Carolina, Chapel Hill

Bachelor of Arts, 1984, political science major -- College of the Holy Cross, Worcester, Mass.

Certificate in county administration, certificate in budgeting and financial planning -- North Carolina Institute of Government

Columbus Ledger-Enquirer (GA)

October 14, 1996

GEORGIA BRIEFS

Author: *From wire reports*

City to be compensated for Olympic security costs

SAVANNAH -- Savannah will receive \$57,308 from the Legislature to compensate for nonpersonnel security costs incurred during Olympic yachting events.

"The request was passed by the state legislature earlier on, and the governor's office gave it final approval late last week," said state Rep. Tom Bordeaux, D-Savannah. "The city is getting everything it asked for, which is a good sign for Savannah and its planning department."

The money is coming from a \$500,000 governor's discretionary grant fund approved by the Legislature so cities hosting satellite Olympic venues -- such as Savannah with yachting or Columbus with softball -- could be compensated for security costs.

Savannah's budget director, **Chris Morrill**, said the money is welcome, even though all Olympic costs are already covered by the city's \$88.5 million general fund budget for 1996.

"It's like getting a bonus at work -- you don't go out and spend it right away," **Morrill** said.

ACOG already paid Savannah \$290,000 to help defray police overtime in a deal negotiated earlier this year by Mayor Floyd Adams Jr. The city still incurred an additional \$244,000 in police overtime during the Games, although all of it was budgeted by city officials.

Savannah requested compensation for computers, police vehicle maintenance, bulletproof vests and extra barricades and other items needed around the venues.

Research Completed by: Vanessa Garner
 Colin Baenziger & Associates

Appendix D

Sample Survey *Savannah City Manager Quality Survey*

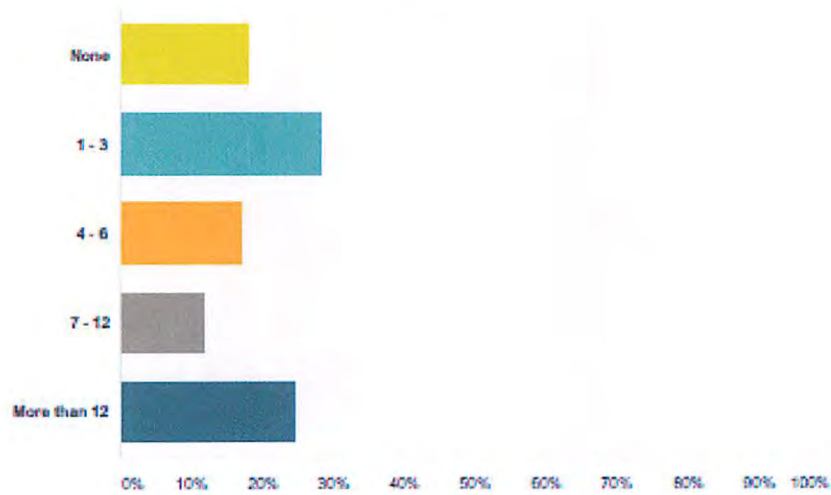
Sample City Manager Quality Survey

Savannah City Manager Quality Survey

SurveyMonkey

Q1 During the past three years, how often have you attended or viewed a city council or city commission meeting (select only one)

Answered: 440 Skipped: 1



Answer Choices	Responses	
None	18.26%	82
1 - 3	28.29%	127
4 - 6	16.93%	76
7 - 12	11.80%	53
More than 12	24.72%	111
Total		440

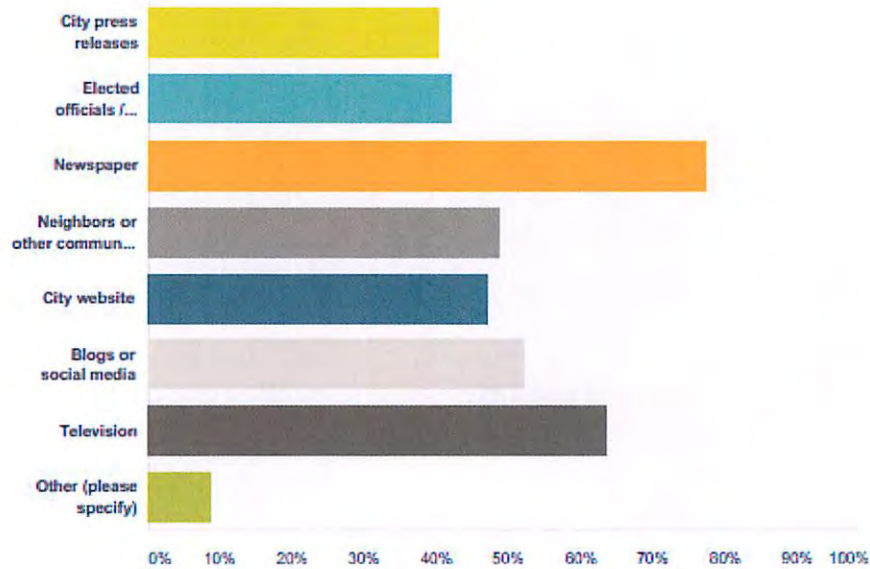
Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

Q2 How do you keep informed of City issues and concerns (select all that apply)

Answered: 450 Skipped: 0



Answer Choices	Responses	Count
City press releases	40.22%	181
Elected officials / city staff	42.00%	189
Newspaper	77.56%	349
Neighbors or other community members	48.67%	219
City website	47.11%	212
Blogs or social media	52.22%	235
Television	63.76%	287
Other (please specify)	8.67%	39
Total Respondents: 450		

Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

Q3 Please rank each of the following issues that the City Manager should address (5 being the most important and 1 as not important)

Answered: 448 Skipped: 2



Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey							SurveyMonkey	
Traffic	6.59%	12.47%	35.06%	24.00%	21.41%	0.47%	425	3.41
	26	53	149	102	91	2		
Maintaining streets, buildings, and other public facilities	2.30%	7.36%	23.22%	33.79%	32.64%	0.69%	435	3.68
	10	32	101	147	142	3		
Economic development	6.19%	6.42%	13.76%	22.25%	48.85%	2.52%	436	4.04
	27	28	60	97	213	11		
Jobs	5.61%	7.71%	16.82%	22.66%	44.86%	2.34%	426	3.96
	24	33	72	97	192	10		
Affordable, family friendly housing	10.39%	13.39%	28.41%	19.40%	27.48%	0.92%	433	3.41
	45	58	123	84	119	4		
Balancing city budget	3.63%	5.22%	13.83%	27.89%	47.62%	1.81%	441	4.13
	16	23	61	123	210	8		
Public safety / crime	3.83%	2.03%	5.63%	10.36%	74.77%	3.38%	444	4.55
	17	9	25	46	332	15		
Preserving the city's character	5.68%	5.68%	17.50%	23.41%	46.36%	1.36%	440	4.00
	25	25	77	103	204	6		
Parks / recreation programs	3.90%	7.57%	33.94%	32.11%	21.56%	0.92%	436	3.60
	17	33	146	140	94	4		
Culture / City sponsored events	7.74%	12.98%	35.99%	28.02%	14.81%	0.46%	439	3.29
	34	57	158	123	65	2		
Transparency in government	3.61%	2.71%	10.84%	14.67%	65.24%	2.93%	443	4.39
	16	12	48	65	269	13		
Customer service	4.52%	6.79%	20.59%	24.89%	42.31%	0.90%	442	3.95
	20	30	91	110	187	4		
Communications with residents	4.31%	4.76%	18.37%	26.53%	44.90%	1.13%	441	4.04
	19	21	61	117	198	5		
Partnerships with community / schools / business	8.18%	8.41%	22.50%	24.32%	35.68%	0.91%	440	3.72
	36	37	99	107	157	4		
Quality of life	4.56%	2.96%	12.07%	20.96%	56.72%	2.73%	439	4.26
	20	13	53	92	249	12		

Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

Q4 Please rank each of the following skills the next City Manager should have (5 being the most important and 1 as not important)

Answered: 449 Skipped: 1



Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

	1	2	3	4	5	N/A	Total	Weighted Average
Strong leadership	4.51% 20	1.13% 5	3.39% 15	10.61% 47	79.01% 350	1.35% 6	443	4.61
Financial management	3.38% 15	3.15% 14	8.33% 37	20.72% 92	63.06% 280	1.35% 6	444	4.39
Transparent management style	3.83% 17	2.25% 10	13.06% 58	20.50% 91	58.78% 261	1.58% 7	444	4.30
Innovative and creative	4.10% 18	2.28% 10	14.81% 65	20.27% 89	57.86% 254	0.68% 3	439	4.26
Communication / presentation skills	3.62% 16	3.39% 15	13.12% 58	25.57% 113	53.62% 237	0.68% 3	442	4.23
Visionary	5.22% 23	2.95% 13	12.70% 56	20.63% 91	57.37% 253	1.13% 5	441	4.23
Works to achieve balance among all community interests: residents, businesses and developers	2.95% 13	6.35% 28	15.19% 67	26.98% 119	47.39% 209	1.13% 5	441	4.11
Experience working with diverse communities	6.07% 27	5.39% 24	14.16% 63	21.12% 94	52.36% 233	0.90% 4	445	4.09
Economic development	4.57% 20	5.25% 23	14.16% 62	28.54% 125	45.89% 201	1.60% 7	438	4.08
Community centered approach	4.78% 21	5.01% 22	17.31% 76	27.56% 121	44.65% 196	0.68% 3	439	4.03
Works closely with residents and seeks their viewpoint	4.08% 18	4.31% 19	17.46% 77	31.75% 140	41.72% 184	0.68% 3	441	4.03
Consensus builder	4.31% 19	6.12% 27	20.63% 91	24.04% 106	43.54% 192	1.36% 6	441	3.98
Customer service orientation	5.24% 23	5.92% 26	18.00% 79	28.93% 127	41.00% 180	0.91% 4	439	3.95
Willing to take risks	5.25% 23	5.02% 22	23.74% 104	26.26% 115	38.81% 170	0.91% 4	438	3.89
Educational background	3.64% 16	7.05% 31	22.95% 101	27.05% 119	37.27% 164	2.05% 9	440	3.89
Visible in the community	4.58% 20	7.09% 31	24.71% 108	26.32% 115	36.61% 160	0.69% 3	437	3.84
Public safety experience	4.49% 20	8.31% 37	26.97% 120	27.42% 122	31.69% 141	1.12% 5	445	3.74
Previous government experience	8.07% 36	7.17% 32	24.22% 106	23.54% 105	35.43% 158	1.57% 7	446	3.72
Knowledge of environmental issues	7.06% 31	8.43% 37	25.28% 111	24.83% 109	33.26% 146	1.14% 5	439	3.70

Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

**Q5 Is there anything else you want to share
about what you would like to see in our next
City Manager?**

Answered: 230 Skipped: 220

Put the NEEDS of residents of the City of Savannah FIRST! Before the tourists, the business developers, etc.
A dedication to addressing the gun violence in our city.
More visibility to the community as a whole including the unincorporated areas, not just to specific groups.
Interest in building a bike and pedestrian friendly city.
A major interest in the environment and sustainability of it.
A familiarity with and support for Complete Streets.
Good working relationship with citizens and police. Ability to work to preserve neighborhoods. Savannah is not just for tourists!
Highly ethical business practices. High moral values and integrity. Verifiable track record of previous accomplishments in government or business.
Increasing mobility using plans like "Complete Streets". Making public transportation available for all in getting around the city (shuttles); making it safe for biking; better recycling agenda (they're composting in San Francisco these days).
I'd like to see the City Manager riding his bike to work or walking to work and incorporate a plan to always include sidewalks and bike paths in infrastructure for existing and especially for new development.
Someone who will place traffic calming and safe streets as a top priority. We have virtually no traffic enforcement (60 mph on E 52nd, my street, is not uncommon and there is NO police enforcement).
We need to start making Savannah A Bike City friendly and make better changes for cyclists safety , so that we won't have another horrible accident like on BRAG again.
Commitment to transportation issues in traffic calming through downtown for pedestrians, bicycles, cars (speeding) and public transportation. Too many accidents, by any of these modes of transportation, are completely avoidable or at least able to be lessened by enforcement of existing laws or the development of prevention measures.
Focus on the planning, development and maintenance of complete streets.
Previous experience in a city with similar challenges would be ideal, along with a demonstrated ability to manage large public projects from start to finish.
He or she must be someone the city staff will respect and find good to work for. I guess this is having the skills that most employees like to see in their employer. The new City Manager should also have skills in delegating responsibility and giving credit to others for their successes.

*16 samples responses from the 230 received.

Appendix E

*St. Johns County, FL Resolution Thanking
CB&A for Its Outstanding Service*

RESOLUTION NO. 2007-23

A RESOLUTION OF THE COUNTY COMMISSION OF ST. JOHNS COUNTY, FLORIDA, THANKING COLIN BAENZIGER & ASSOCIATES FOR ITS OUTSTANDING EFFORTS IN CONDUCTING THE EXECUTIVE SEARCH FOR THE COUNTY'S NEW ADMINISTRATOR; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, St. Johns County retained Colin Baenziger & Associates (CB&A) to identify and recommend strong candidates to be the County Administrator;

WHEREAS, CB&A's staff worked diligently to find and produce excellent candidates, and then provided the County Commission with comprehensive materials concerning the candidates' aptitude, experience, background, complete and thorough interviews, references, extensive checks of criminal, civil and financial history, verification of employment and education, and exhaustive reviews of Internet and newspaper archives of these candidates; and

WHEREAS, CB&A's process was completely open, fair and unbiased and was extremely well received by the County Commission, county staff, the press, and the public; and

WHEREAS, the County Commission wishes to express its gratitude to Colin Baenziger & Associates for its efforts on behalf of the county;

NOW BE IT THEREFORE RESOLVED BY THE COUNTY COMMISSION OF ST. JOHNS COUNTY, FLORIDA AS FOLLOWS:

Section 1: Recitals. The preceding recitals are true and correct and are incorporated herein by this reference.

Section 2: Acknowledgement. The County Commission wishes to express its sincere appreciation and gratitude to Colin Baenziger & Associates for its outstanding work and effort in assisting the county in finding its County Administrator.

Section 3: Effective Date. This resolution shall take effect immediately upon adoption.

PASSED AND ADOPTED by the Board of County Commissioners of St. Johns County, Florida, this 21 day of August, 2007.

ATTEST: Cheryl Strickland, Clerk

**BOARD OF COUNTY COMMISSIONERS
ST. JOHNS COUNTY, FLORIDA**

By: Pam Halterman
Deputy Clerk

By: Ben Rich
Ben Rich, Chairman

Rendition Date: 8/23/07



Appendix F

*Comments from Dale Martin on
CB&A's Vetting Process*

Fernandina Observer™

A JOURNAL OF NEWS AND OPINION

Weekly comments from Dale Martin

By Dale Martin, City Manager, City of Fernandina Beach

March 18, 2016 1:00 a.m.

The vetting process employed by Mr. Colin Baenziger following my application to the City of Fernandina Beach was the most thorough review of my career, credentials, and references that I have ever experienced. In the months leading to my appointment here, I was interviewed in several other communities for similar City Manager positions. Despite getting to the interview stage in those communities, none of my references ever indicated to me that they had been contacted. As part of the selection process here, I was required to provide an exhaustive list of references, some very specific, such as my current Town Attorney, auditor, Chamber of Commerce, etc. To the best of my knowledge, every single reference provided was contacted.

The historic information provided to the City Commission for each candidate was extensive. Reading through the older newspaper articles rekindled so many memories- the personalities and issues from earlier days illustrate some peaks and valleys over the past twenty years. It has been a wonderful ride.

Note: Mr. Martin reminisces about his career for the remainder of the article. The full article can be found at:

<http://fernandinaobserver.com/2016/03/18/weekly-comments-from-dale-martin-5/#more-65218>



CITY AND BOROUGH OF SITKA

Legislation Details

File #: ORD 17-05S Version: 1 Name:
Type: Ordinance Status: PASSED
File created: 2/22/2017 In control: City and Borough Assembly
On agenda: 4/25/2017 Final action: 4/11/2017
Title: Amending Sitka General Code Chapter 15.01 entitled "Electric Utility Policies" by amending Section 15.01.020 entitled "Electrical Rates" (third and final reading)
Sponsors:
Indexes:
Code sections:
Attachments: [Ord 2017-05S.pdf](#)

Date	Ver.	Action By	Action	Result
4/11/2017	1	City and Borough Assembly		
4/11/2017	1	City and Borough Assembly		
4/11/2017	1	City and Borough Assembly		
3/28/2017	1	City and Borough Assembly	APPROVED	Fail
3/14/2017	1	City and Borough Assembly	PASSED ON FIRST READING	Pass
2/28/2017	1	City and Borough Assembly	AMENDED	Pass
2/28/2017	1	City and Borough Assembly	POSTPONED	Pass

POSSIBLE MOTION

I MOVE TO approve Ordinance 2017-05s on third and final reading.

Notes:

- 1st reading 3/14/17
- 2nd reading 3/28/17 failed – followed by a motion for reconsideration
- 2nd reading 4/11/17 motion for reconsideration passed, second reading passed with an amendment to the effective date

CITY AND BOROUGH OF SITKA
ORDINANCE NO. 2017-05S

AN ORDINANCE OF THE CITY AND BOROUGH OF SITKA AMENDING SITKA GENERAL
CODE CHAPTER 15.01 ENTITLED "ELECTRIC UTILITY POLICIES" BY AMENDING
SECTION 15.01.020 ENTITLED "ELECTRICAL RATES"

1. **CLASSIFICATION.** This ordinance is of a permanent nature and is intended to be a part of the Sitka General Code of the City and Borough of Sitka, Alaska.

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

3. **PURPOSE.** The purpose of this ordinance is to amend the rates section of the electric utility policies. In addition, this ordinance provides for a discretionary annual adjustment to the electric rates by ordinance of the assembly based on the Consumer Price Index for Anchorage.

4. **ENACTMENT.** NOW, THEREFORE, BE IT ENACTED by the Assembly of the City and Borough of Sitka that the Sitka General Code Chapter 15.01 "Electric Utility Policies" section 15.01.020 "Electrical rates" is amended as follows (new language underlined; deleted language stricken):

Chapter 15.01
ELECTRIC UTILITY POLICIES

* * *

Sections:

15.01.020 Electrical rates.

* * *

15.01.020 Electrical rates.

A. All billings electrical rates are subject to sales tax if applicable. These rates are effective for all electricity billed after April 1, 2017, regardless of when electricity was consumed.

The assembly shall consider annually an adjustment to the electric rates, based on the Consumer Price Index, at a time when any adjustment could be made effective July 1st of the year applied. An adjustment, if any, shall be based on the prior year annual report for the municipality of Anchorage, Alaska, from the United States Department of Labor and Workforce Development, Consumer Price Index, and determined to be the percent change to the current year from the percent change of the prior year, and will be effective July 1st of any year applied. The first such adjustment date may be July 1, 2018.

B. Residential Services.

1. Applicable to all residential customers for all uses in the home or residence, subject to the rules and regulations and customer services policies of the city and utility.

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2. Energy Charges.

First 1,000 <u>All</u> kWh	\$0.1203 <u>0.150</u> per kWh
Over 1,000 kWh	\$0.1370 per kWh
Customer charge is \$20.48 per month	

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C. General Service—Small.

1. Applicable to all nonresidential customers for all uses, including lighting, heating and power, when the electricity consumed in the preceding twelve months is less than one hundred thousand kWh and has a measured demand of less than fifty kW, subject to the rules, regulations and customer service policies of the utility and the city. Typical customers in this class could include: restaurants, retail vendors, churches, fueling stations, and service industries.

2. Energy Charges.

First 500 <u>All</u> kWh	\$0.1860 <u>0.147</u> per kWh
501 kWh to 10,000 kWh	\$0.1308 <u>0.1504</u> per kWh
10,001 kWh to 100,000 kWh	\$0.1279 <u>0.1471</u> per kWh
Over 100,001 kWh	\$0.1250 <u>0.1438</u> per kWh
Customer charge is \$40.95 per month	

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3. Demand Charges.

First 25 kW	No charge
Over 25 kW	\$5.88 per kW

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D. General Service—Large.

1. Applicable to all nonresidential customers for all uses, including lighting, heating and power, when the electricity consumed in the preceding twelve months is equal to or greater than one hundred thousand kWh or has a measured demand equal to or greater than fifty kW, subject to the rules, regulations and customer service policies of the utility

77 and the city. Typical customers in this class could include: grocery stores, industrial
 78 users, and seafood processing facilities.

79
 80 2. Energy Charges.
 81

First 500 All kWh	\$0.1860 0.1450 per kWh
501 kWh to 10,000 kWh	\$0.1303 0.1498 per kWh
10,001 kWh to 100,000 kWh	\$0.1274 0.1465 per kWh
Over 100,001 kWh	\$0.1244 0.1431 per kWh
Customer charge is \$63.00 per month	

82
 83 3. Demand Charges.
 84

First 25 kW	No charge
Over 25 kW	\$5.88 per kW

85
 86 E. General Service—Public Authority.
 87

88 1. Applicable to all noncommercial and nonresidential customers for all uses, including
 89 lighting, heating and power, subject to the rules, regulations and customer service
 90 policies of the utility and the city. Typical customers in this class could include: schools,
 91 tribal governments, and other public government buildings.

92
 93 2. Energy Charges.
 94

First 500 All kWh	\$0.1860 0.1470 per kWh
501 kWh to 10,000 kWh	\$0.1309 0.1504 per kWh
10,001 kWh to 100,000 kWh	\$0.1279 0.1471 per kWh
Over 100,001 kWh	\$0.1250 0.1438 per kWh
Customer charge is \$47.25 per month	

95
 96 3. Demand Charges.
 97

First 25 kW	No charge
Over 25 kW	\$5.88 per kW

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F. Boat Service.

1. Applicable to separately metered boats, lights, heaters, pumps or other uses.
2. Energy Charges.

First 150 All kWh	\$0.1420 0.150 per kWh
All additional kWh	\$0.1420 <u>0.1576</u> per kWh
Customer charge is \$20.48 per month	

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5. **EFFECTIVE DATE.** Ordinance 2017-05S shall become effective the day after the date of its passage.

PASSED, APPROVED, AND ADOPTED by the Assembly of the City and Borough of Sitka, Alaska this 25th day of April, 2017.

Matthew Hunter, Mayor

ATTEST:

Sara Peterson, CMC
Municipal Clerk

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123 1st reading 3/14/17
124 2nd reading 3/28/17 FAILED followed by a motion for RECONSIDERATION
125 2nd reading reconsidered and effective date amended 4/11/17
126 3rd and final reading 4/25/17



CITY AND BOROUGH OF SITKA

Legislation Details

File #: ORD 17-10 Version: 1 Name:

Type: Ordinance Status: AGENDA READY

File created: 4/4/2017 In control: City and Borough Assembly

On agenda: 4/25/2017 Final action:

Title: Amending Sitka General Code Chapter 9.24 entitled "Bear Attraction Nuisance" by amending Section 9.24.050 entitled "Fines"

Sponsors:

Indexes:

Code sections:

Attachments: [Ord 2017-10.pdf](#)

Date	Ver.	Action By	Action	Result
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POSSIBLE MOTION

I MOVE TO approve Ordinance 2017-10 on second and final reading.

CITY AND BOROUGH OF SITKA
ORDINANCE NO. 2017-10

AN ORDINANCE OF THE CITY AND BOROUGH OF SITKA AMENDING SITKA GENERAL
CODE CHAPTER 9.24 ENTITLED "BEAR ATTRACTION NUISANCE" BY AMENDING
SECTION 9.24.050 ENTITLED "FINES"

1. **CLASSIFICATION.** This ordinance is of a permanent nature and is intended to be a part of the Sitka General Code of the City and Borough of Sitka, Alaska.
2. **SEVERABILITY.** If any provision of this ordinance or any application thereof to any person or circumstance is held invalid, the remainder of this ordinance and application thereof to any person and circumstances shall not be affected thereby.
3. **PURPOSE.** The purpose of this ordinance is to amend the fines section of the bear attraction nuisance code to increase the fines, provide clarity, and so that citations can be disposed of without a mandatory court appearance.
4. **ENACTMENT.** NOW, THEREFORE, BE IT ENACTED by the Assembly of the City and Borough of Sitka that the Sitka General Code Chapter 9.24 "Bear Attraction Nuisance" is amended by amending section 9.24.050 "Fines" (new language underlined; deleted language stricken):

Chapter 9.24
BEAR ATTRACTION NUISANCE

Sections:

- 9.24.010 Definitions.
- 9.24.020 Unlawful acts.
- 9.24.030 Enforcement.
- 9.24.040 Defenses.
- 9.24.050 ~~Fines~~Penalties.

* * *

9.24.010 Definitions.

The terms and phrases used in this chapter shall have the following meanings:

A. "Bear attraction nuisance" means, except as otherwise provided in this section:

1. Any amount of putrescible waste, including packaging or other surfaces to which the ~~material~~ it is adhered;
2. Any organic material of a type which has previously attracted a bear to the property within the past five years; or
3. Soiled disposable diapers.
4. "Bear attraction nuisance" does not include:
 - a. Material, that would otherwise be considered a bear attraction nuisance, in a certified landfill;
 - b. Manure or sewage;
 - c. Material, that would otherwise be considered a bear attraction nuisance, in a refuse container receptacle temporarily placed outside which is placed for

49 collection no earlier than four a.m. on refuse collection day, with the material
50 being either collected or removed from the container no later than eight p.m. that
51 same day;

52 d. Living or dead flora or fauna indigenous to the property; or

53 e. Material, that would otherwise be considered a bear attraction nuisance,
54 which is completely enclosed in a structure or container when the structure or
55 container has all places of entry covered by a door, window, lid, or other covering
56 which requires hands or tools to open, unless the structure, container or covering
57 has proven ineffective to withstand entry by a bear, whether due to design or
58 improper use, two or more times within the previous year.

59
60 B. "Person in control" means a tenant or an agent, superintendent, or other owner's
61 representative.

62 C. "Putrescible waste" means organic waste, including animal and fish parts, human and
63 animal excrement, or bodily fluids, which is capable of being decomposed by microorganisms.

64
65 **9.24.020 Unlawful acts.**

66 No owner or person in control of property shall cause or allow the creation or maintenance of a
67 bear attraction nuisance on that property or any adjacent right-of-way. Except as otherwise
68 provided for in this chapter, the property owner and the person in control of the property may
69 both be liable for a violation of this chapter concerning the same unlawful act. The unlawful act
70 involves not only the creation or maintenance of a bear attraction nuisance but allowing the
71 offense to continue.

72
73 **9.24.030 Enforcement.**

74 This chapter shall be enforced by the police department or by other employees authorized by
75 the municipal administrator. Whenever putrescible waste or other material is found on property
76 or any adjacent right-of-way in violation of this chapter, the officer or authorized employee shall
77 issue a citation stating the nature of the offense ~~and the date and time for a court appearance,~~
78 and:

79 A. Mail the citation to the owner's address listed in the municipal property assessor records
80 and to the address of the person in control of the property when known; and

81 B. Conspicuously affixing a copy of the citation on the property.

82
83 **9.24.040 Defenses.**

84 A. It shall be no defense for the owner of property issued a citation under this chapter that the
85 property was in possession or control of another, unless the owner of the property meets the
86 burden of proof that the property was being used without the consent of the owner when the
87 bear attraction nuisance was created, maintained and/or permitted.

88 B. It shall be a defense for the owner of property or person in possession or control of the
89 property who is issued a citation under this chapter ~~who fails to appear in court~~ if the owner or
90 person in control of the property meets the burden of proof of being unaware of the citation.

91

92 **9.24.050 FinesPenalties.**

93 A. Each person who owns and/or is in control of property that creates, maintains, or permits a
94 bear attraction nuisance on the property shall be charged with ~~an infraction and subject to the~~
95 following fine a minor offense. The maximum penalty for violation of the provisions of this
96 chapter is five hundred dollars.:

97 1. ~~First offense within one year: fine not exceeding one hundred dollars.~~

98 2. ~~Second and subsequent offenses within one year: fine not exceeding three hundred~~
99 ~~dollars.~~

100 In accordance with AS 29.25.070(a), citations for offenses in this chapter may be disposed of as
101 provided in AS 12.25.175 -.230, without a court appearance, upon payment of the fine amounts
102 stated herein plus the state surcharge required by AS 12.55.039 and AS 29.25.074. Fines must
103 be paid to the city and borough of Sitka. The Alaska Rules of Minor Offense Procedure in the
104 Alaska Rules of Court apply to all offenses referenced herein. Citations charging these
105 offenses must meet the requirements of Rule 3 of the Alaska Rules of Minor Offense Procedure.
106 For the first offense, the fine shall be fifty dollars. For the second offense, the fine shall be one
107 hundred dollars. For the third offense, the fine shall be two hundred dollars. For any
108 subsequent offense after three, the offender must appear in court to answer for the charges. If
109 a person charged with one of these offenses appears in court and is found guilty, the penalty
110 imposed for the offense may not exceed the fine amount for that offense stated herein. These
111 finances may not be judicially reduced. For purposes of this section, prior offenses must be within
112 the previous five years.

113 B. Each and every day during any portion of which a violation or failure to comply is
114 committed, permitted, or continued, shall be treated as a separate offense, and subject the
115 offender to separate charges and a fine as provided in subsection A of this section.

116
117 * * *

118
119 5. **EFFECTIVE DATE.** This Ordinance shall become effective the day after the date of its
120 passage.

121
122 **PASSED, APPROVED, AND ADOPTED** by the Assembly of the City and Borough of Sitka,
123 Alaska this 25th day of April, 2017.

124
125
126
127 _____
Matthew Hunter, Mayor

128 ATTEST:

129
130 _____
131 Sara Peterson, CMC
132 Municipal Clerk

133
134 1st reading 4/11/17
135 2nd reading 4/25/17



CITY AND BOROUGH OF SITKA

Legislation Details

File #: ORD 17-12 Version: 1 Name:

Type: Ordinance Status: AGENDA READY

File created: 4/19/2017 In control: City and Borough Assembly

On agenda: 4/25/2017 Final action:

Title: Authorizing the lease of 1000 square feet of US Survey 3377 Griffith Island also known as 725 Siginaka Way

Sponsors:

Indexes:

Code sections:

Attachments: [Motion Ord 2017-12.pdf](#)
[Memo 725 Siginaka Way Lease.pdf](#)
[Ord 2017-12.pdf](#)

Date	Ver.	Action By	Action	Result
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POSSIBLE MOTION

I MOVE TO approve Ordinance 2017-12 on
first reading.



City and Borough of Sitka

100 Lincoln Street • Sitka, Alaska 99835

Coast Guard City, USA

MEMORANDUM

To: Mark Gorman, Municipal Administrator
Mayor Hunter and Members of the Assembly

From: Michael Scarcelli, Planning and Community Development Department Director *MS.*
Samantha Pierson, Planner I

Subject: Ordinance for Lease of 725 Siginaka Way

Date: April 13, 2017

April Wheldon and William Akan dba Latte Landing LLC request a lease of 1000 square feet of land at 725 Siginaka Way, Also known as US Survey 3377 Griffith Island. The Planning Department is processing this request in accordance with existing procedures. Following SGC, an ordinance is required to authorize the land lease.

725 Siginaka Way was leased in 2012 on a 5 year term for the purpose of operating a coffee stand. The lessee defaulted on the lease agreement in July 2015 and the municipality terminated the lease in April 2016. Seeking to rent the property again, the municipality initiated a lease bid process which yielded 7 bids. A selection committee comprised of Planning, Finance, and Legal staff selected William Akan and April Wheldon as the bid winners.

The minimum bid was set at \$4491 annually plus sales tax. Ms. Wheldon and Mr. Akan bid \$6000 per year. Sales tax is in addition to this amount. The lease term is for 5 years with the option to renew.

At their April 4, 2017 meeting, the Planning Commission recommended approval 5-0. At their April 12, 2017 meeting, the Port and Harbors Commission unanimously recommended approval with recommendations to address vagrancy, the management of on-site trash, and clarification that no parking shall be specifically designated for this business. The proposed lease now requires approval by ordinance.

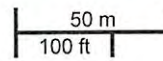
RECOMMENDED ACTION: Pass a motion to approve the lease ordinance.



City & Borough of Sitka, Alaska

Selected Parcel: 617 KATLIAN ID: 15408000

Printed 3/30/2017 from <http://www.mainstreetmaps.com/ak/sitka/internal.asp>



This map is for informational purposes only. It is not for appraisal of, description of, or conveyance of land. The City & Borough of Sitka, Alaska and MainStreetGIS, LLC assume no legal responsibility for the information contained herein.







Torani
MONIN

CAFFE
VANILLA

Handwritten notes on a menu board attached to the espresso machine.

Chefmate
COUNTRY SAUSAGE GRAVY

NEW NSF STANDARD 7

ORIGINAL

U. S. SURVEY
NO. 3377, ALASKA

EMBRACING

ALL OF GRIFFITH ISLAND IN SITKA HARBOR

APPROXIMATELY 1 MILE NORTHWEST OF THE TOWN OF SITKA

AREA: 0.33 ACRES

Latitude $57^{\circ}03'29.509''$ N Longitude $136^{\circ}20'56.968''$ W

AT U. S. COAST AND GEODETIC SURVEY

TRIANGULATION STATION "GRIFF"

SURVEYED BY

JOHN H. SHOET, CARTOGRAPHER (CADASTRAL)

SEPTEMBER 7, 1954

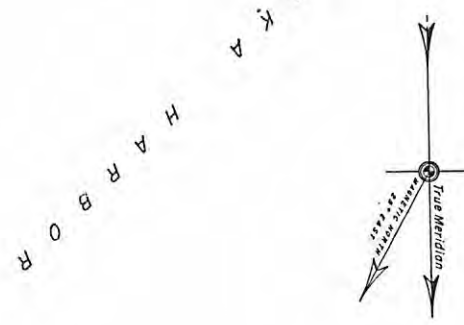
UNDER SPECIAL INSTRUCTIONS

DATED AUGUST 25, 1954

AND APPROVED AUGUST 31, 1954

U. S. SURVEY NO. 225

AMENDED U. S. SURVEY NO. 6 1/2



UNITED STATES DEPARTMENT OF THE INTERIOR
BUREAU OF LAND MANAGEMENT

Washington, D. C. December 17, 1954

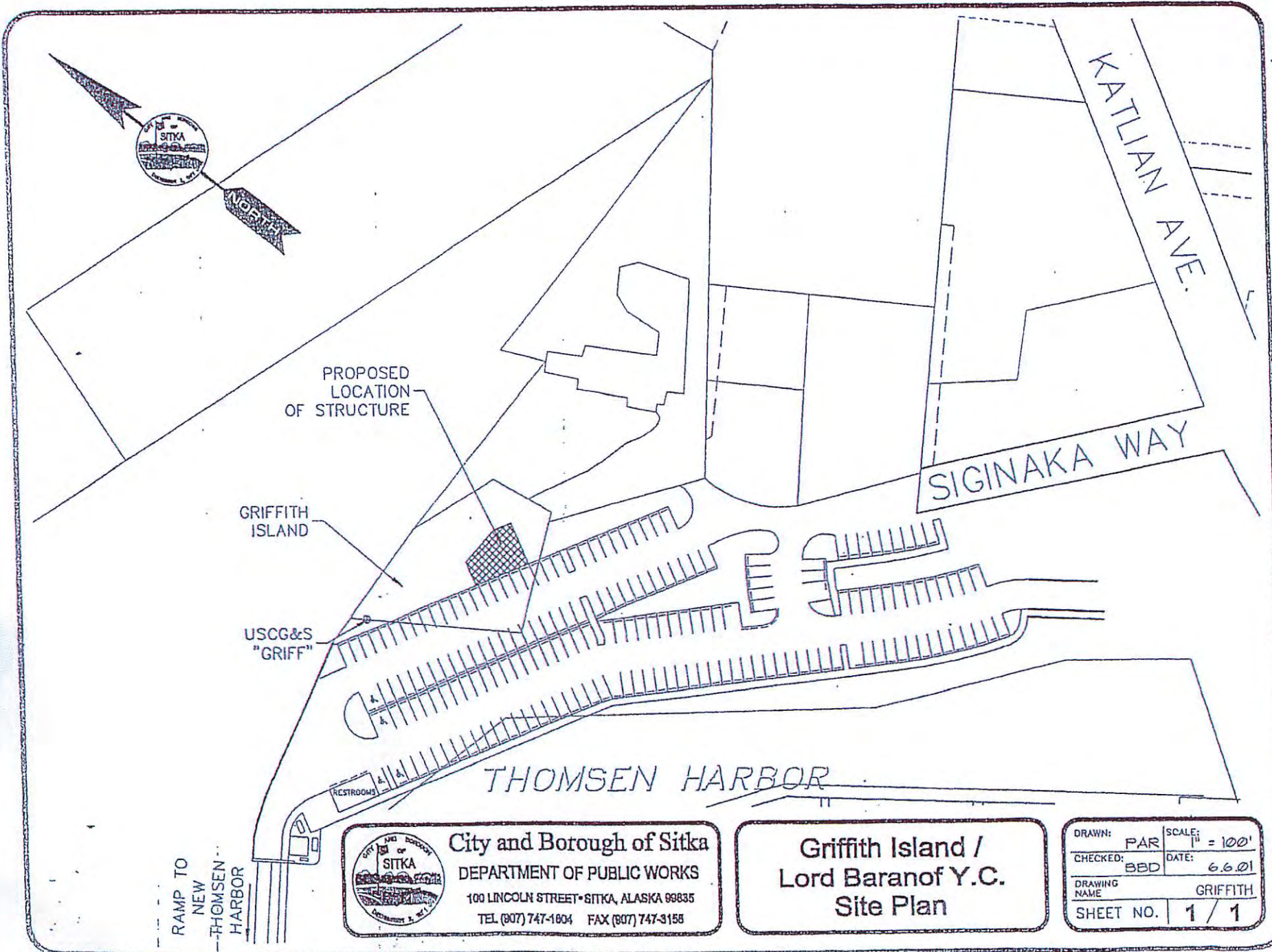
This plat is strictly conformable to the approved
field notes, and the survey, having been correctly
executed in accordance with the requirements of law
and the regulations of this Bureau, is hereby accepted.

For the Director

[Signature]

Acting Cadastral Engineer
Staff Officer

Exhibit A



City and Borough of Sitka
 DEPARTMENT OF PUBLIC WORKS
 100 LINCOLN STREET • SITKA, ALASKA 99835
 TEL (907) 747-1804 FAX (907) 747-3158

**Griffith Island /
 Lord Baranof Y.C.
 Site Plan**

DRAWN: PAR	SCALE: 1" = 100'
CHECKED: BBD	DATE: 6.6.01
DRAWING NAME: GRIFFITH	
SHEET NO. 1 / 1	

VII. THE EVENING BUSINESS

E Public hearing and consideration of a land lease for 725 Siginaka Way. The property is also known as US Survey 3377. The applicants are William Akan and April Wheldon for Coastal Transport. The owner of record is the City and Borough of Sitka.

Scarcelli described the history of the property and prior lease. The property was put out for a request for bid process. The bid winner was chosen for its lease rate and risk level as determined through conversations between planning, legal, and finance departments. Staff recommend that the commission recommend approval to the Assembly.

No public comment.

Windsor stated support for moving forward without the applicant present and stated support for the project. Parmelee and Spivey stated support. Pohlman stated that this seems like a pass through item and would prefer that such items not come through the Planning Commission. Community Affairs Director Maegan Bosak stated that staff will be working on a way to streamline Title 18 procedures for leasing and selling municipal property.

Windsor/Pohlman moved to RECOMMEND approval to the Assembly.

Motion PASSED 5-0.

F Public hearing and consideration of the draft transportation chapter of the Comprehensive Plan.

Community Affairs Director Maegan Bosak gave an update on the comprehensive plan process.

Consultant Barb Sheinberg gave an overview of the evening's agenda and shared about future meetings. Commissioner Windsor and Chair Spivey requested that the commission have the final draft for review at least 2 weeks prior to the meeting.

Sheinberg outlined the topics addressed in the transportation chapter. Transportation infrastructure is critical for the community. The number of air travelers into and out of Sitka is increasing. Air mail and freight is declining. Airport challenges include a lack of lease land to meet demand, an undersized terminal, and inadequate parking supply. The expected lifespan of the municipal seaplane base is 5 more years.

Municipal harbors provide approximately 1300 boat slips. Harbors are at 85-90% occupancy. 227 individuals are currently on the waiting list for slips. Sitka is the first multi-basin harbor in Alaska to earn the Alaska Clean Harbors certificate. If everyone on the waiting list could obtain moorage, that would bring an additional \$396,000 per year. Knox clarified that some boats are "hot berthing" and are being moved around to vacant slips, so some revenue is being gathered. The moorage rates required to support infrastructure repairs and upgrades would increase moorage rates out of line with other communities. Sheinberg stated that creative thinking can buy more time, but cost will increase the longer maintenance and repairs are deferred. A new



City and Borough of Sitka

100 Lincoln Street • Sitka, Alaska 99835

Coast Guard City, USA

Planning and Community Development Department

AGENDA ITEM:

Case No: LM 17-01
Proposal: Request for lease of US Survey 3377
Applicant: William Akan and April Wheldon for Coastal Transport
Owner: City and Borough of Sitka
Location: 725 Siginaka Way
Legal: US Survey 3377
Zone: C-1 Commercial
Size: Lease parcel: 1000 square feet
Parcel ID: 1-5005-001
Existing Use: Commercial (not operational)
Adjacent Use: Commercial, Public
Utilities: Full city services
Access: Siginaka Way to Katlian Avenue

KEY POINTS AND CONCERNS:

1. Historical use as a lease parcel – creates revenue for municipality
2. Neighborhood harmony – surrounding uses are commercial and public in use, zoned for commercial use, coffee shop or similar retail would be less intensive than other nearby uses (harbor)

RECOMMENDATION:

Staff recommends that the Planning Commission recommend approval of LM 17-01 to the Assembly.

ATTACHMENTS

Attachment A: Vicinity Map
Attachment B: Aerial Vicinity Map
Attachment C: Zoning Map
Attachment D: Current Plat

Attachment E: Parcel Pictures
Attachment F: Bid Application
Attachment G: Flood Zone Map
Attachment H: Mailing List

BACKGROUND

725 Siginaka Way was leased in 2012 on a 5 year term for the purpose of operating a coffee stand. The lessee defaulted on the lease agreement in July 2015 and the municipality terminated the lease in April 2016. Seeking to rent the property again, the municipality initiated a lease bid process which yielded 7 bids. A selection committee comprised of Planning, Finance, and Legal staff selected Mr. Akan and Ms. Wheldon as the bid winners.

The lease application is coming before the Planning Commission to seek a recommendation of approval to the Assembly. The item is scheduled for the April 12th Port and Harbors Committee meeting. The lease application will then go to the Assembly for approval of the lease by ordinance.

PROJECT DESCRIPTION

This request is to lease 725 Siginaka Way. The applicants state the intent to continue the historical use of a coffee stand.

ANALYSIS

Project/Site: The property is identified in the survey as US Survey 3377 or Griffith Island. The surrounding parking lot is comprised of filled tidelands. The lease parcel is approximately 1000 square feet. Site improvements consist of an approximately 120 square foot structure on a 320 square foot pad.

Traffic: A coffee stand of this size and without a drive through could be expected to generate 13 vehicle trips at peak AM hour and 5 vehicle trips at peak PM hour.¹ A shop at this location may generate less new traffic because some patrons may be combined harbor/coffee shop patrons.

Parking: A municipal parking lot is adjacent to the proposed lease location.

Noise: No concerns.

Public Health or Safety: No concerns. Coffee shop would need to meet DEC requirements for sanitation.

Habitat: No concerns.

¹ Spack Consulting ITE Trip Generation Rates – 9th Edition

Property Value or Neighborhood Harmony: Neighboring uses are a lodge and a harbor. A coffee stand is less intense of a use than the harbor. Harbor and lodge patrons may appreciate a nearby option for drinks and snacks.

Conformity with Comprehensive Plan: The proposal conforms to Comprehensive Plan Section 2.4.19 which states, "To consistently follow and enforce land use policies, codes, regulations, and decisions..." by leasing a parcel according to the competitive bid process.

RECOMMENDATION

It is recommended that the Planning Commission adopt the staff analysis and move to recommend approval of the lease of 725 Siginaka Way.

RECOMMENDED MOTION

- 1) I move to recommend approval of the lease request for 725 Siginaka Way. The property is also known as US Survey 3377. The request is filed by William Akan and April Wheldon for Coastal Transport. The owner of record is the City and Borough of Sitka.

LAND LEASE BID PROPOSAL FORM

To: City and Borough of Sitka
Attention: Municipal Clerk
100 Lincoln Street
Sitka, Alaska 99835

Having read the Invitation to Bid and Instruction to Bidders, I hereby submit a bid to lease the land and structure known and described as 725 Siginaka Way (Griffith Island, U.S. Survey 3377). It is approximately 1,000 square feet subject to the terms within the Invitation to Bid, Instructions to Bidders, Sitka General Code, and the following terms.

If my bid is provisionally accepted subject to further City Assembly approval of contract terms, I agree to furnish to the City and Borough of Sitka, within 10 days of "Notice of Acceptance of Bid," payment equivalent to one month's lease payment as a deposit; and once the City Approves the lease, I promise to furnish an executed lease agreement to the satisfaction of all parties and tender all payments as due.

MINIMUM LAND AND STRUCTURE LEASE BID: \$4,491.00 annually plus sales tax (\$374.25 per month plus sales tax)

Land Lease Bid Amount: \$ 6,000.00 Annually (\$500.00/month) 1st yr. paid in advance

Proposed Term of Lease (minimum 5 years): 5 years


Sale of Included Surplus Property: Having read the Invitation to Bid and Instructions to Bidders, I hereby acknowledge that if my Land Lease Bid is accepted and executed, I agree that the surplus property becomes the property of the winning bidder whom assumes all rights, liabilities, and risk associated with the surplus property, upon receipt of the notice of acceptance subject to fulfillment of the payment obligations under the lease.

SUBMITTED BY:

Name: William Akan + April Wheldon

Mailing Address: P.O. Box 6370 Sitka, Ak 99835

Phone Number: 206-730-3369

Signature:  April Wheldon

Proposal for 725 Siginaka Way
Sitka, AK 99835

City and Borough of Sitka
Attn: Planning Commission
100 Lincoln Street
Sitka, AK 99835

April Wheldon
P.O. Box 6370
Sitka, AK 99835
(360) 595-3147
april_tori@yahoo.com

Dear Planning Commission,

Thank you for your consideration on the land lease for 725 Siginaka Way. I have been very interested in this property for some time. I have extensive experience in the food service industry from food preparation and bartending to fine dining food service. I have many plans and ideas for the success of this small business. I would like to be open for business as soon as possible. The harbor area is already becoming busy for the fishing season. Thank you again for your consideration.

Sincerely,

April Wheldon

725 Siginaka Way Proposal:

Mission:

My mission is to provide the public with early morning beverages and healthy breakfast food options in a timely and convenient manor. I will provide quality coffee at a competitive price and special daily sweet and savory breakfast options.

Plan:

My plan is to renovate the property and structure so that it is safe, secure, and pleasing to the eye. I will clean up the lot and provide seating with some weather-protected areas. Renovations will include improvements to the main structure, storage unit and will also include the landscaping of the lot.

Goals:

My goal is to have "Latte Landing" open to the public and providing them with stellar products and excellent early morning service that continues throughout the day!



City and Borough of Sitka

100 Lincoln Street • Sitka, Alaska 99835

Coast Guard City, USA

Notice of Public Hearings

The Assembly of the City and Borough of Sitka will hold a public hearing during a regular meeting scheduled Tuesday, April 25, 2017 on the following item:

- A. **Public hearing and consideration of a land lease for 725 Siginaka Way. The property is also known as US Survey 3377. The applicants are William Akan and April Wheldon. The owner of record is the City and Borough of Sitka.**

The Assembly may take action on April 25, 2017. The Assembly meeting will begin at 6:00 pm at Harrigan Centennial Hall at 330 Harbor Drive in Sitka.

Interested residents are encouraged to make comments during the meeting and written comments can be submitted to the Municipal Clerk at 100 Lincoln Street.

Parcel ID: 15010000
ALASKA PREMIER CHARTERS, INC.
ALASKA PREMIER CHARTERS, INC.
P.O. BOX 2300
SITKA AK 99835-2300

Parcel ID: 15015000
JUAN/THERESA BELCHER/WEISER
BELCHER, JUAN & WEISER, THERESA
P.O. BOX 1505
SITKA AK 99835-1505

Parcel ID: 15020000
ALASKA PREMIER CHARTERS, INC.
ALASKA PREMIER CHARTERS, INC.
P.O. BOX 2300
SITKA AK 99835-2300

Parcel ID: 15030001
NORTH PACIFIC SEAFOODS, INC.
NORTH PACIFIC SEAFOODS, INC.
4 NICKERSON ST, STE 400
SEATTLE WA 98109

Parcel ID: 15030002
K & R ENTERPRISES, INC.
USFS BLDG
K & R ENTERPRISES, INC.
300 W. 123RD AVE
ANCHORAGE AK 99515

Parcel ID: 15031000
K & R ENTERPRISES, INC.
% JAY KASSNER
K & R ENTERPRISES
300 W. 123RD AVE
ANCHORAGE AK 99515

Parcel ID: 15060000
KATLIAN COMMERCIAL
PROPERTIES, LLC
KATLIAN COMMERCIAL PROPERTIES,
LLC
117 GRANITE CREEK RD, STE 201
SITKA AK 99835

Parcel ID: 15406000
K & R ENTERPRISES, INC.
% JAY KASSNER
K & R ENTERPRISES, INC.
300 W. 123RD AVE
ANCHORAGE AK 99515

Parcel ID: 15408000
CITY & BOROUGH OF SITKA
THOMSEN BOAT HARBOR
C/B OF SITKA
100 LINCOLN ST
SITKA AK 99835

Parcel ID: 15630000
CITY & BOROUGH OF SITKA
TURNAROUND
C/B OF SITKA
100 LINCOLN ST
SITKA AK 99835

Parcel ID: 15651000
CITY & BOROUGH OF SITKA
TURNAROUND (LESSEE, C.A.P)
C/B OF SITKA
100 LINCOLN ST
SITKA AK 99835

Parcel ID: 15652000
MARY/DALE/DUANE VILANDRE
VILLANDRE, MARY LOU, DALE &
DUANE
803 HALIBUT POINT RD, #6
SITKA AK 99835

Assembly Mailing
April 14, 2017

Parcel ID: 15010000
ALASKA PREMIER CHARTERS, INC.
ALASKA PREMIER CHARTERS, INC.
P.O. BOX 2300
SITKA AK 99835-2300

Parcel ID: 15015000
JUAN/THERESA BELCHER/WEISER
BELCHER, JUAN & WEISER, THERESA
P.O. BOX 1505
SITKA AK 99835-1505

Parcel ID: 15020000
ALASKA PREMIER CHARTERS, INC.
ALASKA PREMIER CHARTERS, INC.
P.O. BOX 2300
SITKA AK 99835-2300

Parcel ID: 15030001
NORTH PACIFIC SEAFOODS, INC.
NORTH PACIFIC SEAFOODS, INC.
4 NICKERSON ST, STE 400
SEATTLE WA 98109

Parcel ID: 15030002
K & R ENTERPRISES, INC.
USFS BLDG
K & R ENTERPRISES, INC.
300 W. 123RD AVE
ANCHORAGE AK 99515

Parcel ID: 15031000
K & R ENTERPRISES, INC.
% JAY KASSNER
K & R ENTERPRISES
300 W. 123RD AVE
ANCHORAGE AK 99515

Parcel ID: 15060000
KATLIAN COMMERCIAL
PROPERTIES, LLC
KATLIAN COMMERCIAL PROPERTIES,
LLC
117 GRANITE CREEK RD, STE 201
SITKA AK 99835

Parcel ID: 15406000
K & R ENTERPRISES, INC.
% JAY KASSNER
K & R ENTERPRISES, INC.
300 W. 123RD AVE
ANCHORAGE AK 99515

Parcel ID: 15408000
CITY & BOROUGH OF SITKA
THOMSEN BOAT HARBOR
C/B OF SITKA
100 LINCOLN ST
SITKA AK 99835

Parcel ID: 15630000
CITY & BOROUGH OF SITKA
TURNAROUND
C/B OF SITKA
100 LINCOLN ST
SITKA AK 99835

Parcel ID: 15651000
CITY & BOROUGH OF SITKA
TURNAROUND (LESSEE: C.A.P)
C/B OF SITKA
100 LINCOLN ST
SITKA AK 99835

Parcel ID: 15652000
MARY/DALE/DUANE VILANDRE
VILLANDRE, MARY LOU, DALE &
DUANE
803 HALIBUT POINT RD, #6
SITKA AK 99835

P&Z Mailing
March 27, 2017

CITY AND BOROUGH OF SITKA

ORDINANCE NO. 2017-12

AN ORDINANCE OF THE CITY AND BOROUGH OF SITKA, ALASKA
AUTHORIZING THE LEASE OF 1000 SQUARE FEET OF US SURVEY 3377
GRIFFITH ISLAND ALSO KNOWN AS 725 SIGINAKA WAY

1. CLASSIFICATION. This ordinance is not of a permanent nature and is not intended to become a part of the Sitka General Code.

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

3. PURPOSE. The purpose of this ordinance is to facilitate the lease of a 1000 square foot portion of land adjacent at 725 Siginaka Way to April Wheldon and William Akan dba Latte Landing LLC for the operation of a coffee stand business. The bid was subject to a competitive bidding process.

4. ENACTMENT. NOW, THEREFORE, BE IT ENACTED by the Assembly of the City and Borough of Sitka.

A. The leasing of a 1000 square foot portion of US Survey 3377 at 725 Siginaka Way is hereby authorized with the following terms:

- 1) The term is for 5 years with an option to renew.
2) The annual lease payments shall be \$500.00 a month.

B. The Administrator is authorized to execute a lease document consistent with the terms of this ordinance, SGC Title 18 that governs municipal leases, and, existing municipal policies.

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

PASSED, APPROVED, AND ADOPTED by the Assembly of the City and Borough of Sitka, Alaska this 9th day of May, 2017.

Matthew Hunter, Mayor

ATTEST:

Sara Peterson, CMC
Municipal Clerk

1st reading 4/25/17
2nd reading 5/9/17



CITY AND BOROUGH OF SITKA

Legislation Details

File #: ORD 17-11 Version: 1 Name:

Type: Ordinance Status: AGENDA READY

File created: 4/19/2017 In control: City and Borough Assembly

On agenda: 4/25/2017 Final action:

Title: Adjusting the FY17 Budget (Fire Department Operations, Crescent Harbor Playground Project, Commercial Passenger Excise Tax)

Sponsors:

Indexes:

Code sections:

Attachments: [Motion Ord 2017-11.pdf](#)
[Ord 2017-11.pdf](#)

Date	Ver.	Action By	Action	Result
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POSSIBLE MOTION

I MOVE TO approve Ordinance 2017-11 on
first reading.

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CITY AND BOROUGH OF SITKA
ORDINANCE NO. 2017-11
AN ORDINANCE OF THE CITY AND BOROUGH OF SITKA
ADJUSTING THE FY17 BUDGET

BE IT ENACTED by the Assembly of the City and Borough of Sitka, Alaska as follows:

1. **CLASSIFICATION.** This ordinance is not of a permanent nature and is not intended to be a part of the Sitka General Code of the City and Borough of Sitka, Alaska.

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

3. **PURPOSE.** The purpose of this ordinance is to adjust the FY17 budgets for known changes.

4. **ENACTMENT.** The Assembly of the City and Borough of Sitka hereby adjusts the FY17 budget for known changes. In accordance with Section 11.10(a) of the Charter of the City and Borough of Sitka, Alaska, the budget for the fiscal period beginning July 1, 2016 and ending June 30, 2017 is hereby adjusted as follows:

<u>FISCAL YEAR 2017 EXPENDITURE BUDGETS</u>
GENERAL FUND
Fire Department – Operations: This is to recognize revenue in the amount of \$6,570 from the State of Alaska Volunteer Fire Grant to purchase two blitz fire oscillating monitors.
CAPITAL PROJECTS
Fund 700 – Crescent Harbor Playground Project #90834: To re-appropriate the budgeted amounts of \$40,000 from the Donations account and \$124,999 from the Grants pass thru account to Capital Projects for the Crescent Harbor Playground Project.
SPECIAL REVENUE FUNDS
Fund 194- Commercial Vessel Passenger Tax – Operations: This is to set a budget for the appropriation of \$50,000 from the Commercial Passenger Excise Tax (CPET) Fund for the completion of the Sitka History Museum’s interior that was approved at the April 11, 2017 Assembly Meeting.

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45 **EXPLANATION**

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47 **Necessary revisions in the FY 2017 budget were identified. These changes involve the increase of**
48 **expenditure accounts and causes decreased cash flows to the fund balance of various funds. A short**
49 **explanation of each budget revision is included.**

50
51 **5. EFFECTIVE DATE. This ordinance shall become effective on the day after the date of its**
52 **passage.**

53
54 **PASSED, APPROVED, AND ADOPTED by the Assembly of the City and Borough of Sitka,**
55 **Alaska this 9th Day of May, 2017.**

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59 **ATTEST:** Matthew Hunter, Mayor

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63 Sara Peterson, CMC
64 **Municipal Clerk**

65
66 **1st reading 4/25/17**
67 **2nd reading 5/9/17**



CITY AND BOROUGH OF SITKA

Legislation Details

File #: 17-081 Version: 1 Name:

Type: Item Status: AGENDA READY

File created: 4/19/2017 In control: City and Borough Assembly

On agenda: 4/25/2017 Final action:

Title: Discussion/Direction on Halibut Point Marine Services add-on proposal for downtown shuttle service

Sponsors:

Indexes:

Code sections:

Attachments: [Halibut Point Marine Services add-on shuttle service.pdf](#)
[Information from April 11th Assembly meeting.pdf](#)

Date	Ver.	Action By	Action	Result
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Discussion ~ Direction on Halibut Point Marine Services add-on proposal for downtown shuttle service.

Notes:

- CPET funds have not been set aside for this service; funds would need to be allocated
- If the Assembly wishes to move forward, an RFP would be issued



April 19, 2017

Assembly Members
City and Borough of Sitka
100 Lincoln Street
Sitka, AK 99835

Halibut Point Marine Services would like to thank the Assembly for its support of the transit services from the Old Sitka Dock to Harrigan Centennial Hall with the use of Commercial Passenger Excise Tax funds. As a follow up to the April 11th meeting I would like to offer the additional information regarding free on/off shuttle that we provided pricing for in our proposal.

- On/Off shuttle with stops at the following locations.
 - Centennial Hall
 - Sitka National Historic Park Visitor Center
 - West End of Lincoln Street (Along Sidewalk Past Old Harbor Books near Pioneer Home) – We could add stop on Lincoln on the east side of the church if desired. CBS will need to designate no parking zone for the bus to load and unload.
- We would utilize a 48 passenger Blue Bird Bus
- Shuttle would start approximately 1 hour after arrival of ship and run up until 1 hour prior to departure.
- We would operate the shuttle as part of our standard shuttle service at no additional cost for the following ships:
 - Regatta
 - Seven Seas Mariner
 - Seabourn Sojourn
- Cost would be \$100 per hour for the following ships. The on/off shuttle does not need to be utilized for all ship days during the summer. We would require a minimum of 10 days of which we would want 5 Infinity days and 5 Eurodam days.
 - Eurodam
 - Oosterdam
 - Amsterdam
 - Solstice
 - Serenity
 - Infinity
 - Radiance of the Seas
 - Emerald Princess

If you have any additional questions or need information clarified please feel free to contact me by phone at 738-9011 or by e-mail at chris@halibutpointmarine.com

Respectfully,

Chris McGraw
Halibut Point Marine Services LLC

Approved 4-11-17

Marine Passenger Fee Fund

4.05.030 Procedures.

- A. The administrator will notify the assembly on an annual or as-needed basis when there is a sufficient balance in the marine passenger fee fund for a solicitation of project proposals. Upon approval of the assembly, the administrator will initiate a call for proposals consistent with the use of CPET funds per Section [4.05.020](#). The assembly will review and select proposals for funding.
- B. Project funds shall be transferred or expended from the marine passenger fee fund only to the extent approved by the assembly.

POSSIBLE MOTION

I MOVE TO award a contract to Halibut Point Marine Services in the amount of \$150,000 for transit services between Old Sitka Dock and Harrigan Centennial Hall parking area for the 2017 cruise ship season – with mutual agreement, two additional one-year extensions may be awarded for the 2018 and 2019 cruise ship seasons.

MEMORANDUM

To: Mayor Hunter and Members of the Assembly

From: Mark Gorman, Municipal Administrator
Jay Sweeney, Chief Finance and Administrative Officer

Date: April 4, 2017

Subject: **Transit Services between Old Sitka Dock and Centennial Hall**

Background:

Halibut Point Marine (HPM) owns and operates a deepwater dock (Old Sitka Dock) at their marine haul out facility on Halibut Point Road. Since 2013, CBS has utilized \$50,000 of CPET funds per cruise ship season to HPM for subsidization of transportation of passengers between Old Sitka Dock and Harrigan Centennial Hall. Passenger and crew counts at the Old Sitka Dock have increased from approximately 20,000 cruise passengers and 6,000 crew members in 2014 to approximately 140,000 cruise passengers and 70,000 crew members in 2017.

Following Assembly direction, to provide the Transit Services for the 2017 cruise season an advertisement for Transit Services was published in accordance with CBS Procurement Policies to be selected by the Assembly following a Best Value selection process. One proposal was received on 3/28/17 from Halibut Point Marine Services.

Analysis:

With only one proposal received, a contract to Halibut Point Marine Services is proposed for Assembly consideration. HPM has proposed \$150,000 for subsidization of transportation of passengers and crew between Old Sitka Dock and Harrigan Centennial Hall for the 2017 cruise season with renewal options for 2018 and 2019.

Assembly may also consider additional services proposed by HPM for a downtown shuttle service at an hourly rate of \$100. If interested, Staff can negotiate with HPM and bring back to Assembly for consideration.

Fiscal Note:

The funding for the contract is to come from the City of Sitka Commercial Passenger Excise Tax.

- The CPET Fund Balance is currently \$495,495.
- CPET Funding from 2016 season was \$309,510, which was received in March, 2017.

- Estimated cost of contract is \$150,000.
- With CBS receiving \$309,510 in FY2016, deducting the funding and having a balance in the CPET fund of \$495,495 sufficient funding is available to pay for the proposed transit contract.

Recommendation:

Award a contract to Halibut Point Marine Services in the amount of \$150,000 for transit services between Old Sitka Dock and Harrigan Centennial Hall Parking Area for the 2017 cruise ship season. With mutual agreement, two (2) additional one-year extensions may be awarded for the 2018 and 2019 cruise ship season.

**City and Borough of Sitka
 Transit Services Between Old Sitka Dock and HCH
 Proposers Scoring Criteria**

Qualifications	PROPOSERS NAME		
	Points Possible	Halibut Point Marine Services	Bidder 2
Contractor's Qualifications & Experience	20		
Vehicle Fleet	20		
Operational Plan			
Operations, emergency plan, etc.	20		
Schedules	20		
Customer Care Policy	20		
SUB TOTAL	100		
Bonus: Additional transit services	10		
TOTAL POINTS	110		



www.halibutpointmarine.com

PROPOSAL FOR:
Transit Services Between
Old Sitka Dock &
Centennial Hall Parking Area

Sitka, Alaska 99835
Phone: 907-747-1089 E-Mail: chris@halibutpointmarine.com

1. Letter of Interest



March 27, 2017

City and Borough of Sitka
100 Lincoln Street
Sitka, AK 99835

To Whom it May Concern,

On September 18 2012, the first modern large cruise ship docked in Sitka at the Old Sitka Dock (OSD). The docking of the Celebrity Century was the result of years of planning, persistence, hard work, and personal investment by Halibut Point Marine Services LLC (HPMS).

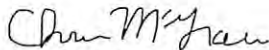
Since the docking of the Celebrity Century, HPMS has continued to invest time and resources not only into growing the cruise ship traffic to its dock, but also to Sitka through continuous marketing of the destination of Sitka to the cruise corporations.

The marketing efforts have been successful. HPMS has increased the number of dockings at OSD from 1 in 2012, to an estimated 90 in 2017. In addition, Sitka has seen its cruise ship passenger counts increase from around 80,000 in 2012 to an estimated 160,000 in 2017. HPMS is committed to the continued growth and success of the cruise industry in Sitka and believes that the OSD is vital to this growth. Which means the OSD has to be successful.

The OSD has to provide a flawless experience for both the cruise companies and their passengers. One of the key components of this is providing adequate transportation to and from downtown Sitka. HPMS knows that if passengers are not happy with the transportation services, they will let the cruise companies know, and it will effect the decision making of the cruise company when deciding to call in Sitka.

For this reason, HPMS feels that it has the most to loose or gain with regards to proving flawless transportation services for the passengers to and from downtown Sitka. The following pages contains our proposal in response to the request for Transit Services between Old Sitka Dock and Harrigan Centennial Hall. This proposal is based on our experience with providing these services for the past 3 years.

Respectfully,



Chris McGraw
Halibut Point Marine Services LLC

2. Contractors Experience

Halibut Point Marine Services LLC (HPMS) is a locally owned company that operates a marine haulout, and a port facility including freight barge facilities and the Old Sitka Dock (OSD) which is utilized by large cruise ships during the summer months.


The OSD saw its first cruise ship in 2012. At that time Sitka had limited transportation companies capable of providing passenger transport from OSD to Downtown Sitka. Based on this limited resource, HPMS purchased 8 coaches and contracted with Alaska Coach Tours (ACT) for driving of the shuttles.

HPMS formed the working relationship with ACT based on their experience in providing safe, quality transportation for cruise passengers throughout Alaska and the Pacific Northwest. ACT has operations in Ketchikan, Juneau, Skagway, Sitka, and Seward and operates under the name of Pacific Alaska Tours in Seattle. They operate over 70 motor coaches and have a vast resource of drivers and staff to meet HPMS's needs for operating the shuttle service from OSD to downtown Sitka.

The working relationship between HPMS and ACT has resulted in HPMS successfully fulfilling the contract for providing transit services from OSD to downtown Sitka for the City and Borough of Sitka during the 2013, 2014, 2015, and 2016 cruise ship seasons.

During these seasons, HPMS has gained a wealth of knowledge relating to the shuttle demands for each ship based on passenger capacity and arrival time. These factors significantly impact the requirements for the number of coaches required to provide transportation and keeping the passenger wait times to a minimum. It is very likely that firms without this first hand knowledge would not be able to adequately provide transit services and keep passenger wait times to a minimum.

3. Business License

Alaska Business License #		725524
Alaska Department of Commerce, Community, and Economic Development Division of Corporations, Business and Professional Licensing P.O. Box 110806, Juneau, Alaska 99811-0806		
This is to certify that		
HALIBUT POINT MARINE SERVICES, LLC		
P.O. BOX 718 SITKA AK 99835		
owned by		
HALIBUT POINT MARINE SERVICES, LLC		
is licensed by the department to conduct business for the period		
October 16, 2015 through December 31, 2017		
for the following line of business:		
48 - Transportation and Warehousing		
	This license shall not be taken as permission to do business in the state without having complied with the other requirements of the laws of the State or of the United States.	
	This license must be posted in a conspicuous place at the business location. It is not transferable or assignable.	
	Chris Hladick	

4. Transit Vehicle Fleet – All vehicles located at HPMS yard 4513 Halibut Point Road

Make/Model	Year	Approx Mileage	Capacity	ADA
MCI-12	1992	43,000	53	NO
MCI-12	1992	34,000	53	NO
MCI-12	1994	32,000	53	NO
MCI-12	1994	260,000	53	NO
MCI-12	1992	38,000	53	NO
MCI-12	1994	24,000	53	NO
MCI-12	1994	35,000	53	NO
MCI-12	1992	44,000	53	NO
MCI-12	1992	51,000	53	NO
MCI-12	1992	32,000	53	NO
Thomas - Blue Bird	1995	145,000	48	NO
Thomas - Blue Bird	1995	135,000	48	NO
Thomas - Blue Bird	1995	137,000	48	NO
Thomas - Blue Bird	1995	148,000	49	NO
Thomas - Blue Bird	1995	131,000	48	NO
Thomas - Blue Bird	1995	133,000	48	NO
Thomas - Blue Bird	1995	122,000	40	YES

5. Operation Plan

Daily Schedule

The 2017 Cruise Schedule for OSD has ships ranging in size from the Seaborn Sojourn at 450 passengers to the Emerald Princess at 3,080 passengers. HPMS's experience in relation to ship size and arrival time will dictate the number of shuttles needed to effectively transport passengers for each different ship. The most demanding ships of the season will be the ships with capacities of 1,800 or greater.

The weekly Holland America ships with a capacity of around 2,000 passengers have early arrivals, which results in a steady flow of passengers coming off the ship for the first few hours. HPMS will utilize 8 shuttles for the morning transport and then add an additional 4 shuttles in the afternoon to ensure that passengers can spend as much time in downtown Sitka and have minimum wait times to return to the ship prior to departure.

For ships such as the Emerald Princess, and Celebrity Solstice which have approximately 3,000 passengers the shuttle demand is greater than the typical Holland America ship, therefore HPMS will have 12 shuttles available for transporting passengers in the morning when the ship arrives, and will add 3 additional shuttles at the end of the day to ensure adequate transportation is provided for the passengers return to the ship.

The average round-trip for a coach from the dock to downtown Sitka is about 30 minutes. The coaches hold either 48 passengers or 53. Using an average of 50 passengers and operating 12 coaches HPMS will be able to transport 1,200 passengers per hour. Our experience has shown that this is adequate for the largest ships. If it becomes apparent that passenger wait times will exceed 15 minutes additional coaches will be added per our Emergency Backup Plan.

Emergency Backup

HPMS has a large fleet of coaches. Due to this large fleet not all coaches are needed on a daily basis. Based on this HPMS will have spare coaches that will be put into the rotation in case of increased demand or if there is a mechanical breakdown to insure efficient operation of the shuttle service.

Customer Care Policy

Ensuring that the passengers have a pleasant transit experience is a key component to the continued success of the OSD and to growing Sitka's cruise ship traffic. To insure this HPMS implements the following customer care guidelines.

- All Coaches are inspected daily for compliance with USDOT regulations to insure safe operation.
 - All coaches are kept clean and presentable.
 - All drivers are professionally dressed in uniforms and trained in customer service along with knowledge relating to Sitka and the shuttle operation so that they can be informative to the cruise passengers. This includes providing brief details on Sitka history and points of interest during the shuttle ride to downtown Sitka.
 - A representative will be located at both OSD and Centennial Hall to load passengers and assist with any questions or needs they may have. Informational handouts will be available to passenger at OSD detailing a walking map of downtown Sitka. In addition this document identifies the transit drop off and pick up location and a detail of the transit schedule. The handout also gives informational contact phone numbers.
 - If a passenger were to miss their ship due to the fault of HPMS, we would contract with Cruise Line Agencies of Alaska to provide services required to return the passenger to its ship at the next port of call.
 - All coach drivers will have two way radios to the shuttle operations manager in addition all drivers have cell phones to notify emergency personnel in case of a medical emergency.
 - All transit coaches will be smoke free
-

6. Additional Transit Services

Efficient distribution of cruise ship passengers throughout the downtown retail district that allows passengers to have the opportunity to take advantage of the shopping opportunities in downtown Sitka is important to both the private business owners and to the City and Borough of Sitka. In addition it also improves the visitor experience by allowing the less mobile passengers the opportunity to see all of downtown Sitka.

HPMS could offer a on/off shuttle service that would run a loop that would make stops at points of interest and the retail district along Lincoln Street and Harbor Drive. (See below map.)

The on/off shuttle would allow for a central shuttle drop off location at the newly renovated Harrigan Centennial Hall and provide an efficient safe transportation option for passengers to explore all of the various retail and dining options throughout downtown Sitka, and be able to enjoy the cultural and educational points of interest.

This service could be provided at a rate of \$100 per hour.



- Shuttle Route
- Shuttle Stop Location

REQUEST FOR PROPOSALS (RFP)
by
THE CITY AND BOROUGH OF SITKA, ALASKA
for
TRANSIT SERVICES BETWEEN OLD SITKA DOCK &
HARRIGAN CENTENNIAL HALL PARKING AREA

A. Overview

The City and Borough of Sitka (CBS) is requesting proposals from qualified entities (Contractor) to provide free transport services of cruise passengers and crew between Old Sitka Dock and Harrigan Centennial Hall parking area for the 2017 cruise ship season with two separate renewal options for one year extensions with mutual agreement. The Assembly has approved \$150,000 for this purpose for 2017.

B. Project Requirements

Detailed descriptions of the requirements can be downloaded from the web:

www.cityofsitka.com
(Click on the Bids & RFP link)

It is the responsibility of the bidder to regularly check the website for addenda to the RFP.

C. Submissions and Inquiries

Sitka encourages disadvantaged, minority, and women-owned firms to respond.

Submit One (1) copy of your Proposal to:

City and Borough of Sitka, Municipal Clerk
100 Lincoln Street,
Sitka, Alaska 99835

Proposals will be received until **2:00:00 p.m. local time Tuesday, March 28, 2017.**

Any questions regarding this project should be directed to Tori Fleming, Contract Manager, at publicworks@cityofsitka.org, (907) 747-1803.

NOTICE GIVEN by the Municipal Administrator, City and Borough of Sitka, this 9 day of March 2017.

CITY AND BOROUGH OF SITKA



Mark Gorman, Municipal Administrator

Dates of Publication:
Sitka Daily Sentinel:

March 10, 13, and 15, 2017

REQUEST FOR PROPOSALS (RFP)
by
THE CITY AND BOROUGH OF SITKA, ALASKA
for
TRANSIT SERVICES BETWEEN OLD SITKA DOCK &
HARRIGAN CENTENNIAL HALL PARKING AREA

A. Overview

The City and Borough of Sitka (CBS) is requesting proposals from qualified entities (Contractor) to provide free transport services of cruise passengers and crew between Old Sitka Dock and Harrigan Centennial Hall parking area for the 2017 cruise ship season with two separate renewal options for one year extensions with mutual agreement. The Assembly has approved \$150,000 for this purpose for 2017. Old Sitka Dock will accommodate approximately 140,000 cruise passengers and 70,000 crew members during the 2017 cruise ship season.

CBS may make such investigation as necessary to determine the ability of the Proposer to perform the work, and the Proposer shall furnish to CBS all such information and data for the purpose as CBS may request. CBS reserves the right to reject any Proposal if the evidence submitted by, or investigation of such Proposer fails to satisfy CBS that such Proposer is properly qualified to carry out the obligations of the Contract and to complete the work contemplated herein.

After opening the bids the Assembly has 45 days to make a decision on whether to award the contract to the entity deemed the best value. Background information and specific contract requirements follow.

B. Background

Halibut Point Marine (HPM) constructed a deepwater dock (Old Sitka Dock) at their marine haul out facility on Halibut Point Road in 2010. In 2011, HPM submitted a proposal to CBS to consider using a portion of the Commercial Passenger Excise Tax (CPET) funds to subsidize transportation of cruise passengers between Old Sitka Dock and Harrigan Centennial Hall parking area. On November 29, 2011 the Sitka Assembly approved the "Old Sitka Dock Improved Passenger Access Project" proposal with amendments.

Since 2013, CBS has utilized \$50,000 of CPET funds per cruise ship season to HPM for subsidization of transportation of passengers between Old Sitka Dock and Harrigan Centennial Hall.

Passenger and crew counts at the Old Sitka Dock have increased from approximately 20,000 cruise passengers and 6,000 crew members in 2014 to approximately 140,000 cruise passengers and 70,000 crew members in 2017. Recognizing the significant increase in CPET revenue generating passengers over this time, on December 27, 2016 Administration requested and the Assembly approved a \$150,000 appropriation of CPET fund to provide transit service from Old Sitka Dock to Harrigan Centennial Hall.

C. General Contract Requirements

The goal of CBS and HPM is to provide free, safe and efficient transit services for cruise passengers and crew members between Old Sitka Dock and Harrigan Centennial Hall parking area. Designated pickup/drop off areas will be identified by CBS and HPM at their respective properties. Contractor's shuttles must not block traffic to drop off or pick up passengers at non-approved locations. Minimum level of service shall be as follows:

- The services will be required continuously to and from Old Sitka Dock and Harrigan Centennial Hall parking area throughout each day while a vessel is berthed at Old Sitka Dock.
- Maximum cruise passenger and crew member waiting time shall not exceed 15 minutes at either location.
- The contractor shall provide ADA accessible shuttles and services.
- The final shuttle departing from Centennial Hall parking area at the end of the day must arrive at Old Sitka Dock prior to the cutoff time specified by the ship. That time must be identified and posted in the front of each shuttle in plain sight at the start of each day.
- Contractor shall provide a customer support liaison at both the Old Sitka Dock and the Centennial Hall parking area to coordinate loading and unloading. The customer support liaison shall provide onshore support to organize the vehicle queuing and coordinate the passenger loading and unloading.
- While traveling to and from the Old Sitka Dock advertisement for tours and other activities are not allowed on the shuttle vehicles.
- The Contractor has 30 days to obtain State of Alaska and USDOT licenses required to operate an interstate passenger transport company. In the event of failure to obtain the required licenses within the 30 day time limit the City and Borough of Sitka Assembly (CBS) may declare the Contractor in breach of the agreement.
- Contractor shall provide a report of the number of passengers transported each trip. The information shall be submitted to the Public Works Department no later than the 10th of the month for the previous month.
- Contractor shall provide a minimum of 16 busses with a carrying capacity of 48 passengers and shall be solely used for cruise ship passengers during the cruise ship season for the life of the contract.
- Contractor shall list the year, make and model of the intended bus fleet.
- Contractor shall list any current contracts or commitments for the vehicle fleet.
- Contractor shall identify the location the busses will be stored and maintained.
- Assembly reserves the right to negotiate a monthly payment schedule with Contractor.
- CBS will make payment in accordance with aforementioned payment schedule as long as a minimum of 3 CPET generating cruise ships utilize the Old Sitka Dock during that month.

The Assembly will award a Contract to the Contractor best qualified to provide the service based on the scoring criteria identified in Section D of this RFP. The contract will be for one (1)

year or cruise ship season. With mutual agreement, two (2) additional one-year extensions may be awarded for the 2018 and 2019 cruise ship seasons respectively.

The Contractor is required to maintain insurance for the life of the contract. The limits of liability for the insurance required shall provide coverage for not less than the following amounts or greater where required by Laws and Regulations:

1. Worker's Compensation – Minimum Limits:
Employer's Liability and Worker's Compensation – Statutory as required by Alaska Worker's Compensation Statutes.
U.S. Longshoremen & Harbor Workers' (USL&H) if required
2. Comprehensive General Liability – Minimum Limits:
Single Limit \$1,000,000
Aggregate \$2,000,000
3. Comprehensive Automobile Liability – Minimum Limits:
Bodily Injury and Property Damage, including all owned, hired and non-owned vehicles - \$1,000,000

The Contractor or operator of the transportation services will maintain a minimum of \$5,000,000 of comprehensive automobile liability or similar insurance covering the operation of buses used in the transportation of passengers during the duration of this contract. The operator's insurance shall name the CBS as an additional insured for the purposes of the Contract and shall contain a waiver of subrogation against the CBS.

D. Requirements for Proposal

Contractors submitting proposals must include the following information:

1. A letter of interest signed by an authorized representative of the Contractor.
2. A narrative describing the Contractor's experience with operating and maintaining a passenger transportation company outside and within the community of Sitka.
3. A copy of current Alaska Business License.
4. Spreadsheet detailing transit vehicle fleet to include make, model, year, mileage, passenger capacity, and ADA capabilities of each vehicle. Table should include all available transit vehicles including subcontractors (if applicable).
5. Operational plan based on the attached cruise ship schedule. The plan shall identify rotational and operational schedules for pickup and drop-off, emergency backup plans in the event of equipment breakdown, and Customer Care Policy (CCP). The CCP shall cover what information will be presented and displayed to the passengers that may impact their experience in Sitka. The CCP shall address how passengers will be taken care of if they miss their ship, have an emergency or medical need, smoking policy, etc.
6. Additional transit service(s) (optional). A downtown trolley service has been proposed in the past. Describe any additional service(s) the Contractor could provide beyond the minimum requirement of this RFP within the \$150,000 subsidy. If additional funds would be required, describe any additional service(s) the Contractor could provide and the cost of such service(s). Selection of any additional service(s) is at the sole discretion of the Assembly.

Responses to this RFP will be evaluated and ranked based on the following criteria (100 points possible, 10 bonus points possible):

1. Contractor's overall qualifications and experience (20 points)
2. Vehicle fleet (20 points)
3. Operational Plan (60 points)
 - a. Operations, emergency plan, etc. (20 points)
 - b. Schedules (20 points)
 - c. Customer Care Policy (20 points)
4. Additional transit services (10 bonus points)

E. Submissions and Inquiries

Sitka encourages disadvantaged, minority, and women-owned Contractors to respond.

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100 Lincoln Street,
Sitka, Alaska 99835

Proposals will be received until **Tuesday, March 28, 2017 @ 2:00:00 p.m. local time.**

Any questions regarding this project should be directed to Tori Fleming, Contract Manager, at publicworks@cityofsitka.org, (907) 747-1803.

Dates of Publication:

Sitka Daily Sentinel: March 10,13, and 15, 2017

OLD SITKA DOCK/HARRIGAN HALL OSD/HH- CRESCENT HARBOR CH- BRIDGE **OB**

DATE	TIME	SHIP	LOCATION	PX COUNT
3 MAY WED	0700 -1530	EURODAM	OSD/HH	2,100
4 MAY THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
10 MAY WED	0700-1530	EURODAM	OSD/HH	2,100
11 MAY THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
11 MAY THUR	0800-1700	NOORDAM	CH	1,924
15 MAY MON	0900-1900	EMERALD PRINCESS	OSD/HH	3,082
17 MAY WED	0700-1530	EURODAM	OSD/HH	2,100
17 MAY WED	1200-2100	7 SEAS MARINER	CH	700
18 MAY THUR	0700-1600	REGATTA	CH	682
18 MAY THUR	0800-1700	NOORDAM	CH	1,924
18 MAY THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
19 MAY FRI	0800-1600	AMSTERDAM	OSD/HH	1,460
20 MAY SAT	0900-1700	SILVER SHADOW	CH	382
20 MAY SAT	1100-2000	RADIANCE OF THE SEA	OSD/HH	2,100
23 MAY TUE	0700-1600	SOLSTICE	OSD/HH	2,850
24 MAY WED	0700-1530	EURODAM	OSD/HH	2,100
25 MAY THUR	0700-1600	NORWEGIAN SUN	OSD/HH	2002
25 MAY THUR	0800-1600	OOSTERDAM	CH	1,848
28 MAY SUN	1000-1800	REGATTA	OSD/HH	682
28 MAY SUN	1200-1900	EUROPA	OB	400
30 MAY TUE	0900-1600	SILVER SHADOW	CH	382
31 MAY WED	0700-1530	EURODAM	OSD/HH	2,100
22 CALLS				36,462

2017 CRUISE SHIP SCHEDULE

1 JUNE THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
2 JUNE FRI	0800-1600	AMSTERDAM	OSD/HH	1,460
3 JUNE SAT	0800-1800	7 SEAS MARINER	OSD/HH	700
3 JUNE SAT	0900-1700	SILVER SHADOW	OB	382
3 JUNE SAT	0900-1800	REGATTA	OB	682
6 JUNE TUE	0800-1700	SEABOURN SOJOURN	CH	450
7 JUNE WED	0700-1530	EURODAM	OSD/HH	2,100
8 JUNE THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
13 JUNE TUE	0900-1600	SILVER SHADOW	CH	382
14 JUNE WED	0700-1530	EURODAM	OSD/HH	2,100
15 JUNE THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
16 JUNE FRI	0800-1600	AMSTERDAM	OSD/HH	1,460
17 JUNE SAT	0700-1600	REGATTA	OSD/HH	682
17 JUNE SAT	0900-1700	SILVER SHADOW	CH	382
19 JUNE MON	0800-1700	7 SEAS MARINER	OSD/HH	700
19 JUNE MON	1000-1800	SEABOURN SOJOURN	CH	450
20 JUNE TUE	1000-2000	INFINITY	OSD/HH	2,038
21 JUNE WED	0700-1530	EURODAM	OSD/HH	2,100
22 JUNE THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
23 JUNE FRI	0900-1800	7 SEAS MARINER	OSD/HH	700
24 JUNE SAT	0700-1800	QUEST	OSD/HH	100
27 JUNE TUE	0700-1600	REGATTA	OSD/HH	682
27 JUNE TUE	0900-1600	SILVER SHADOW	CH	382
28 JUNE WED	0700-1530	EURODAM	OSD/HH	2,100
28 JUNE WED	0900-1700	CRYSTAL SERENITY	CH	1,080
29 JUNE THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
30 JUNE FRI	0800-1600	AMSTERDAM	OSD/HH	1,460
27 CALLS				31,812
1 JULY SAT	0800-1700	SEABOURN SOJOURN	CH	450

2017 CRUISE SHIP SCHEDULE

1 JULY SAT	0900-1700	SILVER SHADOW	CH	382
3 JULY MON	0800-1700	7 SEAS MARINER	OSD/HH	700
4 JULY TUE	0700-1600	REGATTA	CH	682
4 JULY TUE	1000-2000	INFINITY	OSD/HH	2,038
5 JULY WED	0700-1530	EURODAM	OSD/HH	2,100
6 JULY THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
7 JULY FRI	0900-1800	7 SEAS MARINER	OSD/HH	700
8 JULY SAT	0700-1800	QUEST	OSD/HH	100
11 JULY TUE	0700-1600	REGATTA	OSD/HH	682
11 JULY TUE	0900-1600	SILVER SHADOW	CH	382
12 JULY WED	0700-1530	EURODAM	OSD/HH	2,100
13 JULY THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
14 JULY FRI	0800-1600	AMSTERDAM	OSD/HH	1,460
14 JULY FRI	1000-1800	SEABOURN SOJOURN	CH	450
15 JULY SAT	0700-1500	7 SEAS NAVIGATOR	OSD/HH	490
15 JULY SAT	0900-1700	SILVER SHADOW	CH	382
16 JULY SUN	0700-1800	CRYSTAL SERENITY	OSD/HH	1,070
17 JULY MON	0800-1700	7 SEAS MARINER	OSD/HH	700
18 JULY TUE	0700-1600	REGATTA	CH	682
18 JULY TUE	1000-2000	INFINITY	OSD/HH	2,038
19 JULY WED	0700-1530	EURODAM	OSD/HH	2,100
20 JULY THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
21 JULY FRI	0900-1800	7 SEAS MARINER	OSD/HH	700
22 JULY SAT	0700-1800	QUEST	OSD/HH	100
23 JULY SUN	0830-2100	SILVER DISCOVERER	CH	120
25 JULY TUE	0700-1600	REGATTA	OSD/HH	682
25 JULY TUE	0900-1600	SILVER SHADOW	CH	382
26 JULY WED	0700-1530	EURODAM	OSD/HH	2,100
26 JULY WED	0700-1800	CRYSTAL SERENITY	CH	1,070

2017 CRUISE SHIP SCHEDULE

26 JULY WED	0800-1700	SEABOURN SOJOURN	CH	450
27 JULY THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
28 JULY FRI	0800-1600	AMSTERDAM	OSD/HH	1,460
29 JULY SAT	0900-1700	SILVER SHADOW	CH	382
31 JULY MON	0800-1700	7 SEAS MARINER	OSD/HH	700
35 CALLS				35,226
1 AUGUST TUE	0800-1800	CRYSTAL SERENITY	CH	1,070
1 AUGUST TUE	1000-2000	INFINITY	OSD/HH	2,038
2 AUGUST WED	0700-1530	EURODAM	OSD/HH	2,100
3 AUGUST THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
4 AUGUST FRI	0700-1500	REGATTA	CH	682
4 AUGUST FRI	0900-1800	7 SEAS MARINER	OSD/HH	700
5 AUGUST SAT	0700-1800	QUEST	OSD/HH	100
8 AUGUST TUE	0900-1600	SILVER SHADOW	CH	382
8 AUGUST TUE	1000-2000	SEABOURN SOJOURN	CH	450
9 AUGUST WED	0700-1530	EURODAM	OSD/HH	2,100
10 AUGUST THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
11 AUGUST FRI	0700-1600	REGATTA	CH	682
11 AUGUST FRI	0800-1600	AMSTERDAM	OSD/HH	1,460
12 AUGUST SAT	0900-1700	SILVER SHADOW	CH	382
14 AUGUST MON	0800-1700	7 SEAS MARINER	OSD/HH	700
15 AUGUST TUE	1000-2000	INFINITY	OSD/HH	2,038
16 AUGUST WED	0700-1530	EURODAM	OSD/HH	2,100
17 AUGUST THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
18 AUGUST FRI	0700-****	REGATTA	CH	682
18 AUGUST FRI	0900-****	WORLD OF RESIDENCE	CH	320
18 AUGUST FRI	0900-1800	7 SEAS MARINER	OSD/HH	700
19 AUGUST SAT	****-****	WORLD OF RESIDENCE	CH	320
19 AUGUST SAT	0700-1800	QUEST	OSD/HH	100

20 AUGUST SUN	****-2000	WORLD OF RESIDENCE	CH	320
20 AUGUST SUN	0800-1700	SEABOURN SOJOURN	CH	450
22 AUGUST TUE	0900-1600	SILVER SHADOW	CH	382
23 AUGUST WED	0700-1530	EURODAM	OSD/HH	2,100
24 AUGUST THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
24 AUGUST THUR	0900-1800	REGATTA	CH	682
25 AUGUST FRI	0800-1600	AMSTERDAM	OSD/HH	1,460
26 AUGUST SAT	0900-1700	SILVER SHADOW	CH	382
30 AUGUST WED	0700-1530	EURODAM	OSD/HH	2,100
31 AUGUST THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
33 CALLS				36,222
4 SEPTEMBER MON	0600-1800	7 SEAS MARINER	OSD/HH	700
5 SEPTEMBER TUE	0900-1600	SILVER SHADOW	CH	382
6 SEPTEMBER WED	0700-1530	EURODAM	OSD/HH	2,100
6 SEPTEMBER WED	0700-1800	REGATTA	CH	682
7 SEPTEMBER THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
8 SEPTEMBER FRI	0800-1600	AMSTERDAM	OSD/HH	1,460
11 SEPTEMBER MON	0800-1700	CARNIVAL MIRACLE	OSD/HH	2,124
12 SEPTEMBER TUE	0800-1700	SEABOURNE SOJOURN	CH	450
13 SEPTEMBER WED	0700-1530	EURODAM	OSD/HH	2,100
14 SEPTEMBER THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
15 SEPTEMBER FRI	0700-1600	REGATTA	OSD/HH	682
20 SEPTEMBER WED	0700-1530	EURODAM	OSD/HH	2,100
21 SEPTEMBER THUR	0800-1600	OOSTERDAM	OSD/HH	1,848
22 SEPTEMBER FRI	0800-1600	AMSTERDAM	OSD/HH	1,460
22 SEPTEMBER FRI	0800-1600	LE BOREAL	CH	260
24 SEPTEMBER SUN	0800-1700	SEABOURNE SOJOURN	CH	450
27 SEPTEMBER WED	0700-1530	EURODAM	OSD/HH	2,100
28 SEPTEMBER THUR	0800-1700	NOORDAM	OSD/HH	1,924

2017 CRUISE SHIP SCHEDULE

30 SEPTEMBER SAT	0700-1700	NORWEGIAN JEWEL	OSD/HH	2,466
19 CALLS				26,984

136 calls total. 46 calls to CBS-90 calls to HPM

26,946 tendered. 139,760 transported by bus. Total PX 166,706



CITY AND BOROUGH OF SITKA

Legislation Details

File #: 17-078 Version: 1 Name:

Type: Item Status: AGENDA READY

File created: 4/19/2017 In control: City and Borough Assembly

On agenda: 4/25/2017 Final action:

Title: Discussion/Direction on the funding source for the FY17 Electric Fund subsidization

Sponsors:

Indexes:

Code sections:

Attachments: [Discussion FY17 Electric Fund Subsidization.pdf](#)

Date	Ver.	Action By	Action	Result
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Discussion ~ Direction on the funding
source for the FY17 Electric Fund
subsidization

Memo

Thru: Mark Gorman, Municipal Administrator

To: City and Borough of Sitka Assembly

From: Jay Sweeney, Chief Finance and Administrative Officer

Date: April 17, 2017

Re: **Source of Funding For Supplemental FY2017 Electric Utility Subsidization**

Mayor Hunter and Assembly Members,

In previous testimony and presentations to the Assembly, Administration has consistently advised that an additional supplemental subsidization of the Electric Fund in FY2017, in addition to the \$1,650,000 already appropriated, would likely be required. The extended public process surrounding the passage of a 15% user fee increase this spring has made the necessity for an additional subsidy now a certainty.

Given both revenue and expense data through March 31st, coupled with projected additional electricity revenue for May and June anticipated in conjunction with passage of a rate increase on 3rd reading of the ordinance on April 25th, Administration estimates that an additional subsidy of \$235,000 will be required.

It is important to emphasize, however, that the exact amount of an additional subsidy can't be estimated precisely in advance, as the subsidy is dependent on electricity consumption through the remainder of the year.

Given the above, Administration recommends that (1) the Assembly appropriate \$400,000 as an additional subsidy, in order to afford Administration the latitude to meet covenant requirements if the \$235,000 estimate proves too conservative, and (2) that the General Fund be the source of the additional funding for the appropriation. It is important to note that while a larger appropriation would provide the legal authority to transfer up to the appropriation limit, only the amount necessary to meet the minimum covenant will be actually transferred.

While Administration is recommending that General Fund unassigned fund balance be used as the source of the appropriation, other options do exist. These options include the Bulk Water Fund, Southeast Alaska Economic Development Fund, LID Revolving Fund and LID Guarantee Fund. An ordinance will be required to affect the required transfer appropriation, and, Administration plans to introduce that ordinance for 1st reading at the May 9th Assembly meeting. The appropriation ordinance will specify the General fund as the funding source for the appropriation unless the Assembly directs otherwise; hence, that is the reason this topic has been scheduled for Assembly discussion and direction.



CITY AND BOROUGH OF SITKA

Legislation Details

File #: 17-082 Version: 1 Name:

Type: Item Status: AGENDA READY

File created: 4/19/2017 In control: City and Borough Assembly

On agenda: 4/25/2017 Final action:

Title: Authorize the Municipal Administrator to enter into an Investment Management Contract with Alaska Permanent Capital Management for Operating Investments

Sponsors:

Indexes:

Code sections:

Attachments: [Motion and Memo investment contract.pdf](#)
[2015 Permanent Fund Investment Manager Contract.pdf](#)
[Investment Committee Minutes.pdf](#)
[2015 RFP Permanent Fund Investment Manager.pdf](#)

Date	Ver.	Action By	Action	Result
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POSSIBLE MOTION

I MOVE TO authorize the Municipal Administrator to enter into an Investment Management Contract with Alaska Permanent Capital Management for Operating Investments.

Memo

Thru: Mark Gorman, Municipal Administrator

To: City and Borough of Sitka Assembly

From: Jay Sweeney, Chief Finance and Administrative Officer

Date: April 19, 2017

Re: Assembly Approval to authorize the Municipal Administrator to enter into an Investment Management Contract with Alaska Permanent Capital Management for Operating Investments.

Mayor Hunter and Assembly Members,

Historically, the Finance Director has served as the institutional investor for the Municipality, personally placing all trade orders to purchase and sell investments of reserve City funds.

In May, 2015, the Assembly approved awarding a contract to Alaska Permanent Capital Management (APCM) for management of the assets of the Permanent Fund (attached). The rationale behind the decision to contract for such services was that the institutional investment climate had grown complex over the years, and, that professional management of Sitka's investments would both reduce risk of loss from a poor investment decision, increase overall return on investment over what the Finance Director had achieved, and provide a much more robust performance reporting and benchmarking capability than currently existed.

Since May, 2015, Administration and the Investment Advisory Committee have been very pleased with the investment performance and service delivered by APCM in its management of the Permanent Fund. The Investment Advisory has noted that APCM has produced returns in line with, and at times exceeding, comparable industry benchmarks.

Given the notable performance of APCM in managing the Permanent Fund, the Investment Advisory Committee has explored broadening the professional management of Sitka's reserve City Funds to include its pooled operating investments, which total approximately \$53,000,000. The Investment Advisory Committee has discussed professional management in its 11/29,2016, 12/19,2016, and 2/27/2017 meetings (see attached minutes).

Within the Investment Advisory Committee, discussions ensued as to whether or not APCM's contractual engagement could be extended to include management of reserve operating funds. APCM has indicated a willingness to manage these funds and has quoted a price to do so – 10 basis points, or 0.1%, of the

assets under management. This would equate to an annual fee of approximately \$53,000.

A question was raised in the Investment Advisory Committee as to whether or not solicitation of new RFPs for managing operating funds was required under Municipal procurement guidelines. In answer to that question, a RFP is not required per SGC 3.16.060, Procurement of Consultant and Technical Services. Assembly approval would be required, however, due to the size and nature of the contract. The Municipal Attorney has reviewed the applicable code and has spoken with the Finance Director regarding SGC 3.16.060. The conclusion is that the procurement of technical investment services is not dissimilar to the procurement of technical architectural or engineering services which have traditionally been contracted for without formal RFPs.

Administration thus recommends that the Assembly authorize the Administrator to enter into a professional services contract with APCM, per SGC 3.16.060, to include investment management of reserve operating investments. The reasons for doing so are six-fold:

- 1) The Finance Director is not equipped to efficiently manage the investment of the Municipality. Investment management is one of many equivalent duties the Finance Director must attend to, and, on occasion, idle cash remains un-invested until such a time as the Finance Director can attend to the requirement.
- 2) The Finance Director has no access to market pricing data (i.e., a Bloomberg terminal), hence all purchases made by the Finance Director are through brokers, at full retail cost. A professional investment manager is able to purchase at lower cost, achieving higher yield. The estimate is that a 20 basis point pick-up in yield would be achieved through professional management.
- 3) The cost for professional management, 10 basis points, or 0.1%, is extremely reasonable. If professional management could achieve a 20 basis point pick-up in yield at a 10 basis point cost, the result would be additional interest revenue to the Municipality of \$53,000, revenue sorely needed in a time of diminishing revenue streams from other sources.
- 4) APCM is a highly regarded, Alaska-based investment management firm who has performed well to date in its management of the Permanent Fund. APCM is one of the investment management firms that manages and invests the proceeds of the Alaska Permanent Fund.
- 5) The Investment Advisory Committee of the Assembly has extensively discussed and considered this recommendation.
- 6) Municipalities of the same size of Sitka, or larger, employ professional management of all investments. Juneau used to have a portion of its investments managed internally by its Treasurer, but upon retirement of the individual in the position switched all investment management to external professional managers.

City and Borough of Sitka, Alaska
PERMANENT FUND INVESTMENT MANAGER CONTRACT

CITY AND BOROUGH OF SITKA

PROFESSIONAL SERVICES AGREEMENT

Date: May 18, 2015

THIS AGREEMENT made effective on the above-written date between CITY AND BOROUGH OF SITKA hereinafter "City" and ALASKA PERMANENT CAPITAL MANAGEMENT, hereinafter "Investment Manager."

1. Service of Investment Manager

- (a) This agreement is for professional services to the City. The Investment Manager shall perform the professional services described in RFP - Permanent Fund Investment Manager, which is incorporated by reference and made a part hereof. The Manager shall act as the City's fiduciary, responsible for providing investment services to the City and Borough of Sitka for such funds as may be designated by the City. The Manager will manage and invest the Fund's assets in compliance with the City's investment policies. Investment policies will be adhered to without exception. The performance of the Manager will be measured against such benchmarks designated by the Sitka Investment Advisory Committee.
- (b) The Investment Manager shall at the Investment Manager's own expense furnish to the City a copy of all information requested by the City for review of the Investment Manager's services while in progress.
- (c) The City shall provide the Investment Manager access in a timely manner, to such records, personnel, and other items necessary for the Investment Manager to perform the services under this contract.

2. Compensation

The City shall compensate the Investment Manager for its services in the amounts and in the manner set forth below. Annual fees will be billed and paid monthly based on month-end market value (determined by custodian). Any rebates, commissions, bonus or other compensation paid to Manager by third parties related to management of this account shall be identified and remitted monthly for deposit in the Fund.

Portfolio Market Value (PMV)		Multiply	Basis Points	Equals	Management Fee
PMV up to	\$ 10,000,000	X	25	=	\$ 25,000
PMV on the next	\$ 10,000,000	X	20	=	\$ 20,000
PMV on the next	\$ Thereafter	X	10	=	\$ 3,067
Total Management Fee					\$ 48,067

3. General Provisions

- (a) Independent Contractor. The Investment Manager is an independent contractor. It is neither an employee, partner nor joint venture with the City.
- (b) No Assignment. The Investment Manager may neither assign this agreement or any rights thereunder nor delegate any of its duties without first obtaining the written consent of the City.
- (c) Insurance. The Investment Manager shall procure and maintain insurance coverage in such amounts, with such deductible and for such period of time as set forth in the RFP-Permanent Fund Investment Manager. The Investment Manager shall provide to the City, upon request, certificates indicating such insurance is in effect. The insurance shall be in effect upon the date of execution of this agreement and shall be effective through the term of this agreement.
- (d) Indemnity. To the fullest extent permitted by law, the Investment Manager shall indemnify, defend and hold harmless the City and its employees from and against all claims, damages, losses and expenses, including but not limited to attorneys' fees, caused in whole or in part by any negligent act or omission of the Investment Manager, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts they may be liable, regardless of whether or not it is caused in part by a party indemnified hereunder. The Investment Manager will not be liable to the City, its agents or employees from any damages due to failure of the City, its assets or employees to give the Investment Manager directions, instructions or information. The federal securities laws impose liabilities under certain circumstances on persons who act in good faith and therefore nothing herein shall in any way constitute a waiver or limitation of any rights which the undersigned may have under federal securities laws.
- (e) Ownership of Documents. All work products prepared by the Investment Manager in fulfilling its duties under this agreement shall be and remain the property of the City and the City shall have the right to use such products for any purpose without any further claim on the part of the Investment Manager for additional compensation. In the event that the City uses the Investment Manager's work products for other than this project, the City hereby agrees to

hold the Investment Manager harmless from any claims arising therefrom. The Investment Manager may retain a copy of any work product prepared by the Investment Manager in fulfilling its duties under this agreement for the Investment Manager's records.

- (f) Inspection. The City may, at reasonable times, inspect the Manager's facilities and activities that are related to the performance of this contract, and audit the Manager's services to determine whether they conform to the Manager's contract requirements.
- (g) Termination. The City may terminate this agreement in whole or in part whenever the City determines that such termination is in its best interest. Such termination shall be effected by personal delivery or by sending to the Investment Manager by certified mail notice of termination specifying the extent to which performance of work under this agreement is terminated. In the event of any termination, the Investment Manager shall be paid for services rendered to the date of termination.
- (h) Law and Venue. This agreement shall be governed by the laws of the State of Alaska. Venue for any legal proceeding relating to this contract shall be Sitka, Alaska.
- (i) Term. This agreement is for a five year term and shall commence on June 1, 2015, and shall end on June 1, 2020, and may be terminated at will by either party with a 30 day notice.
- (j) Notice. Unless otherwise provided herein, any notices or other communications required or permitted by this agreement to be delivered to the City or the Investment Manager shall be in writing and shall be considered delivered when personally delivered to the party to whom it is addressed, or in lieu of such personal delivery, when deposited in the United States mail, first-class, postage prepaid, addressed to the City or the Investment Manager at the address set forth below:

**City and Borough of Sitka
Attn: John P. (Jay) Sweeney III
Chief Financial and Administrative Officer
100 Lincoln Street
Sitka, Alaska 99835**

**Alaska Permanent Capital Management
Evan Rose
Chief Executive Officer
900 W 5th Avenue
Anchorage, AK 99501**

- (k) Entire Agreement. This agreement constitutes the entire agreement between the City and the Investment Manager. It supersedes all prior oral and written

understandings and agreements. It may be amended, supplemented, modified or canceled only by a duly executed written instrument. It shall bind the City and the Investment Manager, its successors, executors, administrators, assigns and legal representatives.

- (l) Benefits. Nothing contained in this agreement shall be construed to give any rights or benefits hereunder to anyone other than to the City and to the Investment Manager.
- (m) Consultants. The City reserves the right to enter into separate agreements directly with any Investment Manager for any services.

City and Borough of Sitka
100 Lincoln Street
Sitka, Alaska 99835

By: 
Mark Gorman, Municipal Administrator

Date: May 11 2015

Alaska Permanent Capital Management
900 W 5th Avenue
Anchorage, AK 99501

By: 
Evan Rose, Chief Executive Officer

Date: 5/27/15

ATTEST:


Sara Peterson, CMC, Municipal Clerk

Date: 5-19-15

APPROVED AS TO FORM:


Robin Koutchak, Municipal Attorney

Date: 5/19/15

Investment Committee Minutes

Monday, February 27, 2017 3:00 p.m.
3rd Floor Conference Room of City Hall

Goal: To make recommendations for and oversee the Investment Policy of the City and Borough of Sitka enacted as Chapter 4.28.

Investment Committee Members: Michael Reif, Bert Stedman, Jere Christner
Tristan Guevin (Assembly Liaison)

Meeting began at approximately 3:00 p.m.

I. Roll Call

Present: Michael Reif, Jere Christner

Absent: Bert Stedman (excused)

Staff: Municipal Administrator Mark Gorman, Chief Finance and Administrative Officer (CFAO)
Jay Sweeney; Deputy Clerk Melissa Henshaw

II. Approval of the minutes

A. February 14, 2017

M – Christner/S – Reif moved to approve the minutes from February 14, 2017. Motion carried unanimously of the two members present.

III. Persons to be Heard

None.

IV. Reports

None.

V. Unfinished Business

B. Investment Policy

Sweeney asked for a review by members for any changes that need to be made. Discussion took place of Alaska Permanent Capital Management (APCM) recommendations to 4.28.120. Discussion occurred to amend this section of the Code when or if the external management of the Operating Funds would come to fruition, or to do it in two phases.

M – Christner/ S – Reif moved to recommend a revision to Chapter 4.28 Investment Policy to add a section 4.28.025 that would add language to allow professional management for the City and Borough of Sitka finances. Motion carried unanimously of the two members present.

C. Master Working Capital and Debt Service Plan

Sweeney could not find other communities in Alaska that had such a policy with the exception of the City of Homer which was broad. He included five other examples in the packet. He asked the question if Sitka should be the first in the state to write such a policy or wait until another municipality goes forward with one. He told of internal and external challenges, thought to take this in stages and have the commission review the examples first.

Discussion occurred on the State's guidelines that were in the packet material given to the CBS for loaning on water/wastewater, how much debt was too much, putting a structure in

place on how to evaluate debt and how to educate new Assembly members. CBS has developed a comprehensive fiscal management plan for the water, wastewater, electric and harbor funds that include measurements of financial safety and liquidity. It was agreed that a framework was needed.

M – Reif/ S – Christner moved to postpone the Master Working Capital and Debt Service Plan until such time as the Finance Department, as determined by the Administrator, has the time and resources capable to pursue this detailed and complex subject and that it is the desire of the Investment Advisory Committee to pursue this with high priority. Motion carried unanimously of the two members present.

D. Discussion of professional management of operating funds

It was determined that there were three options 1) expand the scope of the current contract with APCM which the Municipal Attorney needed to make a determination, 2) send out a new contract without competitive bid as sole source from SGC Title 3 which the Municipal Attorney needed to make a determination or 3) Send out an RFP.

Gorman reminded that the Assembly didn't necessarily need to approve one of the options, but told that they should be aware of the route that the Committee would proceed with.

M – Christner/ S – Reif moved to ask the Municipal Attorney to explore expanding the scope of services under the existing contract to include the Operating Funds or to look at the option of going to an uncompetitive sole source contract to allow Alaska Permanent Capital Management to manage the Operating Funds. Motion carried unanimously of the two members present.

Sweeney told that the existing contract has no limitation however the title of the contract was specifically for the Permanent Fund.

VI. New Business

Discussion occurred on the alternate voting membership and how to obtain a member for this seat.

VII. Adjourn

The next was tentatively scheduled for Monday, April 24, 2017.

M –Christner moved to adjourn, seeing no objection, the meeting adjourned at 4:19 p.m.

Attest:
Melissa Henshaw, Deputy Clerk

Investment Committee Minutes

Tuesday, December 19, 2016 3:00 p.m.
3rd Floor Conference Room of City Hall

Goal: To make recommendations for and oversee the Investment Policy of the City and Borough of Sitka enacted as Chapter 4.28.

Investment Committee Members: Michael Reif, Bert Stedman, Jere Christner
Tristan Guevin (Assembly Liaison)

Meeting began at approximately 3:00 p.m.

I. Roll Call

Present: Michael Reif, Jere Christner, Bert Stedman

Staff: Municipal Administrator Mark Gorman, Chief Finance and Administrative Officer (CFAO)

Jay Sweeney

Assembly Liaison: Tristan Guevin

II. Approval of the minutes from November 29, 2016

M – Christner/S – Stedman moved to approve the minutes from November 29, 2016. Motion carried unanimously.

III. Persons to be Heard

IV. Reports

None.

V. Unfinished Business

a. Annual Transfer Formula (path to sustainable Sitka Permanent Fund)

Discussion of the annual transfer amount from the Permanent Fund and to continue as the ordinance is written at .50% or to change the ordinance to .25% occurred. The Committee determined that the ordinance should be amended to the .25% annual transfer. Sweeney would amend the ordinance.

b. Professional Management of Operating Funds (Reserve Working Capital)

Sweeney reminded the Committee that review the Investment Policy was needed and wondered if a competitive bid would need to be sent out. Sweeney questioned if a modification would be needed on the Investment Policy before drafting a RFP. Gorman stated that a competitive bid was not necessary per Code for a professional service. Stedman was in support of going out for a competitive bid and thought it could be beneficial to have more than one firm managing funds. Stedman thought the new entity could make recommendations to the policy. Sweeney clarified terminology and strongly urged the Committee to reaffirm on a bi-annual basis the Investment Policy. Christner thought that another similar city would have something to look at for reference. Sweeney stated the current policy was liberal and could compare different policies around the State. Stedman told of history with regards to the liberal policy.

M – Stedman/S – Christner moved to request Administration to review the Investment Policy and come back with recommendations for updating and review of the

Committee. Motion carried unanimously.

c. Municipal Debt Policy

d. Working Capital Policy

Items c and d were discussed together. Sweeney created a comprehensive Debt and Working Capital Policy that included in one document: an accounting policy, capital budget policy, debt issuance policy, debt policy, debt ratios, sample ratios, goals, investment policy, operating budget policy, reserve working capital policy, and a revenue policy. Sweeney shared the level of CBS debt including bonds, rates, dam costs, loans, repayment, projects, fees on enterprise funds and ratios. He stated that the concept of a debt to working capital policy was to try to put a framework around how much debt and debt service a community was willing to handle, was proven to handle and how it would be administered which would allow the governing body a framework to make decisions, evaluate and keep within boundaries in case of a downturn in the economy. Gorman told of the concept of having a finance committee of the Assembly. The Committee went through the document and discussed how to incorporate bonds, ratios, thresholds, limits, targets, enterprise funds, master plans, rates, savings, balancing funds and citizen support.

Discussion occurred on if the policy should be in Code or not. Guevin thought a critical piece would be for the Assembly to understand the policy and to use as a guide. Reif suggested the process of 1) fleshing the draft policy out at the Committee level, 2) getting tables in the policy a more understandable, presentable form and 3) having a work session with the Assembly. Christner liked the idea that this would be a sustainable policy for decades.

VI. New Business

None.

VII. Adjourn

The Committee would schedule to meet mid to late January to continue to work on the Investment Policy and would individually review the Debt and Working Capital Policy prior to the meeting. Sweeney would produce a 10 year capital combined master plan and debt service load.

Sweeney would refine the Debt and Working Capital Policy for the February 14th meeting.

M – Christner moved to adjourn at 5:13 p.m. Motion carried unanimously.

Attest:
Melissa Henshaw, Deputy Clerk

Investment Committee Minutes

Tuesday, November 29, 2016 3:30 p.m.
3rd Floor Conference Room of City Hall

Goal: To make recommendations for and oversee the Investment Policy of the City and Borough of Sitka enacted as Chapter 4.28.

Investment Committee Members: Michael Reif, Bert Stedman, Jere Christner
Tristan Guevin (Assembly Liaison)

Meeting began at approximately 3:30 p.m.

I. Roll Call

Present: Michael Reif, Jere Christner, Bert Stedman
Staff: Municipal Administrator Mark Gorman, Chief Finance and Administrative Officer (CFAO)
Jay Sweeney, Deputy Clerk Melissa Henshaw
Assembly Liaison: Tristan Guevin
Others: Laura Bruce, Alaska Permanent Capital Management, Senior Vice President
(teleconference)

II. Approval of the minutes from June 1, 2016

M – Christner/S – Stedman moved to approve the minutes from June 1, 2016. Motion carried unanimously.

Reif clarified that the tasks were completed from the minutes.

III. Persons to be Heard

Assembly Liaison, Tristan Guevin, stated he volunteered to be on this committee and that he was looking forward to serving.

IV. Reports

a. CBS Operating Portfolio Review

CFAO, Jay Sweeney, noted from the handouts market value, average interest and yield and recent purchases for the Operating Portfolio. He pointed out that the average market value does not include the liquid reserves that are maintained with First National Bank of Anchorage and Alaska Municipal League Investment Pool. He told of minimum balances to avoid banking fees, explained the 10 year investment ladder method, discount note, call feature and various bonds and maturity dates.

b. APCM Portfolio Review

Senior Vice President Laura Bruce with Alaska Permanent Capital Management (APCM) went over the executive summary and performance of the portfolio as of October 31, 2016. She told of changes and thoughts on the future. It was determined to have APCM review the portfolio in person with the Committee at 3:00 p.m. on Tuesday, February 14 and give a 10 minute report to the Assembly at their meeting that evening.

V. Unfinished Business

c. Annual Transfer Formula (path to sustainable Sitka Permanent Fund)

Gorman confirmed with Sweeney that a transfer was built into the FY18 budget. Gorman told of the visioning session with the Assembly and budget targets. Stedman spoke of history and purpose of the Permanent Fund.

VI. New Business

d. Discussion of professional management of operating funds (reserve working capital)

Discussion occurred on having an outside agency manage the Operating Fund. Sweeney told of the time constraints and lack of opportunity to purchase wholesale prices. Ms. Bruce outlined other municipalities that outsourced their operating funds. Ms. Bruce disconnected from the meeting. Stedman spoke in favor of a bid as part of the process and of the ladder method. Discussion occurred on management levels, the ladder method, direction, RFP process, selection, costs and the potential value of having an outside agency manage it. It was determined that a review of the policy in Sitka General Code Chapter 4 was needed prior to beginning the process. Staff would send out the Code via email.

e. Discussion of withdrawal of additional funds from the Permanent Fund to be transferred to other city funds

Gorman told of discussions that occurred on the possible sale of the Marine Service Center and confirmed that in order to transfer additional funds from the Permanent Fund to other funds, it would take a ballot proposition.

f. Discussion of a Municipal Debt and Working Capital Policy

Sweeney had a concept that the municipality should develop a debt policy and a working capital policy to determine how much debt is appropriate and what criteria to use for additional debt. He stated that the National Government Financial Officers Association has a standard advisory policy and many other Alaskan municipalities have adopted it. He told of measuring and suggested rules that would provide guidelines for staff and the Assembly.

Sweeney also mentioned that prevalent in other communities was a working capital policy which Sitka does not have. This would regulate how much emergency funds would be available and could reduce conflict surrounding rate increases. Gorman thought these were a must and asked the Committee to look at and make a recommendation to the Assembly. Stedman gave history of Green Lake Dam debt, talked about a debt level, future debt and future generations and the concept of not moving debt. Chair Reif in addition to carrying debt, also mentioned not increasing costs with inflation for funds. Sweeney added due to the lack of working capital within the funds, the City was driven by it in order to finance the capital projects that exist. The policy would help to manage and pay for future renovations and avoid borrowing.

Sweeney would draft the policies for the Committee to review. Stedman asked for current debt amounts. Sweeney would provide the spreadsheet via email.

VII. Adjourn

The next meeting was set for Monday, December 19, 2016 at 3:00 p.m.

M – Christner/S – Reif moved to adjourn at 5:27 p.m. Motion carried unanimously.

Attest:
Melissa Henshaw, Deputy Clerk

REQUEST FOR PROPOSAL

CITY AND BOROUGH OF SITKA, ALASKA
RFP-PERMANENT FUND INVESTMENT MANAGER
PERMANENT FUND INVESTMENT MANAGER

Release Date: February 19, 2015

Proposals Due: March 19, 2015

City and Borough of Sitka

100 Lincoln Street • Sitka, Alaska 99835
(907) 747-1808
www.cityofsitka.com

REQUEST FOR PROPOSAL

PERMANENT FUND INVESTMENT MANAGER

The City and Borough of Sitka, Alaska (“The City”) hereby invites qualified firms to submit proposals for external management of the City’s Permanent Fund investment portfolio.

A detailed description of the requirements can be downloaded from the web:

www.cityofsitka.com
(Click on the Bids & RFP link)

Submit three (3) copies of your Request for Proposal:

City and Borough of Sitka, Municipal Clerk
100 Lincoln Street
Sitka, Alaska 99835

Proposals will be received until 2:00 p.m. local time Thursday, March 19, 2015. Questions regarding this proposal should be directed to John P. (Jay) Sweeney, III, Chief Financial and Administrative Office, at jay@cityofsitka.com, (907) 747-1836.

CBS reserves the right to accept or reject any or all proposals, to waive irregularities or informalities in the proposals, and to award the contract to the respondent that best meets the selection criteria.

NOTICE GIVEN by the Chief Financial and Administrative Officer, City and Borough of Sitka, this 19th day of February, 2015.

CITY AND BOROUGH OF SITKA

John P Sweeney III
Chief Financial and Administrative Officer

Publish: Sitka Daily Sentinel – February 20, 23, and 25, 2015

CITY AND BOROUGH OF SITKA, ALASKA
CITY AND BOROUGH OF SITKA PERMANENT FUND INVESTMENT MANAGER
SERVICES

GENERAL INFORMATION AND SPECIFICATIONS

1.0 GENERAL INFORMATION

1.1 Purpose

The City and Borough of Sitka (“The City”) is soliciting proposals from experienced, licensed, and insured investment advisory firms (Manager) for the City’s Permanent Fund (“the Fund”) investment portfolio. All the Fund’s assets are held in the name of the City by a third party custodian bank, First National Bank of Alaska Trust Services, and in two brokerage firms, Piper Jaffray & Company and KMS Financial Services, Inc. The current amount of assets in the Permanent Fund is approximately \$23,067,000.

1.2 Introduction to the City

The City was incorporated on December 2, 1971. The City is a unified home rule municipality under the laws of the State of Alaska; home rule municipalities operate under a charter approved by the voters. The City’s charter provides for a Council-Mayor form of government. The City provides a variety of local government services, including: public safety (police, fire, emergency dispatch and emergency medical services), public works, electricity, water, waste water, solid waste disposal, municipal harbors, a municipal airport terminal, cold storage plant, library, convention center, and general administrative services.

1.3 Origin of the Fund

The Fund was established by the Voters of the City through adoption of the Home Rule Charter (“the Charter”) of the City and Borough of Sitka on December 2, 1971. Provisions of the Charter pertaining to the Permanent Fund were further amended in 2000.

1.4 Fund Management and Investment Advisory Committee

The Fund is currently managed by the Chief Financial and Administrative Officer of the City under the oversight of a three (3) person Investment Advisory Committee with an additional City Assembly Member in an ex officio status.

1.5 Custodian Bank

The City retains a bank custodian to hold all invested cash and securities, except for mutual funds in the name of the City. The City has contracted with the First National Bank of Alaska to hold and safeguard all assets of the Fund. All transactions must clear through the custodian who holds the assets for the benefit of the City. All deposits and requests for withdrawal are transacted through the custodian. The custodian provides monthly reports regarding assets held at both book and market values and individual transactions

which have taken place. The monthly reports are reconciled to the independent monthly reports provided by the Manager. The City also holds several mutual funds which are held in the name of the City by two investment brokerages, Piper Jaffray & Company and KMS Financial Services, Inc.

1.6 Professional Investment Managers

The City wishes to transfer management of the Fund from the internal management of the Chief Financial and Investment Officer to external professional management (“the Manager”). The Manager must be a registered investment adviser with the United States Securities and Exchange Commission and may not serve in multiple roles as investment manager or securities broker custodian. The Manager's contract shall be for a period not to exceed five years, and during the final year of the contract, the City shall issue a new request for proposals (RFP) for professional investment manager(s).

1.7 Investment Policies

The Charter provides that the Fund shall be invested in accordance with policies set by City Ordinance. The policies for guiding the investment of the Fund are codified in the Sitka General Code.

The City's investment policies do not allow holding of individual stocks; equities are owned through mutual funds.

Ordinances Governing the Fund

Home Rule Charter, Article XI, Section 11.16.

SGC Sec 2.62 – Sitka Investment Committee

SGC Sec 4.19 – Permanent Fund

SGC Sec 4.28 – Investment Policy

1.8 Assets Held

On June 30, 2014, the Fund had a market value, excluding accrued interest, of \$22,601,595, which was invested as follows:

Mutual Funds	\$13,044,084
Corporate Bonds	\$508,632
U.S. Agencies and Treasuries	\$6,523,890
Collateralized Mortgage Securities (Pass Thru)	\$17,317
Municipal Bonds	\$567,745
Certificates of Deposit	\$734,715
Cash Equivalents	\$1,205,212

1.9 Questions and Comments

The City encourages all Managers to submit the most comprehensive and competitive proposal possible. Proposers are required to carefully review this RFP without delay for

defects and other issues. Proposers' protests based upon any omission, errors, or contents of the RFP will be disallowed if not made known prior to the proposal opening.

All questions regarding this proposal are to be submitted in writing to the Chief Financial and Administrative Officer March 5, 2015.

Address all questions or comments to:

John P. ("Jay") Sweeney III, Chief Financial and Administrative Officer
City and Borough of Sitka
100 Lincoln Street, Sitka, AK 99835

Questions or comments may be faxed to the Chief Financial and Administrative Officer at 907-747-7403 or emailed to jay@cityofsitka.com. The subject line of the correspondence, fax or email must read: "Questions: Permanent Fund Investment Manager".

Verbal requests for information will not be accepted. Questions or requests for clarification directed to any employee or elected official of the City other than the Chief Financial and Administrative Officer may be grounds for disqualification from the process. All questions will be compiled and distributed to all prospective proposers, along with the City's response(s).

The City assumes no responsibility for any interpretation or representation made by any of its officers, agents or employees unless interpretations or representations are incorporated in a written amendment to the RFP.

Proposers are required to limit their contacts for business transactions to City employees with whom they ordinarily interact and to avoid any direct contact with the Investment Advisory Committee members during this proposal period. Contact which would normally occur at regularly scheduled public meetings and the conduct of business directly related to the ongoing management of the Fund is permissible.

2.0 RULES GOVERNING COMPETITION

2.1 Examination of Request for Proposals

Proposers should carefully examine the entire RFP and any addenda issued thereto, and all related materials and data referenced in the RFP.

2.2 Proposal Acceptance Period

Award of this proposal is anticipated to be announced within 60 calendar days of the submission date.

2.3 Confidentiality

The content of all proposals will not be made public until the selection of the Manager is announced. Prior to selection, the Investment Advisory Committee and City staff will

have access to the contents of all proposals. In the course of evaluating proposals, contact will be made with Proposer's references and other clients, which will reveal the Proposer's interest in contracting with the City. After selection, the selected proposal is open for review by the public, excluding any tabulations and evaluations thereof. If proposer(s) identify specific materials and information as "proprietary," it must be prominently identified as such. In the event of a request for dissemination of items claimed as propriety, the proposer asserting that the item is not subject to inspection by the public will be notified and proposer alone shall bear the burden of defending claims that such items are not public.

2.4 Signature Requirements

All proposals must be signed. A proposal may be signed by: an officer or other agent of a corporate vendor, if authorized to sign contracts on its behalf; a member of a partnership; an owner of a privately-owned vendor; or other agent if properly authorized by a power of attorney or equivalent document. The name and title of the individual(s) signing the proposal must be clearly shown immediately below the signature.

2.5 Proposal Submission

Three (3) copies of the complete proposal package are to be submitted no later than 2:00 p.m. local time on Thursday, March 19, 2015, to the Municipal Clerk, 100 Lincoln Street, Sitka, Alaska 99835. Proposals shall be completely sealed in an envelope clearly marked with the company name. Neither the City nor their officers, agents or employees shall be responsible for the premature opening of or failure to open any proposal not properly addressed and identified.

Please note that overnight delivery from the lower 48 states is generally not available. Submittal of a proposal(s) via fax, electronic media or email is **not** acceptable.

2.6 Licenses and Certifications

Proposers shall include with their proposals copies of all licenses, certificates, registrations and other credentials required for performance under the contract.

2.7 Oral Change/Interpretation

No oral change or interpretation of any provision contained in this RFP is valid, whether issued at the pre-proposal conference or otherwise. Written addenda will be issued when changes, clarifications, or amendments to proposal documents are deemed necessary.

Proposer shall acknowledge receipt of each addendum in the space provided on the Cost Proposal Form (ATTACHMENT A). Only a proposal acknowledging receipt of all addenda may be considered responsive, unless the addendum, in the opinion of the Purchasing Agent would have no material effect on the terms of the proposal.

2.8 Modification of Proposals

Modifications will be accepted by the City and binding upon the responding firm, where the modification:

- Is received by the City at the place designated for submission of RFP responses prior to the deadline.
- Is sealed in an envelope clearly stating “Modification: Permanent Fund Investment Manager” and the name of the responding firm.
- Is signed by the same individual who signed the original submittal.

2.9 Late Submissions

PROPOSALS NOT PHYSICALLY RECEIVED PRIOR TO THE DATE AND TIME SPECIFIED WILL NOT BE CONSIDERED AND WILL BE RETURNED UNOPENED AFTER RECOMMENDATION OF AWARD.

2.10 Withdrawal of Submittal

A responding firm may, upon written notice, withdraw its submittal at any time.

2.11 Acceptance – Rejection of Submittal

The City may reject any or all proposals if it determines that it is in the best interest of the City and may waive irregularities, **other than** the requirements for **timeliness and manual signature**, if the irregularities do not affect the competitive advantage of any proposer.

2.12 Choice of Law and Jurisdiction

The laws of the State of Alaska shall govern this RFP, and any legal action brought thereon shall be filed in the First Judicial District, Sitka, Alaska.

2.13 Conflicts of Interests

No member of the INVESTMENT ADVISORY COMMITTEE, City Assembly of the City and Borough of Sitka or other officer, employee or agent of the City who exercises any functions or responsibilities in connection with the awarding of the contract shall have any personal interests, direct or indirect, in any ensuing contract as a result of this RFP.

2.14 Lobbying

The RFP selection process shall not be compromised or distorted by private lobbying outside the procedures designated to award the best proposal for the City and the public. No proposer may disclose their proposal to members of the City Assembly, members of the Investment Advisory Committee, or City employees prior to the date and time when all such proposals are to be opened and made public. A proposer who violates this sec-

tion will be disqualified from award and barred from eligibility for future proposals until all individuals who made or authorized the contact are removed from association with said Proposer.

3.0 SCOPE OF SERVICES

The Manager shall act as the City's fiduciary, responsible for providing investment services to the City for such funds as may be designated by the City. The Manager will manage and invest the Fund's assets in compliance with the City's investment policies. Investment policies will be adhered to without exception. The performance of the Manager will be measured against such benchmarks as designated by the Investment Advisory Committee.

The Manager will periodically reassess the Fund's investments and the City's investment policies and make recommendations for changes to the Fund's investments and the City's investment policies to achieve the City's goals. The Manager will work with the Investment Advisory Committee to implement any approved changes. The Manager may be asked to provide input in the development of ordinances involving the City's investment policies.

The Manager will provide information to the City's Chief Financial and Administrative Officer on an as needed basis for the proper accounting of the Fund's activities.

The Manager will provide the City Finance Department and or the City's auditor with any information necessary to complete the City's annual audit of the Fund.

The Investment Manager shall deliver to the City, or any person or persons designated by the City:

- (a) Monthly statements in such form (electronic preferred) as may be reasonably directed by the City, members of the Investment Advisory Committee or its designated agent. Such statements are to be delivered to the City's Administrator, Chief Financial and Administrative Officer and each member of the Investment Advisory Committee within 15 calendar days following receipt and reconciliation of custodial reports for the month on which they report, and shall include, but not limited to:
 - (1) A listing of all cash, cash equivalents and securities in the account and their respective cost, market values in U. S. dollars, percentage of portfolio by investment, percentage total by type, interest rates and maturities for fixed income investments and accrued interest as of the close of business on the last business day of each month,
 - (2) A listing in chronological order of each purchase and sale transaction for the account during the month,
 - (3) A listing of transactions resulting in realized capital gains or losses

in U. S. dollars during the month,

- (4) Provide independent confirmation of all securities transactions to the City and the custodian bank,
- (5) Provide credit ratings for the appropriate investment types from Standard and Poors and Moody's investors' services,
- (6) A narrative analysis of the past month's activity with an evaluation of performance as it is related to both the Manager's management style and market conditions. The narrative will also include the accounts return versus the appropriate benchmarks for the month,
- (7) A narrative of economic analysis to include the Manager's approach markets for the next monthly period,
- (8) An annual analysis of the City's success in inflation-proofing the portfolio.

The Manager shall make a physical or videoconferencing presentation to the INVESTMENT ADVISORY COMMITTEE, in Sitka, Alaska, at least quarterly to discuss and present written reports of, but not limited to, their investment activities, portfolio composition, yields, market projections, and investment strategies. The reports will include account performance versus the appropriate benchmark on a quarterly, year to date, one year, five year, and since inception basis. The Manager will also discuss and provide a written report verifying the investment Manager's compliance with the restrictions contained in the City's investment policies. The Manager will also provide additional reports or information as requested by the City and INVESTMENT ADVISORY COMMITTEE.

The Manager will be required to attend meetings upon the request of the City or INVESTMENT ADVISORY COMMITTEE as may arise from time to time.

The Manager shall make an annual physical presentation to the City Assembly on, but not limited to, the performance of the portfolio and market conditions.

Exclusive responsibility for the custody and safekeeping of the cash and securities held in the Fund shall remain with the custodian and safekeeping agent. All transactions, cash and securities, unless otherwise specifically agreed to in writing by the City, will be held in and transacted through a sub-account held with the Custodian. All instructions given by the Manager to the Custodian shall be in writing, signed by an authorized representative of the Manager; provided, however, that the Custodian may accept oral instructions from the Manager, subject to confirmation in writing within ten days. Fax transmissions may be used when acceptable to both parties.

The Manager must agree to cooperate with the City and the Custodian, including but not limited to:

- (a) timely reporting of all transactional information to the Custodian,
- (b) reconciling reports to the City with similar reports by the Custodian,

- (c) cooperating in the identification and remedy of failed transactions,
- (d) responding in a timely manner to all reasonable requests for information by the Custodian.

In carrying out its functions, the Manager will use its best efforts to obtain prompt execution of orders at the most favorable prices reasonably obtainable and in doing so will consider a number of factors, including, the overall direct net economic result to the City, the financial strength and stability of the broker, the efficiency with which the transaction is effected, the ability to effect the transaction at all where a large block is involved, the availability of the broker to stand ready to execute possible difficult transactions in the future and other matters involved in the receipt of "brokerage and research services" as defined in and in compliance with Section 28(e) of the Securities Exchange Act of 1934, as amended, and regulations thereunder.

In making investments, the Manager shall exercise the judgment and care under the circumstances then prevailing that an institutional investor of ordinary prudence, discretion, and intelligence exercises in the management of large investments entrusted to it, not in regard to speculation but in regard to the long-term investment of the City considering the probable safety of capital as well as probable income.

3.1 Contract Formation

A contract in this matter will not be formed until executed by all parties, including the City Administrator, with the signature acknowledged by the City Clerk. Performance under this contract shall not begin until the contract is fully executed by all parties.

3.2 Term and Conditions

A. Term of Contract

The contract is projected to begin July 1, 2015 and shall be for a period not to exceed five years. During the final year of the contract, the City shall issue a new RFP for a Manager. Either party, for any reason, upon thirty (30) calendar day's written notice, may cancel the engagement.

B. Costs

The City is seeking an agreement in which total compensation is based upon a percentage of account balance without surcharge for travel or other costs. The City may require the Manager to physically attend one meeting per year in Sitka.

C. Payment

The City shall make payments to the investment Manager as follows: The investment

Manager shall submit monthly invoices for services rendered. The invoice shall itemize the manner in which the billing is calculated. Payment will be made by the City via wire transfer from the Fund. The investment Manager does not have authority to direct payment to itself from the investment account.

4.0 PROPOSAL AND SUBMISSION REQUIREMENTS

To achieve a uniform review process and obtain the maximum degree of comparability, it is required that the proposals be organized in the manner specified below and responses to section 4.4 must reference the item number.

4.1 Title Page

Show the Request for Proposal subject, the name of your firm, address, telephone number, name of contact person, and date.

4.2 Table of Contents

Clearly identify the material by section and page number.

4.3 Letter of Transmittal

4.3.1 Limited to not more than two printed pages.

4.3.2 Briefly state your firm's understanding of the work to be done and the firm's organization and its accounting environment.

4.3.3 Give the names of the persons who will be authorized to make representations for your firm, their titles, addresses, and telephone numbers.

4.3.4 The transmittal letter **must include** the original signature of an individual authorized to represent your firm.

4.4 Minimum Qualifications, Profile of the Investment Organization, Technical Qualifications, and Approach

A. Minimum Qualifications

1. Proposer must be registered with the SEC as an investment advisor.
2. Proposer must be licensed and properly registered to do business within the State of Alaska and, if required, within the City and Borough of Sitka.
3. Proposer (or affiliates) may not serve in multiple roles as investment manager and securities broker custodian.
4. Proposer must have five years experience as advisors with portfolios and municipalities of similar size to the City.
5. Proposer must have greater than \$500 million in institutional funds under management, including experience with governmental fund management.
6. Proposer must have no conflict of interest that would affect the objectivity, analy-

sis, and/or performance as required by the scope of work within this RFP.

7. Proposer must carry insurance in the minimum amounts as set out in Section 7.0 Insurance Requirements.

B. Organization

1. Describe your organization, date founded, ownership of your firm and any subsidiaries and affiliates relevant to the City.
2. Have there been any significant changes in ownership within the past five years?
3. Identify any affiliation with any other companies involved in some component of the financial services industry (e.g. brokerage, banking, insurance, mutual fund)?
4. Describe your firm's primary sources of revenue, categorized if possible between retail and institutional accounts.
5. Describe, if any sources of compensation other than fees you receive from clients for investment management services?
6. Describe, if any additional services not covered by the fee quote you have provided herein? Including the percentage of revenue derived from non-investment management activities.
7. Does your firm solicit or accept any form of compensation from any service provider under contract with the clients to whom you provide investment management services?
8. Please describe the nature and extent of any "soft dollar" arrangements currently in place.
9. Identify and provide background information on the key person or personnel who take the most active role(s) in the administration and management of the firm.
10. Provide an organizational chart.
11. Provide a copy of the firm's succession plan.
12. Explain your disaster recovery plan?
13. What do you consider your firm's strengths and limitations?

C. Personnel

1. Identify the number of investment professionals (portfolio managers, analysts, and researchers) employed by your firm, by classification, and specify the average number of accounts handled by portfolio managers. Are there any established limits on accounts or assets under management?
2. Identify the size and key personnel of your staff committed to public sector accounts, along with their credentials.
3. How many Investment Professionals has your firm gained or lost in the past three years?

	2013	2014	2015 YTD
# Additions			
# Departures			

D. Assets Under Management

1. Summarize your total assets under management over the past five years. Specify what portion of these assets consisted of governmental funds. Identify separately what portion was invested in Equity versus Fixed Income assets.

	Assets		
	Government	Other	Total
2015 YTD			
2014			
2013			
2012			
2011			

	Investment Class		
	Equity	Fixed Income	Total
2015 YTD			
2014			
2013			
2012			
2011			

2. Identify the types of accounts primarily managed by your firm.
3. List your five largest clients or most representative governmental clients.
4. Identify in the table below the number of clients gained and lost over the past five years.

	Accounts Lost		Accounts Gained	
	Number	Assets (\$)	Number	Assets (\$)
2015 YTD				
2014				
2013				
2012				
2011				

Please discuss reasons for accounts indicated as lost in the table above.

E. Investment Management Approach and Discipline

1. Briefly describe your firm's investment philosophy. How has this philosophy changed over time?
2. Describe how your firm organizes its investment management process. What oversight is provided to portfolio managers?
3. Does your firm have an Investment Committee? If so, how does it operate and what are its responsibilities?

4. What factors would typically form the basis for a recommendation to change the Fund's asset allocation Policy?
5. Does your investment management process make use of market timing with regard to the allocation and movement of monies among the various asset classes employed?
6. What is your firm's experience in developing investment policies and portfolio management guidelines for governmental funds?
7. Within the City's current investment policy, what, if any, changes would you recommend to exceed current benchmarked rate of returns?
8. Provide the process you would follow for recommendations to change City investment policy.
9. How are portfolios managed (e.g., team, individual manager)? Provide biographical information on the investment professional(s) who will be directly responsible for managing the Fund. What is the back-up when the manager is away?
10. Is there a firm-wide investment process or is the process dependent on the particular portfolio manager's style and outlook?
11. Using the City Charter and SGC describe your understanding of the restrictions on the types of investments authorized in relation to the Managers' investment authority.

F. Research

1. Briefly describe your firm's research process; include a breakout between in-house and external research.
2. What types of research do your strategies make use of (fundamental, technical, or quantitative analysis?)
3. What systems and information sources do you use during the research process?
4. Please provide a copy of your most recent economic and market commentary.
5. Explain how your firm uses modeling in asset class allocation recommendations. Provide projected future returns (for equities and fixed income) for one, three and five years

G. Portfolio Strategy & Characteristics

1. What role does interest rate forecasting play in the management of your clients' fixed income portfolios?
2. Is the average duration of a client's portfolio maintained within a specific range of the duration of the appropriate benchmark?
3. Are there any securities currently within your clients' fixed income portfolios that are illiquid?

H. Portfolio Risk

1. Describe what measures are used to track portfolio risk and what policies and processes exist to help your firm control risk.

2. Do you stress test your portfolios? If so, please describe the process.

I. Performance & Reporting

1. For the time period 12/31/10 through 12/31/14, provide relevant performance data, on both a total portfolio and equity-only and fixed income-only basis for at least five clients compared to industry averages and the client benchmark(s). Please specify if the performance reported is gross or net of fees and, if net, specify the nature of the fees that have been taken out.
2. Does your firm track composite performance of accounts invested in the various strategies offered? If so, are such composites calculated in compliance with GIPS standards?
3. For the past five years, provide a review of your firm's performance relative to peer groups, specifically noting periods of substantial outperformance or underperformance and the reasons for such.

J. Compliance and Internal Controls

1. Please describe your firm's compliance assessment process, including period covered and frequency.
2. Does your firm employ a full-time compliance officer? If so, to whom does the officer report?
3. Provide the name of the regulatory body that oversees your firm.
4. When was your firm's last regulatory inspection? Please provide a summary of the results of that inspection.
5. Has the firm been the subject of any orders or other sanctions by any regulatory or market authority within the past five years?
6. Is your firm, including any employee, officer or agent, or any affiliated company currently the subject of pending or ongoing litigation, formal investigation, or administrative proceeding relating to the management of client assets? If so, please describe.
7. Please provide a copy of your Forms ADV I and II with this proposal.
8. Describe any potential conflicts of interest that may exist in the management of the Fund's portfolio. How does your firm propose to address any such conflict? How does your firm monitor the potential for such conflicts to develop over time?
9. Have there been any instances within the past five years in which a client portfolio has been caused to violate its policy?

4.5 References

Provide at least three current client and three former client references (comparable sized accounts); including length of time you have managed their assets, client name, contact person, address, and phone number. In addition, please indicate if your performance was measured against a benchmark.

4.6 Cost Proposal Preparation Requirements

- A. Proposers must fill in each line of the Cost Proposal Form included as ATTACHMENT A, and all proposals shall follow the format on the Cost Proposal Form with respect to price quotations.
- B. Award will be influenced by the total cost, but will also be based on factors outlined in Section 5 Proposal Evaluations and Selection Process.

5.0 PROPOSAL EVALUATION AND SELECTION PROCESS

Proposals will be reviewed and scored by an evaluation committee made up of the Investment Advisory Committee. The proposal selected by the Investment Advisory Committee shall be subject to approval by the Assembly of the City and Borough of Sitka. During the evaluation process, the Investment Advisory Committee and the City reserve the right, where it may serve the City's best interest, to request additional information or clarifications from proposers, or to allow for corrections of errors or omissions **other than** the requirements for **timeliness and manual signature**.

At the discretion of the City or the Investment Advisory Committee, Managers submitting proposals may be requested to make oral presentations as part of the evaluation process. Each Manager selected for a presentation will be allotted sufficient time to present its proposal and to answer any questions that may be posed by the City or Investment Advisory Committee.

It is anticipated the selection will be completed no later than the April 28, 2015 Assembly meeting, with the contract executed as soon as possible thereafter.

The factors to be evaluated are as follows:

Minimum Qualifications

Proposers who do not meet the minimum qualifications will **not** be scored.

Experience (Organization, Personnel, and Assets under Management)

1. The firm's experience in providing services comparable to the City's needs.
2. The City will contact Proposers' current and former clients to inquire as to client satisfaction, and Proposers' performance in meeting client's benchmarks or other standards.
3. The overall experience, resources and qualifications of the firm.
4. Number of clients with assets within the range of the City's assets.

Technical qualifications (Investment Management Approach and Discipline)

1. The firm's investment management approach and discipline, including the de-

velopment of investment policies and portfolio management guidelines for governmental operating funds.

2. Understanding of the City's overall investment policies.
3. The credentials and experience of the person(s) assigned to the "City's" accounts.
4. Resources available to the firm, which indicates it has access to the services necessary to perform the work. The location where the primary services are to be provided and the ability to meet in person with City personnel and the Investment Advisory Committee when required during the performance of the contract.

Responsiveness

1. The overall quality and effort evident in preparing and submitting the proposal and conformance to the RFP requirements.
2. The City's evaluation of the overall capabilities of the firm to meet the required service levels described in this RFP.
3. The quality of the Respondent's standard account analysis statement(s)/reports.

References

References and other factors that the City believes would be in the best interest of the City to consider which were not previously described

Cost

Charges for Services relative to services provided.

The City reserves the right to accept or reject proposals on each item separately or as a whole, to reject any or all proposals without penalty, to waive informalities or irregularities, except for signature and timeliness requirements, and to contract as the best interest of the City may require in order to obtain the services which best meet the needs of the City as expressed in this RFP.

6.0 PROPOSED CONTRACT

In addition to carefully reading all of the information in the RFP, all Proposers must carefully read and review the attached proposed contract. The successful Proposer shall be required to enter into a Contract with the City, which will be substantially similar to the proposed contract.

7.0 INSURANCE REQUIREMENTS

Successful proposer shall be responsible for the purchase and maintenance of minimum insurance coverage as specified in this section. This insurance coverage shall be in ac-

ceptable form, and for the amounts specified by the City, or as required by law, whichever is greater.

This insurance coverage shall remain in effect for the life of this Agreement and shall be a part of the contract price. This insurance shall be primary and exclusive of any other insurance carried by the City.

- A. Commercial/Professional Liability Insurance: The Proposer is required to provide Commercial General Liability (CGL) insurance on an occurrence form with limits not less than \$5,000,000 Combined Single Limit per Occurrence and \$5,000,000 in the Aggregate not excluding premise operations, independent contractors, products and completed operations.
- B. Errors and Omissions: \$1,000,000 combined single limit per occurrence, unless included in subsection A. The general aggregate limit shall be \$1,000,000. The insurance shall be maintained in effect during the term of the contract. If the insurance is written on a claims-made form, the Proposer shall provide insurance for a period of two years after final payment of this Agreement. The policy(s) shall evidence a retroactive date, no later than the beginning of this Agreement.
- C. Fidelity Bond: Proposer agrees to maintain a fidelity bond of not less than \$1,000,000.
- D. Commercial general/automobile liability insurance shall not be less than \$1,000,000 combined single limit bodily injury and property damage per occurrence.
- E. Worker's compensation and employer's liability insurance shall be provided for all employees per Alaska State Statutes who are performing work under this Agreement.
- F. Certificate(s) of insurance as described in this section shall be provided by the successful proposer or their insurance companies or their agents. The City shall be named as an additional insured on the policies specified in paragraph C for the work specified in this Agreement. Certificates of insurance, acceptable in form and content, will be delivered to:

City and Borough of Sitka
100 Lincoln Street
Sitka, AK 99835

- G. There shall be no cancellation or material change of the insurance coverage, or intent not to renew the insurance coverage as specified in this Agreement, without thirty (30) days prior written notice to the City. Notice of cancellation, material change in coverage, or intent not to renew will be delivered to the address designated in paragraph E of this section. Cancellation or material change in issuance coverage without written authorization by the City is a material breach of this Agreement, and subjects this Agreement to termination for cause.

H. Upon renewal or change in policies during this Agreement, certificates of insurance shall be delivered to the address designated in paragraph E of this section.

8.0 SEVERABILITY

If any part of the agreement is declared to be void, invalid or unenforceable by any court of law, the other parts of the agreement shall remain in full force and effect.

9.0 APPEAL PROCESS

Any protest must be personally received at the office of Municipal Clerk, 100 Lincoln Street, Sitka, Alaska within 10 days after the notice of intent to award is provided.

City and Borough of Sitka, Alaska
ATTACHMENT "A"
RFP – PERMANENT FUND INVESTMENT MANAGER
COST PROPOSAL FORM

In submitting this proposal, we certify that we have examined the specifications documents, have received Addenda Nos. _____, and have included their provisions in our proposal. If awarded a contract under this proposal, we hereby agree to the terms set forth in the specifications documents and all addenda identified on this proposal. Annual fees will be billed and paid monthly based on month-end market value (determined by custodian).

Balanced Portfolio – Managing total portfolio

Portfolio Market Value (PMV)		Multiply	Basis Points	Equals	Management Fee
PMV up to	\$ _____	X		=	
PMV on the next	\$ _____	X		=	
PMV on the next	\$ _____	X		=	
PMV on the next	\$ _____	X		=	
PMV on the next	\$ _____	X		=	
PMV on the next	\$ _____	X		=	

Total Management Fee _____

ACKNOWLEDGE

I certify that I am a duly authorized representative of the firm listed below and that information and materials enclosed with this proposal accurately represent the capabilities of the office listed below for providing the services indicated. The City is hereby authorized to request any owner identified in this proposal to furnish any pertinent information deemed necessary to verify information provided or regarding reputation and capabilities of the firm.

 Signature
 Date: _____
 Name: _____
 Title: _____
 Firm: _____

Type of Firm (check one)
 Individual
 Partnership
 Corporation in the State of: _____
 Other (Specific)

Office Address for which this submittal is made:
 Street: _____
 P. O. Box: _____
 City, State, and Zip: _____
 Telephone: _____
 Alaska Business License No.: _____

City and Borough of Sitka, Alaska
RFP – PERMANENT FUND INVESTMENT MANAGER
PROPOSED CONTRACT

CITY AND BOROUGH OF SITKA
PROFESSIONAL SERVICES AGREEMENT

Date:

THIS AGREEMENT made effective on the above-written date between CITY AND BOROUGH OF SITKA hereinafter "City" and _____, hereinafter "Investment Manager."

1. Service of Investment Manager

- (a) This agreement is for professional services to the City. The Investment Manager shall perform the professional services described in RFP - Permanent Fund Investment Manager, which is incorporated by reference and made a part hereof. The Manager shall act as the City's fiduciary, responsible for providing investment services to the City and Borough of Sitka for such funds as may be designated by the City. The Manager will manage and invest the Fund's assets in compliance with the City's investment policies. Investment policies will be adhered to without exception. The performance of the Manager will be measured against such benchmarks designated by the Sitka Investment Advisory Committee.
- (b) The Investment Manager shall at the Investment Manager's own expense furnish to the City a copy of all information requested by the City for review of the Investment Manager's services while in progress.
- (c) The City shall provide the Investment Manager access in a timely manner, to such records, personnel, and other items necessary for the Investment Manager to perform the services under this contract.

2. Compensation

The City shall compensate the Investment Manager for its services in the amounts and in the manner set forth below. Annual fees will be billed and paid monthly based on month-end market value (determined by custodian). Any rebates, commissions, bonus or other compensation paid to Manager by third parties related to management of this account shall be identified and remitted monthly for deposit in the Fund.

Portfolio Market Value (PMV)		Multiply	Basis Points	Equals	Management Fee
PMV up to	\$ _____	X		=	
PMV on the next	\$ _____	X		=	
PMV on the next	\$ _____	X		=	
PMV on the next	\$ _____	X		=	
PMV on the next	\$ _____	X		=	
PMV on the next	\$ _____	X		=	

Total Management Fee _____

3. General Provisions

- (a) Independent Contractor. The Investment Manager is an independent contractor. It is neither an employee, partner nor joint venture with the City.
- (b) No Assignment. The Investment Manager may neither assign this agreement or any rights thereunder nor delegate any of its duties without first obtaining the written consent of the City.
- (c) Insurance. The Investment Manager shall procure and maintain insurance coverage in such amounts, with such deductible and for such period of time as set forth in the RFP-Permanent Fund Investment Manager. The Investment Manager shall provide to the City, upon request, certificates indicating such insurance is in effect. The insurance shall be in effect upon the date of execution of this agreement and shall be effective through the term of this agreement.
- (d) Indemnity. To the fullest extent permitted by law, the Investment Manager shall indemnify, defend and hold harmless the City and its employees from and against all claims, damages, losses and expenses, including but not limited to attorneys' fees, caused in whole or in part by any negligent act or omission of the Investment Manager, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts they may be liable, regardless of whether or not it is caused in part by a party indemnified hereunder. The obligations of the Investment Manager described in this paragraph shall not extend to the liability of the City, its agents or employees, arising out of the giving of or the failure to give directions or instructions by the City, its agents or employees provided such giving or failure to give is the primary cause of the injury or damage. The federal securities laws impose liabilities under certain circumstances on persons who act in good faith and therefore nothing herein shall in any way constitute a waiver or limitation of any rights which the undersigned may have under federal securities laws.
- (e) Ownership of Documents. All work products prepared by the Investment Manager in fulfilling its duties under this agreement shall be and remain the property of the City and the City shall have the right to use such products for any purpose without any further claim on the part of the Investment Manager for additional compensation. In the event that the City uses the Investment

Manager's work products for other than this project, the City hereby agrees to hold the Investment Manager harmless from any claims arising therefrom. The Investment Manager may retain a copy of any work product prepared by the Investment Manager in fulfilling its duties under this agreement for the Investment Manager's records.

- (f) Inspection. The City may, at reasonable times, inspect the Manager's facilities and activities that are related to the performance of this contract, and audit the Manager's services to determine whether they conform to the Manager's contract requirements.
- (g) Termination. The City may terminate this agreement in whole or in part whenever for any reason the City determines that such termination is in its best interest. Such termination shall be effected by personal delivery or by sending to the Investment Manager by certified mail notice of termination specifying the extent to which performance of work under this agreement is terminated. In the event of any termination, the Investment Manager shall be paid for services rendered to the date of termination.
- (h) Law and Venue. This agreement shall be governed by the laws of the State of Alaska. Venue for any legal proceeding relating to this contract shall be Sitka, Alaska.
- (i) Term. This agreement is for a five year term and shall commence on XXX, and shall end on XXX, and may be terminated at will by either party with 30 days notice.
- (j) Notice. Unless otherwise provided herein, any notices or other communications required or permitted by this agreement to be delivered to the City or the Investment Manager shall be in writing and shall be considered delivered when personally delivered to the party to whom it is addressed, or in lieu of such personal delivery, when deposited in the United States mail, first-class, postage prepaid, addressed to the City or the Investment Manager at the address set forth below:

**City and Borough of Sitka
Attn: John P. (Jay) Sweeney III
Chief Financial and Administrative Officer
100 Lincoln Street
Sitka, Alaska 99835**

**Management Company
Address
City, State, Zip**

- (k) Entire Agreement. This agreement constitutes the entire agreement between the City and the Investment Manager. It supersedes all prior oral and written understandings and agreements. It may be amended, supplemented, modified or canceled only by a duly executed written instrument. It shall bind the City and the Investment Manager, its successors, executors, administrators, assigns and legal representatives.
- (l) Benefits. Nothing contained in this agreement shall be construed to give any rights or benefits hereunder to anyone other than to the City and to the Investment Manager.
- (m) Consultants. The City reserves the right to enter into separate agreements directly with any Investment Manager for any services.

DATED the ____ day of _____, 2015.

City and Borough of Sitka

**City and Borough of Sitka
100 Lincoln Street
Sitka, Alaska 99835**

By: _____

Date: _____

Management Company

**Company Name
Address
City, State Zip**

By: _____

Title: _____

Date: _____

ATTEST:

APPROVED AS TO FORM:

Colleen Ingman, MMC, Municipal Clerk

Robin Koutchak, Municipal Attorney



CITY AND BOROUGH OF SITKA

Legislation Details

File #: 17-080 Version: 1 Name:

Type: Item Status: AGENDA READY

File created: 4/19/2017 In control: City and Borough Assembly

On agenda: 4/25/2017 Final action:

Title: Reassignment of Assembly Liaisons: Gary Paxton Industrial Park Board, Sitka Community Hospital Board, SEDA

Sponsors:

Indexes:

Code sections:

Attachments: [Reassignment of Liaisons.pdf](#)

Date	Ver.	Action By	Action	Result
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Reassignment of Assembly Liaisons to:

Gary Paxton Industrial Park Board

Sitka Community Hospital Board

SEDA

Municipal Boards/Commissions/Committees Monthly Meeting Schedule 2016-2017

ENTITY	CHAIR	Day of Month	Time	Location	Liaisons
Animal Hearing	Susan Royce	Meets as needed			*NA
Building Department Appeals	Gary Smith	Meets as needed			*NA
Employment Relations Board	Leigh Kainulainen	Meets as needed	Varies	Harrigan Centennial Hall	*NA
Gary Paxton Industrial Park Board	Scott Wagner	Varies	3:00 PM	Sawmill Cove or SEDA	Eisenbeisz
Health Needs/Community Services	Doug Osborne	2nd Wednesday	Noon	Harrigan Centennial Hall	Guevin
Historic Preservation	Anne Pollnow	2nd Wednesday	6:00 PM	Harrigan Centennial Hall	Swanson
Sitka Community Hospital Board	Bryan Bertacchi	4th Thursday	6:00 PM	Hospital Classroom	Eisenbeisz/Knox
Investment Committee	Mike Reif	Meets as needed	Varies	City Hall Conference Room	Guevin/Hunter
Library	Alice Johnstone	First Wednesday	6:30 PM	Library Meeting Room	Hunter
Local Emergency Planning	Dave Miller	2nd Thursday	Noon	Fire Hall	Potrzuski
Parks & Recreation	Jeff Mossige	2nd Tuesday	Noon	Harrigan Centennial Hall	Knox
Planning & Zoning	Chris Spivey	1st & 3rd Tuesday	7:00 PM	Harrigan Centennial Hall	Knox/Bean
Police & Fire	Loyd Platson	4th Wednesday	6:00 PM	Harrigan Centennial Hall	Swanson
Port & Harbors <i>(no summer meetings)</i>	Michael Nurco	2nd Wednesday	6:00 PM	Harrigan Centennial Hall	Hunter/Potrzuski
Tree & Landscape	Joe D'Arienzo	3rd Tuesday	Noon	Harrigan Centennial Hall	Potrzuski
Informational					
<i>SEDA</i>	<i>Trevor Harang</i>	<i>1st Thursday</i>	<i>Noon</i>	<i>329 Harbor Drive</i>	Eisenbeisz
<i>Sitka Tribe of Alaska (STA)</i>	<i>Michael Baines</i>	<i>3rd Wednesday</i>	<i>6:30 PM</i>	<i>Community House</i>	Bean/Potrzuski
<i>School Board</i>	<i>Tim Fulton</i>	<i>1st Tuesday</i>	<i>6:00 PM</i>	<i>SHS Library</i>	Potrzuski
		<i>3rd Tuesday - worksession</i>	<i>6:00 PM</i>	<i>District Office Board Room</i>	
Bolded Boards/Commissions/Committees Liaison Required by Ordinance.					
*Don't meet often enough to need a liaison					<i>Revised: December 14, 2016</i>



CITY AND BOROUGH OF SITKA

Legislation Details

File #: 17-079 Version: 1 Name:
Type: Item Status: AGENDA READY
File created: 4/19/2017 In control: City and Borough Assembly
On agenda: 4/25/2017 Final action:
Title: Possible Executive Session: Litigation Update - Dapcevich Lawsuit
Sponsors:
Indexes:
Code sections:
Attachments: [Motion Executive Session.pdf](#)

Date	Ver.	Action By	Action	Result
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POSSIBLE MOTIONS

I MOVE to go into Executive Session to receive advice from outside legal counsel, Michael Gatti, regarding legal matters affecting the Municipality as a result of the lawsuit filed by Marko Dapceovich on March 30, 2017.

I MOVE to reconvene as the Assembly in regular session.