



# 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*

*Interim Municipal Administrator: Phillip Messina*  
*Municipal Attorney: Brian Hanson*  
*Municipal Clerk: Sara Peterson*

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Wednesday, August 9, 2017

6:00 PM

Assembly Chambers

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#### SPECIAL MEETING

I. CALL TO ORDER

II. FLAG SALUTE

III. ROLL CALL

IV. 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.*

V. NEW BUSINESS:

- A [17-140](#) Develop a short list of Administrator candidates for further consideration  
- executive session anticipated

**Attachments:** [Sitka Candidate Bios.pdf](#)  
[Possible motions.pdf](#)  
[P. Keith Brady.pdf](#)  
[David Fuqua.pdf](#)  
[Delray Shultz.pdf](#)  
[Kim Zimmerman.pdf](#)

VI. PERSONS TO BE HEARD:

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

**VII. EXECUTIVE SESSION****VIII. 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. To receive Assembly agenda notifications, sign up with GovDelivery on the City website.*

*Sara Peterson, CMC, Municipal Clerk  
Publish: August 4*



# CITY AND BOROUGH OF SITKA

## Legislation Details

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**File #:** 17-140      **Version:** 1      **Name:**

**Type:** Item      **Status:** AGENDA READY

**File created:** 8/4/2017      **In control:** City and Borough Assembly

**On agenda:** 8/9/2017      **Final action:**

**Title:** Develop a short list of Administrator candidates for further consideration - executive session anticipated

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [Sitka Candidate Bios.pdf](#)  
[Possible motions.pdf](#)  
[P. Keith Brady.pdf](#)  
[David Fuqua.pdf](#)  
[Delray Shultz.pdf](#)  
[Kim Zimmerman.pdf](#)

Date	Ver.	Action By	Action	Result
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## City & Borough of Sitka - Municipal Administrator Semifinal Candidates

**P. Keith Brady** is currently a County Commissioner for Emery County, Utah, since 2015. He is responsible for the oversight of various operating departments in the county. He was a city council member for Green River, Utah, from 2008 to 2011. He owns a motel in Green River, Utah. He lived part of his youth in Alaska. He has a Bachelor of Arts degree in Visual Communication.

**Camielle Call** is a private consultant for contract administration, business, education, law enforcement and clinical supervision since 1992. During this time, Camielle also held various positions in higher education, including Program Development Coordinator, Interim Manager for Student Services, Grants Administrator and Human Service Program Chair. She has also been an adjunct professor and Executive Director at behavioral and mental health clinics. She has bachelor's and master's degrees in Social Work, and is working on a doctorate degree. She is a resident of Sitka.

**David Fuqua** has been the City Manager for eight cities since 1994, in the states of Oklahoma, Kansas and New Mexico. The last city manager position he held was in Altus, Oklahoma, from 2015 to 2016. Prior to his city manager positions, he was a Housing Director and a police officer. He has a bachelor's degree in Secondary Education and a master's degree in Public Administration.

**Thomas Heck** was a logistics project manager for the Chugach corporation from 2012 to 2016. He spent 2016 as a candidate for a US Senator position for the State of Nevada. Prior to his work with Chugach, he was the Town Manager of Manalapan, Florida, in 2010, and Director of General Services for Eldorado County, California. He has served as a congressional and engineering consultant. He has also held positions of Deputy Director of Public Works in Reno, Nevada, and Director of Building and Grounds for the University of Southern California. He served in the US Air Force from 1977 to 1998, retiring as a Lieutenant Colonel. He has a bachelor's degree in Civil Engineering/Math, and two master's degrees in Business Administration and Public Administration.

**Ralph William "Bill" Mathews** was the City Manager of St. Paul Island, Alaska, in 2015. Prior to that, he held the city manager or city administrator positions in South Fork, Colorado, Johnstown, Ohio, Obetz, Ohio, and Eastport, Maine. He has also held positions as Public Works Director and Superintendent of Highways. He has a bachelor's degree in Business Administration.

**Delray "Lucky" Shultz** has been a certified Business and Leadership Coach since 2009, and from 2000 to 2004. He was Chief of Staff for Alaska State Senator Fred Dyson, from 2007 to 2009. He held many internal consulting positions for petroleum and explorations companies in Alaska from 1981 to 2001. Prior to that, he was in the US Air Force from 1970 to 1981, ending his military career as a Captain. He has a bachelor's degree in Engineering Management and a master's degree in Logistics and Facilities Management.

**Kim Zimmerman** was the Borough Manager of Ridgway, Pennsylvania, from 2013 to 2016. He currently is attending college in Colorado for a degree in Gunsmithing. Prior to his role as city manager, he spent 23 years in the US Army as a Logistics Officer, serving in various levels of leadership from Platoon Leader to Deputy Brigade Commander. He has a bachelor's degree in Biology and a master's degree in Geography and Regional Planning. He has lived in Alaska.

## **POSSIBLE MOTIONS – *if desired***

### **EXECUTIVE SESSION**

#### **Step 1**

**I MOVE** to go into Executive Session to discuss subjects that may tend to prejudice the reputation and character of a person with regard to review of the Administrator applicants, and invite in John Hodgson of Prothman and Mark Danielson, Human Resources Director.

Note: The Municipal Administrator, Municipal Attorney and Municipal Clerk are automatically included in executive session unless otherwise excluded in the motion to enter executive session.

#### **Step 2**

**I MOVE** to reconvene as the Assembly in regular session.

#### **Step 3**

### **POSSIBLE MOTION – *after executive session***

**I MOVE TO** approve inviting \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_ as Municipal Administrator candidates (and spouse or significant other) to Sitka for an in-person interview.



206.368.0050 ph 425.289.5040 fx  
371 NE Gilman Blvd., Suite 310 Issaquah, WA 98027  
www.prothman.com



Municipal Administrator

### Personal Profile

Name	P. Keith Brady	Work Phone	( ) -
Address		Home Phone	( ) -
		Cell Phone	( ) -
City State Zip		Email	

### Educational History

Please include all colleges, universities, and other relevant education

Institution	Collins College	Location	Tempe, AZ	Major	Visual Communica	Degree	BA
Institution		Location		Major		Degree	
Institution		Location		Major		Degree	
Institution		Location		Major		Degree	
Institution		Location		Major		Degree	

Surname when in school if different: \_\_\_\_\_

### Work History

Please list chronologically all positions, starting with your most recent position of employment.

Agency	Emery County	Position	Commissioner	Dates employed (mo./year)	01/2015 to Present	Annual Salary	45,000	Population	10976
# of FTEs in agency	80	# of FTEs in department	3	Budget Size	15000000	Type of Organization - full service, contract or other additional	County Government		
Agency	City of Green River	Position	Council Member	Dates employed (mo./year)	01/2007 to 12/2010	Annual Salary	240	Population	952
# of FTEs in agency	4	# of FTEs in department	0	Budget Size	4600000	Type of Organization - full service, contract or other additional	City Govenment		
Agency	Robbers Roost Motel	Position	Owner/Manager	Dates employed (mo./year)	08/2006 to Present	Annual Salary	24000	Population	12410
# of FTEs in agency	2	# of FTEs in department	1	Budget Size	130000	Type of Organization - full service, contract or other additional	Hospitality		
Agency		Position		Dates employed (mo./year)	to	Annual Salary		Population	
# of FTEs in agency		# of FTEs in department		Budget Size		Type of Organization - full service, contract or other additional			
Agency		Position		Dates employed (mo./year)	to	Annual Salary		Population	
# of FTEs in agency		# of FTEs in department		Budget Size		Type of Organization - full service, contract or other additional			

# P. Keith Brady

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Letter

July 8, 2017

To Whom It May Concern:

Thank you for this opportunity to present myself for the position of Municipal Administrator for the City & Borough of Sitka. Please be discreet with my application as I am currently an elected official in a rural county in Utah.

In researching this position, I was interested in the comment that the previous Municipal Administrator, Mark Gorman, made that the average tenure of someone in his position was 2.5-3 years. I hope to be able to bring longevity to this position for continuity, and helping achieve the vision and economic strategy of Sitka.

I believe in leading by example and that my style of leadership is one that depends on clear and honest communication with those around me to achieve organizational goals. Effective leaders should know and be known by their employees; all of whom should be treated as valuable assets through mentoring and coaching. While leaders have the big picture and set direction, they delegate so that everyone meaningfully contributes to goal accomplishment. I understand that I will be under the direction of the Assembly. I will endeavor to implement and direct the vision and strategic plan of Sitka.

I consume a lot of information because I believe that I am only as good as the information I possess. I enjoy continuing to learn and develop my knowledge, talents, and skills. I believe that experience should trump formal education, and that one should never stop learning. A glimpse into my room would reveal stacks of books; both read and waiting to be read.

I have appeared on local, state and national media outlets. I have lobbied for and against bills and worked with our state and federal representatives for the benefit of our county.

My experience on city council and county commission has taken me out of my comfort zone and taught me many ways to handle almost any situation. I have learned how to make hard decisions while involving community input. I am one who can take criticism and turn it into a positive working relationship.

My father taught me to leave something better than I found it and I have been able to do that wherever I have been.

I hope to have the opportunity to discuss more with you personally regarding other aspects of this position.

Sincerely,

A handwritten signature in black ink, appearing to read "Keith Brady", with a stylized, flowing script.

Keith Brady



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# P. Keith Brady

## Executive Statement

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Reliable, hands-on leader whose philosophy is to support and empower employees. Enjoy hearing from and working with stakeholders: employees, citizens, and government officials. Strive to achieve and establish a vision with creative strategies. Looking forward to the new and challenging opportunities as Sitka's Municipal Administrator.

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## Experience

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### Emery County / Commissioner

1/2015 - PRESENT, Emery County, Utah

- » Negotiated intergovernmental agreements and memorandums of understanding
- » Revised the personnel policy & revising purchasing policy
- » Collaborate with the state and federal elected officials and offices to pass, stop, or change legislation and regulations
- » Continued involvement and training in Local Emergency Planning Committee (LEPC)
- » Worked with the EMS Director to reorganize department
- » Evaluated and reassigned duties that best fit skills and responsibilities of a department.
- » Budgeting to develop a strategic economic plan for the county

Emery County has a population of 10,976 in 4,472 square miles of land.

Some duties are to oversee and coordinate with the Sheriff, Auditor, EMS, Aquatic Center, Tourism, Events, Recreation, Economic Development, Health Department, and Communications.

Currently, in the implementation stage of rebranding tourism in the county as The Swell. Go to [theswellutah.com](http://theswellutah.com) to see our direction.

Used website and Facebook to share with constituents what is happening in the county, where my energies are being spent, and to receive their feedback and direction.

[keithbrady.com](http://keithbrady.com) | [facebook.com/EmeryCountyCommissionerKeithBrady/](https://facebook.com/EmeryCountyCommissionerKeithBrady/)

### City of Green River / City Council Member

1/2008 - 12/2011, Green River, Utah

- » Collaborated with the council to restructure water rates from a tiered to a flat rate system
- » Held public meetings to negotiate and pass a Nuisance Abatement Ordinance
- » Initiated and worked with the council to pass an increase in property tax from 0% to 0.004226%. Without this funding source the State Community Impact Board (CIB) stated that they would stop loaning and granting money to projects for the city
- » Implemented a Facebook page for citizen outreach and feedback
- » Redesigned the website to encourage economic development

Green River is located in southeastern Utah with a population of 952.

[greenriverutah.com](http://greenriverutah.com) | [facebook.com/GreenRiverUT/](https://facebook.com/GreenRiverUT/)

### Robbers Roost Motel / Owner

8/2006 - PRESENT, Green River, UT

17 room motor lodge on Old Highway 6. Bought it after seeing the potential in it and the city.

- » Developed an online presence with social media and online booking
- » Since 2009 revenue has increased by 21%
- » Third party reviews and customer satisfaction has increased and kept us at 4+ stars

[rrmotel.com](http://rrmotel.com)

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## Other Experiences & Skills

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### **Executive Board Member / Southeast Utah Health Department**

2015 - PRESENT

The Health Department Board develops policies, framework and action plans to meet the public's health needs; and, to assure that those needs are responded to effectively and efficiently.

- » Initiated and passed a grading system for eating establishments
- » Developing long term succession plan for Director

### **Board Member / Emery County Economic Development Board**

2014 - PRESENT

A non-profit board that provides gap financing through a revolving loan fund to promote business growth and a matching fund grants to enhance main streets.

- » Funded 20+ local businesses over the years with gap financing totaling over \$1,050,000
- » Created and established the Main Street Retail Incentive program to incentivize retail stores to improve their storefronts; provided over \$20,000 in matching funds

### **Chamber Member / Emery County Business Chamber**

2009 - PRESENT

- » Educated businesses through Lunch and Learns, marketing classes, and public relations
- » Established a Sidewalk Jamboree for businesses to display products or services to locals

### **Executive Board Member / CHEER Coalition**

2008 - PRESENT

CHEER (Creating a Healthy Environment and Encouraging Respect) is a Community that Cares Coalition that works to educate youth and community on healthy lifestyle choices. CHEER receives grant money to run and operate the Pirates Den Teen Center.

- » Offers TNT (Teachers and Teens) to tutor and assist with homework
- » Offers youth classes on anger management, life skills, and college preparation
- » Provides a safe place for youth and advice on preventing alcohol, tobacco, and drug abuse

### **Board Member / Green River Planning and Zoning**

2008 - 2014

- » Revised zoning ordinances for controlled economic growth
- » Rezoned the city to make it more in line with the current layout and for future development

### **Board Member / Emery County Travel Bureau**

2007 - PRESENT

Advisory Board to the Emery County Commission to market and grow tourism in the county.

- » 2015 and 2016 Chairman of the Board
- » Matching marketing funds given to tourism based businesses totaling \$60,000 each year
- » Yearly we have asked for and received matching money from the state averaging \$80,000
- » Since 2007 tourism tax dollars have increased 61%

### **Chamber Member / Green River Chamber of Commerce/Potluck**

2006 - PRESENT

- » Collaborated with the city to develop branding and marketing strategies for Green River
- » Worked with the city to budget for and hire an event coordinator to enhance visitorship
- » Developed the Green River Improvement Team (GRIT) to help clean up and beautify the city
- » Advocated for the Recreation, Arts, and Parks (RAP) tax, got it on the ballot and approved

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## Education

### **Collins College / Valedictorian: Bachelors of Arts in Visual Communication**

2003, Tempe, AZ

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## Preferences

Apple Products    Google Drive    Adobe Applications    Outdoor/Recreation

Sculpture and Drawing    Superhero Movies    Dogs    Nonfiction

Podcasts: Babbage, HBR: Ideacast, The HBR Channel, How I Built This, The Way I Heard It



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Municipal Administrator

### Personal Profile

David Fuqua		( ) -	
Name		Work Phone	
Address		( ) -	
		Home Phone	Cell Phone
City State Zip		fuqua_david@hotmail.com	
		Email	

### Educational History

Please include all colleges, universities, and other relevant education

University of Oklahoma	Norman, OK	Public Administr	Master's
Institution	Location	Major	Degree
Oklahoma State University	Stillwater, OK	Secondary Educ	Bachelor o
Institution	Location	Major	Degree
Cushing High School	Cushing, Ok	High School	Diploma
Institution	Location	Major	Degree
Institution	Location	Major	Degree
Institution	Location	Major	Degree

Surname when in school if different: \_\_\_\_\_

### Work History

Please list chronologically all positions, starting with your most recent position of employment.

City of Altus, OK	City Manager	05/2015 to 01/2016	130,000	20,000
Agency	Position	Dates employed (mo./year)	Annual Salary	Population
210	210	\$65M	Full service/municipal	
# of FTEs in agency	# of FTEs in department	Budget Size	Type of Organization - full service, contract or other additional	
City of Bloomfield, NM	City Manager	09/2010 to 05/2015	120,000	10,000
Agency	Position	Dates employed (mo./year)	Annual Salary	Population
130	130	\$20M	Full service/municipal	
# of FTEs in agency	# of FTEs in department	Budget Size	Type of Organization - full service, contract or other additional	
Vince Myers Construction	Equipment Operator	09/2008 to 09/2010	60,000	n/a
Agency	Position	Dates employed (mo./year)	Annual Salary	Population
n/a	n/a	n/a	Oil & Gas industry	
# of FTEs in agency	# of FTEs in department	Budget Size	Type of Organization - full service, contract or other additional	
City of Wewoka	City Manager	01/2005 to 01/2008	72,000	5,000
Agency	Position	Dates employed (mo./year)	Annual Salary	Population
60	60	\$8M	Full service/municipal	
# of FTEs in agency	# of FTEs in department	Budget Size	Type of Organization - full service, contract or other additional	
City of Basehor	City Administrator	02/2004 to 01/2005	67,000	4000
Agency	Position	Dates employed (mo./year)	Annual Salary	Population
40	40	\$7M	Full service/municipal	
# of FTEs in agency	# of FTEs in department	Budget Size	Type of Organization - full service, contract or other additional	

David Alan Fuqua

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July 5, 2017

Mayor Matthew Hunter & Assembly Members  
City & Borough of Sitka  
100 Lincoln Street  
Sitka, AK 99835

Dear Mayor Hunter:

Please consider this my letter of interest for the Municipal Administrator position with the City & Borough of Sitka. A Master's in Public Administration, 20-years city management experience, and my distinctive knowledge make me a qualified, professional candidate to serve the citizens in this role. I am "results driven" and have a proven track record of positive, effective achievements. I feel my skills match those specified for consideration and I would be honored to work with you in representing Sitka as your new Administrator.

Professional management and planning produces economically strong, high-quality of life communities—skills I have gained through my extensive experience. As my resume confirms, I have a successful background in all municipal operations. Some relevant qualifications include:

- *Leadership Success*
- *Integrity-Ingenuity-Inventiveness*
- *Municipal Budgeting*

My financial acumen assures consistency in operations, safeguards assets, and ensures financial goals are achieved. Using my budgeting policies, I have succeeded in taking cities from detrimental financial situations to financial stability.

I am a visionary leader whose work ethic, communication skills and ability to work well with all concerned parties allow me to accomplish goals and projects where others have failed. During my tenure at Bloomfield, NM, I successfully accomplished the 30-year goal of annexation, which positioned the City to purchase and operate their own electric utility; positively altering their financial future. This project required collaboration with county officials, local business leaders, and several State & Federal governmental agencies, as well as five different oil companies.

My skill set and proven track record—coupled with exceptionally high ethical standards and sound judgment—make me a leader of the highest quality and a valuable addition to any team. I would be pleased to be part of your team and would welcome the opportunity to assist you in promoting Sitka as your Municipal Administrator. Please review my resume for more details of my professional highlights and experience. I would very much appreciate the opportunity to discuss my qualifications and strengths in a formal interview; which I believe will set me apart from other applicants. Thank you for your consideration.

Sincerely,

David A. Fuqua

# David Alan Fuqua

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## Executive Profile

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Accomplished City Manager with 20 years experience—Masters in Public Administration  
Skillful, collaborative leader with team-building management style,  
high ethical standards, extensive knowledge in all areas of municipal administration  
and a positive, citizen-oriented philosophy

## Skill Highlights

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- Proficient Municipal Electric & Gas Utilities Manager
- Exceptional Finance & Budget Abilities
- Qualified Economic Development & Project Planning
- Experienced Water/Wastewater Mgr.
- Positive Intergovernmental Abilities
- Strategic Planning/Annexation Skills
- Accomplished Team Builder
- Innovative Thinker & Creative Problem Solver
- Skillful Communicator

## Core Accomplishments

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### Economic/Business Development:

- Accomplished annexation [30-yr goal] by negotiating with numerous Federal & State agencies to annex property to prepare for growth & expansion—placing land use controls & construction standards under city regulations—increased revenues by \$1M
- Positioned city through annexation to legally acquire lucrative electric utility, providing \$12M in annual revenues—collaborated with Bureau of Land Management, NM State Land Office & Conoco Phillips-Williams to grant and/or support annexation
- Completed City's first Industrial Park; worked with management at Wagner Caterpillar to relocate CAT & 120 jobs to the park—utilized federal funds to finance development
- Worked with housing developers to overcome long-term development issues; as a result, was able to attract developers to begin construction of 2 new housing additions
- Received \$1M grant for retail center infrastructure expansion
- Negotiated between real estate developer & Army Corp of Engineers to facilitate the use of strategically located wetlands for business & retail center
- Worked with local COG to develop first business incubator; placed 2 new businesses
- Secured financing through Oklahoma Department of Commerce & recruited first manufacturing industry in county's history

### Finance, Budget & Procedure Improvement:

- Positioned City financially [\$15M additional annual revenue over 5 years] allowing them to be proactive with long-term issues such as infrastructure improvements and staff stabilization, thus increasing employee morale as well
  - Developed financial & procedural policies; assuring consistency in operations, safeguarding assets & ensuring City's financial goals are achieved
  - Devised strategic plan to encompass infrastructure improvements, current & future financing, beautification, housing, personnel & asset management
  - Established much needed capital improvement plan [CIP]
-

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Finance, Budget & Procedure Improvement, cont:

- Negotiated with fire & police unions—prevented pending arbitration over contracts
- Analyzed electric contract & associated costs; initiated measures to cover additional costs at no increase to customers, increasing cash reserves by 70%
- Formulated innovative method to finance wastewater plant through Oklahoma Water Resource Board [first time in Oklahoma] saving citizens up to \$5M in finance charges & allowing for retirement of debt 10 years earlier
- Performed statistical analysis & formulated new strategy to forecast timely purchase of natural gas for municipal gas utility—article published by MESO to inform other cities on financial benefits of using this method—saved 21% on wholesale gas costs
- Wisely managed finances & streamlined overstaffed departments—increasing cash reserves, reducing heavy debt, & preventing imminent financial hardship
- Improved bond rating from A- to A through financial management
- Increased police morale through effective union negotiations, training & new leadership
- Generated 300% annual revenue increase through training, certification & improved ambulance collections; improving quality of care to citizens, allowing higher pay for firemen & EMT's
- Reinvested cash reserves, increasing interest revenue annually by \$100k

Project Planning & Management:

- Revitalized downtown through \$1.5M TEA-21 grant [largest in Oklahoma for towns under 9,000] stimulating private investment, growth & development in downtown area
- Built team of local contractors & State/Federal agencies to finance & build police station/jail/courtroom—valued at \$1M, facility was debt free at completion
- Beautified major corridor through city, stimulating private investment & economic development
- Consulted with Oklahoma DEQ—utilized land reclamation program [first in state] to dispose of dilapidated structures
- Collaborated with private individuals & business owners to deed contaminated property to city in order to utilize Federal Brownfield funds; allowing for park development
- Supervised passing of bond issue for water plant, water lines, new baseball complex & city lake improvements

Creative Problem Solving:

- Solved severe 40-yr water shortage issue resulting in surplus water levels, end to water rationing & additional revenue of nearly \$1M
  - Lowered crime rate from 98 [one of the highest in state] to 22 per 1000—state record for crime reduction as verified by OSBI
  - Eliminated chronic in-fighting, which had become the culture, between department heads through team building & goal-driven leadership
  - Performed water audit & found major line breaks; stopping years of lost revenue & lowering operational costs
  - Corrected chronic wastewater plant problem, saving future capital expenditures [nearly \$1M] & rescinding Oklahoma DEQ consent order
  - Led and assisted citizens group to form areas first Rural Water District; allowing for increased housing development opportunities
  - Resolved motor vehicle department issues—reduced wait time from 2 hours to approximately 15 minutes—virtually eliminating complaints in this department
-

## Professional Experience

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City Manager	City of Altus, OK	05/2015—01/2016
City Manager	City of Bloomfield, NM	09/2010—05/2015
City Manager	City of Wewoka, OK	01/2005—01/2008
City Administrator	City of Basehor, KS	2004—2005
City Manager	City of Walters, OK	2001—2003
City Manager	City of Drumright, OK	1999—2000
City Manager	City of Wewoka, OK	1997—1999
City Manager	City of Cordell, OK	1994—1997
Housing Director	City of Cushing, OK	1992—1994
Police Officer	City of Cushing, OK	1987—1994

## Education

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MASTERS, Public Administration

*University of Oklahoma*

Norman, OK

BACHELOR OF SCIENCE, Secondary Ed

*Oklahoma State University*

Stillwater, OK

## References

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References available upon request.

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www.prothman.com



Municipal Administrator

### Personal Profile

<b>Delray Shultz</b>			
Name		Work Phone	
Address		Home Phone	Cell Phone
City State Zip		Email	

### Educational History

Please include all colleges, universities, and other relevant education

<b>United States Air Force Academ</b>	<b>Colorado</b>	<b>Engineering Mana</b>	<b>BS</b>
Institution	Location	Major	Degree
<b>Air Force Institute of Technol</b>	<b>Ohio</b>	<b>Logistics &amp; Faci</b>	<b>MS</b>
Institution	Location	Major	Degree
Institution	Location	Major	Degree
Institution	Location	Major	Degree
Institution	Location	Major	Degree

Surname when in school if different: \_\_\_\_\_

### Work History

Please list chronologically all positions, starting with your most recent position of employment.

<b>Lucky Shultz &amp; Associates</b>	<b>Owner</b>	<b>06/2005 to Present</b>	<b>N/A</b>	<b>N/A</b>
Agency	Position	Dates employed (mo./year)	Annual Salary	Population
N/A	N/A	N/A	N/A	N/A
# of FTEs in agency	# of FTEs in department	Budget Size	Business Coach	
			Type of Organization - full service, contract or other additional	
<b>Alaska State Senate</b>	<b>Chief of Staff</b>	<b>01/2007 to 11/2009</b>	<b>60,000</b>	<b>600,000</b>
Agency	Position	Dates employed (mo./year)	Annual Salary	Population
unknown	unknown	unknown	unknown	unknown
# of FTEs in agency	# of FTEs in department	Budget Size	State Legislature	
			Type of Organization - full service, contract or other additional	
<b>Alaska Senate</b>	<b>Legislative Finance Aide</b>	<b>12/2003 to 12/2007</b>	<b>30,000</b>	<b>N/A</b>
Agency	Position	Dates employed (mo./year)	Annual Salary	Population
N/A	N/A	N/A	N/A	N/A
# of FTEs in agency	# of FTEs in department	Budget Size	State Legislature	
			Type of Organization - full service, contract or other additional	
<b>Natchiq, Inc.</b>	<b>Internal Consultant</b>	<b>06/1998 to 06/2001</b>	<b>140,000</b>	<b>N/A</b>
Agency	Position	Dates employed (mo./year)	Annual Salary	Population
N/A	N/A	N/A	N/A	N/A
# of FTEs in agency	# of FTEs in department	Budget Size	Oil Field Services	
			Type of Organization - full service, contract or other additional	
<b>Natchiq, Inc.</b>	<b>Manager of Support Div.</b>	<b>06/1997 to 06/1998</b>	<b>120,000</b>	<b>N/A</b>
Agency	Position	Dates employed (mo./year)	Annual Salary	Population
N/A	N/A	N/A	N/A	N/A
# of FTEs in agency	# of FTEs in department	Budget Size	Oil Field Services Company	
			Type of Organization - full service, contract or other additional	

2 July 2017

The Prothman Company  
371 NE Gilman Blvd., Suite 310  
Issaquah, WA 98027

Subject: Cover Letter for Position of Municipal Administrator  
Sitka, Alaska

Dear Sir:

We both are busy, and I loathe blowing my own horn. But you have a right to know that you would be getting someone who can aggressively get things done. Please allow me to briefly state some facts that align with what should be your list of primary responsibilities. Then I would be happy to discuss any and all of them should you wish more detailed information.

1. Strategic Planning: I have been doing effective strategic planning in various organizations since 1978 when I drafted the first Five Year Business Plan for the Air Force office overseeing DoD contracts at Hughes Aircraft Company. As a result I was nominated for the Air Force Systems Command Officer of the Year. I was assigned to oversee the merger of the Contracting function when BP's predecessor in Alaska, Standard Alaska Petroleum Company, absorbed the stand-alone construction company. BP later called me back from retirement to create, establish, and staff a materials management function in their Bogotá, Colombia offices. I developed the first strategic plan for Natchiq, Inc. – a native-owned oilfield support company – and, incidentally, part of the implementation was to eliminate a high-risk, low-profitability arm while greatly increasing the revenues for the overall company. I was hired by the Alaska Senate to assist with their performance-based government program. I am currently a nationally certified business coach and strategic planning consultant.

2. Assisting in Over-all Operations: As in-house special assistants in both BP Alaska and Natchiq I developed and oversaw implementation of cost-effective measures company-wide, while developing and running executive development programs. As the Chief of Staff for an Alaska State Senator, my job was to support him in all aspects of his business. In all cases, my role was to assist and support my client, whether the president of a large company, or a politician.

3. Negotiations expertise: A DoD-trained negotiator I have led numerous negotiations from multi-billion dollar contracts for the U. S. Army, to multi-million dollar contracts for oil field services, both domestically and internationally.

4. City budgets: As a finance aide to the Alaska State Senate, I was responsible for evaluating municipal budgets submitted annually for the state budget. I had to analyze the budgets, prepare an overview for the senate to consider, and lead senate subcommittees through the evaluation and approval process before being presented to the full senate.

5. Senior Level Experience: I served as special assistant to VP Administration for BP, special assistant to President/CEO for Natchiq, made presentations to Natchiq board, and met frequently

with, and made presentations to, Alaska state legislative committees and two of Alaska's governors.

6. Speaking: I am an award-winning speaker. I conduct highly-successful public speaking workshops that have been attended by politicians, senior executives of Alaska's oil industry, and have served as a lobbyist and advisor to CEO for contracting in foreign countries.

7. External Liaisons: I have maintained close relationship with senior industry executives and government executives, such that they call on me even though I am no longer employed by either.

I would enjoy the opportunity to meet with you to discuss any of the above in further detail, and to consider what we can do together.

Respectfully,  
Delray F. "Lucky" Shultz

Résumé  
for  
**DELRAY FRANKLIN "LUCKY" SHULTZ**

**RELEVANT PROFESSIONAL EXPERIENCE**

**EAN HOLDINGS, LLC – WASHINGTON (Alaska Division)**

**Part Time Driver** (8/13/2015 – Present) (\$10.00/hr. - \$11.10/hr.)

Shuttle rental cars and trucks between rental branches and between service shops for oil changes, repairs, tire changes, glass replacement, etc. on a part-time basis weekday afternoons.

**LUCKY SHULTZ & ASSOCIATES, Anchorage, Alaska**

**Certified Business and Leadership Coach** (December 1, 2009 – Present)

Helping corporate and business leaders get past hurdles which are holding the business back from reaching its full potential; Getting unstuck; increasing profitability; enhancing teamwork; returning joy while increasing revenues and reducing time stress.

**ALASKA STATE SENATE, Senator Fred Dyson, Juneau & Eagle River, Alaska**

**Chief of Staff** (2007 – 11/30/2009) (\$31,075 - \$60,163)

**Legislative Finance Aide** (12/29/2003 - 2007)

- Managed office and staff;
- Aide to Senate Finance Committee;
- Evaluated department budgets for Senate Finance subcommittees;
- Facilitated subcommittee meetings;
- Prepared and defended subcommittee budget recommendations to Senate Finance Committee;
- Staff work on bill to amend constitution re: Spending limit;
- Assisted Senator Dyson on the Senate Resources Committee re: PPT; Gas Pipeline, ACES

**LUCKY SHULTZ & ASSOCIATES (2000 – 2004)**

Anchorage, Alaska (2004)

Lynnwood, Washington (2000 - 2004)

- **Executive Coach/Consultant**
- **Strategic Planning**
- **Speech Coach**

**NATCHIQ, INC., (Now called "ASRC Energy Services") Anchorage, Alaska**

**Internal Consultant** (1998 to 2001)

Special staff position created to support entire company.

Advisor to the President/CEO for continuous improvement, and organizational and executive development.

- Guided senior management team through strategic planning process;
- Created and directed executive development program for executives for professional development & to meet strategic plan;
- Created and directed management trainee programs for Native Alaskans/Eskimos to prepare them for leadership of ASRC companies;
- Created and directed a mentorship and coaching development program for senior managers as a component of the management trainee program;
- Wrote/critiqued speeches for the President/CEO and other senior executives;
- Often served in the role of External Affairs Representative as well as lobbyist to Alaska's state legislature.

**Division Manager of Support Division (1997 – 1998)**

Pulled up from subsidiary (Alaska Petroleum Contractors) to support parent company.

Operational responsibility for:

- Contracts Management
- Business Development
- Quality Assurance/Quality Control
- Financial and Projects Control
- Staff development for Natchiq and ten operating subsidiaries
- Training
- Scheduling
- Health, Safety, & Environment
- Safety Training Compliance

**ALASKA PETROLEUM CONTRACTORS, (Subsidiary of Natchiq) Anchorage, Alaska (1994 – 1997)**

- **Manager of Support Division**
  - **Internal Consultant** - continuous improvement, customer relations, business development
  - **Manager of Contracts**
  - **Alliance Coordinator** - Facilitated APC's role in various alliances with oil companies.
- **External Consultant (1993 – 1994)**

Develop, submit, and defend proposals and contracts to perform maintenance on Trans-Alaska Pipeline. Responsible for commercial aspects of the proposal, drafting the formal documents, and negotiating the contracts.

**BP EXPLORATION (COLOMBIA) LTD., Bogotá, Colombia, South America (1992 – 1994)**

- **Internal Consultant to establish Materials Management Organization.**
  - Develop procedures;
  - Staff organization
  - Develop purchase orders and contracts for \$1 billion Cusiana project.
  - Verbally defended contractor selection to the four owner from different countries (the United Kingdom, France, the United States, and Colombia).

**BP EXPLORATION (ALASKA) INC., Anchorage, Alaska (1981-1994)**

- **Internal Consultant**

Pulled up to senior staff for developing company-wide initiatives.
- **Manager Purchasing**
  - Asked by VP Administration to turnaround Purchasing Department;
  - Morale improved, turnover reduced, professional recognition of staff by operations departments;
  - Reduced department budget by \$3 million per year;
  - Reduced North Slope inventory by \$30 million while increasing on-hand availability;
  - Improved delivery time to the North Slope from 45 days to a new benchmark of 3 days.
- **Supervisor of Contracts**
  - Managed staff responsible for several hundred million dollars worth of construction and operations contracts;
  - Directed assimilation of all Alaska North Slope construction contracts from Sohio Construction Company offices in San Francisco to BP Alaska's offices in Anchorage, Alaska.
  - Initially hired to develop procedures for the newly formed Contracts Department.

**UNITED STATES AIR FORCE (1970 – 1981)**

**Captain**

- **Section Chief, Air Force Plant Representative Office, Hughes Aircraft Company, California**
  - Managed staff with responsibility for over 1,000 contracts worth billions of dollars;
  - **Administrative contract lead** for DOD's M-1 Tank Laser Fire Control System;
  - **Administrative contract lead** for NASA communications systems;
  - **Unlimited warrant** as a government **Administrative Contracting Officer**;
  - Developed unit's first **Five Year Business Plan**;
  - Directed government oversight of Hughes Aircraft's **Foreign Military Business**;
  - Developed unit's first **Affirmative Action Plan**;
  - Directed initial computerization of the unit;
  - Nominated as Air Force Systems Command **Officer of the Year**.
- **C-130 Navigator**
  - **Standardization/Evaluation Navigator**;
  - Ensured all unit navigators met the requirements set forth by the Military Airlift Command;
  - Directed the air navigation portion of all major joint service exercises in Alaska;
  - Assisted in transition by the Alaska Air Guard from C-123 to C-130 aircraft;
  - Assisted in the transfer to the Schenectady Air Guard of responsibility of providing air transportation to the Greenland Ice Cap.

**EDUCATION**

**Bachelor of Science – Engineering Management (1970)**  
United States Air Force Academy, Colorado

**Master of Science – Logistics and Facilities Management (Procurement) (1978)**  
Air Force Institute of Technology/Air University, Ohio

Some doctoral courses and too many seminars and workshops to list.

Most pertinent courses include:

- JMW Consultant's "Manager of the Future"
- Program resulting in unlimited government warrant as an Federal Administrative Contracting Officer
- USAF Command and Staff College
- DOD Negotiations program
- "The Executive Seminar" at The Buckley School of Public Speaking
- Executive development program at The Pennsylvania State University

**PERTINENT HONORS, AFFILIATIONS and SOCIAL POSITIONS HELD**

Anchorage Mayor's Prayer Breakfast Committee (2011 – present) -- Currently: Chair

Inducted into Herculaneum (Missouri) High School Hall of Fame (2010)

Who's Who in America (1999 – 2009)

Who's Who in the West (1998)

Silver Medal, Oratory, The Buckley School of Public Speaking (1997)

Nominated: Air Force Systems Command Officer of the Year (1980)

One of Junior Chamber of Commerce's 1978 Outstanding Young Men of the Year (1978)

Board of Directors, Family Connection, Inc., Anchorage, Alaska (1981 – 1984)

Vice-chair (1983)

Bethany Christian Community, Anchorage, Alaska

Board of Elders (1982 – 1992)

Director of Worship (1984 – 1992)

President, Board of Administration (1991 – 1992)

Multi-Use Tenant Coordinator (1985 – 1992)

Adjunct Professor (Math), University of Alaska, Anchorage (No classes taught)

Commercial Instrument Pilot

Toured Israel as a professional vocalist with The Continental Singers (June - July 2000)

Business Network International Education Officer, Mill Creek, Washington Chapter (2000 – 2002)



**Resume – Delray F. Shultz**

**PERSONAL**

Age:

Home:

iPhone):

E-Mail:



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www.prothman.com



Municipal Administrator

### Personal Profile

Name <u>Kim Zimmerman</u>		Work Phone <u>( ) -</u>	
Address _____		Home Phone _____	Cell Phone _____
City State Zip _____		Email _____	

### Educational History

Please include all colleges, universities, and other relevant education

Institution <u>Trinidad State Junior College</u>	Location <u>Trinidad, CO</u>	Major <u>Gunsmithing</u>	Degree <u>AA (Dec 17)</u>
Institution <u>California University of PA</u>	Location <u>California, PA</u>	Major <u>Regional Plannin</u>	Degree <u>MS</u>
Institution <u>Clarion University of PA</u>	Location <u>Clarion, PA</u>	Major <u>Biology</u>	Degree <u>BS</u>
Institution _____	Location _____	Major _____	Degree _____
Institution _____	Location _____	Major _____	Degree _____

Surname when in school if different: \_\_\_\_\_

### Work History

Please list chronologically all positions, starting with your most recent position of employment.

Agency <u>Big O Tires</u>	Position <u>Customer Service</u>	Dates employed (mo./year) <u>June 2017 to Present</u>	Annual Salary <u>\$25,000</u>	Population <u>30,000</u>
# of FTEs in agency <u>15</u>	# of FTEs in department <u>2</u>	Budget Size <u>\$1.3M</u>	Type of Organization - full service, contract or other additional <u>Full service vehicle maintenance operations</u>	
Agency <u>Borough of Ridgway, PA</u>	Position <u>Borough Manager</u>	Dates employed (mo./year) <u>10/2013 to 01/2016</u>	Annual Salary <u>\$72,500</u>	Population <u>5,000</u>
# of FTEs in agency <u>25</u>	# of FTEs in department <u>1</u>	Budget Size <u>\$6 M</u>	Type of Organization - full service, contract or other additional <u>City Administrator</u>	
Agency <u>Patriot Outfitters, LLC</u>	Position <u>Director Gov't Contracts</u>	Dates employed (mo./year) <u>08/2012 to 09/2013</u>	Annual Salary <u>\$65,500+</u>	Population <u>250,000</u>
# of FTEs in agency <u>70</u>	# of FTEs in department <u>1</u>	Budget Size <u>10,000,000</u>	Type of Organization - full service, contract or other additional <u>Tactical Equipment Retail Chain / Corporate Headquarters</u>	
Agency <u>US Army</u>	Position <u>Army Logistics Officer</u>	Dates employed (mo./year) <u>02/1989 to 09/2012</u>	Annual Salary <u>\$120,000</u>	Population <u>310000000</u>
# of FTEs in agency <u>400,000</u>	# of FTEs in department <u>10,000</u>	Budget Size <u>billions</u>	Type of Organization - full service, contract or other additional <u>US Army / Defense Support to America</u>	
Agency _____	Position _____	Dates employed (mo./year) <u>to</u>	Annual Salary _____	Population _____
# of FTEs in agency _____	# of FTEs in department _____	Budget Size _____	Type of Organization - full service, contract or other additional _____	

08 July 2017

Reference: Sitka, Alaska Municipal Administrator Position

To Whom It May Concern:

I truly believe I am fully qualified for this position. My management and leadership skills have been continually developed and honed for the past 29 years as an active duty logistics officer in the United States Army, in the private sector, and as a Borough Manager in Ridgway, Pennsylvania. Countless times I have been involved in the leadership, management, stewardship, fiscal supervision, and planning of real property accountability, construction, maintenance, zoning, destruction, and their use around the world and in the local community.

In Baghdad, Iraq (2007-2008) I was the Mayor of Forward Operating Base FALCON, a 455 acre combat base which was home for 12,000 Soldiers / Sailors / Airmen / Marines. I was directly in charge and responsible for the smooth, effective, and continuous operation of this "city" and its infrastructure, including my direct relationship with the Kellogg, Brown, and Root Site Manager and his 500 civilian employees. With a \$70M budget, I had direct control over all housing, buildings, food service operations, security, and construction contracts and tasks during heavy combat operations.

I also served as the City Manager for Ridgway, Pennsylvania from October 2013 until January 2016. In this capacity I served at the behest of the City Council for the smooth operations and supervision of the town's water treatment plant, waste water treatment plant, refuse department, public works department, and the annual \$6,000,000 budget and investment portfolio. I also worked hand in hand with the local police force and fire department facilitating their contracts and fiscal requirements.

My undergraduate degree is in Biology, however, my graduate degree is in Geography and Regional Planning. Coupled with my vast amount of experience with managing and directing budgets, managing personnel, maintenance operations, infrastructure management, and working with other Federal and State agencies, I feel I am ready and distinctly qualified to assist in leading Sitka into the future.

Please contact me if you have any questions.

Sincerely,

Kim D. Zimmerman  
Lieutenant Colonel (retired), USA

**KIM D. ZIMMERMAN**  
Lieutenant Colonel (retired), United States Army

**Professional Experience:**

**Gunsmithing Student, TSJC**

**JAN 2016 to Present**

600 Prospect Ave  
Trinidad, Colorado 80182

Full time gunsmithing student seeking an Associate's Degree in the fine art of gun-making, repair, restoration, stocking, checkering, coating, and bluing of all manner of firearms. Graduate in December 2017.

**Borough of Ridgway City Manager**

**OCT 2013 to JAN 2016**

108 Main Street  
Ridgway, PA 15853

Served as the chief administrator of a town of 4,100 citizens consisting of 1,700 homes, a full time staff of 26, and part time staff of 50 though-out the year. Directly responsible for town's water treatment plant, waste water treatment plant, refuse department, public works department, and the annual \$6M dollar budget and investment portfolio. Provided the direct link between the citizens and the Council through the coordination of all committee and council meetings. Worked directly with Federal, State, and County agencies on a daily basis.

**Director of Government Contracts and Sales**

**AUG 2012 to SEP 2013**

Patriot Outfitters, LLC  
Saint Marys, Kansas 66536

Directly responsible for building, training, and developing the company's government contracting section and for pursuing major Federal and State Government contracts valued from \$750,000 to \$5,700,000,000. Provided direct input and professional advice to company executives on Special Operations and Military Equipment and all Armed Forces matters.

**United States Army Logistics Officer**

**FEB 1989 to SEP 2012**

Served at all levels of leadership positions of the Army Officer Logistics Corps, from Platoon Leader to Deputy Brigade Commander throughout my 23+ year career. Specialized in logistics and sustainment operations, to include government contracts,

**KIM D. ZIMMERMAN**  
**Lieutenant Colonel (retired), United States Army**

fiscal management, maintenance operations, personnel management, engineer operations, base / garrison management, combat operations, and training.

- Served as a Logistics Sustainment Chief for Army's Mission Command Training Program providing professional training to Army Corps and Division Headquarters Commands deploying into combat operations
- Served as the Deputy Commander of 3,000 combat Soldiers for two years in Alaska
- Managed the operations, maintenance, and property accountability for 49,972 pieces of property valued in excess of \$141,000,000
- Rated #1 of his 4 Deputy Brigade Commanders by the Commanding General
- Rated as #6 of his 42 Lieutenant Colonels in his Command
- Served as the Chief Logistics Officer / Mayor / Garrison Commander of a 455 acre Forward Operation Base in Baghdad, Iraq for 15 months, supporting 12,000 Soldiers; directly responsible for the expenditure and accountability of \$220,000 cash and \$80,000,000 worth of contracts
- Selected over 23 Majors to serve as the Deputy Commander of a Brigade Support Battalion responsible for all logistics and sustainment operations for an Infantry Brigade of 5,000 combat Soldiers
- Maintained 100% accountability for all assigned equipment valued in excess of \$42M
- Rated #1 of 23 Majors in the Brigade by the Brigade Commander
- Managed a \$34,000,000 budget to within .1% of use; closest of all units on Fort Riley
- Served as Chief Logistics / Sustainment officer supporting the 2<sup>nd</sup> Infantry Div in Korea

**Military Education**

- Quartermaster Officer Basic Course
- Airborne
- Aerial Delivery / Rigger School
- Captains' Career Course
- Command Armed Services Staff School
- Command and General Staff College

**Civilian Education**

- Bachelor of Science Degree (Biology), Clarion University of Pennsylvania 1988
- Masters of Science Degree (Geography and Regional Planning), California University of Pennsylvania 2000
- Associates Degree (Gunsmithing), Trinidad State Junior College, Colorado December 2017

**References:**

Additional information and / or references upon request.