

# City and Borough of Sitka


PROVIDING FOR TODAY...PREPARING FOR TOMORROW

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*A Coast Guard City*

## MEMORANDUM

**To:** Mayor Eisenbeisz and Assembly Members

**From:** John Leach, Municipal Administrator 

**Date:** June 29, 2021

**Subject:** Sitka Community Hospital (SCH) Building Sale Request for Proposals (RFP) Evaluation and Selection Team Approval

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### Background

After working since October 2020, City staff presented a draft RFP to the Assembly on May 11, 2021, for the potential sale of the SCH Building. The RFP is currently in a 60-day advertisement period.

### Analysis

The closing date for the SCH RFP is July 28, 2021.

Before all bids are received, I am seeking Assembly approval of the evaluation team made up of CBS senior staff. I strongly recommend that the evaluation team consist of only CBS staff to avoid potential conflicts of outside agencies with any bidders, and since the property is municipal owned property, it should be scored by those who are responsible for the oversight and management of the property.

Per the standard RFP process (illustrated below), a team is needed to score the RFPs and select a finalist to present to the Assembly for guidance on how to proceed with final negotiations and perhaps an eventual lease or sales agreement and accompanying ordinance per section 18.12.010 A of Sitka General Code (SGC).

The proposed selection team shall consist of:

John Leach – Municipal Administrator

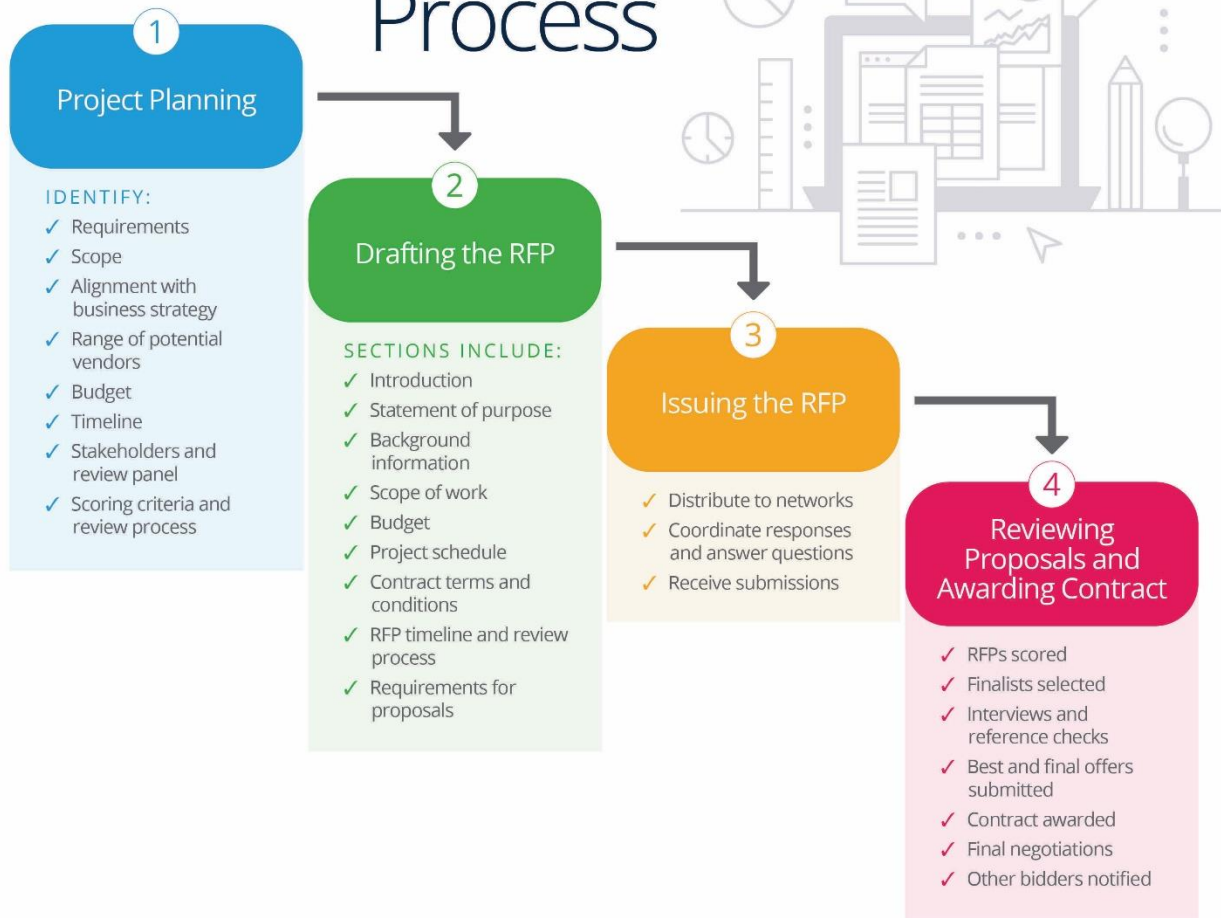
Melissa Haley – Finance Director

Michael Harmon – Public Works Director

Amy Ainslie – Planning Director

Scott Elder – Electric Utility Director

# Standard RFP Process



Assuming there is no need for clarifying information from the bidders after the July 28, 2021, bid closing, I anticipate presenting the RFP finalist to the Assembly at the August 24, 2021, Assembly session. This date may change if the selection team is required to contact bidders for clarifying information to determine responsiveness to the RFP.

According to SGC 18.12.010 B, the sale of real property valued over five million dollars, or a lease with a value of more than seven million five hundred thousand dollars “may provide that the ordinance receive an advisory vote at a general or special election.”

## **Fiscal Note**

A fiscal note does not apply to the approval of the RFP evaluation and selection team.

## **Recommendation**

Approve the proposed SCH RFP selection team.

Encl: May 11, 2021, Assembly Session Minutes  
SCH RFP



# CITY AND BOROUGH OF SITKA

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

## Minutes - Final

### City and Borough Assembly

*Mayor Steven Eisenbeisz*  
*Deputy Mayor Thor Christianson,*  
*Vice Deputy Mayor Valorie Nelson,*  
*Kevin Knox, Kevin Mosher, Crystal Duncan, Rebecca*  
*Himschoot*

*Municipal Administrator: John Leach*  
*Municipal Attorney: Brian Hanson*  
*Municipal Clerk: Sara Peterson*

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Tuesday, May 11, 2021

6:00 PM

Assembly Chambers

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#### REGULAR MEETING

I. CALL TO ORDER

II. FLAG SALUTE

III. ROLL CALL

**Present:** 7 - Christianson, Knox, Mosher, Nelson, Eisenbeisz, Himschoot, and Duncan

IV. CORRESPONDENCE/AGENDA CHANGES

No agenda changes.

[21-086](#)

Reminders, Calendars, and General Correspondence

V. CEREMONIAL MATTERS

None.

VI. **SPECIAL REPORTS: Government to Government, Municipal Boards/Commissions/Committees, Municipal Departments, School District, Students and Guests (five minute time limit)**

Police Chief Baty recognized retiring employee Ken Buxton for his service as Animal Control Officer.

[21-082](#)

1) SEARHC President Charles Clement: Sitka's Integrated Health Care System - 6 Month Report, and 2) Republic Services

Matthew Pederson of Republic Services, the City's solid waste contractor, spoke about the City's options for future garbage shipments and recommended changes. SEARHC President, Charles Clement, provided an update: expansion and enhancement of

specialty care, COVID-19 mitigation efforts continue, and project timeline for the new Mt. Edgumbe Medical Center.

## VII. PERSONS TO BE HEARD

Richard Wein spoke to the expansion of telemedicine, cost of medicine, and thanked Ken Buxton and Dan Etulain for their service to the community.

## VIII. CONSENT AGENDA

**A motion was made by Nelson that the Consent Agenda consisting of items A & B be APPROVED. The motion PASSED by the following vote.**

**Yes:** 7 - Christianson, Knox, Mosher, Nelson, Eisenbeisz, Himschoot, and Duncan

**A**     [21-084](#)     Approve the minutes of the April 27 Assembly meeting

**This item was APPROVED.**

**B**     [21-085](#)     Approve liquor license renewal applications for 1) Mean Queen upstairs and downstairs at 205 Harbor Drive, and 2) Trinity Business Services LLC dba Halibut Point Crab & Brew at 4513 Halibut Point Road

**This item was APPROVED.**

## IX. BOARD, COMMISSION, COMMITTEE APPOINTMENTS

None.

## X. UNFINISHED BUSINESS:

**C**     [ORD 21-08](#)     Making supplemental appropriations for fiscal year 2021 (Sitka Community Hospital Dedicated Fund)

Richard Wein spoke to the amount and purpose of the Ordinance.

Knox stated the supplemental appropriation was for \$425,000 to cover long-term contracts, legal expenses, and increased unemployment costs.

**A motion was made by Knox that this Ordinance be APPROVED on SECOND AND FINAL READING. The motion PASSED by the following vote.**

**Yes:** 6 - Christianson, Knox, Mosher, Eisenbeisz, Himschoot, and Duncan

**No:** 1 - Nelson

## XI. NEW BUSINESS:

### New Business First Reading

**D**     [ORD 21-09](#)     Adopting budgets and capital improvement plan for the General Fund, Internal Service Funds, and Special Revenue Funds for the fiscal year

July 1, 2021 through June 30, 2022

Richard Wein spoke to the budget and encouraged to stop living paycheck to paycheck.

Assembly Members thanked staff for their work on the budget and complimented them on the process. Nelson spoke in opposition citing additional positions and wage increases.

**A motion was made by Himschoot that this Ordinance be APPROVED on FIRST READING. The motion PASSED by the following vote.**

**Yes:** 6 - Christianson, Knox, Mosher, Eisenbeisz, Himschoot, and Duncan

**No:** 1 - Nelson

**E**     [ORD 21-10](#)

Adopting the budget and capital improvement plan for all Enterprise Funds for the fiscal year July 1, 2021 through June 30, 2022, amending rates in Title 15 "Public Utilities" of the Sitka General Code and adopting moorage rates and other harbor fees

Richard Wein thanked staff for their work in a difficult situation.

Nelson spoke to the increase in Electric Department staffing. Eisenbeisz reminded of the rate studies and long range plans included in the budget.

**A motion was made by Christianson that this Ordinance be APPROVED on FIRST READING. The motion PASSED by the following vote.**

**Yes:** 6 - Christianson, Knox, Mosher, Eisenbeisz, Himschoot, and Duncan

**No:** 1 - Nelson

**Additional New Business Items**

**F**     [21-083](#)

Discussion / Direction / Decision on the Harbor Mountain Bypass Cell Tower Parcel Lease

Administrator Leach summarized the item stating the City had been approached by Vertical Bridge/New Horizons, contractors for Verizon Wireless, to lease municipal land in the Harbor Mountain Bypass Road area. The Assembly had directed staff to issue a Request for Proposals to lease a site on Harbor Mountain Bypass Road for the purpose of the cell tower development. The terms of the lease were in the packet memo. Planning Director Amy Ainslie stated the item was brought forward to ensure the Assembly was comfortable with the terms prior to bringing forward a lease ordinance for approval.

Consensus was to bring an ordinance forward for approval.

**G**     [21-080](#)

Approve the RFP for the sale of the former Sitka Community Hospital site and associated properties (possible executive session)

Richard Wein suggested giving the building to SEARHC and leasing the property.

**A motion was made by Christianson to go into executive session with Planning Director Amy Ainslie to discuss the independent appraisal for the former Sitka**

Community Hospital building and surrounding properties and its potential incorporation into the RFP under the statutory category of discussing matters, the immediate knowledge of which would adversely affect the City and Borough of Sitka. The motion **PASSED** by the following vote.

**Yes:** 7 - Mosher, Nelson, Knox, Christianson, Duncan, Eisenbeisz, and Himschoot

Richard Wein spoke in opposition to executive session.

Nelson believed there were two members with biases and reason to advance the item.

The Assembly was in executive session from 7:48pm to 9:00pm.

**A motion was made by Mosher to reconvene as the Assembly in regular session. The motion PASSED by unanimous consent.**

**A motion was made by Knox to APPROVE the RFP for the sale of the former Sitka Community Hospital site and associated properties with direction given in executive session. The motion PASSED by the following vote.**

**Yes:** 7 - Christianson, Knox, Mosher, Nelson, Eisenbeisz, Himschoot, and Duncan

**H**     [21-081](#)

Approve first amendment to employee agreement between the City and Borough of Sitka and Brian E. Hanson (possible executive session)

Christianson stated the changes to the amendment were well deserved. Knox and Eisenbeisz reminded Hanson had not received any adjustments in salary for the last several years, including cost of living adjustments.

**A motion was made by Mosher that this Item be APPROVED. The motion PASSED by the following vote.**

**Yes:** 7 - Christianson, Knox, Mosher, Nelson, Eisenbeisz, Himschoot, and Duncan

**XII. PERSONS TO BE HEARD:**

None.

**XIII. REPORTS**

**a. Mayor, b. Administrator, c. Attorney, d. Liaison Representatives, e. Clerk, f. Other**

Mayor - Eisenbeisz told of meetings and events held during Senator Sullivan's recent visit to Sitka.

Administrator - Leach spoke to Senator Sullivan's visit, told of potential changes to masking requirements in City facilities, and thanked the public for their overwhelming participation in the Spring-Clean Up event.

Attorney - Hanson congratulated Jay Sweeney on his retirement and commended Sweeney for his service.

Liaison Representatives - Christianson announced about the upcoming Gary Paxton Industrial Park Board meeting and reported on the Planning Commission meeting. Mosher spoke to the Parks and Recreation Committee meeting, Himschoot thanked the Tree and Landscape Committee for their landscape work at the Fire Hall, Knox told of the upcoming Port and Harbors Commission meeting, and Duncan reported on the recent Health Needs and Human Services Commission meeting.

Clerk - Peterson reviewed the Board/Commission vacancies.

Other - Nelson clarified comments she made at a previous meeting regarding possible school requests for the use of the donation from Norwegian Cruise Lines.

#### **XIV. EXECUTIVE SESSION**

See item G.

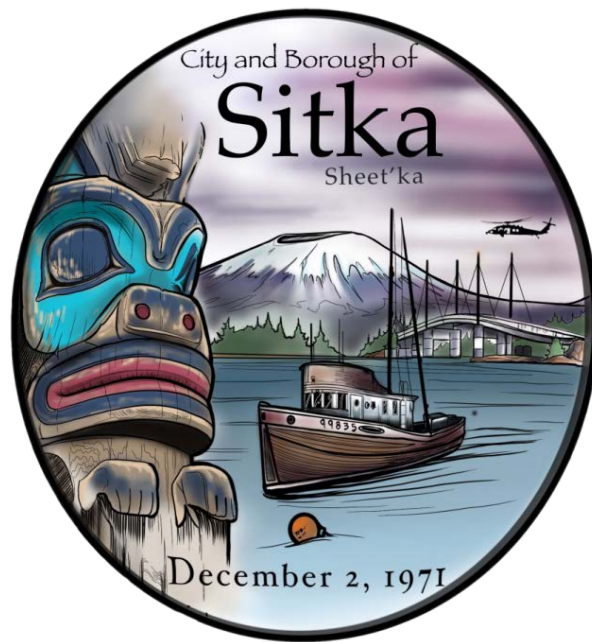
#### **XV. ADJOURNMENT**

A motion was made by Christianson to ADJOURN. Hearing no objections, the meeting ADJOURNED at 9:20pm.

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



## *City & Borough of Sitka*



## **REQUEST FOR PROPOSALS To Purchase or Lease Sitka Community Hospital Site 209 Moller Drive, Sitka, Alaska**

Prepared By:  
The Boutet Company, inc.  
601 E. 57<sup>th</sup> Place, Suite 102  
Anchorage, Alaska 99518  
(907) 522-6779

And

The City and Borough of Sitka  
100 Lincoln Street  
Sitka, AK 99835  
(907) 747-1815

**Open: 28 May 2021  
Close: 28 July 2021**

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#### APPENDIX

- A – Project Location, Map
- B – Reference Documents

# 1. INTRODUCTION

## 1.1 Project Description

This Request for Proposals ("RFP") seeks qualified developers (each, an "Applicant," and together, "Applicants") to provide proposals (each, a "Proposal") for the lease or purchase and subsequent development/ repurposing (the "Project") of the structures and surrounding lots at 209 Moller Drive, Sitka, Alaska known as the Sitka Community Hospital (the "Property"). The Sitka Community Hospital and related healthcare facilities are comprised of two buildings located on four lots (see Appendix A.1– location map). The specific parcels of interest include:

- 209 Moller Drive, Parcel ID# 1-4477-000
- 302 Gavan Street, Parcel ID# 1-4476-000
- 202 Brady Street, Parcel ID# 1-4454-000
- 204 Brady Street, Parcel ID# 1-4452-000

The purpose of this Request for Proposals (RFP) is to identify opportunities for redevelopment/ repurposing of the Sitka Community Hospital. This process will identify alternative concepts and evaluate proposals based on their overall economic and social benefit to the community of Sitka. The CBS is requesting innovative proposals which comply with the Project Goals and Project Requirements, as required and defined in this RFP. The City and Borough of Sitka (CBS) will select (if at all) the best Proposal utilizing a best-value, competitive proposal process pursuant of CBS General Code, as set forth in the RFP.

The Sitka Community Hospital properties and facilities are owned by CBS and operated by the Southeast Alaska Regional Health Consortium (SEARHC) under a facility lease agreement until 31 July 2024. The services provided at this facility include:

- Sitka Long-term care: resident skilled nursing services
- Mountainside Family Clinic: family medicine and urgent care
- Mountainside Rehabilitation Clinic: physical/occupational therapy and athletic/sports training

The Property is located near the Moller Park and the Sitka Harbor. These parcels are currently zoned P – Public Lands, which is defined in Sitka General Code (SGC) 22.16.020 as follows: *“The public lands district is intended to contain government-owned lands or lands owned by nonprofit institutions serving the public interest which are utilized for public recreation, education or institutional uses.”* The adjacent uses are P – Public Lands, C-1 – General Commercial, and R-1 – Residential.

The existing Sitka Community Hospital is a one (1) story building with a basement. The main floor consists of 26,605 square feet and the basement is 25,549 square feet. The building was significantly renovated in 1981 and is constructed with a concrete slab on ground foundation, reinforced concrete exterior walls with metal siding, and single membrane flat roof. Off-street

parking is provided. The Mountainside Clinic modular building which is also on the site was installed in 2011 and finished in 2012. It has approximately 3100 square feet in main building which contains about 9 offices and 7 exam rooms. There is also a 210 square feet storage building with covered walkway on the south side of the clinic. The facility has Malarky 3 tab asphalt roofing shingles and a composite fiber clap board for siding. The overall building is a standard stick-frame construction. Adjacent to the Mountainside Clinic is a small Modular Biohazard Shop.

The Property is owned by the CBS. All recommendations made upon the review of Proposals by the Proposal Review Committee are subject to the approval of the CBS Assembly, and could be subject to an advisory vote of the citizens per the procedures in SGC 18.12.010(B). Conveyance of the property must comply with all provisions of SGC Title 18. In the event that the Property is not transferred to a selected Applicant, CBS reserves, among the other rights reserved in Section 3.4, below, the right to:

- (i) Supplement, amend, substitute, modify or re-issue the RFP with terms and conditions materially different from those set forth here;
- (ii) Cancel this RFP with or without issuing another RFP;
- (iii) Terminate negotiations regarding any and all Proposals at any time; and/or
- (iv) Rescind a selection of an Applicant prior to contract.

## 1.2 Scope of Services

CBS is soliciting Proposals from Applicants that demonstrate the experience, capacity, and creativity to develop a dynamic project that will maximize the existing Property in a manner that represents the most productive and beneficial use for the community of Sitka. Proposals must consider the existing characteristics of the surrounding neighborhood and develop a Proposal that is compatible within this context. The Proposal must also demonstrate financial feasibility.

This RFP allows flexibility and does not specifically describe every detail of work required. It is each Applicant's responsibility to review all pertinent Project information. The Applicant shall determine the full scope of the Project through a thorough examination of the RFP, the Project site, and any reasonable inferences to be gathered from each. Applicants shall not rely on the physical descriptions contained in the RFP to identify all the Project components.

At a minimum, proposals shall include the following:

- A. A complete description of the Applicant's entity (corporation, partnership, etc.) and identification of all parties including disclosures of all persons or entities having a beneficial interest in the proposal. Include resumes of the Applicant's previous experience in development projects within Southeast Alaska, and a description of the scope and quality of past projects.

- B. Development concepts should include but are not limited to:
- Site plans showing the extent of proposed development with different project components clearly labeled
  - Scaled concept or schematic floor plans
  - Concept or schematic elevations and renderings as appropriate
  - Descriptions of proposed building and finish treatments and materials.
- C. Confirmed or verifiable sources of funding both equity and debt; the Applicant must show the financial capability of acquiring the Property and undertaking the proposed development, including company operating revenues and expenses, a balance sheet and cashflow statement from the most recent fiscal year, history of debt repayments and letter of credit.
- D. A schedule for project approvals and construction, including date specific milestones such as design, permitting, commencing and completing construction and opening for business. Phased projects must include this information for each phase.
- E. A project proforma and design/construction budget is required. The CBS owned property and facilities will be conveyed through a lease or sale as part of the project. Proposals should account for acquisition costs as part of the project proforma. Included in the pro-forma is an estimate of the number of new, permanent jobs and job descriptions that the development will create, the proposed number of residents from the local Sitka community which will be hired and trained, projected salaries, and hiring timeline.

### 1.3 Sale in As-Is Condition

The Property, buildings, improvements, and fixtures are owned by the CBS and leased to the Southeast Alaska Regional Health Consortium. This lease is set to expire 31 July 2024. The winning Applicant will be required to assume the lease and honor all terms and requirements set forth in the agreement until it expires. Alternatively, proposers could elect to take possession of the property (either by lease or sale) at an effective date post 31 July 2024. A copy of the current lease is provided in Appendix B.1. Proposals for possession prior to 31 July 2024 shall include in the Project Approach narrative a description of how the current lease agreement will be incorporated into the overall development plan and schedule.

Applicants are solely responsible for all due diligence, including all pre-development costs which may include but are not limited to architectural, engineering, structural, geo-technical planning, environmental studies, and permitting as required for rehabilitation and construction on the Property. The CBS makes no warranty or representation concerning the existence of any structural deficiencies, geo-technical deficiencies and/or environmental contamination on the Property, or upon any adjoining land or improvements. The CBS is not now or at any time hereafter under any circumstance responsible for any of such conditions or for the analysis,

care, or remedy thereof. The Property will be transferred in its "as-is" condition with the selected Applicant solely responsible for all structural, geo-technical and environmental repairs, stabilization and/or remediation required for construction on the Property. The CBS shall not be obligated to make any investments or repairs on this property. Any plans submitted pursuant to this RFP should consider and address the foregoing obligations and requirements.

If the selected proposal includes sale and transfer of the property, CBS will require a right of first refusal clause to be included in the resulting sale agreement.

In the event that the selected Proposal requires the parcels to be re-zoned, CBS, on behalf of the Applicant, will complete all necessary requirements in compliance with SGC Title 22.

### **1.3.1 Provisions for Inspection**

Applicants have the right to inspect the property prior to submitting a Proposal. Given the Property's current use as a long-term care facility, precautions must be taken to ensure the health and safety of patients during the COVID-19 pandemic. Appendix B.2 lists the mitigations required by SEARHC in order to access the facility. Applicants wishing to inspect the Property are highly encouraged to schedule a site visit promptly in order to accommodate for testing times and/or other required mitigation provisions.

## **2. INSTRUCTIONS TO APPLICANTS**

### **2.1 Project Goals**

The CBS has established the following Project Goals:

- Deliver a development which results in the highest and best use of the site, contributing to the overall economic and social welfare of the Sitka community in terms of increased direct revenue to CBS, skilled job creation, social services, and other community benefits; and
- Develop and operate a facility whose function and design mitigates adverse impacts to the neighboring properties while providing flexibility for potential long-term improvements and/or enhancements; and
- Meet or exceed environmental regulatory and permitting requirements with no regulatory or permit violations.

## 2.2 Schedule

The following is a schedule of Project milestones; all dates are subject to change.

Milestone	Date
Issue RFP	May 28, 2021
Non-Mandatory Pre-Bid Meeting	June 17, 2021
Deadline for Applicant Questions	July 14, 2021
Proposals Due Date	July 28, 2021
Applicant Interviews (at the option of the CBS)	TBD
Announcement of Winning Proposal	August 20, 2021
Selected Proposal Presented to Assembly	August 24, 2021
Sales Negotiations	TBD
Sales Terms Presented to Assembly either for approval or to continue to public advisory vote.	TBD

## 2.3 Selection Process

Sealed Proposals will be evaluated by a Proposal Review Committee in accordance with the defined Evaluation Criteria in Section 3.0. The Proposal with the highest total score will be deemed the Best-Value Responsible Bidder. The process for reviewing the best value includes a review of the Applicant's Technical Proposal, Facility Concepts, Economic Benefits, Financial Capacity and Financing Plan, and possible Applicant Interviews. The CBS reserves the right to request additional information during evaluation to clarify any Proposal.

## 2.4 Proposal Submittal

### 2.4.1 Due Date, Time & Location

Sealed Proposals must be submitted in person or by registered mail, Federal Express, UPS or a similar delivery method that furnishes proof of having been received by CBS at the following location prior to 2:00:00 p.m. Alaska Standard Time, on the Proposal Due Date set forth in Section 2.2 of this RFP:

**Municipal Clerk  
City & Borough of Sitka  
100 Lincoln Street  
Sitka, Alaska 99835**

CBS will not accept Proposals by facsimile or electronic transmission. Any Proposal that fails to meet the deadline, format, or delivery requirement may be rejected and returned to the Applicant without having been opened, considered, or evaluated.

## 2.4.2 Format

Proposal shall follow the requirements and format described in this RFP. The Proposal shall be bound and sealed in an opaque envelope or box, and labeled:

**Proposal for Sitka Community Hospital Site RFP**  
**Name of Proposing Firm**  
**Date of Proposal**

Applicants shall submit one original, three copies, and one electronic copy of the Proposal. Electronic copies must be submitted in Adobe Acrobat (.pdf) format on a USB thumb drive(s). All information in the Proposal shall be submitted on 8.5-inch by 11-inch paper, except charts, exhibits, and illustrative and graphical information, which may be submitted on 11-inch by 17-inch paper. Each 11-inch by 17-inch page will count as one page, unless otherwise noted in this RFP. No text, charts, tables, graphics, or other substantive content shall be printed within 0.75 inch of any page edge. Any other information shall be presented with a readable format. All Proposal forms shall be typed or completed using black ink. All signatures must be accompanied by a printed name, title, and date.

## 2.5 Proposal Submittal Requirements

The proposal shall contain the sections listed below, separated by dividers, and shall respond fully to all requirements of the RFP. The following table provides general guidelines regarding the suggested number of pages per Section; the Applicant may provide additional pages as necessary.

PROPOSAL CONTENTS			No. Pages
2.6	TECHNICAL PROPOSAL - VOLUME I		
2.6.1	EXECUTIVE SUMMARY		4 total
		COVER LETTER	1
		EXECUTIVE SUMMARY NARRATIVE	3
2.6.2	PROJECT TEAM QUALIFICATIONS		16 total
		TEAM QUALIFICATIONS & PERFORMANCE	4
		ORGANIZATIONAL CHART	2
		PROJECT MANAGER RESUME	2
		ENGINEER/ARCHITECT OF RECORD RESUME	4



		EXPERIENCE & APPROACH	4
<b>2.6.3</b>	<b>PROJECT APPROACH</b>		<b>16 total</b>
		CONCEPT NARRATIVE	4
		OVERALL SITE PLAN	2
		CONCEPTUAL DESIGN	4
		PROJECT SCHEDULE – NARRATIVE	2
		PROJECT SCHEDULE – CHART	2
		QUALITY MANAGEMENT APPROACH	2
<b>2.6.4</b>	<b>COMMUNITY &amp; NEIGHBORHOOD IMPACT</b>		<b>8 total</b>
		COMMUNITY & NEIGHBORHOOD BENEFITS	4
		ADVERSE IMPACT MITIGATION	2
		LONG-TERM OPERATIONS	2
<b>2.7</b>	<b>FINANCIAL CAPACITY AND FINANCING PLAN - VOLUME II</b>		<b>No Limit</b>

## 2.6 Technical Proposal – Volume I

The Technical Proposal is intended to serve as an opportunity for the Applicant to clearly describe its qualifications, capabilities, and innovative approach to the Work. Although the purchase offer is an important factor in final selection, the evaluation criteria places an equal value on an Applicant's effort to achieve the Project Goals, as described in Section 2.1.

The Technical Proposal shall comply with the criteria established in the RFP. The Applicant is encouraged to provide concise narratives, graphic illustrations, drawings, and charts to ensure the CBS clearly understands the characteristics and benefits of the proposed Work.

### 2.6.1 Executive Summary

- A. Submit a Cover Letter, written in a non-technical style which states:
  - The Applicant (prime) and, if appropriate, the joint venture members
  - The Engineer/Architect of Record(s) and General Contractor Builder (if other than the Applicant)
  - Brief description of the legal relationship among the principal entities with regards to the project
  - A single point of contact person for the Proposal, including contact information
- B. Submit an Executive Summary Narrative, written in a non-technical style which generally familiarizes reviewers with the Applicant's approach and ability to achieve the stated Project Goals. The intent of the Executive Summary is to highlight the key elements of each section of the Technical Proposal and to certify the Applicant's commitment to truth and correctness of the Proposal. The authorized representative of the Applicant's organization

must sign the Executive Summary; if the Applicant is a joint venture, all the joint venture members must sign the Executive Summary.

## 2.6.2 Project Team Qualifications

### A. Applicant Qualifications & Performance Record:

Submit Team Qualifications, in a non-technical narrative, describe the Applicant's entity (corporation, partnership, etc.) and identify all parties involved, including disclosures of all persons or entities having a beneficial interest in the proposal. Include a description of team expertise and satisfactory performance in land development projects, relating to property acquisition, design, construction, and facilities operations. The Applicant should focus on the proven cohesiveness of the team, as opposed to the individual qualifications of the firms. It is preferred that the Applicant's project specific team (key personnel, subcontractors, and major suppliers) have worked together on comparable projects in the past, but this is not a requirement.

- Identify the development team including names, addresses, and brief narratives for those individuals to be assigned to the project. Include the organizational structure, lines of responsibility, key personnel (as defined by the Applicant), and defined key personnel roles and responsibilities.
- Provide sufficient information for the CBS to evaluate current financial strength of the Applicant with verifiable sources of funding both equity and debt. The Applicant must show the financial capability of acquiring the Property and undertaking the proposed development, including company operating revenues and expenses, history of debt repayments and letter of credit.
- Identify any claims asserted by or against the Applicant within the past five years which were escalated to litigation or arbitration.
- Provide a brief description of representative projects completed by the Applicant's team within the past five years which are similar in scale, type, and complexity to the Project.
- With a focus on the knowledge and capabilities, describe any unique expertise or advantages of the Applicant's team which would benefit the overall success of the Project and a direct benefit to the CBS.

### B. Organizational Chart

Submit an organizational chart demonstrating the basic structure of the Applicant's roles and responsibilities of each Key Personnel, as deemed appropriate by the Applicant, and the integration of any major supplier, sub-organization, or consultant(s).

### C. Project Manager Resume

Submit a resume for the Applicant's dedicated Project Manager. The resume should

specifically focus on experience with land development and facilities operations, project management approach, and qualifications applicable to the Project. Proven experience of successfully managing three (3) or more projects equivalent in the scope and cost to what is being proposed should be included.

#### D. Engineer/Architect of Record Resume

Submit a resume for the Applicant's dedicated Engineer and/or Architect of Record. The resume should specifically focus on land development experience, management approach, and qualifications applicable to the Project. Minimum qualifications should document that the individual is professionally licensed as an Engineer/Architect in the State of Alaska with proven experience of successfully designing and managing three (3) or more projects equivalent in the scope and cost to what is being proposed. In the event the Applicant requires more than one Engineer and/or Architect of Record, this subsection shall apply to the lead Engineer and/or Architect of Record responsible for majority of the design scope.

#### E. Land Acquisition, Site Development, Facilities Operations Experience & Approach

Submit a Statement of Qualification(s), written in a non-technical manner, describing the Applicant's experience in land acquisition, site development, and ongoing facilities operations.

- Clearly demonstrate the team's knowledge and expertise in managing and executing projects similar in scope.
- Include information on representative projects and client references for each noted project.
- Detail the Applicant's approach to the interrelationships among regulatory agencies, management, design, construction, operations, suppliers, and sub-contractors.
- Explain the Applicant's plan for integrating the CBS with respect to the design process, construction, operations, and other elements that the Applicant considers important.
- Summarize any significant lessons learned by the Applicant on past projects.

### 2.6.3 Project Approach

- A. Submit a Narrative describing the Applicant's concept and approach to acquire the subject parcels, redevelop and/or repurpose the site and manage on-going operations. Include a description of how the current lease agreement SEARHC will be incorporated into the overall development plan and schedule. The Applicant's approach shall deliver a facility that results in the best use of the site, contributing to the overall economic and social welfare of the Sitka community in terms of increased revenue, skilled job creation, social services, and other community benefits. The site plan and design concepts shall be sensitive to the surrounding neighborhood characteristics and shall be compatible with existing neighboring uses.

- B. Submit an Overall Site Plan illustrating the technical approach to satisfy the Project Requirements. At a minimum, the conceptual site plan shall include the layout of major components of the facility. Provide dimensions and depict the conceptual geometry of the proposed facility in relation to the existing site.
- C. Submit conceptual designs of the proposed facility. These concepts may include a combination of sections, details, elevations, photos, and plan views to further illustrate and convey the Applicant's approach to satisfy the Project Requirements. The intent of the design sheets is to provide the CBS with a clear understanding of the Applicant's approach to the Project.
- D. Submit a Project Schedule Narrative, written in a non-technical manner, summarizing the sequence of events, consistent with the Applicant's approach to the Project. Describe the personnel on the team responsible for the scheduling, planning, and management for achieving schedule performance. Detail the management approach for coordinating and prioritizing land acquisition, permitting, design, procurement, construction, quality management, and environmental activities. Briefly describe the Applicant's intended process and sequence of milestones/releases. Address any provisions made to mitigate the potential for delays. Include a Preliminary Project Schedule, illustrated in logic-driven Gantt chart or CPM prepared with Primavera or MSProject software. At a minimum, include start dates, finish dates, and relationships for each major milestone.
- E. Submit a Quality Assurance/Quality Control Narrative describing the Applicant's approach to provide, implement, and assure excellent quality technical requirements and performance throughout the project life-cycle.

#### **2.6.4 Community and Neighborhood Impact**

- A. Applicants must include a narrative explaining the Project's community and neighborhood benefits. For the purpose of this RFP, this is defined as the way that the physical project fits with the character of the neighborhood and may have a positive effect on residents and the Community of Sitka. Such impact should be described and quantified with relevant metrics such as the approximate number of people to be served by the Project or its social impact component. Applicants are encouraged to think creatively and to seek input and/or partnerships from community-based organizations. Examples of community impact may include (but are not limited to):
  - Creating or retaining permanent (non-construction) jobs for local residents, including contribution or participation in job readiness and training programs.
  - Providing access to quality pre-K and afterschool care.
  - Providing important community goods, services, and facilities in the proposed development project.
  - Providing affordable housing within the proposed development.
  - Providing opportunities for minority businesses, including flexible lease rates, contracting and supplier opportunities post-construction, and mentorship

programs.

- Investment in local educational services: public Pre-K – 12, community college or job training programs.
- B. Submit an assessment of potential adverse impacts on the community and neighboring properties; including, but not limited to, noise, parking, construction staging, storage of material and the effects of vehicular and pedestrian traffic. The Applicant shall develop a mitigation plan to address potential adverse impacts.
- C. Submit a Long-Term Operations Narrative describing how the proposed development will be operated, maintained, and managed in the long-term and the responsible entity or entities.

## 2.7 Financial Capacity and Financing Plan – Volume II

The Financial Capacity and Financing Plan is intended to serve as an opportunity for the Applicant to demonstrate the financial feasibility and economic benefits of the proposed Project within current market conditions. Qualitative public benefits may be included as support to the well-defined quantitative benefits. The pro-forma analysis should include calculations and accompanying narratives addressing the following requirements:

### 2.7.1 Benefits to the Sitka Economy

A. Estimated Tax Revenue to CBS

Describe and itemize the anticipated revenues from property tax, sales tax, utility usage, and any other special revenues (revenue sharing, royalties, etc.) that CBS can expect as a result of the redeveloped facility. Describe the current and anticipated market and/or economic conditions that are the basis of the analysis and any foreseeable vulnerabilities and/or risks associated with these assumptions. This analysis shall summarize all assumptions and background information used for calculations in a clear, reasonable, and replicable manner. Revenues anticipated to be generated from increased economic development and/or sales tax revenue must include a detailed description and must be from business that would not otherwise take place in the community. Include a timeline for when CBS will realize these revenues.

B. Estimated Job Creation

As part of the Financial Capacity and Financing Plan the Applicant shall submit an estimate of the number of new jobs and job descriptions that the development will create, the proposed number of residents from the local Sitka community which will be hired and trained, projected salaries and a timeline for implementation.

### 2.7.2 Financial Feasibility

In addition to sale offers, CBS will also consider Proposals for long-term lease agreements, where the CBS maintains ownership of the land and improvements serving the property. In this scenario the Applicant / Developer will enter into a long-term lease agreement with the CBS including appropriate terms and/or contingencies as mutually agreed between the Applicant / Developer and the CBS, subject to Assembly approval.

The Applicant must demonstrate the development team's capacity to carry out the proposed Project, as well as the financial feasibility of the proposed Project within current market conditions. Proposals must provide:

- A. The Applicant shall provide a Purchase/Lease Offer. The Purchase/Lease Offer shall include a narrative summarizing the Purchase/Lease Offer and the proposed General Terms and Conditions for the sale/lease of the Property, including, but not limited to, the offer price/lease price and any contingencies. General Terms, Conditions, and/or Contingencies to the Purchase/Lease Offer shall factor into scoring by the Proposal Review Committee.

CBS has obtained a professional Market Value Appraisal of the Property. This confidential appraisal will not be disclosed for this RFP. Any offer for Purchase or Lease that is less than the appraised value in CBS' Market Value Appraisal will receive zero (0) points under this criteria category of the Proposal Evaluation Score Sheet. Proposers are encouraged to obtain their own appraisal of the Property to ensure proposals are competitive in this category.

- B. A written narrative of the project financing plan providing evidence of the development team's capacity to finance the total cost of the Project. Evidence should include signed letter(s) of interest and/or preliminary term sheets from prospective financing sources that include terms of financing, that reference this specific Project, and that reference the pertinent amount of financing as listed on the Project budget. Please provide written evidence of interest from as many sources listed on project sources/uses budget as possible.
- C. Project financials including development budget(s), sources and/or uses, assumptions, and operating pro forma(s) demonstrating feasibility through acquisition, predevelopment, construction, and on-going operations.
- D. Describe and explain the need for any public subsidy or assistance from state, federal, or nonprofit agencies that will be sought for this project; include details such as type of assistance, length of agreement term, commencement and completion dates, etc.

- E. Any other information that may support the Applicant's financial position and financial viability of the proposed Project; at minimum, the most recent balance sheet and income statement, ideally complete, audited financials.

### **Proposal Deposit**

Proposals do NOT require a deposit. However, once the preferred Proposal is selected by the Proposal Review Committee, the selected Applicant will be required to submit a deposit to the CBS when signing the Agreement of Sale.

### **2.7.3 Risk Assessment**

Submit a Risk Assessment narrative, describing any identified risks associated with the Applicant's approach to the Project. The CBS recognizes risks are inherent on every project; evaluation will be based upon the Applicant's ability to convey a thorough assessment of potential risks specific to the proposed Project approach. The Applicant need not describe every possible risk but should instead focus on the key risks which have a medium to high probability of occurring and/or impacting the overall success of the Project.

The consideration of various risks is unique to each Project approach and may be related to schedule, costs, procurement, design, resources, constructability, logistics, management, environmental, weather, safety, quality, and/or a combination of other factors and constraints. All identified risks shall include the Applicant's assessment of probability and any mitigation measures.

### **2.8 Interviews**

The CBS reserves the right to request interviews with Applicants. If interviews become an evaluation factor, the CBS will coordinate the specific date, time, and location of each Applicant's interview no later than the date provided in Section 2.2. The location of the interview will be Sitka, Alaska, or arranged virtually if requested by either party.

### **2.9 Non-mandatory, Pre-Proposal Conference**

A non-mandatory pre-proposal conference will be held at Harrigan Centennial Hall in Sitka, starting at 10:00 AM AKST on Thursday, June 17, 2021. Representatives of the CBS will be present to discuss the Project. Applicants are encouraged to attend and participate in the conference. The CBS will post on Bid Express website such Addenda as the CBS considers necessary in response to questions arising at the conference. Oral statements may not be relied upon and will not be binding or legally effective. Potential Applicants and team members may participate by Zoom or telephone conference, at the time specified above. Please email [planning@cityofsitka.org](mailto:planning@cityofsitka.org) to receive the Zoom invitation.

## 2.10 Questions and Clarifications

Applicant questions regarding the meaning, intent, or a perceived ambiguity, error, omission, discrepancy, or deficiency contained in the RFP documents shall be submitted no later than the deadline represented in Section 2.2 by email. Questions received after the deadline may not be answered. Only questions answered by formal, written Addenda will be binding. Oral and other interpretations or clarifications will be without legal effect. All questions must specifically reference the Sections and page numbers of the RFP documents, unless the question is general in nature. Telephone requests will be accepted provided that the requests are followed by an email. Received questions, written responses, and any Addenda will be posted on Bid Express. All questions shall be transmitted to:

Amy Ainslie, Planning Director. Email: [planning@cityofsitka.org](mailto:planning@cityofsitka.org) Phone: (907) 747-1815

## 3.0 PROPOSAL EVALUATION CRITERIA AND PROCESS

CBS will initially conduct a threshold review of each Proposal submitted to determine its compliance with the Proposal Submittal Requirements. Only Proposals that comply with these requirements will be considered for evaluation. If no Proposal meets these requirements, CBS may allow all Applicants to supplement their submissions to conform to these requirements.

Proposals selected pursuant to the threshold review will be evaluated by a Proposal Review Committee using the evaluation factors listed below. Proposals will be evaluated in their entirety; no one factor, but rather a combination of all the following factors will determine the successful Applicant. CBS may ask one or more Applicants to give a presentation and may elect to request supplemental information from all Applicants or a pool of finalists. Final recommendation will be made by the Proposal Review Committee, and final approval must be obtained from the CBS Assembly. Upon selection of the successful Applicant, the CBS will seek the authorization of the sale from the Assembly, for the transfer of the Property. As stated in Section 1.1, the Assembly's decision to authorize the sale could be subject to an advisory vote of the citizens per the procedures in SGC 18.12.010(B).

### 3.1 Evaluation Scoring Criteria

Each component of the Proposal, as described in Section 2.6, has been assigned an allocation of available points. Responsive Proposals will be evaluated and scored by a Proposal Review Committee. Proposal components which do not comply with the requirements of the RFP, such as but not limited to, Proposal format, minimum qualifications, and Project Requirements may be considered "Non-responsive" and disqualified.

Each Application will be evaluated and scored on a qualitative basis. The RFP provides the value of available points per section to represent a commitment by the CBS to maintain a fair and competitive evaluation process. The following criteria will guide the Proposal Review



Committee in using their professional judgment to determine which Applicant has submitted the best Proposal.

PROPOSAL EVALUATION SCORE SHEET		MAX SCORE
<b>2.6</b>	<b>TECHNICAL PROPOSAL – VOLUME I</b>	
<b>2.6.2</b>	<b>PROJECT TEAM QUALIFICATIONS</b>	<b>10</b>
	TEAM QUALIFICATIONS & PERFORMANCE	
	ORGANIZATIONAL CHART	
	PROJECT MANAGER RESUME	
	ENGINEER/ARCHITECT OF RECORD RESUME	
	EXPERIENCE & APPROACH	
<b>2.6.3</b>	<b>PROJECT APPROACH</b>	<b>10</b>
	CONCEPT NARRATIVE	
	OVERALL SITE PLAN	
	CONCEPTUAL DESIGN	
	PROJECT SCHEDULE	
	QUALITY MANAGEMENT APPROACH	
<b>2.6.4</b>	<b>COMMUNITY &amp; NEIGHBORHOOD IMPACT</b>	<b>10</b>
	COMMUNITY & NEIGHBORHOOD BENEFITS	
	ADVERSE IMPACT MITIGATION	
	LONG-TERM OPERATIONS	
<b>2.7</b>	<b>FINANCIAL CAPACITY AND FINANCING PLAN VOLUME II</b>	
<b>2.7.1</b>	<b>BENEFITS TO THE SITKA ECONOMY</b>	<b>20</b>
	ESTIMATED NEW TAX REVENUE	
	ESTIMATED NEW JOB CREATION	
<b>2.7.2</b>	<b>FINANCIAL FEASIBILITY</b>	<b>10</b>
	FINANCING PLAN	
	RISK ASSESSMENT	
<b>2.7.2.A</b>	<b>PURCHASE/LEASE OFFER</b>	<b>40</b>

**Total Points Available: 100 points**

### 3.2 Qualitative Rating Factor

Proposals will be ranked using the following qualitative rating factors for each RFI criteria:

Rating Description	Points
Outstanding	1
Excellent	0.8
Good	0.6
Fair	0.4
Poor	0.2
Non-responsive	0

The rating factor for each criteria category as listed in the Proposal Evaluation Score Sheet in Section 3.1 will be multiplied against the points available to determine the total points for that category. Costs shall be scored as defined in the cost section below.

EXAMPLE: For the evaluation of the “Project Team Qualifications” criterion, if the evaluator feels the response as provided was “Good,” they would assign a Qualitative Rating Factor of 0.6 for that criterion. The final score for that criterion would be determined by multiplying the qualitative rating factor of 0.6 by the maximum points available (10), and the resulting score of 6 would be assigned to the “Project Team Qualifications” criterion. This process would be repeated for each criterion.

Any proposed Purchase/Lease Offer that is less than the appraisal value for the Property will be assigned 0 (zero) points for said evaluation criterion as described in section 2.7.2.A.

### 3.3 Evaluation Process

The Proposal Review Committee shall be composed of individuals representing the CBS and will evaluate all proposal(s) received. The Committee shall rank the proposals as submitted.

The CBS reserves the right to select proposals for consideration based solely on the written proposal.

The CBS also reserves the right to request oral interviews with any or all responding respondents. The purpose of the interviews is to allow expansion upon the written responses. A second score sheet will be used to score those firms interviewed. The final selection will be based on the total of all evaluators’ scores achieved on the second rating. The same categories and point ranges will be used during the second evaluation as with the first evaluation.

### **3.4 Proposal Validity**

All Proposals shall remain valid and in full force and effect for a period of sixty (60) days after Proposal Due Date. If no award has been made within this timeframe, Applicant may be requested to extend the validity date or shall have the right withdraw its Proposal.

### **3.5 Organizational Conflicts of Interest**

Applicants shall disclose, prior to the Proposal Due Date, all relevant details concerning past, present, or planned activities, interests, or relationships that may present a real or perceived organizational conflict of interest which may provide the Applicant an unfair competitive advantage. The CBS will review any received disclosures and provide the Applicant with a determination regarding disqualification. Any conflict-of-interest determination by the CBS shall be avoided or neutralized prior to submission of a Proposal. Failure to disclose, avoid, or neutralize a conflict of interest which the Applicant was aware of prior to a contract award, may result in rejection of the Proposal or termination of Contract for default.

### **3.6 Proprietary Information and Return of Proposals**

All Proposals received by the CBS in response to this RFP are deemed property of the CBS and are subject to the Public Records Act. The CBS, or any of its agents, representative, employees, or consultants, shall not be liable to an Applicant or individual participating in a Proposal, because of the disclosure of all or a portion of a Proposal under this RFP. Any information contained in a Proposal which the Applicant believes constitutes proprietary or confidential, exempting the information from any Public Records disclosure shall be clearly designated. Blanket designations shall not be accepted. The CBS will notify Applicant of any Public Records request relating to this RFP, providing an opportunity for the Applicant to seek a court injunction against the requested disclosure.

The general nature of concepts, solutions, and value engineering provided in the Proposal shall not be proprietary. The CBS reserves the right, at its sole discretion, to utilize general Proposal contents provided by any Applicant during final negotiations and/or Contract delivery with the Best Value Responsible Bidder. All Proposal information will be treated by Owner in a confidential manner during the evaluation and award activities, and will not be disclosed to any person or entity not involved in the evaluation and award process until after contract award.

### **3.7 Applicant Compensation**

No compensation or reimbursement for preparation of the Proposal will be paid by the CBS.

### **3.8 Modification and Withdrawal of Proposal**

Proposals may be modified or withdrawn in writing, executed in the same manner as the

Proposal, prior to the Proposal Due Date and time. If within three (3) business days after the Proposal Due Date and time an Applicant provides written notice to the CBS demonstrating that there was a material and substantial error in the preparation of its Proposal, the Applicant may withdraw its Proposal without penalty.

### 3.9 Protest Procedures

Prior to a submission of a protest relating to or arising from this Request for Proposal, all parties shall use their best efforts to resolve concerns raised by an interested party through open and frank discussions. Protests shall be concise and logically presented to facilitate review by the CBS. Failure to substantially comply with any of the requirements of these Protest Procedures may be grounds for dismissal of the protest. Protests shall include the following information:

- A. Name, address, fax, and telephone numbers of protester;
- B. Solicitation or contract number;
- C. Detailed statement of the legal and factual grounds for the protest, to include a description of resulting prejudice to the protester;
- D. Copies of relevant documents;
- E. Request for a ruling by the CBS;
- F. Statement as to the form of relief requested.
- G. All information establishing that the protester is an interested party for the purpose of filing a protest; and
- H. All information establishing the timeliness of the protest.

All protests filed directly with the CBS will be addressed to the manager of the CBS or other official designated to receive protests. Protests based on alleged apparent improprieties in the Proposal Documents and solicitation procedures or evaluation and award criteria shall be filed at least ten (10) calendar days before the proposal submittal date. Failure to promptly file a protest based on solicitation procedures or evaluation and award criteria shall be deemed a waiver of the right to pursue a protest. In all other cases, protests shall be filed no later than five (5) calendar days after the basis of protest is known or should have been known, whichever is earlier, but no later than ten (10) days after the proposal due date.

Action upon receipt of a protest shall be as follows:

- A. Upon receipt of a protest before award, a contract may not be awarded, pending resolution of the protest, unless contract award is justified, in writing, to be in the best interest of the CBS.
- B. If award is withheld pending the CBS resolution of the protest, the CBS will inform the Applicants whose proposals might become eligible for award of the contract. If appropriate, the Applicants will be requested, before expiration of the time of acceptance of their proposals, to extend the time for acceptance to avoid the need for re-solicitation. In the event of failure to obtain such extension of time, consideration

should be given to proceeding with award.

- C. Upon receipt of a protest within ten (10) days after contract award, the CBS shall immediately suspend performance, pending resolution of the protest, including any review by an independent higher level official, unless continued performance is justified, in writing, for urgent and compelling reasons or is determined, in writing, to be in the best interest of the CBS.
- D. Pursuing the CBS protest does not extend the time of obtaining a judicial stay, injunction, or other remedy.
- E. The CBS shall make its best efforts to resolve protests within 20 days after the protest is filed. To the extent permitted by law and regulation, the parties may exchange relevant information.
- F. The CBS protest decision shall be well-reasoned and explain the CBS's position. The protest decision shall be provided to the protestor using a method that provides evidence of receipt.

## 4.0 DISPOSITION OF LAND

Following the Proposal Due Date, the CBS intends to evaluate all Proposals, and issue a notice of Apparent Best Value Applicant within the general timeframes provided in Section 2.2 of this RFP. This recommendation will be presented to the Sitka Assembly for authorization to enter into an Agreement of Sale or Lease Agreement. Please note that any Agreement of Sale for the Property will include a Right of First Refusal clause for CBS.

In the event that the selected Proposal requires the parcels to be re-zoned, CBS, on behalf of the applicant, will complete all necessary requirements in compliance with SGC Title 22. The successful Applicant shall be responsible for securing and paying all other costs associated with permits, licenses, approvals, lot line relocation, or variances necessary to comply with the development controls, Sitka General Code, and the approved engineering and/or architectural plans.

## 5.0 RIGHTS OF THE CITY AND BOROUGH OF SITKA

The CBS reserves all rights, which shall be exercisable in its sole discretion, without limitation or cause or notice, the following and/or any applicable law:

- A. The right to reject any or all Proposals without limitation and/or to cancel, re-issue, postpone, or withdraw the RFP at any time without incurring any obligation or liability.
- B. The right to modify the RFP language, timeframes, or contents and issue addenda; all addenda shall be recognized in writing by the Applicant on the Proposal Form.
- C. The right to conduct confidential meetings, discussions, or correspondence with one or more Applicant to obtain a better understanding of Proposal contents.
- D. The right to engage technical and/or legal consultants in the evaluation of Proposal.
- E. The right to waive informalities, irregularities, or deficiencies in the RFP or Proposals
- F. The right to negotiate contract terms with the Best Value Responsible Bidder.
- G. The right to open the Proposals privately.