

Special City Council Meeting  
June 25, 2024, at 5:10pm  
City of Palmer, Alaska  
Palmer City Council Chambers  
231 W Evergreen Avenue, Palmer, Alaska 99645  
www.palmerak.org



Mayor Steven J. Carrington  
Deputy Mayor Carolina Anzilotti  
Council Member John Alcantra  
Council Member Richard W. Best  
Council Member Jim Cooper  
Council Member Pamela Melin  
Council Member Joshua Tudor

Interim City Manager Gina Davis  
City Clerk Shelly M. Acteson, CMC  
City Attorney Sarah Heath, Esq.

- A. CALL TO ORDER
- B. ROLL CALL
- C. PLEDGE OF ALLEGIANCE
- D. APPROVAL OF AGENDA
- E. AUDIENCE PARTICIPATION
- F. COMMITTEE OF THE WHOLE  
Discussion Regarding City Manager Recruitment (Note: Action may be taken following Committee of the Whole)
- G. ADJOURNMENT



**Special City Council Meeting**  
**Meeting Date:** 06/25/2024  
**Department:** City Clerk's Office

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F.

**Subject**

COMMITTEE OF THE WHOLE

Discussion Regarding City Manager Recruitment (Note: Action may be taken following Committee of the Whole)

**Summary Statement/Background**

**Administration's Recommendation:**

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**Attachments**

City Manager Applications

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### 2024 City Manager Applicant Overview (2nd posting)

Applicant Name	Highest Education	Previous City Manager Experience	Previous Executive/Director Leadership Experience	Submitted Completed Application Packet
Hickel	MBA	Yes	Yes	Yes
Incha	BBA	No	Yes	No
Jellie	HS	Yes	Yes	Yes
Knefelkamp	HS	No	No	No
Michalski	Master's Business Organizational Communication	No	Yes	Yes
Ouzts	Bachelors Housing/Urban Development	No	No	Yes
Robertson	Master's Strategic/Urban Studies	Yes	Yes	Yes
Stinnett	Master's Public Administration	Yes	Yes	Yes
Sulkosky	BBA	Yes	Yes	Yes
Zimmerman	Master's Geography/Regional Planning	Yes	Yes	Yes
Zoukee	Master's Finance	No	Yes	Yes

## EMPLOYMENT APPLICATION



CITY OF PALMER  
 231 W Evergreen Avenue  
 Palmer, Alaska 99645  
 (907) 761-1302  
<http://www.palmerak.org>  
 Hickel, Kolby  
 24-00018 CITY MANAGER

Received: 5/9/24 2:00 PM  
 For Official Use Only:  
 QUAL: \_\_\_\_\_  
 DNO: \_\_\_\_\_  
 Experience  
 Training  
 Other: \_\_\_\_\_

## PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER		EXAM ID# : 24-00018
NAME: (Last, First, Middle) Hickel, Kolby		SOCIAL SECURITY NUMBER: [REDACTED]
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		EMAIL ADDRESS: [REDACTED]
HOME PHONE: [REDACTED]		NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DRIVER'S LICENSE: State: [REDACTED] Number: [REDACTED]	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
What is your highest level of education? Master's Degree		

## PREFERENCES

MINIMUM COMPENSATION: \$0.00 per hour; \$0.00 per year
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular
TYPES OF WORK YOU WILL ACCEPT: Full Time
SHIFTS YOU WILL ACCEPT: Day

## EDUCATION

DATES:	SCHOOL NAME: University of Alaska	
LOCATION: (City, State/Province) Anchorage, Alaska	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Management		
DATES:	SCHOOL NAME: University of Alaska	
LOCATION: (City, State/Province) Anchorage, Alaska	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Master's
MAJOR: Master of Business Administration- Management		

## WORK EXPERIENCE

DATES: From: 7/2021 To: Present	EMPLOYER: Municipality of Anchorage	POSITION TITLE: Deputy Municipal Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 632 W 6th Avenue, Anchorage, Alaska, 99501		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$0.00/month	
DUTIES: <ul style="list-style-type: none"> <li>• Managed Port of Alaska, Anchorage Water Wastewater Utility, Solid Waste Services, Public Transportation, Merrill Field Airport, Anchorage Hydropower, Office of Emergency Management, and Transportation Inspection.</li> <li>• Port of Alaska Modernization Program Manager               <ul style="list-style-type: none"> <li>o Execute \$1.85 billion project ensuring state's largest port is operable for next 75 years</li> <li>o Provided \$200M for new administration building and Phase 2</li> <li>o Completed the Petroleum cement terminal and south floating dock</li> <li>o Balanced interests of city, customers, and contractors for North Extension Stabilization phase 1</li> <li>o Managed \$120M construction of Solid Waste Services Central Transfer Station</li> <li>o Provided strategic direction for Anchorage Police Department, Anchorage Fire Department, Human Resources, Office of Economic &amp; Community Development, Risk Management, Health Department, Parks and Recreation, and Internal Audit.</li> </ul> </li> </ul>		



Ensure compliance with Regulatory Commissions. Fund manager for the class action lawsuit against opioid distributors and Janssen Pharmaceuticals.		
REASON FOR LEAVING: Still employed		
DATES: From: 8/2016 To: 7/2021	EMPLOYER: Hotel Captain Cook	POSITION TITLE: Director of Sales
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$0.00/month	
DUTIES: <ul style="list-style-type: none"> <li>• Led sales operations for Alaska's sole member of Preferred Hotel &amp; Resorts: Luxury Collection.</li> <li>• Led sales team and staff in production of financial reports, targets, and projected profits for both properties. Ensured budget compliance.</li> <li>• Identified key markets and monitored emerging trends.</li> <li>• Represented the company at industry events, conferences, and trade shows.</li> <li>• Solidified client relationships with State of Alaska agencies, non-profits, associations, school districts, State of California, unions, and other large industry leaders</li> </ul>		
REASON FOR LEAVING: Career advancement		
DATES: From: 6/2013 To: 6/2016	EMPLOYER: TecPro, Ltd.	POSITION TITLE: Vice President, Operations
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$0.00/month	
DUTIES: <ul style="list-style-type: none"> <li>• Enhanced and developed policies and procedures improving overall operation.</li> <li>• Ensured company operations were executed in-line with company vision, mission, and completion plans.</li> <li>• Overall accountability for construction projects to ensure completion according to scope, quality, and budget.</li> <li>• Maximized revenue, analyzed financial reports, and ensured competitive bids.</li> </ul> Managed company licenses, hiring, operations, insurance, employee benefits, contract management, financial oversight, brand management, administration, and maintenance of GSA & WSCA contracts.		
REASON FOR LEAVING: Career advancement		
DATES: From: 7/2011 To: 2/2013	EMPLOYER: CIRI	POSITION TITLE: Corporate Accountant
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$0.00/month	
DUTIES: <ul style="list-style-type: none"> <li>• Recorded monthly operating results and data management, reviewed transactions, reconciled inter-company and general ledger accounts, and recorded equity income of designated affiliates.</li> <li>• Reconciled subsidiary companies' account ledgers to the parent company.</li> <li>• Account for investments in private equity funds: recording interest income, management fees, gains and losses. Tracked underlying investments, commitments, unrealized gains and losses, including investments in hedge funds, collateralized loan obligations, leveraged buyout firms and equity investments.</li> <li>• Account for the marketable securities portfolio, which includes recording change in gain/loss, interest income, management fees and amortization for equity, fixed income, and alternative funds.</li> <li>• Actively communicate with CIRI business partners and affiliates. Prepared schedules and work papers for annual financial audits of CIRI and subsidiaries.</li> </ul> Produced financial statements, consolidations, year-end statements, annual budget, and mid-year forecasts. Monitored budget-to-actual performance on designated projects and operations. Designated industries: Government services, environmental services, private equities, marketable securities, telecommunications, resort investments, construction/oilfield services, real estate income producing buildings, and Cook Inlet Health & Welfare Plan & Trust (employee health benefits).		
REASON FOR LEAVING: Career advancement		
DATES: From: 8/2009 To: 7/2011	EMPLOYER: ICE Services Inc.	POSITION TITLE: Accountant & Human Resources Associate
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$0.00/month	

**DUTIES:**

- Responsible for daily, monthly, and annual accounting with supporting documents.
- Calculated and accrued lodging income, interest income, catering revenue, property tax, and note payables. Record and depreciate assets on a monthly and annual basis.
- Provided support of payroll for 250 employees. Reconciled checking accounts, ATM, 401(K) withholdings and company matching, credit cards, and accounts receivable.
- Health insurance, 401(K), unemployment, background checks, interviews, random employee drug testing, workmen's compensation, and employee records. Authored employee handbook.

**REASON FOR LEAVING:**  
Career advancement

**CERTIFICATES AND LICENSES**

Nothing Entered For This Section

**Skills**

**OFFICE SKILLS:**  
Typing: 40  
Data Entry: 0

**OTHER SKILLS:**  
Microsoft Office Suite - Intermediate - 15 years and 0 months

**LANGUAGE(S):**

**ADDITIONAL INFORMATION**

Nothing Entered For This Section

**REFERENCES**

<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Kent Kohlhase	<b>POSITION:</b> Municipal Manager- Municipality of Anchorage
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Amy Demboski	<b>POSITION:</b> Former Municipal Manager- Municipality of Anchorage
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Lauren Hughes	<b>POSITION:</b> Special Assistant
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]

Agency-Wide Questions

1. Have you previously worked for the City of Palmer?  
No
2. Are you related to anyone who is currently employed by the City of Palmer?  
No
3. If you answered yes to the previous question, please provide the individual's name and department  
N/A
4. Are you able to perform the essential functions of this job with or without reasonable accommodations?  
Yes
5. If you answered yes to the previous question, please explain:  
N/A
6. Have you ever been terminated or asked to resign by a former employer?  
No
7. Have you been convicted of a misdemeanor within the past five years?  
No

Job Specific Supplemental Questions

APPLICANT'S SWORN STATEMENT AUTHORIZATION AND RELEASE I hereby affirm all the information I provided or will provide to the City of Palmer relating to my application for employment, whether by written application form, resume, oral statement or otherwise, is true and complete to be the best of my knowledge. In addition, I agree that any intentional misrepresentation or omission and any material negligent or innocent misrepresentation or omission in or from said information may disqualify me from further consideration for employment any may be considered justification for immediate discharge from employment if discovered at a later date. I hereby authorize any person, organization, or governmental entity, including any current or former employer, to release to the City of Palmer or any authorized person acting on behalf of the City, any and all information, in any manner requested, which may be relevant to my character or qualifications for the City position for which I applied. I authorize current and former employers to give to the City of Palmer any and all employment records in their possession dealing with me, including, but not limited to, job descriptions, wage information, employment records, performance appraisals, disciplinary records, layoff slips, attendance records, reports, or other documents relevant to my application for work or actual employment with the employer, including records relevant to drug and alcohol tests conducted by or on behalf of the employer or in the possession of the employer. I also authorize the release of information and written records concerning my educational history, driving records, and criminal or civil actions. I request that all persons and organizations cooperate fully in providing information to the City, including allowing the interviewing of supervisors, co-workers, educators, or other references. I hereby release all persons, employers, organizations, governmental entities, or any other entity providing information.

1.

I Agree

2. Have you attached the required writing examples?

Yes

3. Have you attached your answers to the supplemental questions as noted in the job bulletin?

Yes

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The following terms were accepted by the applicant upon submitting the online application:

*The information provided in this employment application is true, correct, and complete. If employed, any misstatement or omission of fact on this application may result in dismissal. I authorize investigation of all statements contained in this application for employment as may be necessary in arriving at an employment decision. This authorization includes permission to check employment references. If selected for employment you may be required to supply proof of authorization to work in the U.S., have a physical examination and/or drug test, supply and/or authorize a criminal background check, supply and/or authorize a copy of your motor vehicle record (MVR), or sign a conflict of interest agreement and abide by its terms. I understand that acceptance of an offer of employment does not create a contractual obligation or permanent employment upon the City of Palmer. Employment may be terminated at any time at the option of the employee or City of Palmer.*

This application was submitted by Kolby Hickel on 5/9/24 2:00 PM

Signature\_\_\_\_\_

Date\_\_\_\_\_

Kolby Hickel



Dear hiring team,

Thank you for the opportunity to apply for employment with your company, I look forward to a discussion about where I could be a benefit to your team.

I like being part of a team and producing results. Personal integrity, ethical standards, professional oral and written communication skills, and analytical ability are attributes I possess and will demonstrate in the workplace.

Please find the attached resume highlighting my work experience and educational background.

As Deputy Municipal Manager I executed several large projects, keeping the municipal taxpayer's interest in mind. The Port of Alaska Modernization Program, one of the largest construction projects in the State of Alaska, is a \$2 billion project which will affect 90% of all Alaskans. In 2022, I helped secure a \$200 million grant from the State of Alaska and a \$68.7 million federal grant to further execute the modernization program. Under my leadership, several key milestones were reached which will carry the port into the future while serving the needs of Alaska for 75 years to come. I also oversaw the Solid Waste Services Anchorage Regional Landfill Leachate Upgrade: a joint effort with Anchorage Water Wastewater Utility.

As Director of Sales at the Hotel Captain Cook, I led our team to profit during COVID by changing our business strategies to adapt to the tumultuous time. Our model resulted in profits for the company, while partnering with local businesses to keep occupancy high, and staff employed.

My experience working in rural Alaska shaped my knowledge of diverse business needs. Teaching client's business development as Individual Development Account Program Trainer was an invaluable experience providing me with keen insight to the rural needs of this state.

Sincerely,

Kolby Hickel



# Kolby Hickel

## **Deputy Municipal Manager: 2021-present. Municipality of Anchorage**

- Directed operational functions of Alaska's largest city with 290,000 citizens.
- Managed Port of Alaska, Anchorage Water Wastewater Utility, Solid Waste Services, Public Transportation, Merrill Field Airport, Anchorage Hydropower, Safety, Office of Emergency Management, and Transportation Inspection.
- Port of Alaska Modernization Program Manager
  - Execute \$2 billion project ensuring state's largest port is operable for the next 75 years
    - Secured \$200M for new administration building and Phase 2 of the PAMP
    - Completed the Petroleum cement terminal and south floating dock: \$193 million
    - Balanced interests of city, customers, and contractors for North Extension Stabilization phase 1: \$125 million budgeted project and on schedule
- Managed \$120M construction of Solid Waste Services Central Transfer Station
- Provided strategic direction for Anchorage Police Department, Anchorage Fire Department, Human Resources, Risk Management, Health Department, Parks and Recreation, and Internal Audit.
- Ensure compliance with Regulatory Commissions.
- Directly monitor budget revenues of more than \$200 million for the Enterprises & Utilities while overseeing a collective 535 employees, both union and non-union in those departments.
- Fund Manager for the class action lawsuit against opioid distributors and Janssen Pharmaceuticals.

Acting Municipal Manager, as necessary, 2022-present

Acting Anchorage Hydropower Director, 2021-present

Acting Merrill Field Airport Manager, as necessary and currently.

## **Director of Sales: 2016-2021. The Hotel Captain Cook & The Voyager Inn**

- Led sales operations for Alaska's sole member of Preferred Hotel & Resorts: Luxury Collection.
- Led sales team and staff in production of financial reports, targets, and projected profits for both properties. Ensured budget compliance.
- Identified key markets and monitored emerging trends.
- Represented the company at industry events, conferences, and trade shows.
- Solidified client relationship with State of Alaska agencies, non-profits, associations, school districts, State of California, unions, and other large industry leaders.

During COVID, my team and I changed our business strategies to adapt to the times. Our model brought in more than expected profits for the company. We partnered with local businesses to keep hotel occupancy high, and staff employed.

## **Vice President, Operations: 2013-2016. TecPro, Ltd.**

- Enhanced and developed policies and procedures improving overall operation.
- Ensured company operations were executed in-line with company vision, mission, and completion plans.
- Overall accountability for construction projects to ensure completion according to scope, quality, and budget.
- Maximized revenue, analyzed financial reports, and ensured competitive bids.

# Kolby Hickel

Managed company licenses, hiring, operations, insurance, employee benefits, contract management, financial oversight, brand management, administration, and maintenance of GSA & WSCA contracts. Identified ways to maximize revenue, analyzed financial reports, maintained awareness of competitive landscape.

## **Corporate Accountant: 2011- 2013. Cook Inlet Region, Inc. (CIRI)**

- Recorded monthly operating results and data management, reviewed transactions, reconciled inter-company and general ledger accounts, and recorded equity income of designated affiliates.
- Reconciled subsidiary companies' account ledgers to the parent company.
- Account for investments in private equity funds: recording interest income, management fees, gains and losses. Tracked underlying investments, commitments, unrealized gains and losses, including investments in hedge funds, collateralized loan obligations, leveraged buyout firms and equity investments.
- Account for the marketable securities portfolio, which includes recording change in gain/loss, interest income, management fees and amortization for equity, fixed income, and alternative funds.
- Actively communicate with CIRI business partners and affiliates. Prepared schedules and work papers for annual financial audits of CIRI and subsidiaries.

Produced financial statements, consolidations, year-end statements, annual budget, and mid-year forecasts. Monitored budget-to-actual performance on designated projects and operations.

Designated industries: Government services, environmental services, private equities, marketable securities, telecommunications, resort investments, construction/oilfield services, real estate income producing buildings, and Cook Inlet Health & Welfare Plan & Trust (employee health benefits).

## **Accountant and Human Resource Associate: 2009- 2011. ICE Services, Inc.**

- Responsible for daily, monthly, and annual accounting with supporting documents.
- Calculated and accrued lodging income, interest income, catering revenue, property tax, and note payables. Record and depreciate assets on a monthly and annual basis.
- Provided support of payroll for 250 employees. Reconciled checking accounts, ATM, 401(K) withholdings and company matching, credit cards, and accounts receivable.
- Health insurance, 401(K), unemployment, background checks, interviews, random employee drug testing, workmen's compensation, and employee records. Authored employee handbook.

## **Education**

Master of Business Administration (MBA) - Management. 2009 University of Alaska Anchorage  
Bachelor of Business Administration (BBA) - Management. 2008 University of Alaska Anchorage

## **Professional associations**

Governor's Advisory Council on Opioid Remediation- 2021-present  
USS Ted Stevens Commissioning Committee- 2022-present  
CIVICVentures Board- Treasurer 2022-present  
Anchorage Downtown Rotary Club- 2013 to 2020.

Kolby Hickel Professional references

1. Amy Demboski Municipal Manager, former supervisor at Municipality of Anchorage  
[REDACTED]
2. Kent Kohlhasse Municipal Manager, supervisor at Municipality of Anchorage  
[REDACTED]
3. Lauren Hughes Special Assistant, Municipality of Anchorage  
[REDACTED]
4. Joe Saunders, Owner, TecPro, former supervisor  
[REDACTED]



## **City of Palmer- City Manager Questions**

### **1. Please tell us why you are interested in this position and why it is a good time in your career to come to the City of Palmer.**

I am interested in this position because it presents an opportunity to apply my experience in municipal management and economic development in one of Alaska's fastest growing communities. I have a passion for leading and inspiring others to become exceptional public servants; becoming a City Manager will allow me to guide the functions of municipal management toward the current and future needs of the community. For the past three years, I've overseen operational requirements for Alaska's largest city and managed a multi-billion-dollar Port modernization project. I believe now is an ideal time in my career to take on the role of Manager in Palmer and share my knowledge and expertise. In my current position as Deputy Municipal Manager for the Municipality of Anchorage, I am acutely aware of how important transparency, cooperation, and integrity are to keep a city functioning in a healthy and productive direction.

### **2. Please describe your professional experience working with elected officials and boards. Describe the responsibility you believe the City Manager has to the Mayor and City Council and to the citizens of the community. Describe how you see your role and interactions with the 1) Mayor; 2) City Council; and 3) City Clerk.**

Growing up immersed in Alaska politics, I learned the responsibility of civic leaders is to the citizens. Government's role is to represent and serve the best interests of the community. Policy, changes to code, social issues are negotiated between the Mayor, the City Council, and public testimony; the City Manager is responsible for the day to day functions of municipal governance.

The City Manager has a duty to ensure the Mayor and City Council have the necessary information for decision making. The position is meant to execute policies set forth from the Mayor and City Council. The City Manager should remain neutral when topics become political and execute municipal code and executive directives, providing those directives are legal, ethical, and moral. The City Manager has an obligation to be transparent with the Mayor, City Council, City Clerk and community. They must ensure city operations meet or exceed expectations, and immediately communicate variances. The City Manager must address emergent issues immediately (such as an extended loss of power) and creatively problem solve as allowed within the bounds of municipal, state and federal law.

As Deputy Municipal Manager, I collaborated closely with the Mayor, Anchorage Assembly, and Municipal Clerk's office to ensure our city operations aligned with the varying needs of our community and provided operational updates from the departments and projects I supervised. Attending committee and board meetings, engaging and presenting at community councils, and attending municipal assembly meetings served as a conduit for gaining community feedback and trust. In my opinion, robust communication between all groups ultimately enhanced operational efficiencies for all.

I have a positive track record of navigating the challenges of diverse personalities to achieve a common objective because I stay grounded in professionalism, empathy, practicality, and unwavering determination.

**3. Please explain your process for communicating critical and non-critical information to the Mayor and Council. How do you decide when or what is necessary to bring to the Mayor and Council's attention? How do you see your role as communicator to the Mayor and Council, staff, other governmental agencies, local businesses, and citizens?**

Communicating information to the Mayor and City Council will vary based upon the severity of the situation and potential impacts. If an emergency arises, a phone call or in-person briefing will be the fastest and most effective method of distribution. Non-critical information can be transmitted during scheduled meetings, or electronic communications. Depending upon the information distributed, messaging information to the public can be accomplished through electronic communications, social media, and local news.

My experience over the past three years has provided me with opportunities to see the negative effects of withholding information. I've also managed communications which include executive privilege and confidentiality; and ensured privileged information was handled correctly with discretion. In the any branch of city government, communicating accurately is vital to decision making. Having the right audience for open discussions of operations and policy allows a leader to make the best decision. Decisions are situationally dependent, but will includes various governmental agencies, businesses, citizens or other stakeholders. Personally, I've found scheduled meetings with follow-up correspondence summarizing the information or decisions to be very effective communication tools. Transparency and honesty serve as a foundation in all my communications to everyone, as I firmly believe well-informed stakeholders are fundamental for decision making and productive governance. Whether through official reports, meetings, or electronic communication, information must be distributed appropriately for effective decision making at all levels.

**4. The citizens and city council members are very diverse. Describe how you would handle a situation where two people wanted to take you in opposite positions on the same project.**

In a situation where two individuals hold opposing views on the same project, I would approach the situation mindful that each viewpoint is unique. By actively listening to both sides and acknowledging their independence, I can decipher between emotional statements and statements based on actionable information. Then I gain as much knowledge as I can about both positions and evaluate implications to the community. I have and currently lead projects where group members are adamant about the direction and are resistant to course corrections, regardless of the expected result. In this situation, I educated myself on past decisions and existing plans. Then I evaluated those changes with subject matter experts, and decisively directed the future effort in a direction that best serves the project and the community. By evaluating potential risks and benefits, and seeking input from relevant stakeholders, I have ensured decisions are in alignment with the goals of the community and meet the needs of the project.

**5. Organization and planning is often a challenge when working in the community and juggling multiple tasks. How will you work to achieve the goals of this position while still completing paperwork, communicating effectively, and meeting the needs of Council, City Clerk, staff, and citizens?**

Organization and planning are essential when managing various tasks and responsibilities at the same time. I will prioritize tasks by assessing urgency, significance, utilizing time management, and delegating when necessary to ensure efficiency. When delegating tasks, holding subordinates accountable for the

work product is important while retaining overall responsibility of the governance. Open and transparent communication with the Council, City Clerk, staff, and citizens is vital, and I will seek to find a balance between administrative duties, community engagement, and project management.

**6. Please describe any experience you have had facilitating economic development in a community. Please describe your involvement in a specific economic development project, from inception to completion including: 1) your role in the project; 2) any problems/issues you encountered; and 3) the results of the project.**

I have extensive experience facilitating economic development within the community and oversee various large infrastructure projects but, will touch on my role as the Program Manager for the Port of Alaska's Modernization Program (PAMP). The PAMP is a significant \$2 Billion infrastructure project to replace aging and deteriorating cargo terminals and related infrastructure to enhance operational safety, efficiency, and resilience. The new terminals are designed to last 75 years, accommodate larger vessels and adhere to the latest seismic and tsunami design standards. The successful completion of the PAMP will ensure safe, reliable, and cost-effective port operations, support economic growth and development, and ensure food security for the State.

My involvement in the PAMP spans my tenure with the Municipality of Anchorage. As the Program Manager, my role encompasses strategic planning, decision making, budget management, stakeholder coordination, and ensuring adherence to regulatory standards. I work closely with engineers, contractors, government agencies, and community stakeholders to oversee the implementation of the multiple projects under the PAMP. Throughout the project several challenges and issues have arisen, including logistical complexities, environmental and pollution considerations, community health and quality of life concerns, competing commercial interests, and budget constraints. One notable challenge was ensuring the port's continuous operation during construction, requiring meticulous planning, and a phased implementation to minimize disruptions to operations and the State overall.

Despite these challenges, the results of the project have been significant. The completion of the Petroleum and Cement Terminal (PCT) in the fall of 2022 marked a major milestone in the modernization efforts. The North Extension Stabilization Phase One is currently in progress and we remain on schedule for next phases.

In addition, I recognized safety improvements were needed at Merrill Field Airport to upgrade the thirty-year outdated instrument flight system. I implemented several new instrument flight procedures in and out of the airport, which enhance safety to the aircraft and community by providing straight in, glide-path enabled, tighter tolerance approaches. This project was on the brink of failure due to mismanagement and deliberate distribution of misinformation to the assembly and community councils. When I took control, I immediately met with the airport commission and stakeholders to acquire correct technical information, pointedly refuted false politically charged claims, and ultimately garnered support from the opposing Anchorage Assembly members and community by truthfully explaining the project and its impacts. This project had been stalled for fourteen months and I turned it around within two months and made the decision to send the Instrument Flight Procedures to the Federal Aviation Administration for publication. These new approaches will enhance reliability, provide a, first ever in State history, access to a helicopter MEDEVAC procedure, and safety for the commercial users. The special helicopter approach is the only instrument flight procedure directly linked to the hospital allowing medevac helicopters to bring patients directly to higher levels of care. These procedures will be available to the public spring 2024.

**7. Explain your experience in developing, implementing, and monitoring a budget for a municipality.**

As Deputy Municipal Manager, I have extensive experience in developing, implementing, and monitoring budgets for various municipal departments and projects including but not limited to, the Port of Alaska, Anchorage Water Wastewater Utility, Solid Waste Services, Merrill Field Airport, Anchorage Hydropower, Public Transportation, Transportation Inspection, Safety, and the Port of Alaska Modernization Program. During this process, I ensure resources are allocated and aligned with objectives of the administration and community.

Throughout my time with the Municipality of Anchorage, I have participated in the development of all department budgets, working closely with the directors to assess needs, prioritize spending, and forecast revenues and expenses. I have overseen the implementation of budgetary plans, while monitoring adherence to financial goals and regulatory requirements. My approach to budget management is rooted in transparency, accountability, and practical financial responsibility. I identify cost-saving opportunities, resource allocation, and mitigate risks of decisions to the city and community. Additionally, I conduct budget reviews and performance evaluations to track progress and adjust as needed.

Each year, I participate in first quarter budget revisions requests from departments, while recognizing the impacts these have on municipal operations and the community. When resources are insufficient or unforeseen issues arise, I prepare budget revisions for the Mayor and Assembly's review and decision.

This involvement allows me to provide guidance to the departments and the administration, while also ensuring decisions align with objectives and operational needs. Unforeseen circumstances arise; however, I hold directors accountable for their budgets and will not approve a budget revision due to oversight on their part.

My commitment to reasonable and sound financial goals will contribute to the city's long-term financial health and stability.

# University of Alaska Anchorage

*The Board of Regents of the University of Alaska  
upon recommendation of the University Faculty and by virtue  
of the Authority vested in Them by Law have conferred upon*

**Kolby A. Hickel**

*the degree of*  
**Master of Business Administration**  
**Business Administration**  
**Emphasis: General Management**

*with all Rights, Privileges and Honors pertaining thereto*

Given at the University of Alaska Anchorage, this month of May, A.D. 2009



*[Signature]*  
Chancellor of the Board of Regents

*[Signature]*  
Chancellor

*[Signature]*  
President of the University

# University of Alaska Anchorage

*The Board of Regents of the University of Alaska  
upon recommendation of the University Faculty and by virtue  
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*the degree of*

**Bachelor of Business Administration  
Management**

*with all Rights, Privileges and Honors pertaining thereto*

**Given at the University of Alaska Anchorage, this month of May, A.D. 2008**



*[Signature]*  
Chancellor of the Board of Regents

*[Signature]*  
Chancellor

*[Signature]*  
President of the University

Eklutna opinion piece

<https://www.adn.com/opinions/2024/01/09/opinion-now-is-your-chance-to-comment-on-the-eklutna-hydro-project/>

Over the next few months, there is an opportunity for you to make your voice heard about the future of the Eklutna Hydroelectric Project. The project currently supplies the cheapest renewable energy in the Railbelt; however, the not-for-profit utilities that own the project are working to balance the affordable and sustainable energy needs of the communities we serve along with the cultural and fishery resources of the region.

We want to hear from our impacted co-op members and other Alaskans to help ensure we strike the right balance among renewable energy, drinking water, and fish habitat in the final fish and wildlife program we submit to the governor this spring. The public is invited to come and learn more about the draft program at multiple open-house events this month, have the opportunity to ask questions of subject matter experts, and submit comments. Public comments can also be sent by email to [info@eklutnahydro.com](mailto:info@eklutnahydro.com)

Upcoming public meeting schedule:

**Jan. 16:** Palmer Community Center (Depot), 2 p.m. to 4 p.m. and 6 p.m. to 8 p.m.

**Jan. 17:** Arctic Rec Center (Anchorage), 2 p.m. to 4 p.m. and 6 p.m. to 8 p.m.

**Jan. 18:** The Workplace & Event Center (Eagle River), 2 p.m. to 4 p.m. and 6 p.m. to 8 p.m.

The Eklutna Hydroelectric Project, located about 30 miles northeast of downtown Anchorage, is owned by Chugach Electric Association, Matanuska Electric Association and the Municipality of Anchorage. When the owners bought the hydro project from the federal government in the 1990s, we agreed in the 1991 Fish and Wildlife Agreement, called the 1991 Agreement, to work with the state of Alaska and federal fisheries agencies to recommend to the governor a program to protect, mitigate damages to, and enhance fish and wildlife impacted by the hydro project.

ADVERT SEMENT

The Draft Fish and Wildlife Program out for public comment is the result of four years of collaborative study with the US Fish and Wildlife Service, National Marine Fisheries Service, Alaska Departments of Fish and Game and Natural Resources, the Native Village of Eklutna (NVE) and several conservation-based organizations.

Based on the study results, the owners invited state and federal agencies and interested parties to suggest alternatives to meet our commitment to mitigating the

impact of the Eklutna Hydroelectric Project on fish and wildlife. We conducted a comprehensive alternatives analysis of more than 30 proposals from this group of stakeholders, including a deep dive into the technical and economic feasibility of each option.

The draft program out for public comment uses the existing water supply infrastructure to provide year-round water flows to 11 out of 12 miles of the Eklutna River. The studies and analysis indicate it will significantly benefit four species of salmon that are currently observed in the lower river, while balancing fish habitat with protection of the public water supply and renewable energy. You can read the entire draft program at [www.eklutnahydro.com](http://www.eklutnahydro.com)

The 1991 Agreement specifically requires the owners and the governor to consider eight items:

- Efficient and economical power production
- Energy conservation
- The protection, mitigation of damages to, and enhancement of fish and wildlife
- Protection of recreational opportunities
- Municipal water supplies
- The protection of other aspects of environmental quality
- Other public uses
- Requirements of state law

Among all 30 options investigated, each has pros and cons when considering the eight required items, and there are none without controversy, including a wide range of costs. There is no question the draft program is the result of trade-offs and tough choices. We believe the proposed program strikes a reasonable compromise among all eight required elements that creates significant fish habitat while protecting this important renewable energy asset and controlling ratepayer costs.

We recognize the co-op members served by this project are facing unprecedented times. The Cook Inlet gas supply used to power and heat our homes and businesses is uncertain and predicted to sharply escalate in price. Water returned to the river reduces available, dispatchable, renewable energy that cannot be replaced with wind or solar. Eklutna hydropower is also the least expensive power on the Railbelt, with the only reliable replacement for this power currently generated by natural gas, which grows more expensive and uncertain. At a time when the call for more use of



renewable energy is getting louder, it is the member-owned utilities' obligation to act responsibly to ensure the clean, low-cost energy provided by the hydro project is not unduly compromised while meeting the obligations of the 1991 Agreement.

We respect the history of the Eklutna people. We enjoy the Eklutna River watershed as many Alaskans do and understand its cultural significance to the Eklutna people. We believe the draft program proposed will promote fish habitat while continuing to provide reliable, clean, and affordable energy to Alaskans for decades to come. The owners are continuing to work with the agencies who signed the 1991 Agreement and NVE to find common ground so we can bring a satisfactory and successful final program to the governor this spring.

***Kolby Hickel** is deputy municipal manager for the Municipality of Anchorage.*

***Andrew Laughlin** is chief operating officer of Chugach Electric Association.*

***Tony Zellers** is director of power supply for Matanuska Electric Association.*

<https://www.adn.com/opinions/2023/07/27/opinion-eklutnas-complex-balance-of-science-fish-and-clean-energy/>

Alaskans from across the state enjoy the beauty and landscape of Eklutna Lake and the surrounding area. Hikers, campers, kayakers and a variety of other users can be found there on any given day throughout the year. Another important aspect of the Eklutna story and its many benefits is that the water from Eklutna Lake provides 90% of the Municipality of Anchorage's water supply and production of the lowest-cost renewable energy in Southcentral Alaska through the Eklutna Hydroelectric Project, which was constructed by the federal government in the 1950s.

Before the owners of the hydro project — Chugach Electric Association, Matanuska Electric Association and the Municipality of Anchorage — acquired the project in 1997, a Fish and Wildlife Agreement was executed in 1991 amongst the hydro project owners, the U.S. Fish and Wildlife Service, National Marine Fisheries Service and the state of Alaska. The 1991 agreement requires the hydro project owners to consult with state and federal agencies and other interested parties to develop and propose to the governor a program to protect, mitigate damages to, and enhance fish and wildlife resources affected by the project. The agreement also requires consideration of the impact of fish and wildlife measures on electric ratepayers, municipal water supply, recreational use and adjacent land use. We were required to initiate this consultation 25 years after purchasing the project and to repeat this process every 35 years.

The project owners initiated this effort roughly four years ago, more than three years early. Working with the other signatories to the 1991 agreement, the Native Village of Eklutna and many other groups that expressed interest in this effort, we have spent thousands of hours and roughly \$7 million to date studying the impacts of the project on fish and wildlife and working on developing the proposal that will go to the governor next year for final approval. The study effort has been expansive, and we have worked with dozens of agencies and groups compiling information, developing study plans, implementing two years of field work, preparing study reports, analyzing alternatives, and working collaboratively to come up with the recommended mitigation program. We invite anyone interested to explore the process and results of this effort available online at [www.eklutnahydro.com](http://www.eklutnahydro.com).

A [recent commentary](#) accused the Eklutna hydro project owners of not caring about the history of the Eklutna area, fighting to prevent salmon from returning to the Eklutna River, and a variety of other misdeeds. Those statements and accusations are false. As part of this effort, we have committed to returning water to the Eklutna River and we received 36 comprehensive alternatives from eight separate groups and agencies. We are analyzing the cost of each alternative, looking at the likelihood of success for future fish habitat, analyzing impacts on other uses such as hydropower, public water supply, recreation, and the impacts of mitigation measures on both ratepayers and

taxpayers as well as increased opportunities for the public benefit from water in the Eklutna River. We have provided special participant status to the Native Village of Eklutna, which was not listed in the initial congressional directive. As not-for-profit electric cooperatives and a local government entity, it is our obligation to study and recognize the costs of any possible mitigation measures and balance those with the other tradeoffs and benefits of the potential solutions. It is our obligation to each of you, our members and local taxpayers, who are responsible for the costs and future obligations to the project.

In the coming months, we will develop and release a draft recommended protection, mitigation and enhancement plan for review. There will be an opportunity for public comment, including two public meetings in January. Ultimately, the final proposal will go to the governor, and we have committed to including a separate comment table from the Native Village of Eklutna if we are not able to agree on the best path forward.

We are mindful that water in the river reduces available, dispatchable, renewable energy that cannot be replaced with wind or solar. Eklutna hydropower is also the least expensive power on the Railbelt, with the only reliable replacement for this power currently generated by natural gas, which is more expensive.

As we remain focused on the fine balance between efforts to reduce carbon, increase energy diversification, protect the environment, increase opportunities for salmon return where possible, provide a quality municipal water supply and ensure affordable, reliable power, we will finish out this process with the same transparency, integrity, respect and inclusiveness that has been the foundation of this project for the past four years. We will continue to work collaboratively with multiple agencies, committing resources to a science-based study process, to achieve the best possible outcome to comply with the 1991 Fish and Wildlife Agreement and meet the diverse needs of Alaskans.

***Kolby Hickel*** is the deputy municipal manager for the Municipality of Anchorage.

***Andrew Laughlin*** is chief operating officer for Chugach Electric Association.

***Tony Zellers*** is director of power supply, Matanuska Electric Association.

February 12, 2024  
*sent via email*



Assembly Chair Constant  
Assembly Vice Chair Zaletel  
Municipal Assembly  
Municipality of Anchorage  
PO Box 196650  
Anchorage, AK 99519-6650

**Re: AR No. 2024-40: Corrections and Responses**

Dear Chair Constant, Vice Chair Zaletel, and Members of the Municipal Assembly:

We, the owners of the Eklutna Hydroelectric Project (“Project”), are writing to respond to your Assembly Resolution AR-2024-40, as amended (“AR-2024-40”). We appreciate the Municipal Assembly’s interest in the Project and our implementation of the 1991 Agreement.

With due respect, however, we cannot abide by certain incorrect factual and legal assertions in AR-2024-40 and in your public statements made during the Anchorage Assembly’s special meeting on February 2, 2024. We only received a draft of AR-2024-40 on February 1 and were not given an opportunity to appear at the special meeting and respond in detail before AR-2024-40 was introduced, discussed, and passed, so we are doing so now.

**Concern 1.A “Non-Compliant Process”**

We agree that the process required under the 1991 Agreement is very similar to a FERC licensing process under Part I of the Federal Power Act. Thus, we hired a team of FERC hydroelectric consultant experts to run this process for the Project – the very team that led the FERC relicensing process for Chugach’s Cooper Lake Hydroelectric Project that ended in a successful FERC order and approved settlement requiring measures to enhance fish and wildlife in 2006. We know what a FERC process entails and are following and implementing the modified process outlined in the 1991 Agreement to the letter.

The major differences between the FERC process and that required under the 1991 Agreement are that the final decision for approving the Proposed Final Fish and Wildlife Program will belong to the Governor of Alaska, rather than FERC, and the federal agencies do not have mandatory conditioning authority. These differences were agreed to in 1991 when authorized representatives of NMFS and USFWS, the Governor of the State of Alaska, the CEOs of Chugach and MEA, and the Mayor of Anchorage (on behalf of the Municipality of Anchorage) signed the 1991 Agreement. It is wrong to read provisions and requirements into the 1991 Agreement that are simply not there.

We disagree that the process outlined in the 1991 Agreement requires an analysis and process under the federal National Environmental Policy Act (“NEPA”). The process prescribed in the 1991 Agreement leading to the Governor’s approval is simply not a federal process, does



not trigger a federal action, and does not fall within FERC licensing jurisdiction; no provision of the 1991 Agreement requires compliance with NEPA. Throughout the consultation, study, and alternatives assessment processes, however, we have been and remain fully engaged with federal and state resource agencies as required in the 1991 Agreement. We have met and are continuing to meet with the agencies to understand their comments and critiques of the Draft Fish and Wildlife Program and attempt to resolve differences. As contemplated in the 1991 Agreement, we are revising the program such that the Final Proposed Fish and Wildlife Program better meets the expectation of the agencies with expertise. We are also meeting with and continue to seek to resolve differences with the Native Village of Eklutna (“NVE”); we hope that the improvements we have discussed with the agencies will provide an acceptable path forward for agreement with NVE when we meet with them again.

We agree that the process under the 1991 Agreement “diverges substantially” from the process the Municipality of Anchorage uses for its own capital projects. The 1991 Agreement is simply a different process, based on different legal precedents and requirements. The 1991 Agreement does not call for the Project owners to bring a handful of alternative proposals to the Anchorage Assembly for it to make a selection. Rather, Section 4 of the 1991 Agreement specifically requires us to propose a Draft Fish and Wildlife Program to the parties of the 1991 Agreement (as we did on October 27, 2023) and work to resolve differences, hold public meetings, and receive and consider comments and suggestions before preparing a Proposed Final Fish and Wildlife Program.

It is categorically incorrect for anyone to assert that we have not studied more than one alternative. Rather we have analyzed dozens of alternatives. Starting in April 2023, the Project owners, parties to the 1991 Agreement, NVE, members of the Technical Work Groups (including state and federal fish and wildlife agencies, Trout Unlimited, and The Conservation Fund) engaged in a robust examination of alternatives. Attendees at six meetings over five months were invited to submit comprehensive alternatives for analysis using a form listing the various component options; then these alternatives were discussed at subsequent alternatives analysis meetings. Alternatives such as dam replacement were proposed and analyzed, along with over 30 comprehensive alternatives submitted by the Project owners and several stakeholders. Each of the comprehensive alternatives was analyzed using engineering analysis and a Cost Effectiveness and Incremental Cost Analysis (CE/ICA) model, examining outputs such as water flows and effects on fish habitat, operations, and costs. The results of these analyses were presented at the meetings and attendees were invited to revise and resubmit their comprehensive alternatives, if desired, for further discussion at upcoming alternatives analysis meetings with the aim of narrowing down potential alternatives. At the end of the process, we had thoroughly examined all suggested alternatives (36 in total).

The first time that any participant proposed dam removal as an “alternative solution” to be studied and recommended in the alternative analysis process was by NVE on December 4, 2023 – more than a month after we circulated the Draft Fish and Wildlife Program. We are now studying that alternative, but it was not proposed for study during the April – August period

during which the 36 alternatives were studied, so it was not studied and presented in the Draft Fish and Wildlife Program.

**Concern 1.B “Potential Impacts to Anchorage Drinking Water”**

We fundamentally disagree with the assertion that we have not considered implications related to Anchorage’s drinking water supplies from Eklutna Lake. To be clear, we would never propose any action that would compromise or threaten the Municipal water supply. Rather, we recognize, and have been living up to, our commitment set forth in Section 7 of the 1984 “Public Water Supply and Energy Generation from Eklutna Lake, Alaska” (the “1984 Agreement”) to “take no action regarding Eklutna Lake of reducing the quality or increasing the turbidity of the lake water from those conditions which presently exist; nor will the [Project owners] take or authorize any other action with regard to Eklutna Lake which may have the effect of reducing its present suitability for use as a source of public water supply.”

During the alternative analysis process, we met and engaged with AWWU senior executives and its board regarding the possibility of using AWWU infrastructure to create instream flows in Eklutna River. Our engineers engaged with AWWU’s engineers to ensure that we understood AWWU’s system, operations, and concerns, and AWWU understood what we were trying to achieve through the construction and operation of the alternative Eklutna River Release Facility to establish instream flows in Eklutna River. We even compensated AWWU for its engineering time and review of our proposed plans.

Our respect for AWWU, its mission, its water rights, and the 1984 Agreement led us to engage with AWWU *before* we publicly proposed use of AWWU facilities to create instream flows. We explored whether AWWU would be amenable to such cooperation in support of instream flows *if, and only if*, the use of AWWU infrastructure is included in the Final Fish and Wildlife Program approved by the Governor. It would have been imprudent for the Project owners to propose publicly such an alternative without exploring whether AWWU, the owner of the facilities, is willing to do so.

In late October 2023, AWWU and the Project owners executed a binding term sheet that outlines the basic contractual terms that would govern the interconnection of a new water release facility to the AWWU pipeline, water transportation through AWWU’s infrastructure, associated compensation, and associated water rights. At this time, the term sheet is protected as confidential and privileged under an agreement between the MOA, Chugach, and MEA. Accordingly, all parties must treat the document as confidential in order to protect privileges such as the attorney-client privilege.

Importantly, the term sheet and its commitments are expressly conditioned on the contemplated usage of the AWWU infrastructure being in the Final Fish and Wildlife Program approved by the Governor as required in the 1991 Agreement. To be clear, if the Project owners’ final Fish and Wildlife Program does not include the use of the AWWU facilities or if the Governor does not approve the Fish and Wildlife Program with such use, the term sheet and its commitments will be terminated. Furthermore, the term sheet expressly recognizes that

AWWU takes no position as to whether using AWWU infrastructure is the best alternative for the Fish and Wildlife Program. Rather, the term sheet outlines the terms and conditions under which AWWU would be willing to provide the requested services *if* the AWWU infrastructure is in the Project owners' final Fish and Wildlife Program approved by the Governor.

While the term sheet is binding with respect to its basic terms, it is still preliminary to the execution of definitive contracts between the Project owners and AWWU that are currently under negotiation and will include a greater level of detail. Term sheets are not complete legal contracts. As is typical with contractual negotiations, the parties may choose to voluntarily agree to deviate from or refine terms as written in the term sheet when negotiating and finalizing definitive contracts. Disclosure of the term sheet now would violate agreed confidentiality obligations and also interfere with, and potentially disadvantage, the parties' ability to freely engage in the negotiation process necessary to move from the term sheet to the definitive documentation.

With all due respect to the consultant hired by the Anchorage Assembly, we view the analysis referenced in Section I.B of AR-2024-40 as fundamentally flawed and out of date. While the analysis is accurate that a 70 million gallons per day (MGD) flow rate was the planned full buildout capacity of the Eklutna Water Treatment Facility in the 1980s, we were told by AWWU that this is not a flow rate they envision pursuing in the future. The actual capacity of the tunnel and pipeline is 100 MGD, but AWWU's water permit (LAS 2569) is limited to 41 MGD which corresponds to the maximum capacity of the water treatment facility. Our direction was to use 41 MGD for the basis of our design, which is about double what AWWU currently takes (an annual average 22-24 MGD). Furthermore, the consultant asserts that planned maintenance or emergency events will stop flow to the Eklutna River. While it is true that either a failure of the intake shaft valve or a collapse of the tunnel will stop flow to the Eklutna River, the current design allows the pipeline to be dewatered for maintenance, and in the event of a pipeline rupture, it allows for emergency closure at the portal valve, in both cases allowing continued operation of the Eklutna River Release Facility. In the event planned maintenance is required to replace the intake valve shaft, we have also discussed proposing that this be planned for the fall when water could alternately be released at the dam.

### **Concern 1.C "Incomplete Analysis and Insufficient Mitigation"**

We believe you may not fully understand our proposal with regard to construction and operation of the alternative Eklutna River Release Facility to establish instream flows in Eklutna River. Contrary to the suggestion in AR-2024-40, our engineers have designed the Eklutna River Release Facility, interconnections, and controls to be able to operate at all lake levels contemplated under the operation of the Project while also maintaining AWWU's full operational flexibility up to 41 MGD. As mentioned above, we have anticipated regular and unplanned maintenance and discussed such operations with AWWU. We have specifically designed the Eklutna River Release Facility to avoid dewatering the Eklutna River and fish kills.



We understand that the Anchorage Assembly is intrigued by the dam removal alternative proposed by NVE. We are assessing the costs, risks, and benefits of NVE's new alternative and will release our assessment to NVE, the Anchorage Assembly, and the public in due course. In the meantime, it is worthwhile to point out two considerations to the dam removal alternative. First, NVE asserted that one of the benefits of removing the Project and enabling a "free-flowing Eklutna River" would be "[s]ecuring the AWWU drinking water system". Given our past conversations about the AWWU infrastructure and instream flows, however, NVE's assessment does not seem consistent with AWWU's assessment of risks to the AWWU water supply system with increased flows in the Eklutna River. Based on hydrologic calculations of flows into Eklutna Lake, removal of the Project dam would result in instream flows peaking at 2,500 cfs every few years to 4,000 cfs every 10 years. We asked AWWU for its assessment of dam removal on its infrastructure. Please see **Attachments A (our request) and B (AWWU's response)**. We are reviewing AWWU's preliminary assessment and intend to engage AWWU as we study dam removal, but as AWWU's response points out, AWWU has concerns about the effects of dam removal on Anchorage's water supply.

Second, we caution the Anchorage Assembly from relying too heavily on the assertion that two environmental organizations will pay for dam removal. Removal of hydroelectric facilities and associated restoration requirements are not minimal financial commitments. Removal and restoration work at the Elwha and Glines Canyon projects in Washington State was estimated to cost more than \$350 million (2011 Dollars)<sup>1</sup>, including \$79 million for water treatment facilities to protect municipal and industrial water supplies during and after dam removal.<sup>2</sup> The ongoing removal of the Lower Klamath River dams has been estimated to be \$397.7 million (2018 Dollars).<sup>3</sup> These numbers for these dam removal efforts may or may not be indicative of the costs of removing the Project, restoring the Eklutna River, and hardening the downstream infrastructure to withstand increased flows, but it would be imprudent to assume that all such costs would be borne by environmental organizations who have put forth no such commitment to pay in writing.

#### **Concern 1.D "Poor Coordination and Questionable Use of Public Funds"**

As stated above, we reject the characterizations that we investigated only one alternative, that such alternative is "stand alone", and that such alternative is self-serving and fails to meet the goals and objectives of the 1991 Agreement. To be frank, we know of no alternative that, when compared with the Eklutna River Release Facility alternative, (i) establishes similar year-round instream flows, (ii) creates as much fish spawning and rearing habitat, while (iii) also

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<sup>1</sup> Ker Than, *Largest U.S. Dam Removal to Restore Salmon Runs*, NATIONAL GEOGRAPHIC, Sept. 1, 2011, <https://www.nationalgeographic.com/science/article/110831-dam-removal-elwha-freshwater-science-salmon>.

<sup>2</sup> National Park Service, *Dam Removal*, <https://www.nps.gov/olymp/learn/nature/dam-removal.htm> (last visited Feb. 8, 2024).

<sup>3</sup> Klamath River Renewal Corp., *DEFINITE PLAN FOR THE LOWER KLAMATH PROJECT, APPENDIX P – ESTIMATE OF PROJECT COSTS 64* (2018), [https://www.waterboards.ca.gov/waterrights/water\\_issues/programs/water\\_quality\\_cert/docs/lower\\_klamath\\_ferc14\\_803/lkp\\_def\\_plnp\\_q.pdf](https://www.waterboards.ca.gov/waterrights/water_issues/programs/water_quality_cert/docs/lower_klamath_ferc14_803/lkp_def_plnp_q.pdf).



protecting the public water supply, and (iv) without exposing ratepayers and taxpayers to significantly higher costs.

That said, we are not done considering and analyzing all alternatives, comments, suggestions, and public input necessary to put forward our Proposed Final Fish and Wildlife Program. Please note, however, that the 1991 Agreement does not set forth only one criterion we must optimize – whether fish habitat or cost. Rather, the 1991 Agreement sets forth the following approval criteria for a final Fish and Wildlife Program: “In order to ensure that [the Project is] best adapted for power generation and other beneficial uses, the Governor shall give equal consideration to the purposes of efficient and economical power production, energy conservation, the protection, mitigation or damage to, and enhancement of fish and wildlife (including related spawning grounds and habitat), the protection of recreation opportunities, municipal water supplies, the preservation of the other aspects of environmental quality, other beneficial uses, and requirements of State law”.

### **Concern 2 No MOA Funding for F&W Program that Does Not Restore Full Length of Eklutna River**

While we recognize that NVE, the Conservation Fund, Trout Unlimited, and the Anchorage Assembly prefer full “restoration” of the Eklutna River, no such requirement exists in the 1991 Agreement. The word “restore” does not appear in the 1991 Agreement; similarly, neither “fish passage into Eklutna Lake” nor “restoration of sockeye salmon” are required. Rather, the 1991 Agreement requires us to develop a Proposed Final Fish and Wildlife Program “to protect, mitigate and enhance fish and wildlife resources.”

It is important to note that anadromous fish runs were eliminated in the Eklutna River decades before the Project we purchased was built in 1953-55. Contrary to assertions by some, the hydroelectric developments in the lower Eklutna River that blocked fish passage in the 1920s are distinct from, and were not part of, the Eklutna Project we purchased in 1997. While we fully acknowledge the consequential impacts of all hydroelectric projects on NVE and its members, the 1991 Agreement simply does not place upon us (and our ratepayers and taxpayers) the legal or contractual requirement or responsibility to address *all* adverse effects of all hydroelectric development in the Eklutna River basin over the past 100 years. We are fully committed to doing the one thing that only we can do: establish year-round flows of water in the Eklutna River for fish spawning and rearing habitat as a foundation of our Proposed Final Fish and Wildlife Program, while balancing all the other interests required under the 1991 Agreement. We continue to work towards creating the best means to provide such instream flows and create fish habitat that satisfies all the criteria set forth in the 1991 Agreement.

### **Concern 3 RCA Investigation Before Governor Approval**

As regulated public utilities, we understand very well the jurisdiction and authorities that the Regulatory Commission of Alaska (“RCA”) has over our decisions, actions, and the rate recovery of the costs we incur in providing electric service to our member-ratepayers. We completely disagree that it is appropriate for the RCA to initiate an investigation regarding the

development of the Fish and Wildlife Program required under the 1991 Agreement. The 1991 Agreement does not contemplate such RCA investigation or approval. Rather, the RCA will have its opportunity to review and approve costs incurred under the Fish and Wildlife Program in the normal course of utility rate cases filed with the RCA pursuant to its authorities under AS 42.05.

The Anchorage Assembly is correct, however, to point out that we should remain focused on impacts to ratepayers and their access to uninterrupted electric service. As we have repeatedly stated, this Project is very important to providing low cost, reliable, and dispatchable power year-round. The importance of this generation asset was recently demonstrated during an extended period of cold weather in the Anchorage area when ENSTAR experienced gas deliverability problems with CINGSA, the gas storage facility that the Railbelt depends on. During this time of ENSTAR's difficulties, Chugach and MEA voluntarily maximized their usage of the Project (and other hydro resources) to maintain system reliability during a time of critical operations. The Project provided 8% and 9% of their respective energy needs to meet MEA's load and Chugach's load during the cold snap; The Project's operations created an estimated fuel savings of over 27,300 thousand cubic feet (MCF) of natural gas for MEA consumers at a time when ENSTAR was seeing record high natural gas demand compounded by deliverability issues. Likewise, Chugach also voluntarily maximized its use of the Project during the cold snap and accordingly reduced its gas consumption by approximately 60,000 MCF over the same period. Chugach and MEA's combined use of the Project saved 87,300 MCF of natural gas during the cold snap and allowed the gas utility to avoid issuing a yellow designation for natural gas delivery. A yellow designation from ENSTAR would have included requiring MEA and Chugach to shift to available diesel generation to provide additional gas to ENSTAR. Diesel generation by both utilities is more than twice as expensive as natural gas and would have increased bills for all ENSTAR customers under the terms of utility cooperation agreements. This recent situation demonstrated how critical the Project's hydro capacity and energy can be to Railbelt reliability and cost during critical times.

#### **Concern 4 Request for Two Year Extension**

The 1991 Agreement is a contract between the State of Alaska, two federal agencies, and the three owners of the Project. The 1991 Agreement does not have any provision for extensions or amendment; it has no decision-making process or authority empowered to grant an extension or impose changes to the 1991 Agreement. Consequently, the Project owners see no path to pausing the process required under the 1991 Agreement without liability. Accordingly, we will not delay the implementation of the Fish and Wildlife Program for two years in order to perform additional analysis, consultations and coordination.

We have been fully engaged in this process since 2019 and we have performed each step of the process deliberately and with consultation with the Parties to the 1991 Agreement, NVE, State and federal resource agencies, and others interested in the Project or the 1991 Agreement. We excluded no key stakeholders. Even though they were not a party to the 1991 Agreement, we afforded NVE enhanced opportunities for engagement. Additionally, we have presented

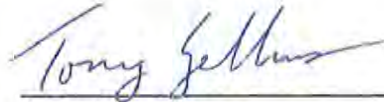
status reports to, and have held quarterly updates with, the Assembly and its Enterprise and Utility Oversight Committee 11 times as listed on <https://eklutnahydro.com/project-updates/>.

There has been no “rush to judgment” or effort to “exclude stakeholders”. Rather, we have been developing and continue to seek a measured and comprehensive approach guided by respectful coordination to reach a solution the enjoys broad consensus. We are now revising our draft Fish and Wildlife Program to reflect input from the parties to the 1991 Agreement, NVE, state and federal resource agencies, and the general public as solicited in six public meetings and as received in the form of hundreds of comments submitted by email and via our website. We hope that the Proposed Final Fish and Wildlife Program we deliver to the Governor for approval meets all legal requirements of the 1991 Agreement and provides a set of protection, mitigation, and enhancement measures grounded on year-round flows in the Eklutna River that all parties will accept and appreciate.

Sincerely,

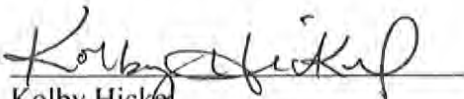
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Andrew Laughlin  
Chief Operating Officer  
Chugach Electric Association, Inc.



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Tony R. Zellers  
Chief Operating Officer  
Matanuska Electric Association, Inc.



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Kolby Hicke  
Deputy Municipal Manager  
Municipality of Anchorage

Attachments

cc: Parties to the 1991 Agreement  
Native Village of Eklutna  
Anchorage Water and Wastewater Utility

**Attachment A**

Request to AWWU re NVE's Dam Removal Alternative

[See Attached]

**Attachment B**

AWWU Response re NVE's Dam Removal Alternative

[See Attached]



## EMPLOYMENT APPLICATION



**CITY OF PALMER**  
 231 W Evergreen Avenue  
 Palmer, Alaska 99645  
 (907) 761-1302  
<http://www.palmerak.org>

**Incha, Andrew J.**  
 24-00018 CITY MANAGER

Received: 5/16/24 6:58 PM

**For Official Use Only:**

QUAL: \_\_\_\_\_

DNQ: \_\_\_\_\_

Experience

Training

Other: \_\_\_\_\_

## PERSONAL INFORMATION

<b>POSITION TITLE:</b> CITY MANAGER		<b>EXAM ID#:</b> 24-00018
<b>NAME:</b> (Last, First, Middle) Incha, Andrew J.		<b>SOCIAL SECURITY NUMBER:</b> [REDACTED]
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		<b>EMAIL ADDRESS:</b> [REDACTED]
<b>HOME PHONE:</b> [REDACTED]	<b>ALTERNATE PHONE:</b> [REDACTED]	<b>NOTIFICATION PREFERENCE:</b> Email
<b>DRIVER'S LICENSE:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DRIVER'S LICENSE:</b> State: [REDACTED] Number: [REDACTED]	<b>LEGAL RIGHT TO WORK IN THE UNITED STATES?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>What is your highest level of education?</b> Bachelor's Degree		

## PREFERENCES

<b>MINIMUM COMPENSATION:</b> \$73.00 per hour; \$150,000.00 per year
<b>WHAT TYPE OF JOB ARE YOU LOOKING FOR?</b> Regular
<b>TYPES OF WORK YOU WILL ACCEPT:</b> Full Time
<b>SHIFTS YOU WILL ACCEPT:</b> Day, Evening, Weekends
<b>OBJECTIVE:</b> To acquire a position within a progressive organization that utilizes my strengths.

## EDUCATION

<b>DATES:</b>	<b>SCHOOL NAME:</b> University of Wisconsin-Stout	
<b>LOCATION:</b> (City, State/Province) Menomonie, Wisconsin	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Bachelor's
<b>MAJOR:</b> Business Administration		

## WORK EXPERIENCE

<b>DATES:</b> From: 7/2017 To: Present	<b>EMPLOYER:</b> Menominee Casino Resort	<b>POSITION TITLE:</b> Complex Director
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>HOURS PER WEEK:</b> 55	<b>SALARY:</b> \$8,000.00/month	
<b>DUTIES:</b> Overseeing casino, gas and convenience station, bar and restaurant, and selecting and booking entertainment. Responsible for all departments of the Complex. Also responsible for hiring and development, licensing and permits, terminations, ordering, scheduling. Developing and managing the annual budget. Develop standard operating procedures. Member of the IPC (internal promotions committee). Developed and implemented new marketing initiatives.		
<b>REASON FOR LEAVING:</b> Currently employed.		
<b>DATES:</b> From: 6/2016 To: 3/2017	<b>EMPLOYER:</b> Big Spring Country Club	<b>POSITION TITLE:</b> General Manager
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

<b>HOURS PER WEEK:</b> 55	<b>SALARY:</b> \$5,200.00/month	
<b>DUTIES:</b> Overseeing golf course, pro shop, administration, food and beverage, pool. Oversaw renovation (clubhouse, golf course, pool). Increased membership enrollment. Scheduled tournaments, conferences, etc. Developed marketing initiatives and partnered with local businesses. Minimized labor costs. Developed and managed annual budget.		
<b>REASON FOR LEAVING:</b> I was let go from this position after updating and remodeling the golf course and club house.		
<b>DATES:</b> From: 3/2015 To: 10/2015	<b>EMPLOYER:</b> Village Green Golf Course	<b>POSITION TITLE:</b> Clubhouse Manager
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 55	<b>SALARY:</b> \$3,750.00/month	
<b>DUTIES:</b> Club house Manager, overseeing golf course, club house, and pro shop. Municipal owned golf course, reported to village hall. Hired and trained staff. Oversaw golf course renovations. Implemented labor reducing scheduling.		
<b>REASON FOR LEAVING:</b> seasonal position		

**CERTIFICATES AND LICENSES**

Nothing Entered For This Section

**Skills****OFFICE SKILLS:**Typing:60  
Data Entry:0**OTHER SKILLS:****LANGUAGE(S):**Spanish -  Speak  Read  Write**ADDITIONAL INFORMATION**

Nothing Entered For This Section

**REFERENCES**

<b>REFERENCE TYPE:</b> Personal	<b>NAME:</b> Ryan Suick	<b>POSITION:</b> Owner/Operator
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]
<b>REFERENCE TYPE:</b> Personal	<b>NAME:</b> Josh Caffero	<b>POSITION:</b> Director of Design
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Barb Allery	<b>POSITION:</b> Finance Manager
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]

Agency-Wide Questions

1. Have you previously worked for the City of Palmer?  
No
2. Are you related to anyone who is currently employed by the City of Palmer?  
No
3. If you answered yes to the previous question, please provide the individual's name and department
4. Are you able to perform the essential functions of this job with or without reasonable accommodations?  
Yes
5. If you answered yes to the previous question, please explain:
6. Have you ever been terminated or asked to resign by a former employer?  
Yes
7. Have you been convicted of a misdemeanor within the past five years?  
No



Job Specific Supplemental Questions

APPLICANT'S SWORN STATEMENT AUTHORIZATION AND RELEASE I hereby affirm all the information I provided or will provide to the City of Palmer relating to my application for employment, whether by written application form, resume, oral statement or otherwise, is true and complete to be the best of my knowledge. In addition, I agree that any intentional misrepresentation or omission and any material negligent or innocent misrepresentation or omission in or from said information may disqualify me from further consideration for employment any may be considered justification for immediate discharge from employment if discovered at a later date. I hereby authorize any person, organization, or governmental entity, including any current or former employer, to release to the City of Palmer or any authorized person acting on behalf of the City, any and all information, in any manner requested, which may be relevant to my character or qualifications for the City position for which I applied. I authorize current and former employers to give to the City of Palmer any and all employment records in their possession dealing with me, including, but not limited to, job descriptions, wage information, employment records, performance appraisals, disciplinary records, layoff slips, attendance records, reports, or other documents relevant to my application for work or actual employment with the employer, including records relevant to drug and alcohol tests conducted by or on behalf of the employer or in the possession of the employer. I also authorize the release of information and written records concerning my educational history, driving records, and criminal or civil actions. I request that all persons and organizations cooperate fully in providing information to the City, including allowing the interviewing of supervisors, co-workers, educators, or other references. I hereby release all persons, employers, organizations, governmental entities, or any other entity providing information.

1.

I Agree

2. Have you attached the required writing examples?

Yes

3. Have you attached your answers to the supplemental questions as noted in the job bulletin?

Yes

---

The following terms were accepted by the applicant upon submitting the online application:

*The information provided in this employment application is true, correct, and complete. If employed, any misstatement or omission of fact on this application may result in dismissal. I authorize investigation of all statements contained in this application for employment as may be necessary in arriving at an employment decision. This authorization includes permission to check employment references.*

*If selected for employment you may be required to supply proof of authorization to work in the U.S., have a physical examination and/or drug test, supply and/or authorize a criminal background check, supply and/or authorize a copy of your motor vehicle record (MVR), or sign a conflict of interest agreement and abide by its terms.*

*I understand that acceptance of an offer of employment does not create a contractual obligation or permanent employment upon the City of Palmer. Employment may be terminated at any time at the option of the employee or City of Palmer.*

This application was submitted by Andrew J. Incha on 5/16/24 6:58 PM

Signature\_\_\_\_\_

Date\_\_\_\_\_

## EMPLOYMENT APPLICATION



**CITY OF PALMER**  
 231 W Evergreen Avenue  
 Palmer, Alaska 99645  
 (907) 761-1302  
<http://www.palmerak.org>

Jellie, Stephen P  
 24-00018 CITY MANAGER

Received: 5/10/24 11:37 AM

**For Official Use Only:**

QUAL: \_\_\_\_\_

DNQ: \_\_\_\_\_

Experience

Training

Other: \_\_\_\_\_

## PERSONAL INFORMATION

<b>POSITION TITLE:</b> CITY MANAGER		<b>EXAM ID#:</b> 24-00018
<b>NAME:</b> (Last, First, Middle) Jellie, Stephen P		<b>SOCIAL SECURITY NUMBER:</b> [REDACTED]
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		<b>EMAIL ADDRESS:</b> [REDACTED]
<b>DRIVER'S LICENSE:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No		<b>NOTIFICATION PREFERENCE:</b> Email
<b>DRIVER'S LICENSE:</b> State: [REDACTED] Number: [REDACTED]	<b>LEGAL RIGHT TO WORK IN THE UNITED STATES?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>What is your highest level of education?</b> Associate's Degree		

## PREFERENCES

<b>MINIMUM COMPENSATION:</b> \$80.00 per hour; \$145,000.00 per year
<b>WHAT TYPE OF JOB ARE YOU LOOKING FOR?</b> Regular
<b>TYPES OF WORK YOU WILL ACCEPT:</b> Full Time
<b>SHIFTS YOU WILL ACCEPT:</b> Day, Evening, Night, Rotating, Weekends, On Call (as needed)
<b>OBJECTIVE:</b> To obtain a City Manager position

## EDUCATION

<b>DATES:</b>	<b>SCHOOL NAME:</b> Corning Community College
<b>LOCATION:</b> (City, State/Province) Corning, New York	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>MAJOR:</b> Fire Protection Technology	<b>DEGREE RECEIVED:</b> Associate's

## WORK EXPERIENCE

<b>DATES:</b> From: 11/2022 To: 1/2024	<b>EMPLOYER:</b> Teton County, Wyoming / Jackson Hole Fire / EMS	<b>POSITION TITLE:</b> Fire Chief
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$13,500.00/month	
<b>DUTIES:</b> Fire Chief for an all-hazards fire department.		
<b>REASON FOR LEAVING:</b> I was not a good fit for the organization.		
<b>DATES:</b> From: 7/2020 To: 11/2022	<b>EMPLOYER:</b> City of Ogdensburg, NY	<b>POSITION TITLE:</b> City Manager / Fire Chief
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$10,000.00/month	

<b>DUTIES:</b> Served as City Manager (CEO/CAO) and Fire Chief of a small norther New York city with a population of 10000. Lead, managed and supervised a workforce of 75-100 with a total budget of \$30M including general fund, special funds and capital. Provided oversight to city departments consisting of fire, police, clerk, planning, dpw, legal and code enforcement.		
<b>REASON FOR LEAVING:</b> Accepted a position in Jackson, Wyoming		
<b>DATES:</b> From: 8/2015 To: 7/2017	<b>EMPLOYER:</b> Department of the Army - US Army Garrison Aberdeen Proving Ground	<b>POSITION TITLE:</b> Director of Emergency Services
<b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b> [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$9,000.00/month	
<b>DUTIES:</b> Plan, manage, supervise and lead 245 personnel engaged in the full range of emergency services to include all principal law enforcement activities, fire and emergency medical services, (2) E911 Emergency Dispatch Centers, and a multi-faceted Conservation Law Enforcement Program.		
<b>REASON FOR LEAVING:</b> Promotion to join FEMA		

CERTIFICATES AND LICENSES	
<b>TYPE:</b> Fire Officer IV - IFSAC	
<b>LICENSE NUMBER:</b>	<b>ISSUING AGENCY:</b> IFSAC
<b>TYPE:</b> Fire Instructor III - IFSAC	
<b>LICENSE NUMBER:</b>	<b>ISSUING AGENCY:</b>
<b>TYPE:</b> Fire Inspector II - IFSAC	
<b>LICENSE NUMBER:</b>	<b>ISSUING AGENCY:</b>
<b>TYPE:</b> Emergency Medical Technician - Basic	
<b>LICENSE NUMBER:</b> 150589	<b>ISSUING AGENCY:</b> New York State

Skills
Nothing Entered For This Section

ADDITIONAL INFORMATION
Nothing Entered For This Section

REFERENCES		
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Steven Fisher	<b>POSITION:</b> City Councilor - former supervisor
<b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b> [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Donald Rodgers	<b>POSITION:</b> Fire Chief
<b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b> [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]
<b>REFERENCE TYPE:</b> Personal	<b>NAME:</b> Tyler Dunn	<b>POSITION:</b> Fire Captain
<b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b> [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]

Agency-Wide Questions

1. Have you previously worked for the City of Palmer?  
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2. Are you related to anyone who is currently employed by the City of Palmer?  
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3. If you answered yes to the previous question, please provide the individual's name and department
4. Are you able to perform the essential functions of this job with or without reasonable accommodations?  
Yes
5. If you answered yes to the previous question, please explain:
6. Have you ever been terminated or asked to resign by a former employer?  
No
7. Have you been convicted of a misdemeanor within the past five years?  
No

Job Specific Supplemental Questions

APPLICANT'S SWORN STATEMENT AUTHORIZATION AND RELEASE I hereby affirm all the information I provided or will provide to the City of Palmer relating to my application for employment, whether by written application form, resume, oral statement or otherwise, is true and complete to be the best of my knowledge. In addition, I agree that any intentional misrepresentation or omission and any material negligent or innocent misrepresentation or omission in or from said information may disqualify me from further consideration for employment any may be considered justification for immediate discharge from employment if discovered at a later date. I hereby authorize any person, organization, or governmental entity, including any current or former employer, to release to the City of Palmer or any authorized person acting on behalf of the City, any and all information, in any manner requested, which may be relevant to my character or qualifications for the City position for which I applied. I authorize current and former employers to give to the City of Palmer any and all employment records in their possession dealing with me, including, but not limited to, job descriptions, wage information, employment records, performance appraisals, disciplinary records, layoff slips, attendance records, reports, or other documents relevant to my application for work or actual employment with the employer, including records relevant to drug and alcohol tests conducted by or on behalf of the employer or in the possession of the employer. I also authorize the release of information and written records concerning my educational history, driving records, and criminal or civil actions. I request that all persons and organizations cooperate fully in providing information to the City, including allowing the interviewing of supervisors, co-workers, educators, or other references. I hereby release all persons, employers, organizations, governmental entities, or any other entity providing information.

1.

I Agree

2. Have you attached the required writing examples?

Yes

3. Have you attached your answers to the supplemental questions as noted in the job bulletin?

Yes

The following terms were accepted by the applicant upon submitting the online application:

*The information provided in this employment application is true, correct, and complete. If employed, any misstatement or omission of fact on this application may result in dismissal. I authorize investigation of all statements contained in this application for employment as may be necessary in arriving at an employment decision. This authorization includes permission to check employment references. If selected for employment you may be required to supply proof of authorization to work in the U.S., have a physical examination and/or drug test, supply and/or authorize a criminal background check, supply and/or authorize a copy of your motor vehicle record (MVR), or sign a conflict of interest agreement and abide by its terms. I understand that acceptance of an offer of employment does not create a contractual obligation or permanent employment upon the City of Palmer. Employment may be terminated at any time at the option of the employee or City of Palmer.*

This application was submitted by Stephen P Jellie on 5/10/24 11: 37 AM

Signature\_\_\_\_\_

Date\_\_\_\_\_

---

**STEPHEN P. JELLIE**  
12400 Hoback Junction South Road, Jackson, WY 83002  
(315) 778-6983

---

June 7, 2024

Mayor Steve Carrington  
City of Palmer  
Palmer, AK 99645

Dear Mr. Carrington,

I appreciate the opportunity to apply for the City Manager position. I am confident my professional leadership and management experience collaborating with federal, state, first nation, local and international officials will serve the city residents and your team well.

The qualifications and professional knowledge I will bring to the City include:

- 35 years of professional public service experience – 28 management and executive
- Strong in the team environment; capable of operating independently when needed
- Strategic focused on the entire community; positive results driven.
- Collaborative leader; committed to the development and mentoring of personnel

I would like to call your attention to the increasingly complex nature of my previous assignments, beginning with my first fire chief position in a rural village, ultimately culminating to leading all US Fire & Emergency Services forces in Afghanistan and to City Manager of a small city in northern New York.

I consider myself a “working leader” and I will be seen often with my hands dirty and my ears wide open in order to earn the trust and respect of the close knit community.

My wife and I are excited for the possibility of our family experiencing the great state of Alaska. We are both outdoor enthusiasts with a love for small communities that foster great families and an appreciation for preserving our natural resources.

I truly hope that you will afford me the opportunity to interview for the City Manager position so we can further discuss how I can be of assistance to your administration.

Sincerely yours,  
*Stephen P. Jellie*

## **Stephen P. Jellie**

### **Strategic Leader – Community Focused – Performance Driven**

#### **PROFESSIONAL SUMMARY**

35 years professional experience characterized by key leadership positions with increasingly complex emergency services organizations. Extensive experience managing operational response activities at the local, military, state, and federal levels.

#### **CAREER HIGHLIGHTS**

- City Manager / Fire Chief for the City of Ogdensburg, NY. City was in serious financial distress in 2020 – restored stability and reduced property taxes 20%.
- FEMA Incident Management Team Leader – Deputy Federal Coordinating Officer for 4 Emergency Declarations in 2017.
- Director of Emergency Services - US Army-Aberdeen Proving Grounds. First civilian Fire Chief to promote to Director of Emergency Services.
- Command Fire Chief, US Forces-Afghanistan. Deployed and assigned responsibility for planning, budget and execution of fire & emergency services .
- Selected by the Secretary of Homeland Security to lead planning and response for fire and emergency services at the G8 Economic Summit. Incident Commander for 300+ personnel from 21 local, state and federal agencies.
- Team Leader for the United States Secret Service Presidential Protective Detail's Hazardous Agent Medical Mitigation Emergency Response Team (HAMMER) for 250+ Planned Events for the President and Vice-President of the United States.

## **WORK EXPERIENCE**

### **FIRE CHIEF / FIRE WARDEN**

Teton County - Jackson Hole Fire / EMS  
Jackson, WY 83002

**November 2022 – January 2024**

Supervisor: Alyssa Watkins

Administer, plan and manage the county combination fire / ems department with a total workforce of 116 personnel (volunteer and career), 6 fire stations, an EOC and training facility. Responsible for management of a total budget in excess of \$10M.

#### *Key Accomplishments:*

- *Reduced immediate budget deficit of over \$1M to less than \$200K*
- *Increased volunteer personnel by 14 personnel avoiding additional career hiring*
- *Improved response time averages by over 10 minutes in remote areas*

### **CITY MANAGER / FIRE CHIEF**

City of Ogdensburg  
Ogdensburg, NY 13669

**July 2020 - November 2022**

Supervisor: Mayor Jeffrey Skelly

Served as Chief Executive Officer and Fire Chief of a small city. Administer, plan and manage all functions of the city to include Fire, Police, DPW, City Clerk, Planning, Engineering, Recreation, Water Treatment, Sewage Management and \$18M Budget oversight. Supervise a total workforce of 95 personnel.

#### *Key Accomplishments:*

- *Reduced the City Property Tax rate by 20% in two years*
- *Generated budgetary surplus over \$3M in two years*
- *Consistently obtained grant funding for large capital projects*

### **INCIDENT MANAGEMENT TEAM LEADER**

Federal Emergency Management Agency  
Denton, TX 76209

**July 2017 –February 2019**

Supervisor: Gerard Stolar

Served as Incident Management Assistance Team Leader for a team of 12 professional emergency managers, performing critical Incident Command and Management functions for Type I, II and III natural and man-made disasters. Supervised and managed disaster workforce personnel up to 300 personnel, responsible for over \$100M in response and recovery programs in accordance with the Robert T. Stafford Disaster Response Act.

#### *Key Accomplishments:*

- *Deputy Federal Coordinating Officer at 3 Presidential declared disasters*
- *Provided long-term recovery action plans for each community in Puerto Rico*
- *Led the first direct federal to first nation declared disaster in New Mexico*



**DIRECTOR OF EMERGENCY SERVICES**  
US Army – Aberdeen Proving Ground  
Aberdeen Proving Ground, MD 21005

**August 2015 – July 2017**  
Supervisor: Frank L. Lands

- Lead and manage 245 personnel engaged in the full range of emergency services to include law enforcement, fire and emergency medical services, access control emergency management and physical security activities
- Responsible for execution of operational resources exceeding \$16M and equipment resources of \$30M.

**FIRE & EMS PROGRAM MANAGER**  
Department of Defense  
Fort Belvoir, VA

**October 2014 – August 2015**  
Supervisor: Bruce Thomas

- Managed fire and emergency medical programs for 432 DoD sites world-wide
- Led and facilitated Strategic Planning and Accreditation for 12 primary locations
- Maintained over \$100M in apparatus fleet

**FIRE CHIEF**  
United States Forces – Afghanistan  
Kabul, Afghanistan

**October 2013 – October 2014**  
Supervisor: Major General Donald Jackson

- Managed fire and emergency medical services for all US bases in Afghanistan
- Responsible officer for over \$26M in fire protection and safety contract actions
- Provided expert response to Congress on root causes of personnel death/injury

**DEPUTY FIRE CHIEF**  
US Army – Fort Drum  
Fort Drum, NY

**November 2007 – October 2013**  
Supervisor: Donald Striejewske

- Managed all functional operations of 75 personnel, all-hazards fire / ems division
- Responsible for partnership agreements with 15 local communities

**PHYSICAL SECURITY SPECIALIST**  
United States Secret Service  
Washington, D.C. 20223

**December 2002 – March 2005**  
Supervisor: Brent Herron

- Team Leader for Presidential and Vice-Presidential countermeasure team
- Operational and Tactical Commander for the 2005 Presidential Inauguration

**FIRE CHIEF**  
US Army – Fort Eustis, VA

**April 1997 – December 2002**  
Supervisor: Richard Reynal

**DEPUTY FIRE CHIEF**  
US Army - Fort Stewart, GA

**January 1996 – April 1997**  
Supervisor: Kenneth VanderArk

**FIRE INSPECTOR / TRAINING OFFICER**  
US Army – Fort Drum

**July 1990 – January 1996**  
Supervisor: Thomas Harrell

**FORMAL EDUCATION**

- Associates Degree – Fire Science, Corning Community College, 1993

**CERTIFICATION**

- Fire Officer IV
- Fire Instructor III
- Fire Inspector II
- Hazardous Materials Technician / Incident Commander
- Incident Safety Officer
- Fire Investigator – Level II

**NATIONAL INCIDENT MANAGEMENT SYSTEM**

- **IS-100 – Introduction to Incident Command**
- **IS-200 – ICS for Single Resources and Initial Action Incidents**
- **IS-300 – ICS for Expanding Incidents**
- **IS-400 – ICS for Major Incidents**
- **IS-700 – National Incident Management System**
- **IS-800 - National Response Plan**

**PROFESSIONAL REFERENCES:**

Tyler Dunn	[REDACTED]	[REDACTED]
Elizabeth Wooten	[REDACTED]	[REDACTED]
Robert Denney	[REDACTED]	[REDACTED]
Sharon Addison	[REDACTED]	[REDACTED]
Donald Rodgers	[REDACTED]	[REDACTED]
Steven Fisher	[REDACTED]	[REDACTED]

**1. Please tell us why you are interested in this position and why is it a good time in your career to come to the City of Palmer?**

I began my public service career 36 years ago as a fire chief in a small town on the Canadian border of New York; a lot of snow, many challenges, not much money, yet an abundance of community can-do spirit.

My career with the federal government afforded me the privilege of working all over this great nation, and abroad, serving in many capacities of increasingly responsible leadership and complexity to include; serving with our troops in Afghanistan and providing protection to the 43<sup>rd</sup> President of the United States.

In 2020, during the initial months of the global pandemic, a newly elected Mayor asked me to be his City Manager and Fire Chief; it remains among the most rewarding experiences of my career, and I believe we made a difference in the lives of local people and the sustainability of the city. My wife (Mary) and I are seeking a community where we can raise our two young boys, with the same values, can-do spirit and sense of purpose that we both experienced growing up, while continuing to pursue our careers in a meaningful way. Please see attached link to the recognition the city received from the ICMA at the 2022 Annual Conference.

<https://www.youtube.com/watch?v=xxhvTr4GCVg&pp=ygUPaWNtYSBvZ2RlbnNidXJn>

**2. Please describe your professional experience working with elected officials and boards. Describe the responsibility you believe the City Manager has to the Mayor, the City Council and to the citizens of the community. Describe how you see your role and interactions with 1) the Mayor; 2) the City Council; 3) the City Clerk.**

With every leadership position in my career, I have reported directly to a high-level federal official, an oversight board, a city council, a county board of commissioners or elected official. I am accustomed to taking directions without hesitation, working through the differences of opinion and ensuring that I am executing the policy decisions enacted. I am loyal those I serve for and with and I will not break ranks and degrade the integrity of the higher authority. The City Manager is the administrative and executive arm of the City Council and is entirely empowered by those entities to implement, direct, manage and oversee their policy decisions; I do not see the City Manager as an independent entity in the form of local government employed in the City of Palmer. The City Manager must be a highly trusted advisor to the City Council and be relied upon to provide the most accurate, fact-based information on every topic presented to the City Council for decision. The Mayor and City Manager must have a close professional relationship and project a unified front. The City Manager must always be accessible to the community and be regarded as an unbiased, non-political entity.

**Question #2 – continued**

I see my role with the Mayor as one of that requires a frequent and consistent routine of communication to ensure that the intent and demands of the council and community are be administered. I see my role with City Council as one of insuring each has what they need to accurately respond to constituents timely and not be caught off guard by changes or events. I see my role with the City Clerk as being the most significant internal partner and colleague for maintaining efficient and compliant governmental programs and communication.

***3. Please explain your process for communicating critical and non-critical information to the Mayor and Council. How do you decide when or what is necessary to bring to the Mayor or Council's attention? How do you see your role as communicator to the Mayor and Council, staff, other governmental agencies, local businesses and citizens?***

With 30+ years of reporting to senior officials, I have the real-world experience and understanding of what senior officials want to know now, and what can wait. I will establish a matrix of event / notification occurrences, to be approved by the City Council, within the first week as City Manager that will provide instruction on critical / non-critical information flow.

For true critical actions, such as emergencies I will communicate immediately with the Mayor and City Clerk to ensure we are activating all appropriate plans, actions and information feeds. I will provide updates frequently as the situation progresses.

For serious matters, I will prepare an email summary update for distribution to the Mayor and City Council within two hours of obtaining the information or event occurrence, sooner if possible. The City Clerk and/or appropriate staff Director and I will be prepared to provide additional information or respond to further queries from the Mayor or City Council. Community updates will be coordinated with the Mayor if a response is warranted, and a decision whom will make the engagement made between the Mayor, City Manager and Department Director.

For routine matters, I will prepare a weekly summary of significant events and those areas of inquiry received from the City Council or community.

One of the most primary and critical functions of the City Manager is to be the voice of the operations of the City and policy decisions of City Council, when appropriate. The City Manager must devote at least 30% of their time to public engagement; local business, non-profits, civic organizations, partner agencies and the community at-large. I like to engage, candidly and transparently and genuinely, with the community and I want them to know that I am open and prepared to support them.

**4. The citizens and city council are very diverse. Describe how you would handle a situation where two people wanted to take you in opposite positions on the same project.**

Diversity and opposing views are the cornerstones of making certain that the decisions made represent the entire community, and while we seek to reduce confusion, discourse and disappointment, we recognize all are important and valued.

Removing all personal bias and preference on a topic or project is paramount for the City Manager, no matter how personal it may feel. The City Manager must be the leader and organizer of the facts, laws, regulations and opinions bearing on the matter and organize it all for leaders and the community to see. Taking time for listening sessions that provide equal access and opportunity for all parties to be heard is critical. Organizing what you learn, observe and hear into a well-organized presentation for all to review prior to decision is functional and allows all to know what you know. Presenting a reality-based set of courses of action for decision is what is required for City Council to make a final decision.

**5. Organization and planning is often a challenge when working in the community and juggling multiple tasks. How will you work to achieve the goals of this position while still completing paperwork, communicating effectively and meeting the needs of Council, City Clerk, staff, and citizens.**

One of the benefits of having a career fire chief and emergency manager in the City Manager position is that you have a professional with that knows what real emergencies look like (actual and perceived), and has the training and experience to triage, establish priorities and maintain continuity of government.

I do my level best to establish a daily operating plan and schedule, based on the strategic priorities of the City, the Council and needs of key staff members; the City Manager is the leader. I will work closely daily with the City Clerk and administrative staff to insure we maintain a good balance and flow of routine work, important projects and time for reflection of what is working and not working. I rely heavily on Department Directors to manage the key areas and keep me informed, ask for guidance and tell me when they need my personal attention; the City Manager cannot do it all and must not attempt to do so. I like to conduct weekly staff meetings that are brief and cover topics that all need to know and be aware of. I appreciate a solid quarterly in-depth budget brief to insure we are on track. I am a champion for ensuring that staff are maintaining a reasonable balance of work that can be accomplished in any one period.

I will dedicate time each week, days, evenings and weekends, to visiting and interacting with the community and our staff department personnel. I want everyone to know my name and be comfortable talking to me.

**6. Please describe any experience you have had facilitating economic development in a community. Please describe your involvement in a specific economic development project, from inception to completion including: 1) your role in the project; 2) any problems / issues you encountered; and 3) the results of the project.**

In July 2020, I assumed responsibility for a small city that was facing bankruptcy. While it was important to provide an immediate plan to survival, the most important factor in guaranteeing the revival of the city was to accelerate the economic development of the community. In true partnership with all agencies of the state and federal government, the City Planning and Development Director and I set a very aggressive agenda for "Beginning the Economic Revival of the City of Ogdensburg". I can, and if provided the opportunity, present the entire plan, how we attacked each problem area and the solutions we found to solve problems that existed for many years since the closing of the city's manufacturing and petroleum terminals. For responding to this question, I am going to use an example that I personally worked in partnership with the Mayor.

Using funds provided from the American Rescue Plan Act (ARPA), the Mayor and I established and obtained City Council approval for a program that would provide direct, non-matching grants, to small businesses and non-profit organizations impacted by the global pandemic but were not eligible or had received any other grant funding or recovery loans; turns out that many, many small business were not included the in the massive federal programs.

The number one problem with our concept was the need for funds was greater than the funds currently available, but we did not let that discourage us, we knew that helping all with some was better than helping some with none. We created a very simple application and verification process; the idea was to get the funds in people's hands sooner rather than later without a lot of bureaucratic red tape. We kept City Council informed, we divided up the funds we had using a weighted value based on loss and impact, and all agreed it was the best we could do.

21 small business owners received funds ranging from \$2500 to \$10,000, and we provided \$15,000 to the Salvation Army to make up the deficit they had with provided meals and gifts to families and children in need. Then, we received more funds and we created another phase of the program that provided direct grants to households to repair critical heating and electrical components. <https://www.northcountrynow.com/news/ogdensburg-entities-listed-federal-covid-19-relief-funding-0311135>

I provide this example because it had REAL impact on the community and it raised the spirit of "can-do" among the citizenry. There are many other programs that you are likely thinking I should have addressed like the funds we obtained to tear down old factories to make way for new waterfront development or rallying partner state and federal agencies to clean-up contaminated sites and return the land to the tax rolls, or the full funding of the local "Land Bank". Yes, we did all those as well, but I thought it was most important to convey that I value the power and fortitude of small business.

***7. Explain your experience in developing, implementing, and monitoring a budget for a municipality.***

If developing, implementing, managing and monitoring federal, multi-year budgets for over 20+ years wasn't enough experience to be an expert, I would have told you I do not know what will - and then I went to Ogdensburg, NY.

Working in close coordination city council, we establish a budget plan to save the city from bankruptcy, revive the city's economy and REDUCE property taxes. It was a tough road, but we succeeded in saving the city, and today it is strongly reviving. I oversaw the creation, implementation and evaluation of the city's balanced budget for 3 cycles, reduced taxes twice and won a NY Supreme Court case to cease the payment of funds to the county for uncollected property taxes.

The City's overall budget contained the normal general fund, capital funds, special use funds for water and sewer and a hybrid partnership for electrical power generation – all total approximately \$20MM. We received very few administrative error comments in each annual audit and the City was recognized in 2022 by the New York State Comptroller's Office for making significant gains in reducing taxes, lowering debt and decreasing its State Constitutional Tax Limit from "high risk" to "normal".



## **CITY OF OGDENSBURG, NEW YORK**

CITY HALL • 330 FORD STREET • OGDENSBURG, NY 13669 • (315) 393-6100

Office of the City Manager



January 17, 2022

Mayor & Councilors & Citizens,

The 2022 Annual Budget for the City of Ogdensburg is complete. This budget is the result of the continued decisive action to make substantive changes to city government that will ensure the financial viability and accelerate the revival of the city.

The 2022 Annual Budget reduced the property tax rate for the second consecutive year, bringing the total tax rate reduction to 20% since Mayor Jeffrey M. Skelly took office. The reduction in the property rate this year will have property taxes at the lowest rate in over a decade, and for the first time in 5 years the City will likely be removed from the high risk zone of exceeding the Constitutional Tax Limit by the NYS Comptroller's Office – both of these factors are significant indications of financial strengthening.

Public Safety continues to be the number one responsibility of every level of government – nothing has changed in that regard. What has changed is the level of resources the City can dedicate to public safety programs. Put simply, the City overspent on public safety programs for many years, dedicating over 50% of the total general fund budget to those programs; that is not sustainable any longer. The 2022 Annual Budget balances available funds across all critical programs, and that will continue for at least the next two budget cycles.

Economic Development and Community Enhancement is where the City's focus will be in 2022, and if future administrations are wise, that focus will continue. Emphasis on increasing sales tax revenue as a means of reducing the dependency on property tax is the future of funding local government. That will only occur if business conditions in the City improve and fiscal discipline by each City Administration is maintained.

The attached presentation was given to City Council at the outset of the 2022 Budget process, and I present that with this budget for each of your review.


I look forward to being part of the revival of the City, and if you have questions, please come and see me.


Respectfully,

Stephen P. Jellie  
City Manager / Fire Chief

# City of Ogdensburg


Special City Council Meeting  
2022 Budget Presentation





1

## 2022 Budget Highlights



- 10% Property Tax Cut (20% Lower than 2020 Rates)
  - \$15.88 per \$1,000 of assessed value – Lowest since 2010
- 63.9% Constitutional Tax Limit Achieved (previously 80.61% in 2021)
- 20.5% Decrease in Sales Tax Revenue
- 13% Reduction in Overall Debt
- Staffing Reduced 12% - No Layoffs Required - All Vacant Positions
  - 7 positions reduced in OPD
  - 3 positions reduced in OFD
  - 1 position reduced in DPW
  - 1 position reduced in City Staff

2

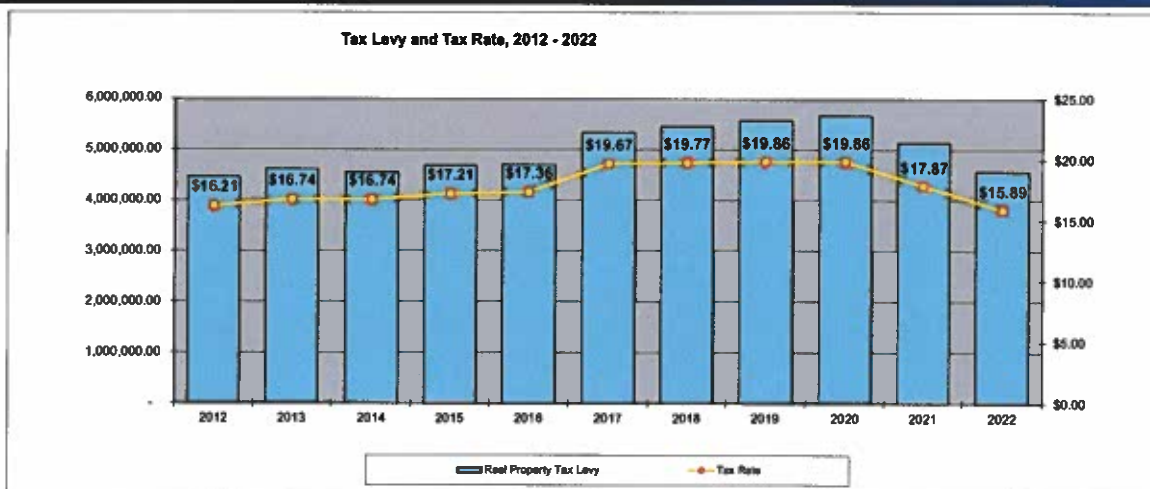
## 2022 Budget Highlights (Continued)



- Maintains a Strong Fund Balance (At least \$2.5MM)
- Funds Available for Capital Improvement (\$1.6MM)
- Strengthens Commitment to Planning and Economic Development
- Begins Closing the Pay Disparity Between City Departments
- Provides Funds for the City-Wide Assessment Project
- Provides Funds for Design of a New Skate Park
- Balances Funds Over All Departments/Programs


3

## Tax Levy & Tax Rate History



4

## Police Department Staffing



26

Enhanced

- 1 Chief
- 1 Lieutenant
- 2 Administrative Staff
- 0 Dispatchers
- 3 Detectives
- 4 Sergeants
- 15 Officers

22

Optimal

- 1 Chief
- 1 Lieutenant
- 2 Administrative Staff
- 0 Dispatchers
- 2 Detectives
- 4 Sergeants
- 12 Officers

16

Essential


- 1 Chief
- 1 Lieutenant
- 1 Administrative Staff
- 0 Dispatchers
- 1 Detectives
- 3 Sergeants
- 9 Officers

**2022** - Above staffing does not include five positions funded by other entities:

- 1 School Resources Officer
- 2 Airport Security Officers
- 2 Dispatchers

11

## Fire Department Staffing



26

Enhanced

- 1 Chief
- 1 Ass't Chief
- 4 Captains
- 20 Firefighters

22

Optimal

- 1 Chief
- 1 Ass't Chief
- 4 Captains
- 16 Firefighters

17

Essential

- 1 Chief
- No Ass't Chief
- 4 Captains
- 12 Firefighters

12



# Jackson Hole Fire/EMS Administrative Procedure

Approved by: Stephen Jellie  
Stephen P. Jellie, Fire Chief

Title: Volunteer Shift and Response  
Obligation

Division: 5

Article: 3

Revised: 28 July 2023

Pages: 2

## PURPOSE

To establish procedure and expectation for active volunteer membership shift and response obligation

## SECTION I - GENERAL

1. Volunteering with emergency services entities requires significant commitment from the agency and all personnel. This procedure serves to outline the expectation and obligation that personnel must be prepared to dedicate to remain active members.
2. It is recognized that volunteer personnel time and availability vary widely depending on multiple factors of their specific personal / family / career circumstances. Jackson Hole Fire / EMS values the diverse capability within the volunteer force and will make every reasonable effort to accommodate individual needs and schedules.
3. Jackson Hole Fire / EMS is a **COMBINATION** fire department, which means a unique blend of volunteer, full-time paid and part-time paid employees exist within the organization. The combination staffing construct seeks to make the most efficient use of each employment status, all having specific requirements and limitations within federal, state and local laws and policy.
4. Fire Chief may approve exceptions or temporary deviations to this procedure.

## SECTION II – VOLUNTEER POSITION SUMMARY

1. The following summary position descriptions provide illustration of the primary duties, training and certification requirements for each position. Summary descriptions are not all inclusive; position descriptions will be provided during initial orientation.
2. Contained within each position summary below is the shift assignment and response obligation requirement for each position. These requirements are the minimum expectation, however there is solid understanding and acceptance that personnel may exceed requirements some years, and not entirely fulfill them other years. The goal is consistent participation and commitment.

## SECTION II – continued

**EMS DRIVER** – Maintains the following training certifications: CPR/AED, Emergency Vehicle Operator, Hazardous Material Awareness, and all directed annual department compliance training (i.e., sexual harassment, bloodborne pathogens, workplace violence, etc.). Capable of performing all duties associated with operating an ambulance, assists with patient packaging, carrying/loading and routine maintenance of ambulance and equipment. Annual medical evaluation to determine fitness for duty is required. Annual physical fitness assessment tailored to the specific position duties is required.

Shift and Response Time Obligation required to maintain annual Active Membership:

- **24 Emergency Response \***
- **12 hours Shift Time per month (0-5 years) \*\***
- **6 hours Shift Time per month (5-10 years) \*\***
- **0 hours Shift Time per month (10+ years)**

**EMT Responder** – Maintains the following training certifications: EMT-Basic, Emergency Vehicle Operator, Hazardous Material Awareness, and all directed annual department compliance training (i.e., sexual harassment, bloodborne pathogens, workplace violence, etc.). Capable of performing all duties associated with operating an ambulance, treating patients from call inception to hospital turn-over, completing all associated patient care documentation, routine maintenance of ambulance / equipment and, performing assistance with firefighter rehab at emergency scenes. Annual medical evaluation to determine fitness for duty is required. Annual physical fitness assessment tailored to the specific position duties is required.

Shift and Response Time Obligation required to maintain annual Active Membership:

- **24 Emergency Responses\***
- **24 hours Shift Time per month (0-5 years) \*\***
- **12 hours Shift Time per month (5-10 years) \*\***
- **0 hours Shift Time per month (10+ years)**

*\* Response obligation credit will be earned for all emergency and non-emergency responses, special details or instructing classes. Response obligation is mandatory for all personnel, regardless of hire date.*

*\*\* Shift Time obligation credit earned for working at Station 1,6 or 7 (6 or 12 hr. shifts only)  
Shift Time obligation is highly encouraged for volunteer members hired prior to 1/1/2023  
Shift Time obligation is mandatory for volunteer members hired after 1/1/2023*



## EMPLOYMENT APPLICATION



CITY OF PALMER  
231 W Evergreen Avenue  
Palmer, Alaska 99645  
(907) 761-1302

<http://www.palmerak.org>

Knefelkamp, Charles Arthur  
24-00018 CITY MANAGER

Received: 6/7/24 9:21 AM

For Official Use Only:

QUAL: \_\_\_\_\_

DNO: \_\_\_\_\_

Experience

Training

Other: \_\_\_\_\_

## PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER		EXAM ID# : 24-00018
NAME: (Last, First, Middle) Knefelkamp, Charles Arthur		SOCIAL SECURITY NUMBER: [REDACTED]
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		EMAIL ADDRESS: [REDACTED]
HOME PHONE: [REDACTED]	ALTERNATE PHONE: [REDACTED]	NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DRIVER'S LICENSE: State: [REDACTED] Number: [REDACTED]	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
What is your highest level of education? Some College		

## PREFERENCES

MINIMUM COMPENSATION: \$25.00 per hour; \$50,000.00 per year
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular
TYPES OF WORK YOU WILL ACCEPT: Full Time
SHIFTS YOU WILL ACCEPT: Day, Evening, Night, Rotating, Weekends, On Call (as needed)
OBJECTIVE: I'm looking to put my 22 years living and working in the Mat-Su to use in the planning department of the mat su borough.

## EDUCATION

DATES:	SCHOOL NAME: University Of Alaska	
LOCATION: (City, State/Province) Fairbanks , Alaska	DID YOU GRADUATE? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	DEGREE RECEIVED: No Degree
MAJOR: Music/business administration/finance		
DATES:	SCHOOL NAME: Construction Academy ATS	
LOCATION: (City, State/Province) Culpeper , Virginia	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Certification
MAJOR: NCCER Heavy Equipment operator certification		

## WORK EXPERIENCE

DATES: From: 5/2018 To: 8/2018	EMPLOYER: Wolverine supply	POSITION TITLE: Operator/grade checker
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 72	SALARY: \$9,000.00/month	
DUTIES: Operation of dozers, excavators, rock trucks, and compactors. Spraying hydroseed on slopes for DOT inspection. Operation and maintenance of GPS grading systems.		
REASON FOR LEAVING: Laid off / out of work.		
DATES: From: 6/2003 To: 1/2018	EMPLOYER: Premier Alaska, Inc	POSITION TITLE: Consruction Foreman/superintendent



ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 60	SALARY: \$4,485.00/month	
DUTIES: Managed and directed utility installation crews Managed and directed road construction projects Maintained safety standards for crews of workers during trenching and road construction projects Heavy equipment operator HDPE, PVC, CPVC installation expert - 15 years Located, moved, and installed underground utilities Installed and maintained civil and residential sewer and water systems Installed and maintained SWPPP plans and waste water programs Budgeted and estimated civil and residential utility construction projects Surveying including line and grade and GPS Construction system applications Planning and presentation of weekly safety meetings. Maintained relationships with clients, public officials and inspectors to promote a positive working environment.		
REASON FOR LEAVING: Premier Alaska can no longer sustain my employment with the amount of work they have at present.		

#### CERTIFICATES AND LICENSES

TYPE: Certified HDPE pipe fusion welder	
LICENSE NUMBER: none	ISSUING AGENCY: Arctic Insulation and manufacturing
TYPE: Certified Septic Installer 2012 -2015	
LICENSE NUMBER:	ISSUING AGENCY:
TYPE: Certified CESCL	
LICENSE NUMBER:	ISSUING AGENCY: State of Alaska

#### Skills

OFFICE SKILLS: Typing: 60 Data Entry: 230
OTHER SKILLS: HDPE Pipe fusion - Expert - 15 years and 6 months Heavy equipment operation - Expert - 15 years and 6 months Construction project management - Intermediate - 5 years and 6 months Construction Crew management - Expert - 8 years and 4 months Construction Project bidding/estimation - Intermediate - 5 years and 4 months Civil project safety coordination - Expert - 14 years and 0 months Heavy equipment maintenance - Expert - 12 years and 2 months Finish operation of heavy equipment - Expert - 6 years and 4 months Computer operation and maintenance - Expert - 24 years and 4 months Civil gps mapping - Intermediate - 8 years and 1 months Land Surveying / differential leveling - Expert - 14 years and 0 months Underground utility trenching/installation/maint. - Expert - 12 years and 1 months SWPPP plan coordinator/originator - Intermediate - 4 years and 8 months Underground utility location - Expert - 14 years and 1 months Caber tossing - Expert - 5 years and 6 months Safety coordinator - Expert - 18 years and 6 months Welding - Intermediate - 5 years and 1 months Heavy equipment mechanic - Beginner - 1 years and 2 months Property and lot management - Expert - 15 years and 2 months Tree removal and logging - Intermediate - 10 years and 3 months Event coordinator - Intermediate - 7 years and 3 months Human resource manager - Intermediate - 8 years and 3 months Budgeting - Expert - 10 years and 6 months Vehicle and equipment maintenance - Expert - 20 years and 2 months
LANGUAGE(S): English - <input checked="" type="checkbox"/> Speak <input checked="" type="checkbox"/> Read <input checked="" type="checkbox"/> Write French - <input checked="" type="checkbox"/> Speak <input checked="" type="checkbox"/> Read <input checked="" type="checkbox"/> Write Spanish - <input checked="" type="checkbox"/> Speak <input checked="" type="checkbox"/> Read <input type="checkbox"/> Write

#### ADDITIONAL INFORMATION

Honors & Awards Attended Construction Academy ATS - Culpeper, VA; Graduated with honors
--

#### REFERENCES

REFERENCE TYPE: Professional	NAME: Roland Kennerson	POSITION: CEO
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Doug Lange	POSITION: Supervisor - Greenstreet gravel pit
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Robert Kennerson	POSITION: CEO
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]

Agency-Wide Questions

1. Have you previously worked for the City of Palmer?  
No
2. Are you related to anyone who is currently employed by the City of Palmer?  
No
3. If you answered yes to the previous question, please provide the individual's name and department
4. Are you able to perform the essential functions of this job with or without reasonable accommodations?  
Yes
5. If you answered yes to the previous question, please explain:
6. Have you ever been terminated or asked to resign by a former employer?  
No
7. Have you been convicted of a misdemeanor within the past five years?  
No

Job Specific Supplemental Questions

APPLICANT'S SWORN STATEMENT AUTHORIZATION AND RELEASE I hereby affirm all the information I provided or will provide to the City of Palmer relating to my application for employment, whether by written application form, resume, oral statement or otherwise, is true and complete to be the best of my knowledge. In addition, I agree that any intentional misrepresentation or omission and any material negligent or innocent misrepresentation or omission in or from said information may disqualify me from further consideration for employment any may be considered justification for immediate discharge from employment if discovered at a later date. I hereby authorize any person, organization, or governmental entity, including any current or former employer, to release to the City of Palmer or any authorized person acting on behalf of the City, any and all information, in any manner requested, which may be relevant to my character or qualifications for the City position for which I applied. I authorize current and former employers to give to the City of Palmer any and all employment records in their possession dealing with me, including, but not limited to, job descriptions, wage information, employment records, performance appraisals, disciplinary records, layoff slips, attendance records, reports, or other documents relevant to my application for work or actual employment with the employer, including records relevant to drug and alcohol tests conducted by or on behalf of the employer or in the possession of the employer. I also authorize the release of information and written records concerning my educational history, driving records, and criminal or civil actions. I request that all persons and organizations cooperate fully in providing information to the City, including allowing the interviewing of supervisors, co-workers, educators, or other references. I hereby release all persons, employers, organizations, governmental entities, or any other entity providing information.

1.

I Agree

2. Have you attached the required writing examples?

Yes

3. Have you attached your answers to the supplemental questions as noted in the job bulletin?

Yes

The following terms were accepted by the applicant upon submitting the online application:

*The information provided in this employment application is true, correct, and complete. If employed, any misstatement or omission of fact on this application may result in dismissal. I authorize investigation of all statements contained in this application for employment as may be necessary in arriving at an employment decision. This authorization includes permission to check employment references. If selected for employment you may be required to supply proof of authorization to work in the U.S., have a physical examination and/or drug test, supply and/or authorize a criminal background check, supply and/or authorize a copy of your motor vehicle record (MVR), or sign a conflict of interest agreement and abide by its terms. I understand that acceptance of an offer of employment does not create a contractual obligation or permanent employment upon the City of Palmer. Employment may be terminated at any time at the option of the employee or City of Palmer.*

This application was submitted by Charles Arthur Knefelkamp on 6/7/24 9:21 AM

Signature\_\_\_\_\_

Date\_\_\_\_\_

## EMPLOYMENT APPLICATION



CITY OF PALMER  
 231 W Evergreen Avenue  
 Palmer, Alaska 99645  
 (907) 761-1302  
<http://www.palmerak.org>  
 Michalski, Jacob  
 24-00018 CITY MANAGER

Received: 5/17/24 8:24 AM  
 For Official Use Only:  
 QUAL: \_\_\_\_\_  
 DNO: \_\_\_\_\_  
 Experience  
 Training  
 Other: \_\_\_\_\_

## PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER		EXAM ID# : 24-00018
NAME: (Last, First, Middle) Michalski, Jacob		SOCIAL SECURITY NUMBER: [REDACTED]
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		EMAIL ADDRESS: [REDACTED]
HOME PHONE: [REDACTED]		NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DRIVER'S LICENSE: State [REDACTED] Number: [REDACTED]	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
What is your highest level of education? Master's Degree		

## PREFERENCES

MINIMUM COMPENSATION: \$65.00 per hour; \$130,000.00 per year
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular
TYPES OF WORK YOU WILL ACCEPT: Full Time
SHIFTS YOU WILL ACCEPT: Day, Evening, On Call (as needed)

## EDUCATION

DATES:	SCHOOL NAME: Texas State University	
LOCATION: (City, State/Province) San Marcos, Texas	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Master's
MAJOR: Business in Organizational Communication		
DATES:	SCHOOL NAME: Butler University	
LOCATION: (City, State/Province) Indianapolis, Indiana	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Organizational Leadership & Business Administration		

## WORK EXPERIENCE

DATES: From: 8/2022 To: 3/2024	EMPLOYER: LSI	POSITION TITLE: Director, Sourcing and Procurement
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
HOURS PER WEEK: 45	SALARY: \$10,800.00/month	

DUTIES:  
 Oversaw and directed strategic sourcing initiatives for high-profile clients with annual expenditures exceeding \$1 Billion, utilizing advanced data analytics to proactively identify risks and optimize resource allocation strategies. Established and maintained a cutting-edge benchmarking database, driving transformative cost-saving opportunities that resulted in a remarkable 50% reduction in onboarding expenses for new Facilities/FF&E clients. Provided visionary leadership to a dynamic cross-functional team of three professionals, guiding the successful execution of five strategic sourcing programs within a condensed timeframe of six months. Held accountability for the management and strategic direction of a diverse portfolio comprising 15 key accounts, consistently surpassing Key Performance Indicators (KPIs) and achieving an exceptional 95% adherence rate. Pioneered innovative sourcing methodologies, resulting in substantial cost savings totaling \$600,000 and a significant 30% reduction in procurement cycle times during the inaugural year of implementation.

Collaborated closely with internal operations and esteemed client directors to identify and exploit lucrative financial cost-saving opportunities through strategic sourcing initiatives. Conducted exhaustive market research and meticulously evaluated potential suppliers to align with organizational needs and unlocked substantial financial cost-saving prospects. Delivered insightful and comprehensive reports to senior leadership on a routine basis, providing in-depth analysis of total RFP evaluations, cost avoidance strategies, budget adherence, and team contributions, thereby informing strategic decision-making at the highest levels of the organization.

## REASON FOR LEAVING:

Layoffs

DATES: From: 7/2021 To: 8/2022	EMPLOYER: LSI	POSITION TITLE: Senior Strategic Sourcing Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$8,300.00/month	

## DUTIES:

Managed sourcing projects with an annual spend of \$100 million or more, targeting an average of 10% cost reduction per project. Reached a minimum of 20% reduction in procurement costs within the first year by identifying and implementing best practices from benchmarking data. Aligned sourcing strategies with organizational goals, resulting in a minimum of 10% improvement in supplier performance metrics and cost savings of \$1 million annually. Negotiated contracts and achieved an average cost reduction of 15% across supplier contracts, resulting in annual cost savings of \$5 million. Managed supplier/vendor relationships and improved supplier performance through regular performance reviews and implementation of improvement plans, resulting in increased reliability and cost savings. Identified 20+ potential sourcing opportunities: resulting in a minimum of \$2 million in cost savings. Presented monthly and weekly reports to senior leadership highlighting cost savings, sourcing initiatives, and future opportunities, resulting in informed decision-making and strategic direction. Developed and orchestrated protocols to ensure the confidentiality of sensitive procurement information, including negotiating and obtaining Non-Disclosure Agreements (NDAs) from suppliers, contractors, and internal stakeholders, safeguarding proprietary data and intellectual property throughout the sourcing process. Trained colleagues, vendors, and suppliers to use our OneMarket system in running RFPs, RFIs, & RFXs.

## REASON FOR LEAVING:

Promoted

DATES: From: 5/2020 To: 6/2021	EMPLOYER: CBRE	POSITION TITLE: Global Implementation Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$5,500.00/month	

## DUTIES:

Orchestrated the end-to-end supply chain process for 130 accounts, achieving a remarkable 96% client satisfaction rate and reducing lead times by 10%, surpassing set targets. Generated \$4.2M in new business and implemented cost-saving measures totaling \$500,000, outperforming projected goals. Cultivated and maintained strong rapport with key suppliers, facilitating seamless communication channels and surpassing expectations consistently. Led negotiations for numerous intricate corporate procurement contracts in collaboration with internal and external stakeholders, resulting in an average cost reduction of 10%. Analyzed and evaluated over 100 sourcing requisitions, employing rigorous purchasing procedures to prioritize quality, pricing, and delivery competitiveness. Provided exemplary leadership and mentorship to team members, ensuring alignment with company standards, and fostering a culture of continuous improvement. Launched strategic projects aimed at enhancing procurement processes, tools, and efficiencies, effectively aligning with organizational objectives. Oversaw category spend and enforced adherence to Supply Chain/Procurement strategy, emphasizing agility, service, cost, and transition. Spearheaded advanced supplier performance management techniques, leading to a notable 20% increase in supplier performance ratings within a six-month period.

## REASON FOR LEAVING:

Contract ended

DATES: From: 4/2018 To: 5/2020	EMPLOYER: Sonder	POSITION TITLE: Procurement Buyer
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$3,800.00/month	

**DUTIES:**

Achieved \$2M annual cost savings and \$500K cost avoidance through strategic cost-saving initiatives. Reduced procurement cycle times by 10% by developing and issuing multiple RFPs.  
 Cultivated supplier relationships, yielding a 25% increase in cost efficiency and \$1M additional annual savings.  
 Reported \$3M in sourcing savings by spend categories, providing critical cost optimization insights.  
 Implemented purchasing procedures, reducing direct and carrying costs by 20% .  
 Streamlined portfolio management and negotiated favorable payment terms to support cross-disciplinary goals.  
 Administered contracts/subcontracts, ensuring compliance and resolving administrative issues efficiently.  
 Liaised with stakeholders to identify contract value opportunities, fostering collaboration.  
 Supported supply chain continuity during disruptions, ensuring uninterrupted operations.  
 Executed global and local sourcing strategies, contributing to a robust sourcing pipeline.  
 Collaborated on category plans, aligning procurement with organizational objectives.  
 Fostered Supplier Relationship Management (SRM), achieving a 30% increase in supplier performance.

**REASON FOR LEAVING:**

COVID

**CERTIFICATES AND LICENSES****TYPE:**

Corporate Training and Development Certificate

**LICENSE NUMBER:****ISSUING AGENCY:**

Texas State

**TYPE:**

Alternative Dispute Resolution Certificate

**LICENSE NUMBER:****ISSUING AGENCY:**

Texas State University

**TYPE:**

Udemy, Excel Essentials: The Complete Excel Series

**LICENSE NUMBER:****ISSUING AGENCY:****TYPE:**

Google Analytics Certificate

**LICENSE NUMBER:****ISSUING AGENCY:****TYPE:**

Google Project Management Certificate

**LICENSE NUMBER:****ISSUING AGENCY:****Skills**

Nothing Entered For This Section

**ADDITIONAL INFORMATION**

Nothing Entered For This Section

**REFERENCES****REFERENCE TYPE:**

Professional

**NAME:**

Steven Beebe

**POSITION:**

Dr./Professor

**ADDRESS: (Street, City, State/Province, Zip/Postal Code)****EMAIL ADDRESS:****PHONE NUMBER:****REFERENCE TYPE:**

Professional

**NAME:**

Terry McGregor

**POSITION:****ADDRESS: (Street, City, State/Province, Zip/Postal Code)****EMAIL ADDRESS:****PHONE NUMBER:****REFERENCE TYPE:**

Professional

**NAME:**

Dustin Turner

**POSITION:****ADDRESS: (Street, City, State/Province, Zip/Postal Code)****EMAIL ADDRESS:****PHONE NUMBER:**



Agency-Wide Questions

1. Have you previously worked for the City of Palmer?  
No
2. Are you related to anyone who is currently employed by the City of Palmer?  
No
3. If you answered yes to the previous question, please provide the individual's name and department
4. Are you able to perform the essential functions of this job with or without reasonable accommodations?  
Yes
5. If you answered yes to the previous question, please explain:
6. Have you ever been terminated or asked to resign by a former employer?  
No
7. Have you been convicted of a misdemeanor within the past five years?  
No

Job Specific Supplemental Questions

APPLICANT'S SWORN STATEMENT AUTHORIZATION AND RELEASE I hereby affirm all the information I provided or will provide to the City of Palmer relating to my application for employment, whether by written application form, resume, oral statement or otherwise, is true and complete to be the best of my knowledge. In addition, I agree that any intentional misrepresentation or omission and any material negligent or innocent misrepresentation or omission in or from said information may disqualify me from further consideration for employment any may be considered justification for immediate discharge from employment if discovered at a later date. I hereby authorize any person, organization, or governmental entity, including any current or former employer, to release to the City of Palmer or any authorized person acting on behalf of the City, any and all information, in any manner requested, which may be relevant to my character or qualifications for the City position for which I applied. I authorize current and former employers to give to the City of Palmer any and all employment records in their possession dealing with me, including, but not limited to, job descriptions, wage information, employment records, performance appraisals, disciplinary records, layoff slips, attendance records, reports, or other documents relevant to my application for work or actual employment with the employer, including records relevant to drug and alcohol tests conducted by or on behalf of the employer or in the possession of the employer. I also authorize the release of information and written records concerning my educational history, driving records, and criminal or civil actions. I request that all persons and organizations cooperate fully in providing information to the City, including allowing the interviewing of supervisors, co-workers, educators, or other references. I hereby release all persons, employers, organizations, governmental entities, or any other entity providing information.

1.

I Agree

2. Have you attached the required writing examples?

Yes

3. Have you attached your answers to the supplemental questions as noted in the job bulletin?

Yes

The following terms were accepted by the applicant upon submitting the online application:

*The information provided in this employment application is true, correct, and complete. If employed, any misstatement or omission of fact on this application may result in dismissal. I authorize investigation of all statements contained in this application for employment as may be necessary in arriving at an employment decision. This authorization includes permission to check employment references.*

*If selected for employment you may be required to supply proof of authorization to work in the U.S., have a physical examination and/or drug test, supply and/or authorize a criminal background check, supply and/or authorize a copy of your motor vehicle record (MVR), or sign a conflict of interest agreement and abide by its terms.*

*I understand that acceptance of an offer of employment does not create a contractual obligation or permanent employment upon the City of Palmer. Employment may be terminated at any time at the option of the employee or City of Palmer.*

This application was submitted by Jacob Michalski on 5/17/24 8:24 AM

Signature\_\_\_\_\_

Date\_\_\_\_\_

# Jacob Michalski

City Manager – Palmer, AK

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Dear Hiring Committee,

I am writing to express my interest in the City Manager position with the City of Palmer. With a robust background in strategic sourcing and procurement, coupled with my extensive experience in leadership, negotiation, and resource optimization, I am confident in my ability to effectively serve as the Chief Administrative Officer for the city.

In my previous role as Senior Strategic Sourcing Manager at LogicSource, I managed strategic initiatives for clients with annual expenditures exceeding \$1 billion, leveraging advanced data analytics to optimize resource allocation and deliver significant cost savings. I led a cross-functional team, executing five strategic sourcing programs within six months, and managed a portfolio of 15 key accounts, consistently surpassing KPIs. My proactive approach resulted in substantial cost reductions, improved supplier performance, and enhanced operational efficiencies, demonstrating my capability to thrive under pressure and handle multiple tasks simultaneously.

As Global Implementation Manager at CBRE, I orchestrated supply chain processes for 130 accounts, achieving a 96% client satisfaction rate and generating \$4.2 million in new business. I successfully led complex negotiations, analyzed sourcing requisitions, and implemented cost-saving measures that surpassed projected goals. My ability to build and maintain strong relationships with key stakeholders, coupled with my strategic planning skills, aligns well with the City Manager's requirement to develop effective working relationships with elected officials, administrative staff, and the public.

My role as Procurement Manager at Sonder further honed my skills in managing procurement processes, achieving \$2 million in annual cost savings, and streamlining operations to reduce cycle times and direct costs. I cultivated supplier relationships, resulting in increased cost efficiency and savings, and provided critical insights through detailed reporting. This experience has equipped me with the sound judgment and discretion necessary to make executive decisions in the best interest of the city.

With a Master's in Organizational Communication from Texas State University and a Bachelor's in Organizational Leadership from Butler University, I possess a strong educational foundation to complement my professional experience. My certifications in Corporate Training & Development, Alternative Dispute Resolution, and various project management and analytics tools further attest to my commitment to continuous improvement and effective management practices. I am excited about the opportunity to bring my expertise in strategic planning, negotiation, and operational management to the City of Palmer. I am confident that my background and skills make me a strong candidate for the City Manager position. I am eager to contribute to the efficient operation of the city and to support the City Council in achieving its goals.

Thank you for considering my application. I look forward to the opportunity to discuss how my experience and vision align with the needs of the City of Palmer.

Warm regards,

Jacob Michalski, M.A.

# Jacob Michalski



Experienced sourcing and procurement leader with a proven record of driving strategic sourcing initiatives and delivering significant cost savings for clients. Skilled in leveraging data analytics and innovative methodologies to optimize resource allocation and streamline operations. Adept at building strong partnerships with stakeholders and suppliers to drive immediate and enduring value. Ready to contribute expertise in negotiating contracts, managing supplier relationships, and ensuring compliance to drive organizational success in procurement and sourcing.

## Work Experience

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### Senior Strategic Sourcing Manager

07/2021 to 03/2024

LogicSource

Remote, USA

- Oversaw strategic sourcing initiatives for high-profile clients with annual expenditures exceeding \$1 billion, utilizing advanced data analytics to identify risks and optimize resource allocation.
- Established and maintained a benchmarking database, achieving a 50% reduction in onboarding expenses for new Facilities/FF&E clients.
- Led a cross-functional team to execute five strategic sourcing programs within six months.
- Managed a portfolio of 15 key accounts, consistently surpassing KPIs and achieving a 95% adherence rate.
- Pioneered sourcing methodologies resulting in \$600,000 in cost savings and a 30% reduction in procurement cycle times in the first year.
- Conducted market research and evaluated suppliers to align with organizational needs, unlocking significant financial savings.
- Delivered comprehensive reports to senior leadership on RFP evaluations, cost avoidance, budget adherence, and team contributions, informing strategic decisions.
- Managed sourcing projects with an annual spend of \$100 million or more, targeting an average of 10% cost reduction per project.
- Achieved a minimum 20% reduction in procurement costs in the first year by implementing best practices from benchmarking data.
- Negotiated contracts with an average cost reduction of 15%, resulting in \$5 million in savings over the contracted term.
- Enhanced supplier performance through regular reviews and improvement plans, increasing reliability and achieving cost savings.
- Identified over 20 potential sourcing opportunities, realizing at least \$2 million in cost savings.
- Presented regular reports to senior leadership, highlighting cost savings, sourcing initiatives, and future opportunities for informed decision-making.
- Developed protocols to ensure the confidentiality of sensitive procurement information, including negotiating NDAs

with suppliers, contractors, and stakeholders.

-Trained colleagues, vendors, and suppliers on the OneMarket system for running RFPs, RFIs, & RFXs.

## **Global Implementation Manager**

05/2020 to 06/2021

CBRE

Remote, USA

- Orchestrated the end-to-end supply chain process for 130 accounts, achieving a remarkable 96% client satisfaction rate and reducing lead times by 10%, surpassing set targets.
- Generated \$4.2M in new business and implemented cost-saving measures totaling \$500,000, outperforming projected goals.
- Cultivated and maintained strong rapport with key suppliers, facilitating seamless communication channels and surpassing expectations consistently.
- Led negotiations for numerous intricate corporate procurement contracts in collaboration with internal and external stakeholders, resulting in an average cost reduction of 10%.
- Analyzed and evaluated over 100 sourcing requisitions, employing rigorous purchasing procedures to prioritize quality, pricing, and delivery competitiveness.
- Provided exemplary leadership and mentorship to team members, ensuring alignment with company standards, and fostering a culture of continuous improvement.
- Launched strategic projects aimed at enhancing procurement processes, tools, and efficiencies, effectively aligning with organizational objectives.
- Oversaw category spend and enforced adherence to Supply Chain/Procurement strategy, emphasizing agility, service, cost, and transition.
- Spearheaded advanced supplier performance management techniques, leading to a notable 20% increase in supplier performance ratings within a six-month period.

## **Procurement Manager**

04/2018 to 05/2020

Sonder

Thornton, CO

- Achieved \$2M annual cost savings and \$500K cost avoidance through strategic cost-saving initiatives.
- Reduced procurement cycle times by 10% by developing and issuing multiple RFPs.
- Cultivated supplier relationships, yielding a 25% increase in cost efficiency and \$1M additional annual savings.
- Reported \$3M in sourcing savings by spend categories, providing critical cost optimization insights.
- Implemented purchasing procedures, reducing direct and carrying costs by 20%.
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- Liaised with stakeholders to identify contract value opportunities, fostering collaboration.
- Supported supply chain continuity during disruptions, ensuring uninterrupted operations.
- Executed global and local sourcing strategies, contributing to a robust sourcing pipeline.
- Collaborated on category plans, aligning procurement with organizational objectives.
- Fostered Supplier Relationship Management (SRM), achieving a 30% increase in supplier performance.

## Skills

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Analytical and Critical Thinking - 10+ years

People Management - 8 years

Strategic Planning - 10+ years

Contract Negotiation - 8 years

Client Relationship Management (CRM) - 10+ years

Process Optimization - 10+ years

Microsoft (MS) Office - 10+ years

Google Suite - 10+ years

Asana - 8 years

SAP - 6 years

Ariba - 6 years

Decision-Making - 10+ years

Project Management - 10+ years

Training & Development - 8 years

Supply Chain Management - 8 years

Team Leadership - 10+ years

Material Cost Estimating - 8 years

Proposals - 10+ years

## Education

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### Texas State University

Master's

Business in Organizational Communication

San Marcos, TX

2016 to 2018

## **Butler University**

Bachelor's

Organizational Leadership & Business Administration

Indianapolis, IN

2012 to 2016

## **Certifications / Licenses**

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### **Corporate Training & Development**

2017

### **Alternative Dispute Resolution**

2017

### **Udemy, Excel Essentials: The Complete Excel Series**

2022

### **Google Analytics Certificate**

2023

### **Google Project Management Certificate**

2024

-Lean and Six Sigma Focused

### **Oracle Supply Chain Management & Manufacturing (SCM)**

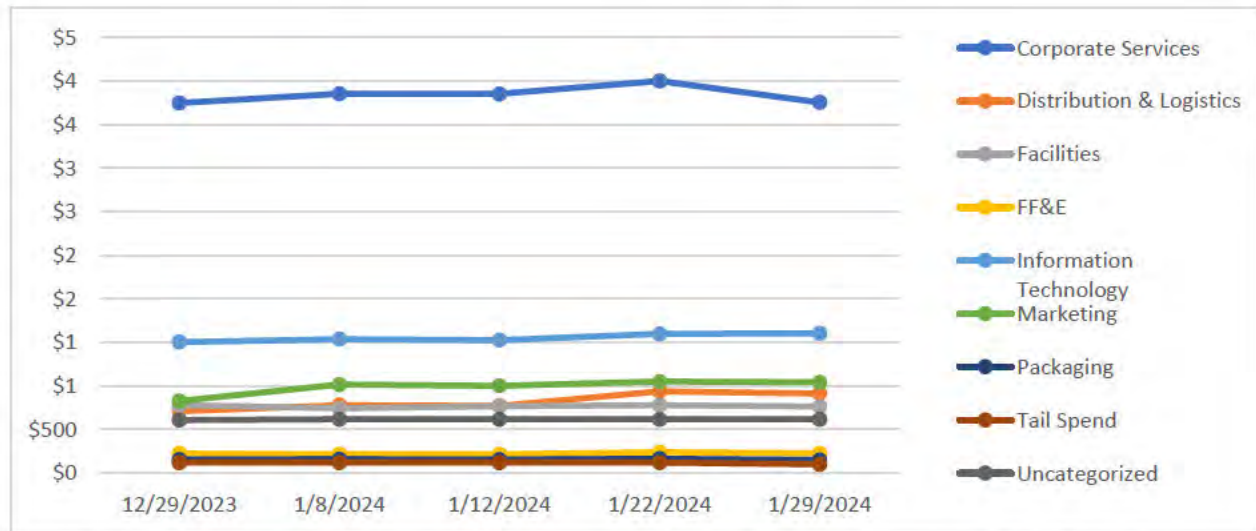
2024

-In progress



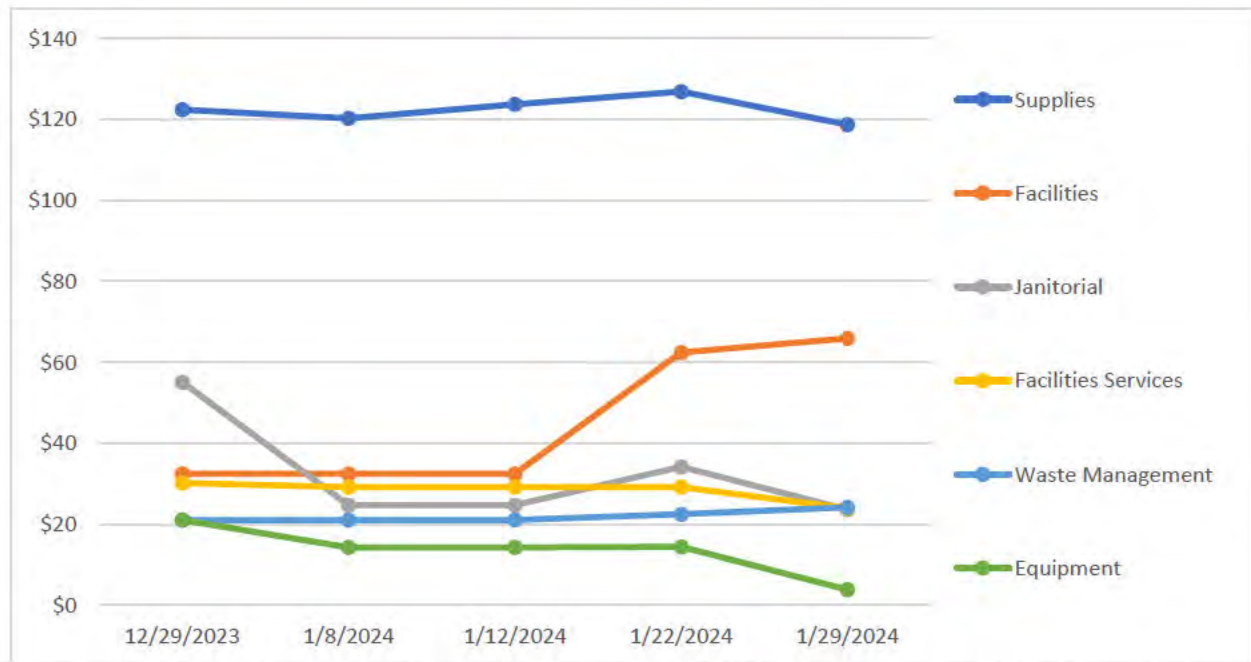
### OneMarket Updates January 29, 2024

#### L1 Spend



-This week for Facilities and FF&E as well as overall L1 spend, we saw a decrease in total spending. Facilities are down 2%/\$15.8MM, FF&E is down 4.7%/\$11.2MM, and overall spend is down 3.3%/\$330MM.

#### L2 Spend



-For the first time in three weeks L2 spend is down 2.6%/\$27MM. Across the board, the two categories that saw the largest increase are Waste Management, up 7.7%/\$1.7MM and Facilities up 5.6%/\$3.5MM. The two categories that saw the biggest decrease were Janitorial down 31%/\$10.5MM and Equipment going down 74%/\$10.5MM.

FTE Spend



-The total addressable spend for FTE is down this week by 3%/\$17.6MM with no change in total projects for the team. The average for projects also has remained at 7 this week, as shown by the red line. The orange dot represents the total number of projects assigned to each person and the yellow dot is delayed.

**Current Delayed Projects by Client**

Row Labels	Count of Project	Sum of Addressable
<b>Aarons</b>	2	\$4,593,122.00
Fixtures	1	\$4,593,122.00
Waste Management	1	\$0.00
<b>Acushnet</b>	2	\$658,526.00
Design & Construction	1	\$150,000.00
Facilities Maintenance	1	\$508,526.00
<b>Advantus Health Partners</b>	1	\$3,482,748.00
Supplies	1	\$3,482,748.00
<b>Aventiv</b>	2	\$1,920,046.00
Supplies	2	\$1,920,046.00
<b>Bath &amp; Body Works</b>	21	\$88,821,624.00
Design & Construction	1	\$34,120,269.00
Exterior Signage	1	\$4,170,074.00
Facilities Maintenance	2	\$9,422,087.00
Fixtures	2	\$20,014,539.00
Supplies	9	\$10,353,236.00
Visual Merchandising	1	\$3,849,245.00
Waste Management	5	\$6,892,174.00
<b>Bloomin' Brands</b>	9	\$20,346,942.00
Facilities Maintenance	4	\$4,784,158.00
Facilities Services	3	\$3,838,229.00
Safety & Security	1	\$3,999,541.00
Waste Management	1	\$7,725,014.00
<b>Caleres</b>	6	\$20,192,675.00
Exterior Signage	1	\$951,600.00
Facilities Maintenance	2	\$16,152,999.00
Fixtures	1	\$1,126,146.00
Flooring	1	\$561,932.00
Supplies	1	\$1,399,998.00
<b>Deluxe</b>	3	\$3,214,000.00
Janitorial	1	\$2,581,136.00
Safety & Security	1	\$407,448.00
Supplies	1	\$225,416.00
<b>Designer Brands</b>	2	\$2,967,799.00
Facilities Maintenance	1	\$497,169.00
Fixtures	1	\$2,470,630.00
<b>Jostens</b>	13	\$8,205,483.00
Design & Construction	1	\$40,000.00
Facilities	1	\$3,500,388.00

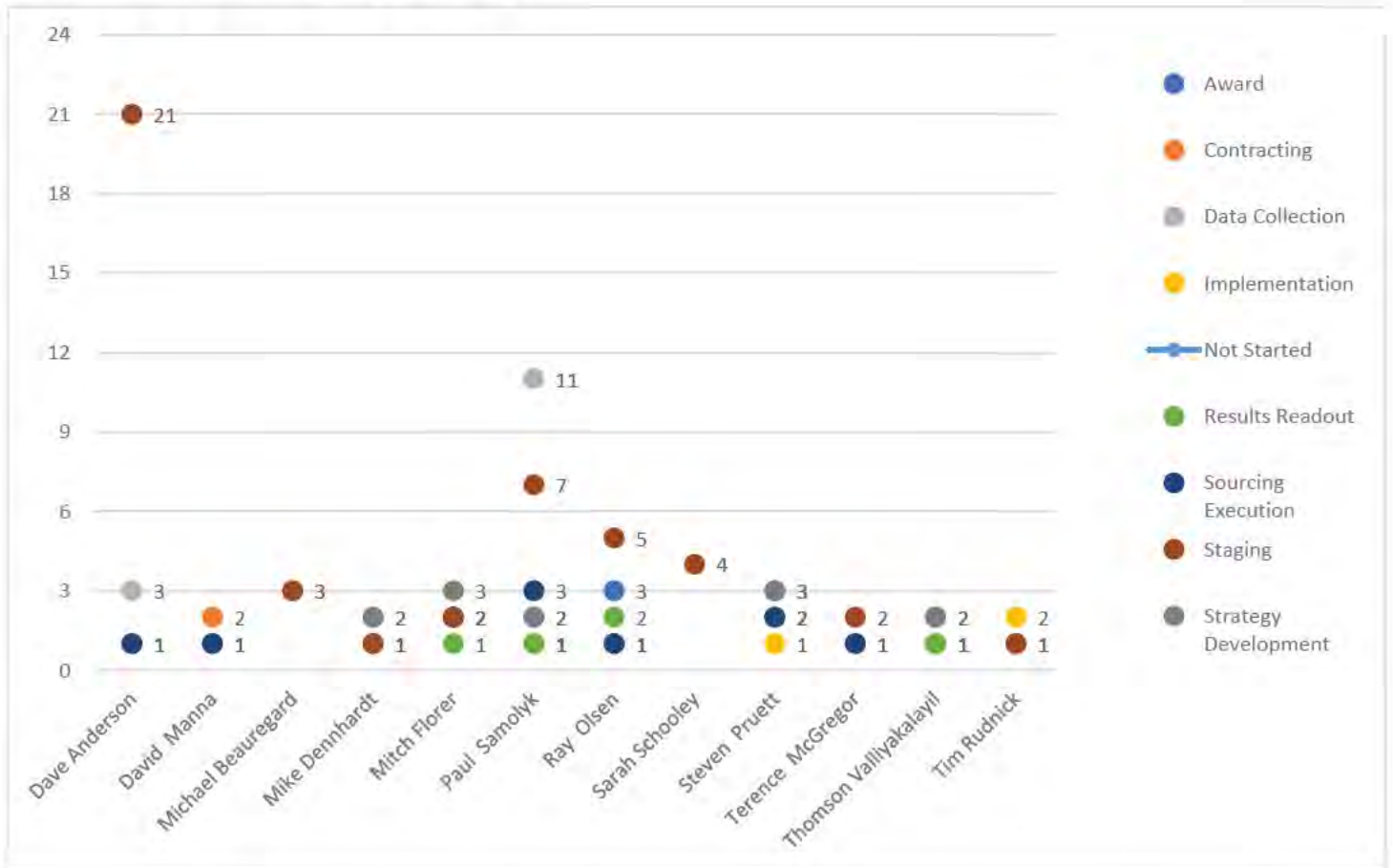


Data Compared 1/22/2024 - 1/29/2024

Facilities Maintenance	4	\$633,866.00
Material Handling	1	\$262,484.00
Supplies	6	\$3,768,745.00
<b>lululemon</b>	<b>1</b>	<b>\$5,850,000.00</b>
Lighting	1	\$5,850,000.00
<b>MARS Vet Health</b>	<b>8</b>	<b>\$43,830,427.00</b>
Exterior Signage	1	\$6,000,000.00
Facilities Maintenance	4	\$15,065,738.00
Supplies	2	\$22,310,141.00
Unknown	1	\$454,548.00
<b>Michaels</b>	<b>34</b>	<b>\$32,943,985.00</b>
Equipment	1	\$480,222.00
Exterior Signage	1	\$1,159,567.00
Facilities	2	\$692,169.00
Facilities Maintenance	10	\$12,448,391.00
Safety & Security	5	\$1,731,949.00
Supplies	9	\$2,822,564.00
Utilities	1	\$282,984.00
Visual Merchandising	1	\$223,530.00
Wallcovering	1	\$170,604.00
Warehouse/Storeroom	3	\$12,932,005.00
<b>Oregon Tool</b>	<b>13</b>	<b>\$10,919,072.00</b>
Janitorial	1	\$0.00
Supplies	10	\$9,472,964.00
Waste Management	2	\$1,446,108.00
<b>Rite Aid</b>	<b>3</b>	<b>\$14,049,127.00</b>
Facilities Maintenance	1	\$11,303,061.00
Safety & Security	2	\$2,746,066.00
<b>Shutterfly</b>	<b>3</b>	<b>\$1,075,320.00</b>
Facilities Maintenance	3	\$1,075,320.00
<b>WellSpan Health</b>	<b>5</b>	<b>\$24,162,516.00</b>
Facilities	1	\$17,300,000.00
Janitorial	1	\$5,897,389.00
Safety & Security	1	\$175,000.00
Supplies	1	\$0.00
Waste Management	1	\$790,127.00
<b>Wiley</b>	<b>1</b>	<b>\$60,626.00</b>
Supplies	1	\$60,626.00

-From the list above Michaels, Bath & Body Works (BBW), & Oregon Tool/Jostens (tied) still have the greatest number of delayed projects. From an addressable spend perspective, BBW, MARS Vet Health, and Michaels make up 58% of spending on delayed projects, up 1% from last week.

Delayed Status Breakdown (New as of 1/29/2024)



-In this new section of the report you can see a further breakdown of delayed projects per person. In the FTE graph the "Cutover Status" is what states if a project is delayed whereas this is broken down by the "Status" of the project itself, thus giving a realistic sense of where projects are at instead of when the savings are supposed to be achieved by.

Answers to Questions:

**1. Please tell us why you are interested in this position and why it is a good time in your career to come to the City of Palmer.**

- a. I am genuinely enthusiastic about the City Manager position in Palmer, as it presents an exciting opportunity to apply my diverse skill set and extensive experience in strategic planning, financial management, and stakeholder engagement to make a meaningful impact on the community. Palmer's commitment to fostering cooperation, innovation, and efficient service delivery aligns closely with my professional values and aspirations.

At this stage in my career, I am eager to transition into a role where I can leverage my expertise to serve the public good and contribute to the growth and development of a vibrant community like Palmer. My background in corporate leadership roles has equipped me with valuable skills in organizational management, budget oversight, and collaborative decision-making, which I am eager to apply in the public sector.

Moreover, I believe that my experience in driving strategic initiatives, building strong partnerships, and navigating complex challenges positions me well to address the diverse needs and priorities of Palmer's residents, businesses, and elected officials. I am excited about the opportunity to work closely with the City Council, Mayor, and other stakeholders to develop and implement innovative solutions that enhance quality of life, promote economic prosperity, and ensure the long-term sustainability of Palmer.

In summary, I am genuinely passionate about the prospect of serving as the City Manager of Palmer and believe that my skills, experience, and values make me well-suited to contribute positively to the community's continued success. I am excited about the potential to make a meaningful difference and am eager to embark on this new chapter in my career.

**2. Please describe your professional experience working with elected officials and boards. Describe the responsibility you believe the City Manager has to the Mayor and City Council and to the citizens of the community. Describe how you see your role and interactions with the 1) Mayor; 2) City Council; and 3) City Clerk.**

- a. *Professional Experience with Elected Officials and Boards*
- i. Throughout my career, I have regularly interacted with senior executives and stakeholders, which parallels the dynamics of working with elected officials and boards. In my role as Senior Strategic Sourcing Manager at LogicSource, I frequently presented comprehensive reports and strategic recommendations to senior leadership. These interactions required clear communication, the ability to present complex data succinctly, and the skill to negotiate and align on strategic objectives.
  - ii. At CBRE, I led negotiations for numerous corporate procurement contracts in collaboration with internal and external stakeholders, ensuring alignment with organizational goals and compliance with regulatory requirements. This experience involved balancing diverse perspectives and building consensus, akin to working with elected officials and boards.
- b. *Responsibility to the Mayor and City Council and to the Citizens*

- i. The City Manager holds a dual responsibility to both the Mayor and City Council as well as to the citizens of the community. To the Mayor and City Council, the City Manager must act as a trusted advisor, implementing their policies and ensuring that the administrative functions of the city align with their strategic vision. This involves regular reporting, transparent communication, and providing expert recommendations based on thorough analysis.
  - ii. To the citizens, the City Manager must ensure that the city's services are delivered efficiently, effectively, and equitably. This includes managing the city's resources responsibly, fostering community engagement, and maintaining high standards of public service.
- c. *Role and Interactions with the Mayor, City Council, and City Clerk*
- i. 1. Mayor:
    - 1. As City Manager, my interaction with the Mayor would involve regular communication to ensure the alignment of administrative actions with the Mayor's policy objectives. I would act as an advisor, providing data-driven insights and recommendations to support the Mayor's decision-making. This relationship should be built on trust, mutual respect, and a shared commitment to the city's welfare.
  - ii. 2. City Council:
    - 1. With the City Council, my role would be to implement their policy directives efficiently while providing them with accurate information to facilitate informed decision-making. I would ensure that the Council is kept up-to-date on the status of city projects and operations through regular reports and meetings. Additionally, I would work to foster a collaborative environment where council members feel their concerns and suggestions are heard and addressed.
  - iii. 3. City Clerk:
    - 1. The City Clerk is a critical link in the city's administrative chain, responsible for maintaining official records and ensuring compliance with statutory requirements. My interaction with the City Clerk would involve close collaboration to ensure that city operations run smoothly and transparently. This includes coordinating on agenda preparation for council meetings, ensuring timely and accurate documentation of city actions, and maintaining open lines of communication to address any procedural issues that arise.
  - iv. In conclusion, my professional experience has equipped me with the skills necessary to navigate complex relationships and foster a cooperative environment with elected officials, boards, and city staff. My approach would be grounded in transparency, accountability, and a steadfast commitment to the community's best interests.



**3. Please explain your process for communicating critical and non-critical information to the Mayor and Council. How do you decide when or what is necessary to bring to the Mayor and Council's attention? How do you see your role as communicator to the Mayor and Council, staff, other governmental agencies, local businesses, and citizens?**

a. Effective communication is vital in ensuring that the Mayor and Council are well-informed and able to make sound decisions. My process for communicating information involves the following steps:

1. **Assessment and Prioritization:** First, I assess the nature of the information—whether it is critical or non-critical. Critical information includes issues that impact public safety, major financial decisions, legal matters, or significant policy changes. Non-critical information might involve routine updates, minor operational issues, or progress reports.
2. **Determination of Urgency:** For critical information, I determine the urgency. Immediate threats to public safety or significant operational disruptions require prompt communication, often through direct and immediate channels such as phone calls or emergency meetings. Non-critical information can be scheduled for regular updates or included in periodic reports.
3. **Preparation of Information:** I prepare the information in a clear and concise format, ensuring that it is backed by relevant data and analysis. This includes summarizing key points, potential impacts, and recommended actions.
4. **Selection of Communication Channels:** For critical information, I use direct channels such as face-to-face meetings, phone calls, or emergency briefings. For non-critical information, I use scheduled meetings, email updates, or written reports.
5. **Documentation and Follow-Up:** After communicating the information, I document the communication and follow up as needed to ensure that any required actions are taken and any questions or concerns are addressed.

**Deciding What to Bring to the Mayor and Council's Attention**

1. **Impact on the Community and City Operations:** If the information significantly affects the community, city operations, budget, or legal standing, it is necessary to bring it to the Mayor and Council's attention.
2. **Policy Implications:** Issues that require policy decisions, changes, or have long-term implications for the city's strategic direction are communicated promptly.
3. **Public Interest:** Matters that are likely to attract public attention or concern should be shared with the Mayor and Council to prepare them for potential public inquiries or media coverage.
4. **Alignment with Goals and Objectives:** Information related to the progress towards achieving the city's goals and objectives, as set by the Mayor and Council, is regularly communicated to keep them informed and involved in the process.

**Role as Communicator**

### 1. To the Mayor and Council:

- **Advisor:** Provide timely, accurate, and comprehensive information to aid in decision-making.
- **Liaison:** Facilitate communication between departments and the Council to ensure that their directives are implemented effectively.
- **Reporter:** Regularly update on the status of city projects, financial health, and operational challenges.

### 2. To Staff:

- **Leader:** Ensure that staff are informed of the Council's policies and objectives and how their work aligns with these goals.
- **Facilitator:** Promote open communication within the organization to foster a collaborative environment.
- **Supporter:** Provide clear directives and support to staff, addressing any concerns or barriers to their work.

### 3. To Other Governmental Agencies:

- **Representative:** Act as the city's representative in dealings with federal, state, and other local agencies.
- **Collaborator:** Establish and maintain partnerships to facilitate cooperation and the effective delivery of services.
- **Advocate:** Advocate for the city's interests in regional planning and development initiatives.

### 4. To Local Businesses:

- **Partner:** Build strong relationships with the business community to support economic development.
- **Communicator:** Ensure businesses are informed about relevant city policies, initiatives, and opportunities.
- **Facilitator:** Assist in resolving issues and navigating regulatory processes to promote a business-friendly environment.

### 5. To Citizens:

- **Public Servant:** Ensure transparent and accessible communication with the public.
- **Engager:** Promote civic engagement by providing platforms for citizen input and feedback.
- **Informant:** Keep citizens informed about city services, projects, and policy decisions that affect their lives.

In summary, my role as a communicator involves ensuring that all stakeholders receive timely, accurate, and relevant information tailored to their needs and roles. This approach fosters trust, collaboration, and effective governance.

**4. The citizens and city council members are very diverse. Describe how you would handle a situation where two people wanted to take you in opposite positions on the same project.**

- a. Handling a situation where two individuals take opposing positions on the same project requires a structured and diplomatic approach. First, I would meet individually with each party to understand their viewpoints and concerns, ensuring I actively listen and ask clarifying questions. Next, I would gather all relevant facts and data about the project to objectively evaluate the pros and cons of each position. Identifying common goals or shared values is crucial, as it allows for exploring potential compromises that address both parties' key concerns. If necessary, I would facilitate a joint meeting to encourage respectful dialogue and collaboration. Should a compromise not be achievable, I would make an informed decision based on what is in the best interest of the city, supported by data and aligned with strategic goals. The decision would be communicated transparently to both parties, explaining the rationale behind it. Finally, I would monitor the impact of the decision and be open to adjusting if new information arises or if the outcomes differ from expectations. This approach ensures fairness, transparency, and a focus on the community's overall well-being.

**5. Organization and planning is often a challenge when working in the community and juggling multiple tasks. How will you work to achieve the goals of this position while still completing paperwork, communicating effectively, and meeting the needs of Council, City Clerk, staff, and citizens?**

- a. To effectively achieve the goals of the City Manager position while managing multiple tasks, I would prioritize and plan by setting clear, actionable goals and using a prioritization matrix to categorize tasks by urgency and importance. Leveraging technology, such as project management software and communication platforms, would help streamline processes and keep track of progress. Effective delegation is key, empowering staff with clear instructions and regular check-ins to ensure tasks are completed efficiently. Maintaining open communication with the Mayor, City Council, City Clerk, staff, and citizens through regular updates and transparent reporting is crucial. Staying organized with a robust document management system and an up-to-date calendar ensures all paperwork and deadlines are managed effectively. Finally, I would focus on continuous improvement by regularly reviewing processes and adapting plans as needed to respond to new challenges or opportunities. This comprehensive approach ensures that all stakeholders' needs are met efficiently and effectively.

**6. Please describe any experience you have had facilitating economic development in a community. Please describe your involvement in a specific economic development project, from inception to completion including: 1) your role in the project; 2) any problems/issues you encountered; and 3) the results of the project.**

While I haven't directly facilitated economic development in a community, I have contributed to initiatives that indirectly supported economic growth and development. One particular project where I played a significant role was the implementation of a strategic sourcing program for a large retail client.

1) My Role in the Project:

As the Senior Strategic Sourcing Manager at LogicSource, I led the strategic sourcing initiatives for high-profile clients with annual expenditures exceeding \$1 billion. In this capacity, I collaborated with cross-functional teams to identify opportunities for cost savings and operational improvements. My role involved analyzing procurement data, conducting market research, negotiating contracts with suppliers, and implementing cost-saving strategies.

2) Problems/Issues Encountered:

One challenge we encountered during the project was resistance from internal stakeholders to change existing procurement processes and vendors. Some departments were accustomed to working with specific suppliers or using outdated purchasing methods. Overcoming this resistance required extensive communication, stakeholder engagement, and education about the benefits of strategic sourcing. Additionally, navigating complex supplier relationships and addressing concerns about potential disruptions to supply chains required careful negotiation and relationship management.

3) Results of the Project:

Despite the challenges, the strategic sourcing program yielded significant results. We achieved substantial cost savings for the client, surpassing the initial targets set for the project. By leveraging data analytics and negotiating favorable contracts with suppliers, we were able to optimize resource allocation and streamline procurement processes. Additionally, the implementation of best practices and standardized procurement procedures improved operational efficiency and enhanced compliance with regulatory requirements. Overall, the project contributed to the client's bottom line and supported their long-term growth and sustainability initiatives.

**7. Explain your experience in developing, implementing, and monitoring a budget for a municipality.**

While I haven't directly developed, implemented, and monitored a budget for a municipality, I have extensive experience in financial management and budget oversight in corporate settings. My role as a Senior Strategic Sourcing Manager involved managing budgets for high-profile clients with annual expenditures exceeding \$1 billion. Although this experience is not directly in municipal finance, many principles and practices are transferable.

1) Developing a Budget: In collaboration with finance teams and department heads, I participated in the development of annual budgets for client projects. This involved analyzing historical spending patterns, forecasting future expenses, and aligning budget allocations with strategic objectives. I also contributed to budget planning by identifying cost-saving opportunities and recommending areas for investment based on ROI analysis.

2) Implementing a Budget: Once the budget was approved, I played a key role in implementing cost-control measures and monitoring expenditure against budgeted targets. This included tracking actual spending, identifying variances, and taking corrective action as needed to ensure adherence to budget constraints. I collaborated closely with finance teams to maintain accurate financial records and provide timely reports to senior management.

3) Monitoring a Budget: Throughout the budget cycle, I monitored key performance indicators (KPIs) to assess financial performance and identify areas for improvement. Regular budget reviews and variance analysis helped identify trends, mitigate risks, and optimize resource allocation. I also participated in budget meetings to discuss financial performance, address concerns, and adjust as necessary to stay on track with financial goals.

While my experience in municipal budgeting may differ in some aspects, the core principles of financial management, budget oversight, and strategic planning are applicable across various contexts. My background in analyzing data, identifying cost-saving opportunities, and implementing effective budget controls equips me with valuable skills that can be leveraged in the development, implementation, and monitoring of budgets for a municipality. Additionally, I am committed to continuous learning and would welcome the opportunity to apply my expertise to municipal finance and contribute to the financial health and stability of the community.

**EMPLOYMENT APPLICATION**

**CITY OF PALMER**  
 231 W Evergreen Avenue  
 Palmer, Alaska 99645  
 (907) 761-1302  
<http://www.palmerak.org>

**Ouzts, Nathaniel B**  
 24-00018 CITY MANAGER

**Received: 6/6/24 3:47 PM**

**For Official Use Only:**

QUAL: \_\_\_\_\_

DNQ: \_\_\_\_\_

Experience

Training

Other: \_\_\_\_\_

**PERSONAL INFORMATION**

<b>POSITION TITLE:</b> CITY MANAGER		<b>EXAM ID#:</b> 24-00018
<b>NAME:</b> (Last, First, Middle) Ouzts, Nathaniel B		<b>SOCIAL SECURITY NUMBER:</b> [REDACTED]
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		<b>EMAIL ADDRESS:</b> [REDACTED]
<b>HOME PHONE:</b> [REDACTED]	<b>ALTERNATE PHONE:</b> [REDACTED]	<b>NOTIFICATION PREFERENCE:</b> Email
<b>DRIVER'S LICENSE:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DRIVER'S LICENSE:</b> State: [REDACTED] Number: [REDACTED]	<b>LEGAL RIGHT TO WORK IN THE UNITED STATES?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>What is your highest level of education?</b> Bachelor's Degree		

**PREFERENCES**

<b>MINIMUM COMPENSATION:</b> \$52.88 per hour; \$110,000.00 per year
<b>WHAT TYPE OF JOB ARE YOU LOOKING FOR?</b> Regular, Temporary, Seasonal, Internship
<b>TYPES OF WORK YOU WILL ACCEPT:</b> Full Time, Part Time, Per Diem
<b>SHIFTS YOU WILL ACCEPT:</b> Day, Evening, Night, Rotating, Weekends, On Call (as needed)
<b>OBJECTIVE:</b> Secure a responsible career opportunity to fully utilize my training and skills, while making a significant contribution to the success of my community.

**EDUCATION**

<b>DATES:</b>	<b>SCHOOL NAME:</b> Arizona State University	<b>DEGREE RECEIVED:</b> Bachelor's
<b>LOCATION:</b> (City, State/Province) Tempe, Arizona	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>MAJOR:</b> Housing and Urban Develoement		
<b>DATES:</b>	<b>SCHOOL NAME:</b> High Tech Institute	<b>DEGREE RECEIVED:</b> Associate's
<b>LOCATION:</b> (City, State/Province) Phoenix, Arizona	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>MAJOR:</b> Architectural Drafting		

**WORK EXPERIENCE**

<b>DATES:</b> From: 10/2023 To: Present	<b>EMPLOYER:</b> City of Palmer	<b>POSITION TITLE:</b> Building Inspector
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$5,784.00/month	



**DUTIES:**

Perform all primary responsibilities for the Building Inspector. Position includes, but is not limited to the development, initiation, tracking, and management of all residential and commercial building permits and plan review(s). Knowledge and expertise in ensuring compliance with building codes, regulations, and safety standards. Characterized by a dedication to upholding the highest standards of quality and safety in construction projects with detail and a thorough understanding of local building ordinances, conducting inspections, meticulously assessing structural integrity, electrical systems, plumbing, and fire safety measures. Conducting thorough inspections and issuing accurate reports, providing valuable insights and recommendations to builders, developers, and homeowners. I possess strong communication skills, adept at effectively conveying complex technical information to diverse audiences, including clients, contractors, and government officials. Furthermore, my commitment to ongoing professional development is evidenced by my continuous education in emerging building technologies, updated building codes, and industry best practices. I am well-versed in utilizing digital tools and software to streamline inspection processes and enhance efficiency. In addition to technical skills, the ability to work collaboratively with cross-functional teams and stakeholders to ensure compliance and resolve issues efficiently.

**PERMIT PROCESSING:** Review information on permit to see if it is the right permit and if any key information is missing, review the building file to make sure what they are requesting is allowed within the zoning district.

**PLAN REVIEW:** Review plans/scope per adopted building code as amended by the city. Reach out to main project contact for clarification, residential plan review sheet and stamp redlined plan sets in Bluebeam with residential stamp approved as redlined. Site plan should be reviewed by zoning to make sure it meets setback requirements. Calculate the valuation for the project based upon the square foot construction costs table that is currently being used by the city. Use permit cost calculator to get permit cost. Remind project lead about required inspections.

**NON-RESIDENTIAL PROJECTS:** Send a plan review report for commercial projects to the main point of contact for the project. New buildings need to be reviewed by other departments (max 3 weeks) and provide at least a week for response before proceeding with approval of the permit. Plumbing & Electrical administrators can sign off on the plans for small scale non-residential projects.

**INSPECTIONS:**

**FOLLOW UP:** Practice a personal approach when doing a permit follow-up (phone call or email). Reserve letters for those that you cannot reach by other means or not response after a day or so.

**REASON FOR LEAVING:**

N/A

<b>DATES:</b> From: 8/2022 To: 10/2023	<b>EMPLOYER:</b> State of Alaska, Department of Transportation & Public Facilities, TSAIA	<b>POSITION TITLE:</b> Building Management Specialist, Warehouse Superintendent
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$6,313.00/month	

**DUTIES:**

Perform all primary responsibilities for the Building Management Specialist (BMS) position at the Supervisory level for the Ted Stevens Anchorage International Airport PPO Warehouse(s) and auxiliary facilities under general direction of the Facilities Manager. Position includes, but is not limited to the development, initiation, tracking, and management of Airport Facilities maintenance and operations service contracts, and supervision of specialized project maintenance teams, for the State's largest public facility. Development of technical scopes, finalizes complex building and code specifications, supervises and assesses contractor performance, compares contract cost benefits, inspects maintenance work, and manages specialized building maintenance contracts in compliance with performance standards and code requirements. Obtains bids, tracks funds, authorizes payments, carries out contract documentation and compliance. The position manages and supervises the stock and parts and warehousing functions for the Facilities Section to insure accountability of materials and procedures, ADA, Workman's Comp, and OSHA. BMS position can be defined within four (4) major functions; Warehouse Management, Contract Administration, Purchasing & Procurement and Project Management.

**WAREHOUSE MGMT:**

Direct, manage, and supervise Facilities Maintenance Services contracts, contractors, and specialized project maintenance teams. Perform site and field inspections of work performed, review manufacturer and building system manuals, provide guidance on specialized equipment care and building system maintenance and operations, identify service needs, evaluate building code compliance, and review customer requests; Develop cost benefit and feasibility assessment reports on contract vs. in-house labor efficiencies, develop contractor scopes and performance standards, provide detailed problem definitions, recommendations and option reports based on building, facilities, and construction industry standards; Write work descriptions, detailed scopes, specifications, and technical plans for contracting or bidding purposes to ensure facilities building, equipment, operations, and renovation needs for the airport facilities and customers are met. Supervise stock and parts and warehousing functions for the Facilities Section with authority to effectively recommend the hiring, transferring, disciplining, and adjudicating grievances of subordinate employees.

**CONTRACT ADMINISTRATION:**

Develop cost estimates for work requests matching the equipment, materials, construction, or service needs of the aviation industry customers, prepare detailed facilities industry acceptable scopes, code compliance requirements, contractor performance standards, and technical solicitation packages; obtain bids, draft agreements, and prepare contracts for contracting officer signature following all the state procurement rules and guidelines, ADA requirements, Workman's Comp claim, and OSHA

**PURCHASING, PROCUREMENT AND PROJECT MANAGEMENT:**

Track AR's, contract project or operating funds, expenditures, PDA's, and related program and project documentation matching the contract funds. Serve as point of contact for facilities work and contractors to resolve maintenance construction issues, provide escorts, authorize change orders, give direction, and ensure contracts progress on schedule and within contract budget. Coordinate maintenance work and disruption schedules with airport tenants, concessionaires, passengers, airport employees, engineers, contractors and others to plan out, sequence, and schedule work with as little disruption to airport operations and customers as possible. Draft airport disruption notices, bulletins, and make verbal and written project presentations and status reports. Assist Facilities Manager on specialized projects, researching technical maintenance information, and assisting in the development of solutions or appropriate policies and procedures, project specific planning and other duties as assigned. Coordinate with other large and medium hub Aviation Facilities directors nationwide to research information on other airport contracting methods, specifications, and performance standards Provide verbal and written reports and recommendations to improve efficiency in the airport facilities division and keep abreast of industry trends

**REASON FOR LEAVING:**

Accepted Building Inspector position at the City of Palmer



<b>DATES:</b> From: 5/2019 To: 8/2022	<b>EMPLOYER:</b> State of Alaska, Department of Military and Veterans Affairs, Facilities Maintenance Office	<b>POSITION TITLE:</b> Planner II
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 37.5	<b>SALARY:</b> \$4,441.00/month	
<b>DUTIES:</b> Under general direction, this position conducts complex, multi-agency planning studies for numerous Alaska National Guard sites throughout Alaska. This position manages the Master Planning function for the Alaska Department of Military and Veterans' Affairs (DMVA) as well as the Alaska Army National Guard (AKARNG). Key responsibilities of this position include, but are not limited to: Conduct complex planning studies and recommend specific projects and policies to address identified needs. Review facility inventories and conduct facility field inspections. Assist in the preparation and revision of AKARNG/DMVA's multi-year improvement programs. Prepare technical reports, public information materials, and correspondence in response to inquiries from the Legislature and the Office of the Governor. Perform real property master planning. Manage consultation service contracts. Experience in conducting planning studies. Ability to read, interpret and apply contracts, blueprints, surveys and government laws and regulations. Working knowledge of the principles and methods used in effective land and space planning. Well-developed skills in communication and presentation. Ability to work independently with minimal supervision. Ability to research and analyze information and make sound decisions and recommendations based on it. Excellent skills in project and contract management.		
<b>REASON FOR LEAVING:</b> Promotional Transfer to AK DOT/ PF at the Ted Stevens Anchorage International Airport		
<b>DATES:</b> From: 1/2019 To: 5/2019	<b>EMPLOYER:</b> State of Alaska, Department of Military and Veterans Affairs, Facilities Maintenance Office	<b>POSITION TITLE:</b> Building Management Specialist
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 37.5	<b>SALARY:</b> \$5,118.00/month	
<b>DUTIES:</b> Perform all primary responsibilities for the Building Management Assistant and Specialist position which includes, but is not limited to three (3) major functions; Design, Bid/Solicitation, and Project Management. <b>DESIGN:</b> Understanding building design and construction process. Inspect sites needing repair or modification and defining deficiencies that require attention. Make recommendations for best construction, repair, or modification, while considering occupancy and cost. Writing a scope of work and preparing cost estimate to include specifications, drawings, assist architects and engineers during design phase. Review and approval of project submittals in accordance with the specifications and drawings. Ensure design conformance to National Guard Bureau regulations, local, state and federal laws. <b>BID/SOLICITATION:</b> Provide in-depth knowledge of the procurement process. Assist and advise other members of the Facilities Management Office in methods, means, materials and modes of operations. Read, research, attend classes and seminars to stay current in the codes, methods, means, materials and administration of the construction, maintenance, and repair industry. Knowledge of relevant city, state and federal codes and safety regulations. Knowledge of the practices, procedures, equipment and materials used in the construction, maintenance and repair of buildings. Working knowledge of building plans, specifications, codes, and basic engineering principles. Preparing formal bid documents, writing scopes of work, assist architects and engineers during the design phase of the projects. Open formal sealed bids, review and evaluate bids for responsiveness and responsibility in accordance with the State Procurement Code. <b>Project Management :</b> Research and feasibility for future projects and prioritize by need and budgetary limits. Make recommendations for best construction, repair, or modification considering usage, occupancy, and cost. Management and supervision of active projects throughout the construction process including, but not limited to contract award, pre-construction, and substantial completion . Read, research, attend classes and seminars to stay current in the codes, methods, means, materials and administration of the construction, maintenance, and repair industry. Inspect buildings and other facilities, make recommendations and write reports.		
<b>REASON FOR LEAVING:</b> Accepted Planner II position within the same Department and Division.		
<b>DATES:</b> From: 1/2018 To: 1/2019	<b>EMPLOYER:</b> State of Alaska, Department of Military and Veterans Affairs, Facilities Maintenance Office	<b>POSITION TITLE:</b> Building Management Assistant
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		



<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 37.5	<b>SALARY:</b> \$3,611.00/month	
<b>DUTIES:</b> Perform all primary responsibilities for the Building Management Assistant position which includes, but is not limited to three (3) major functions; Design, Bid/Solicitation, and Project Management. <b>DESIGN:</b> Understanding building design and construction process. Inspect sites needing repair or modification and defining deficiencies that require attention. Make recommendations for best construction, repair, or modification, while considering occupancy and cost. Writing a scope of work and preparing cost estimate to include specifications, drawings, assist architects and engineers during design phase. Review and approval of project submittals in accordance with the specifications and drawings. Ensure design conformance to National Guard Bureau regulations, local, state and federal laws. <b>BID/SOLICITATION:</b> Provide in-depth knowledge of the procurement process. Assist and advise other members of the Facilities Management Office in methods, means, materials and modes of operations. Read, research, attend classes and seminars to stay current in the codes, methods, means, materials and administration of the construction, maintenance, and repair industry. Knowledge of relevant city, state and federal codes and safety regulations. Knowledge of the practices, procedures, equipment and materials used in the construction, maintenance and repair of buildings. Working knowledge of building plans, specifications, codes, and basic engineering principles. Preparing formal bid documents, writing scopes of work, assist architects and engineers during the design phase of the projects. Open formal sealed bids, review and evaluate bids for responsiveness and responsibility in accordance with the State Procurement Code. <b>Project Management :</b> Research and feasibility for future projects and prioritize by need and budgetary limits. Make recommendations for best construction, repair, or modification considering usage, occupancy, and cost. Management and supervision of active projects throughout the construction process including, but not limited to contract award, pre-construction, and substantial completion . Read, research, attend classes and seminars to stay current in the codes, methods, means, materials and administration of the construction, maintenance, and repair industry. Inspect buildings and other facilities, make recommendations and write reports.		
<b>REASON FOR LEAVING:</b> Promoted to BMS		
<b>DATES:</b> From: 5/2015 To: 11/2017	<b>EMPLOYER:</b> New York Life Insurance/ NYLIFE Securities	<b>POSITION TITLE:</b> Financial Services Professional/ Licensed Agent
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 60	<b>SALARY:</b> \$0.00/month	
<b>DUTIES:</b> Actively participated in the Training Allowance Subsidy (TAS) Program which included; specialized personal training and independent study for Series 6, Series 63, and Life Insurance Security Exams, creating and implementing Business and Marketing Plans, and creating personal "Niche Markets" to advertise directly to customer base. Daily client acquisition through networking and investment research. Daily duties included analyzing prospective client's personal financial statements, liquidity, investment holdings, and business affiliations to formulate highly tailored investment strategies. Established Centers of Influence and Investment products to assist clients. Passed Series 6 and 63 exams.		
<b>REASON FOR LEAVING:</b> Resigned due to personal family struggles. Needed a more structured work day to help out with daughter (wife has a full-time job as well).		
<b>DATES:</b> From: 6/2013 To: 8/2015	<b>EMPLOYER:</b> Johnston Construction and Roofing, LLC	<b>POSITION TITLE:</b> Roofer/ Assistant Project Superintendent
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 50	<b>SALARY:</b> \$7,500.00/month	
<b>DUTIES:</b> Performed all major functions of new build commercial roofing and siding applications including; Metal, EPDM, TPO, PVC, Rhino-bond, and Ballasted Roofing systems. Performed on-site sheet metal fabrication and minor carpentry. Assisted Project Manager and Superintendents by supplying, ordering, inventory control, and quality assurance of building materials, equipment, tools on-site and in shop. Participated in project bidding, take-offs and change orders, under direct supervision of Project Manager. Drew, interpret and read graphic instructions such as; blueprints, schematic drawings, layout, or other visual aids. Daily duties included; use, knowledge, and operation of propane and diesel forklifts, small truck, JLG lift, hand and power tools; as well as various commercial roofing equipment.		
<b>REASON FOR LEAVING:</b> Joined New York Life Insurance Company		
<b>DATES:</b> From: 6/2013 To: 3/2015	<b>EMPLOYER:</b> Alaska Metal Products, LLC	<b>POSITION TITLE:</b> Fabricator/ Assistant Shop Foreman
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		

PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$4,000.00/month	
DUTIES: Performed all major functions of new build commercial and residential roofing, flashing, and siding manufacturing and fabrication. Performed minor carpentry, crate building, sheet metal fabrication, shop foreman duties. Assisted Project Manager and Superintendents in logistics, supplying, ordering, inventory control, quality assurance of raw metal products, hardware, fabrication equipment and tools in shop. Participated in daily orders of manufacturing/ fabrication of both residential and large scale roofing and siding projects. Assisted in change orders and general fabrication instructions, under direct and indirect supervision of Project Manager. Interpret and read graphic instructions such as: blueprints, schematic drawings, layout, or other visual aids. Daily duties included use, knowledge, operation of small and commercial grade machinery; metal shears, metal break, hand and power tools, propane and diesel forklifts, as well as various commercial manufacturing equipment.		
REASON FOR LEAVING: Joined New York Life Insurance Company		
DATES: From: 9/2008 To: 5/2009	EMPLOYER: Golka Electric, Inc.	POSITION TITLE: Laborer/ Electrician Apprentice
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$1,920.00/month	
DUTIES: Assisted an electrician by supplying materials, equipment, and tools at the scene of jobs. Participated in stringing overhead wire, cables, installing underground conduit and wire installation, maintenance, and repair of wiring/ electrical fixtures, equipment, and systems. Also conducted physical inventory of materials, use of calibrated instruments to measure electrical current and voltages. Drew, interpret and read graphic instructions such as blueprints, schematic drawings, layout, plat maps, or other visual aids.		
REASON FOR LEAVING: Was hired at Bank of America Home Loans		
DATES: From: 7/2008 To: 9/2008	EMPLOYER: Arizona Turf Solutions	POSITION TITLE: Laborer
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: Company Closed	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$2,500.00/month	
DUTIES: Supervised a 3-4 person crew of a turf company. Daily operations included scheduling work, organizing crew members, and tools and products for pending jobs. Assisted the owner/operator in weekly meetings which consisted of business planning including marketing and advertising strategies, employee advancement, etc.		
REASON FOR LEAVING: Temporary Job, was hired by Golka Electric, Inc.		

#### CERTIFICATES AND LICENSES

TYPE: Series 7: General Securities License	
LICENSE NUMBER: 6100507	ISSUING AGENCY: FINRA
TYPE: Basic Life Support - CPR & AED Certified Program (Adult/Child/Infant)	
LICENSE NUMBER: 215419416206	ISSUING AGENCY: American Heart Association
TYPE: Life and Health Insurance Producer License	
LICENSE NUMBER: 145570	ISSUING AGENCY: State of Alaska
TYPE: Series 6 Investment Company Products/Variable Contracts Representative Examination	
LICENSE NUMBER: CRD# 6100507	ISSUING AGENCY: FINRA
TYPE: Series 63 Uniform Securities Agent State Law Examination	
LICENSE NUMBER: CRD# 6100507	ISSUING AGENCY: State of Alaska
TYPE: Construction Warrant Level I, II, and III	
LICENSE NUMBER: [REDACTED]	ISSUING AGENCY: State of Alaska, Department of Transportation and Public Facilities
TYPE: Commercial Building Inspector	

LICENSE NUMBER: 10340049	ISSUING AGENCY: International Code Council, Inc.
TYPE: Building Plans Examiner	
LICENSE NUMBER: 10340049	ISSUING AGENCY: International Code Council, Inc.

Skills	
OFFICE SKILLS: Typing: 36 Data Entry: 8064	
OTHER SKILLS: Fire Fighter 1 - Intermediate - 4 years and 2 months	
LANGUAGE(S):	

ADDITIONAL INFORMATION
<p>Miscellaneous Adept in the use of Microsoft Office (Word, EXCEL, Outlook, etc.), Experian, Equifax, and Transunion credit reporting systems, EDGE/StatusMart, as well as AutoCAD software. Able to work independently and within a team environment. Proven ability to lead and motivate people even under extreme time constraints and pressure situations. Impeccable organizational skills, proven versatility and excellent oral and written communication skills.</p> <p>Volunteer Experience Assistant Den Leader - Webelos Pack 333 August 2015 - January 2018</p> <p>Technical United States Government Department of Defense Common Access Card Expires 2021 October 22</p> <p>Volunteer Experience Head Coach for the Pop Warner - Youth Football Mat-Su Steelers August 2019 - Current</p> <p>Volunteer Experience Volunteer Fire Fighter City of Palmer Station 35</p> <p>Miscellaneous Department of Defense Common Access Card (CAC) Holder Military Security Background and Clearance</p> <p>Technical NFPA Fire Fighter 1 Certification NFPA Rescue Technician Certification HazMat Operations Certification</p>

REFERENCES		
REFERENCE TYPE: Professional	NAME: Brad Hanson	POSITION: Community Development Director
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Colby Thurston	POSITION: Project Manager MILCON, U.S. Army Corp of Engineers
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Trey Lindstrom	POSITION: Captain, Palmer Fire and Rescue / Shore Manager, Midas Alaska - Palmer
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Larry Swanson	POSITION: Division Operations Manager, DOT
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]

Agency-Wide Questions

1. Have you previously worked for the City of Palmer?  
Yes
2. Are you related to anyone who is currently employed by the City of Palmer?  
No
3. If you answered yes to the previous question, please provide the individual's name and department
4. Are you able to perform the essential functions of this job with or without reasonable accommodations?  
Yes
5. If you answered yes to the previous question, please explain:  
Refusal to Submit to a Breathalyzer, 2013
6. Have you ever been terminated or asked to resign by a former employer?  
No
7. Have you been convicted of a misdemeanor within the past five years?  
No



Job Specific Supplemental Questions

APPLICANT'S SWORN STATEMENT AUTHORIZATION AND RELEASE I hereby affirm all the information I provided or will provide to the City of Palmer relating to my application for employment, whether by written application form, resume, oral statement or otherwise, is true and complete to be the best of my knowledge. In addition, I agree that any intentional misrepresentation or omission and any material negligent or innocent misrepresentation or omission in or from said information may disqualify me from further consideration for employment any may be considered justification for immediate discharge from employment if discovered at a later date. I hereby authorize any person, organization, or governmental entity, including any current or former employer, to release to the City of Palmer or any authorized person acting on behalf of the City, any and all information, in any manner requested, which may be relevant to my character or qualifications for the City position for which I applied. I authorize current and former employers to give to the City of Palmer any and all employment records in their possession dealing with me, including, but not limited to, job descriptions, wage information, employment records, performance appraisals, disciplinary records, layoff slips, attendance records, reports, or other documents relevant to my application for work or actual employment with the employer, including records relevant to drug and alcohol tests conducted by or on behalf of the employer or in the possession of the employer. I also authorize the release of information and written records concerning my educational history, driving records, and criminal or civil actions. I request that all persons and organizations cooperate fully in providing information to the City, including allowing the interviewing of supervisors, co-workers, educators, or other references. I hereby release all persons, employers, organizations, governmental entities, or any other entity providing information.

1.

I Agree

2. Have you attached the required writing examples?

Yes

3. Have you attached your answers to the supplemental questions as noted in the job bulletin?

Yes

---

The following terms were accepted by the applicant upon submitting the online application:

*The information provided in this employment application is true, correct, and complete. If employed, any misstatement or omission of fact on this application may result in dismissal. I authorize investigation of all statements contained in this application for employment as may be necessary in arriving at an employment decision. This authorization includes permission to check employment references. If selected for employment you may be required to supply proof of authorization to work in the U.S., have a physical examination and/or drug test, supply and/or authorize a criminal background check, supply and/or authorize a copy of your motor vehicle record (MVR), or sign a conflict of interest agreement and abide by its terms. I understand that acceptance of an offer of employment does not create a contractual obligation or permanent employment upon the City of Palmer. Employment may be terminated at any time at the option of the employee or City of Palmer.*

This application was submitted by Nathaniel B Ouzts on 6/6/24 3:47 PM

Signature\_\_\_\_\_

Date\_\_\_\_\_

# Arizona State University

## Unofficial Transcript

Name: **Nathaniel Bryan Ouzts**  
 Student ID: **1000704831**

Print Date: 02/09/2011

**Transfer Credits**

A maximum of 64 transfer semester hours accepted as lower-division credit from two-year institutions.  
 Transfer Credit from Rio Salado Community College

Course Trans	0.000	Transfer Totals:	0.000	3.000	0.000
GPA:					

**Degrees Awarded**

Degree: Bachelor of Science in Design  
 Confer Date: 05/11/2008  
 Degree GPA: 2.87  
 Plan: Housing and Urban Development  
 College of Design

**Beginning of Undergraduate Record**

**2002 Fall**

Course	Description	Attempted	Earned	Grade	Points
ADE 120-M	Design Fundmntls I	3.000	3.000	B	9.000
ASB 222-M	Buried Cities and Lost Tribes	3.000	3.000	C	6.000
BIO 100-M	The Living World	4.000	4.000	B	12.000
ENG 101-M	First-Year Composition	3.000	3.000	B	9.000
MAT 170-M	Precalculus	3.000	0.000	E	0.000
Repeated:	Repeat - Excluded from GPA and Hours Earned				

Term GPA:	2.77	Term Totals	13.000	13.000	36.000
Cum GPA:	2.77	Cum Totals	13.000	13.000	36.000

Academic Standing: Good Standing

**2003 Spring**

Course	Description	Attempted	Earned	Grade	Points
APH 100-M	Intro Envir Design	3.000	3.000	C	6.000
ECN 111-M	Macroecon Principles	3.000	3.000	B	9.000
ENG 102-M	First-Year Composition	3.000	3.000	B	9.000
HUD 201-M	Intro Housing/Urban Dev	3.000	3.000	B	9.000
MAT 117-M	College Algebra	3.000	3.000	B	9.000
REL 320-M	American Religious Traditions	3.000	3.000	C	6.000

Term GPA:	2.67	Term Totals	18.000	18.000	48.000
Cum GPA:	2.71	Cum Totals	31.000	31.000	84.000

Academic Standing: Good Standing

**2003 Summer 1**

Course	Description	Attempted	Earned	Grade	Points
MAT 170-M	Precalculus	3.000	3.000	B	9.000

Term GPA:	3.00	Term Totals	3.000	3.000	9.000
Cum GPA:	2.74	Cum Totals	34.000	34.000	93.000

**2003 Fall**

Course	Description	Attempted	Earned	Grade	Points
APH 200-M	Introduction to Arch	3.000	0.000	E	0.000
Repeated:	Repeat - Excluded from GPA and Hours Earned				
CON 252-M	Bldg Constr Meth, Matl, Equip	3.000	3.000	B	9.000
GRA 318-M	History Graphic Design	3.000	0.000	E	0.000
PLA 261-M	Landscape Architecture I	4.000	4.000	C	8.000
STP 220-M	Conceptual Statistics	3.000	0.000	W	0.000

Term GPA:	1.70	Term Totals	10.000	7.000	17.000
Cum GPA:	2.50	Cum Totals	44.000	41.000	110.000

Academic Standing: Good Standing

**2004 Spring**

Course	Description	Attempted	Earned	Grade	Points
CON 244-M	Working Drawings Analysis	1.000	1.000	A	4.000
GPH 111-M	Intro to Physical Geography	4.000	4.000	B	12.000
PUP 301-M	Introduction to Urban Planning	3.000	3.000	A	12.000

Term GPA:	3.50	Term Totals	8.000	8.000	28.000
Cum GPA:	2.65	Cum Totals	52.000	49.000	138.000

Academic Standing: Good Standing

**2004 Summer 1**

Course	Description	Attempted	Earned	Grade	Points
APH 200-M	Introduction to Arch	3.000	3.000	C	6.000
SWU 321-M	Statistics for Social Workers	3.000	0.000	W	0.000
M SWU 321	GRADE E TO W				EFF 081704

Term GPA:	2.00	Term Totals	3.000	3.000	6.000
Cum GPA:	2.62	Cum Totals	55.000	52.000	144.000

**2004 Fall**

# Arizona State University

## Unofficial Transcript

Name: **Nathaniel Bryan Ouzts**  
 Student ID: **1000704831**

Course	Description	Attempted	Earned	Grade	Points
ACC 230-W	Uses of Accounting Info	3.000	0.000	W	0.000
CON 383-M	Construction Estimating	4.000	4.000	A-	14.668
HUD 301-M	Housing - Commun Design & Dev	3.000	3.000	B+	9.999
HUD 381-M	Housing/Urban Dev Studio I/Res	2.000	2.000	A	8.000
HUD 383-M	Housing/Urban Dev Sem I: Res	3.000	3.000	A+	12.999

			Attempted	Earned	Points
Term GPA:	3.81	Term Totals	12.000	12.000	45.666
Cum GPA:	2.83	Cum Totals	67.000	64.000	189.666

Academic Standing: Good Standing

### 2005 Spring

Course	Description	Attempted	Earned	Grade	Points
HUD 302-M	Housing Production Process	3.000	3.000	A	12.000
HUD 362-M	Hsing/Urban Dev Studio II/Comm	2.000	2.000	B	6.000
HUD 364-M	Housing/Urban Dev Sem II: Comm	3.000	3.000	B	9.000
HUD 394-M	Special Topics	3.000	3.000	B+	9.999
Course Topic: HUD 403-M	ST:Const Cost Acc/Cntrl Adv Topics- Housing/Urban Dev	3.000	3.000	B	9.000
REA 380-M	Real Estate Fundamentals	3.000	3.000	C	6.000
SWU 321-M	Statistics for Social Workers	3.000	3.000	B-	8.001

			Attempted	Earned	Points
Term GPA:	3.00	Term Totals	20.000	20.000	60.000
Cum GPA:	2.87	Cum Totals	87.000	84.000	249.666

Academic Standing: Good Standing

### 2005 Fall

Course	Description	Attempted	Earned	Grade	Points
CON 477-M	Resident Constr Bus Practices	3.000	3.000	B	9.000
HUD 401-M	Assisted Housing	3.000	3.000	A	12.000
HUD 461-M	Housing/Urban Dev Studio III	2.000	2.000	A	8.000
HUD 484-M	Internship	3.000	0.000	E	0.000
PUP 452-M	Ethics and Theory In Planning	3.000	3.000	D	3.000

HUD 484 GRADE I TO E8 RG1 EFF 012607

			Attempted	Earned	Points
Term GPA:	2.29	Term Totals	14.000	11.000	32.000
Cum GPA:	2.78	Cum Totals	101.000	95.000	281.668

Academic Standing: Good Standing

### 2006 Spring

Course	Description	Attempted	Earned	Grade	Points
CON 495-M	Construction Plan/Scheduling	3.000	3.000	B	9.000
ETM 494-E	Special Topics	3.000	3.000	B	9.000
Course Topic: HUD 402-M	ST:Contingency Planning Comm	3.000	3.000	B	9.000

Course	Description	Attempted	Earned	Grade	Points
HUD 462-M	Revitalization:Prob/Strat Housing/Urban Dev Studio IV	2.000	2.000	A	8.000
HUD 464-M	Housing/Urban Dev Seminar IV	3.000	3.000	A	12.000
HUD 494-M	Special Topics	3.000	3.000	B	9.000
Course Topic: HUD 494-M	ST:Zoning Ord/Sub-Dvsn/Build Special Topics	3.000	3.000	A-	11.001
Course Topic: MGT 440-M	ST:Customizing Mass Prod Housi Small Business/Entrepreneurs hp	3.000	3.000	C+	6.999

			Attempted	Earned	Points
Term GPA:	3.22	Term Totals	23.000	23.000	74.000
Cum GPA:	2.87	Cum Totals	124.000	121.000	355.666

Academic Standing: Good Standing

END OF TRANSCRIPT

Nathaniel Ouzts

## View Transfer Credit Report

Course Credits

No Test Credits

No Other Credits

View All

First

1 of 1

Last

**Model Nbr** 1 Posted  
**Institution** Arizona State University **Credit Source Type** Manual  
**Career** Undergraduate **Source Institution** Rio Salado Community College  
**Program** College of Design  
**Plan**

Transfer Term	External Subject / Catalog Nbr	Units Taken	Grade Input	Status	Equivalent Course	Units	Grade
2004 Spring	ACC 230	3.00	F	Posted	TRANSFER NOCRD	0.000	F
2004 Spring	MAT 167		W	Posted	TRANSFER NOCRD	0.000	W
2006 Spring	ACC 230	3.00	C	Posted	TRANSFER GNERIC	3.000	2.0



Unofficial Transcript

1515 East Indian School Road  
Phoenix, AZ 85014  
[www.hightechschoools.com](http://www.hightechschoools.com)

Student: Nathaniel Quzts

Student ID: 2100N18155

DOB: [REDACTED]

Original Start Date : 9/25/2000

Student GPA: 3.20

Course Code	Course Description	Credits Attempted	Credits Earned	Grade	Quality Points
Program: Drafting/CAD Tech - AOS					
Enrollment #: 21036691ON		Status: Graduate			
Start Date: 9/25/2000		Grad Date: 12/13/2001			
Term: 00G					
HT1100	Introduction to Technology	7.50	7.50	A	30.00
Term GPA:	4.00	Cum GPA:	4.00		4.00
Term: 00H					
AR101	Basic Drafting/Residential Planning	7.50	7.50	A	30.00
Term GPA:	4.00	Cum GPA:	4.00		4.00
Term: 01A					
AR102	Residential Project	7.50	7.50	B	22.50
Term GPA:	3.00	Cum GPA:	3.67		3.00
Term: 01B					
AR201	Residential Project	7.50	7.50	C	15.00
Term GPA:	2.00	Cum GPA:	3.25		2.00
Term: 01C					
AR202	Residential Project	7.50	7.50	B	22.50

Course Code	Course Description	Credits Attempted	Credits Earned	Grade	Quality Points
Term: 01D					
AR301	Light Commercial Project	7.50	7.50	B	22.50
Term GPA:	3.00	Cum GPA:	3.17		3.00
Term: 01E					
AR302	Principals of Roadway Drafting	7.50	7.50	B	22.50
Term GPA:	3.00	Cum GPA:	3.14		3.00
Term: 01F					
AR401	Introduction to Structural Steel	7.50	7.50	A	30.00
Term GPA:	4.00	Cum GPA:	3.25		4.00
Term: 01G					
AR402	Structural Steel Detailing	7.50	7.50	B	22.50
Term GPA:	3.00	Cum GPA:	3.22		3.00

\*\* Indicates Retaken Course  
R\* Indicates Retaken Override

# Indicates Pass/Fail Course  
♦ Indicates Associated Course

Unofficial Transcript

1515 East Indian School Road  
Phoenix, AZ 85014  
[www.hightechschools.com](http://www.hightechschools.com)

Student: Nathaniel Quzts

Student ID: 2100N18155

DOB: [REDACTED]

Original Start Date : 9/25/2000

Student GPA: 3.20

Course Code	Course Description	Credits Attempted	Credits Earned	Grade	Quality Points	Course Code	Course Description	Credits Attempted	Credits Earned	Grade	Quality Points
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Term: 01H 01H Term  
AR500 3-D VIZ Software Application 7.50 7.50 B 22.50

Term GPA: 3.00 Cum GPA: 3.20

Drafting/CAD Tech - AOS GPA: 3.20 75.00 75.00

Credentials awarded for Drafting/CAD Tech - AOS enrollment	Date Awarded	Date Cleared
Credential Associate	12/13/2001	12/13/2001

\*\*\* End of Transcript \*\*\*

\*\* Indicates Retaken Course  
R\* Indicates Retaken Override

# Indicates Pass/Fail Course  
◆ Indicates Associated Course

**Nathaniel B. Ouzts**



**City of Palmer, City Hall  
231 W Evergreen Avenue  
Palmer, AK 99645**

***Attn: Hiring Recruitment Office***

***RE: City Manager, Job Number 24-00018***

Good afternoon, I am interested in the posted City Manager position with the Department of Administration/ City Hall with the City of Palmer. I bring a wealth of expertise in Long Range Planning and Land-Use, Personnel Management, Operations Management, Facility Management, Project Management, Construction Management, Contracting, and Budget Development.

I currently work full-time as the Building Inspector for the City of Palmer. Prior to that I was a Supervisory Building Management Specialist for the State of Alaska, Department of Transportation and Public Facilities at the Ted Stevens Anchorage International Airport, specifically managing the staff for the PPO Warehouse(s). Additionally, I served as the contract representative for some select small procurement construction projects including but not limited to the South Terminal's recent granite resealing, carpeted walk-off construction remodel and vestibule flooring replacement. As Planner II for the Department of Military and Veterans Affairs I conducted complex, multi-agency planning studies for numerous Alaska Army National Guard sites throughout Alaska. This position manages the Master Planning function for the Alaska Department of Military and Veterans Affairs (DMVA) as well as the Alaska Army National Guard (AKARNG). I believe the skills and experiences I have gained in both positions in conjunction with my previous employment and my higher education degrees, Bachelor of Science in Housing and Urban Development, and an Associates in Architectural Drafting, make me an ideal candidate for this position. As described in the desired knowledge, skills, abilities, and experiences, my ideal attributes to fulfill these as are follows:

I have well-developed skills in communication and presentation, as well as written and oral interpersonal communication throughout my current and previous positions. These include required daily, weekly, monthly, and contractual preparation and evaluations of services performed by contractors, oral/ written correspondence and reports for use in subsequent follow-up, in addition to responding to questions, complaints, and requests for information from vendors, contractors, general public, building occupants, and other agencies. I previously worked in the mortgage and finance industry(s) between the years of 2009 to 2017, which consisted of retail, investment, mortgage banking, as well as estate planning. These positions have been composed of both employee and independent contractor like status, in which I have functioned in multiple capacities, such as having to work either independently and collaboratively as a leader and a subordinate. These experiences have afforded the opportunity to learn, operate and develop high-level professional relationships. I have consistently employed the ability to research and analyze information and exercise sound judgement in making decisions and recommendations throughout my financial professional career.

As a Building Management Specialist for the State of Alaska, I centered my Project Management career on the ability to coordinate professionals and trades to implement strategic plans while executing construction, infrastructure, environmental, and design operations. Whether requesting Capital Funds for construction projects, tracking, and managing Capital Appropriation expenditures, or actively managing projects characterized by large funding costs and long duration times, I have always delivered strong,



sustainable results that have translated into immediate positive results for the institution I represent by employing my diversity of talents.

As a Registered Representative I developed strong written and verbal communication, along with client centric customer service skills. My primary responsibility as a Registered Representative was to conduct client-based meetings which include analyzing prospective clients' personal financial statements, liquidity, investment holdings and business affiliations. I then compiled this information to formulate highly tailored investment strategies. This required meticulous listening, communication, both written and oral, market research and an ability to clearly convey complex legal and financial ideas to both financial professionals and layperson.

I am an effective team-player with a proven track record of carrying out objectives through collaboration. I have assumed additional duties and responsibilities in an effort to increase efficiency by assessing productivity, prioritizing attainable and sustainable requirements, and making competent and professional recommendations on policies and procedures for the development of comprehensive annual and long-range plans covering real property investment, sustainment, restoration, and modernization initiatives. I assist with the management of real estate, monitoring of space utilization, real property inventories, reports, and surveys as required by Army National Guard Regulations and other published State and Federal policies while empowering team members and collaborating with colleagues and Subject Matter Experts (SMEs) to ensure concinnity and achieve goals that are in alignment with AKARNG objectives and the Adjutant General's goals.

I previously professionally represent the State of Alaska, Department of Military and Veterans' Affairs, and Construction Facilities Management Officer (CFMO) at Statewide Facility Councils, stakeholder meetings, townhalls, and conferences with AKARNG representatives as well as the National Guard Bureau (NGB), other government agencies, contractors and the general public of Alaska to further nurture and enrich positive affiliations to obtain funding and approval of projects, resolve conflicts, obtain information, arrange meetings, obtain user input, and disseminate vital and pertinent information.

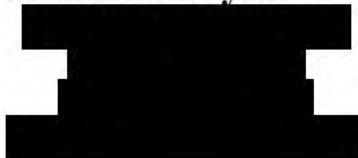
As a born and raised Alaskan and a resident of the City of Palmer I am actively involved and concerned with the current land use, planning and overall sustainable growth of the Matanuska-Susitna, especially the City of Palmer. I volunteer my personal time as Certified Fire Fighter/ Rescue Tech for the City of Palmer Fire & Rescue, additionally I have volunteered as a Head Coach for the Mat-Su Steelers Pop Warner Football Association, since 2019. I attended Arizona State University with the intention of returning to Alaska and beginning a long career in the respected field of Construction, Urban Planning and Sustainable Growth of my hometown communities. I feel that I have the necessary skills, knowledge, and abilities supported by my work history, education, and volunteer experience that make me an exceptional candidate for the Parks and Facilities Manager position. I am always eager to learn more about the growth of the South-Central Region, as well as the sustainability and proper planning of the surrounding areas. I use my free time to study and apply the aforementioned topic, and would love to bring my passion for policy, law, long-term planning and community service to the City, Borough and Alaska. I am confident that given the opportunity to interview I will more than exceed the expectations of the Department and Hiring Committee. Thank you for taking time to consider my application and resume. I look forward to meeting with you to discuss my expanding future with the City of Palmer.

Respectfully,





## Nathaniel Bryan Ouzts



**Purpose:** To obtain a challenging position with increasing responsibility

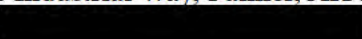
### **Position Relevant Employment History:**

#### **State of Alaska, Department of Transportation and Public Facilities**

**Building Inspector**

**OCT 2023 to CURRENT; 40 hrs/wk**

645 E. Cope Industrial Way, Palmer, AK 99645

Supervisor: 

Perform all primary responsibilities for the Building Inspector. Position includes, but is not limited to the development, initiation, tracking, and management of all residential and commercial building permits and plan review(s). Knowledge and expertise in ensuring compliance with building codes, regulations, and safety standards. Characterized by a dedication to upholding the highest standards of quality and safety in construction projects with detail and a thorough understanding of local building ordinances, conducting inspections, meticulously assessing structural integrity, electrical systems, plumbing, and fire safety measures. Conducting thorough inspections and issuing accurate reports, providing valuable insights and recommendations to builders, developers, and homeowners. I possess strong communication skills, adept at effectively conveying complex technical information to diverse audiences, including clients, contractors, and government officials. Furthermore, my commitment to ongoing professional development is evidenced by my continuous education in emerging building technologies, updated building codes, and industry best practices. I am well-versed in utilizing digital tools and software to streamline inspection processes and enhance efficiency. In addition to technical skills, the ability to work collaboratively with cross-functional teams and stakeholders to ensure compliance and resolve issues efficiently.

**PERMIT PROCESSING:** Review information on permit to see if it is the right permit and if any key information is missing, review the building file to make sure what they are requesting is allowed within the zoning district.

**PLAN REVIEW:** Review plans/scope per adopted building code as amended by the city. Reach out to main project contact for clarification, residential plan review sheet and stamp redlined plan sets in Bluebeam with residential stamp approved as redlined. Site plan should be reviewed by zoning to make sure it meets setback requirements. Calculate the valuation for the project based upon the square foot construction costs table that is currently being used by the city. Use permit cost calculator to get permit cost. Remind project lead about required inspections.

**NON-RESIDENTIAL PROJECTS:** Send a plan review report for commercial projects to the main point of contact for the project. New buildings need to be reviewed by other departments (max 3 weeks) and provide at least a week for response before proceeding with approval of the

permit. Plumbing & Electrical administrators can sign off on the plans for small scale non-residential projects.

**INSPECTIONS:**

**FOLLOW UP:** Practice a personal approach when doing a permit follow-up (phone call or email). Reserve letters for those that you cannot reach by other means or not response after a day or so.

**State of Alaska, Department of Transportation and Public Facilities**

**Building Management Specialist, Supervisory**      **AUG 2022 to OCT 2023; 40 hrs/wk**

5000 West International Airport Road, Anchorage, AK 99502

Supervisor: [REDACTED]

Perform all primary responsibilities for the Building Management Specialist (BMS) position at the Supervisory level for the Ted Stevens Anchorage International Airport PPO Warehouse(s) and auxillary facilities under general direction of the Facilities Manager. Position includes, but is not limited to the development, initiation, tracking, and management of Airport Facilities maintenance and operations service contracts, and supervision of specialized project maintenance teams, for the State's largest public facility. Development of technical scopes, finalizes complex building and code specifications, supervises and assesses contractor performance, compares contract cost benefits, inspects maintenance work, and manages specialized building maintenance contracts in compliance with performance standards and code requirements. Obtains bids, tracks funds, authorizes payments, carries out contract documentation and compliance. The position manages and supervises the stock and parts and warehousing functions for the Facilities Section to insure accountability of materials and procedures, ADA, Workman`s Comp, and OSHA. BMS position can be defined within four (4) major functions; Warehouse Management, Contract Administration, Purchasing & Procurement and Project Management.

**WAREHOUSE MGMT:** Direct, manage, and supervise Facilities Maintenance Services contracts, contractors, and specialized project maintenance teams. Perform site and field inspections of work performed, review manufacturer and building system manuals, provide guidance on specialized equipment care and building system maintenance and operations, identify service needs, evaluate building code compliance, and review customer requests; Develop cost benefit and feasibility assessment reports on contract vs. in-house labor efficiencies, develop contractor scopes and performance standards, provide detailed problem definitions, recommendations and option reports based on building, facilities, and construction industry standards; Write work descriptions, detailed scopes, specifications, and technical plans for contracting or bidding purposes to ensure facilities building, equipment, operations, and renovation needs for the airport facilities and customers are met. Supervise stock and parts and warehousing functions for the Facilities Section with authority to effectively recommend the hiring, transferring, disciplining, and adjudicating grievances of subordinate employees.

**CONTRACT ADMINISTRATION:** Develop cost estimates for work requests matching the equipment, materials, construction, or service needs of the aviation industry customers, prepare detailed facilities industry acceptable scopes, code compliance requirements, contractor performance standards, and technical solicitation packages; obtain bids, draft agreements, and prepare contracts for contracting officer signature following all the state procurement rules and guidelines, ADA requirements, Workman`s Comp claim, and OSHA

**PURCHASING, PROCUREMENT AND PROJECT MANAGEMENT:** Track AR`s, contract



project or operating funds, expenditures, PDA's, and related program and project documentation matching the contract funds. Serve as point of contact for facilities work and contractors to resolve maintenance construction issues, provide escorts, authorize change orders, give direction, and ensure contracts progress on schedule and within contract budget. Coordinate maintenance work and disruption schedules with airport tenants, concessionaires, passengers, airport employees, engineers, contractors and others to plan out, sequence, and schedule work with as little disruption to airport operations and customers as possible. Draft airport disruption notices, bulletins, and make verbal and written project presentations and status reports. Assist Facilities Manager on specialized projects, researching technical maintenance information, and assisting in the development of solutions or appropriate policies and procedures, project specific planning and other duties as assigned. Coordinate with other large and medium hub Aviation Facilities directors nationwide to research information on other airport contracting methods, specifications, and performance standards. Provide verbal and written reports and recommendations to improve efficiency in the airport facilities division and keep abreast of industry trends.

**State of Alaska, Department of Military and Veterans Affairs**

**Planner II**

**MAY 2019 to AUG 2022; 37.5 hrs/wk**

57024 Roosevelt Road, JBER, AK 99505

Supervisor: [REDACTED]

Perform all primary responsibilities as the Master Planner in the CFMO office, I conduct complex, multi-agency planning studies for numerous Alaska National Guard sites throughout Alaska. I manage the Master Planning function for the Alaska Department of Military and Veterans Affairs (DMVA) as well as the Alaska Army National Guard (AKARNG). I am responsible for the planning function for the AKARNG/DMVA's 668 facilities, including 138 Readiness Centers at 87 sites, and 25,539 acres statewide. Responsible for developing, maintaining, and coordinating the state's Real Property Development Plan (RPDP), Real Property Master Plan (RPMP), Long Range Construction Plan (LRCP), State and Federal Capital Plans, and Facilities Life Cycle Plan (FLCP) and assisting in the development, maintenance and update of ARNG Energy Programs, i.e. 2021/22 AKARNG Installation Energy and Water Plan (IEWP). Collaboration efforts with the Real Property Specialist in the acquisition, management, and termination of real property interests; maintenance of real property accountability, the Facility Inventory and Stationing Plan (FISP), Army Stationing and Inventory Plan (ASIP), other real property inventories; and the validation of real property quantities. Example of plans I have either overseen or assisted with include, but are not limited to the Alaska National Guard Master Plan to which is the 10 to 25 year vision for the AK National Guard, in addition to the Bryant Army Airfield (BAAF), Camp Carroll and Camp Denali Area Development Plan(s). Working knowledge of the missions and requirements of all ARNG major subordinate commands and directorates within the state, in addition to National Guard Bureau (NGB) and State project funding policies and construction criteria. I set standards for, and carry out complex planning studies, review facility inventories, conduct field inspections, coordinate with local government-officials, private citizens, representatives of other State of Alaska divisions, and other agencies. As the Master Planner I have the responsibility of having a broad understanding of planning, programming, real property, and master planning concepts and procedures; knowledge of architectural design and building construction to include site evaluation, building design, construction documents and building construction methods and

details; knowledge of engineering principles; and the ability to rapidly master new concepts crossing standard disciplinary lines. I also conduct meetings, recommend specific projects and policies to address identified needs, and prioritize projects for incorporation into long-range planning and programming documents. Responsible for developing, maintaining, and coordination of the State of Alaska Joint Forces State Facilities Board for 2020, 2021 and 2022 which included the preparation and presentation of technical reports, briefing papers, public information materials, and correspondence in response to inquiries. I review and compile written comments on preliminary plats, permit applications, and draft land management and land use planning documents prepared by local governments or state and federal agencies. I also prepares study designs for complex and/or unique planning projects, coordinates consultant selection, manages contracts, and reviews consultant work products for planning studies. I have a high degree of communications experience in dealing with different aspects of personnel in regards to customer service. I am able to articulate clear instructions and directions. I have the ability to perform well within a multi-faceted governmental agency with a variety of personalities. I have the ability to efficiently handle short suspenses and multiple tasks. I also have effective time management practices, display sound judgment, discretion, and an ability to work with minimal supervision. Thorough knowledge of the state facility inventory sufficient to complete planning and programming responsibilities and influence decisions to the most efficient, economic, and safe approach possible.

**Department of Homeland Security, Transportation Security Administration**

**Transportation Security Officer**

**JAN 2022 to SEPT 2022; 25 hrs/wk**

4000 West 50th Avenue, Ste. 300 Anchorage, AK 99502

Supervisor: [REDACTED]

Secure the sterile area (passenger boarding area) of the airport from potential threats to aviation security. Verify boarding passes, credentials, and check identifications for authenticity. Give verbal directions on making the screening process swifter and easier. Monitor the walk-thru metal detector. Operate a luggage x-ray. Perform physical bag checks searching for prohibited items. Perform pat-downs and frisks. Screen passengers with a handheld metal detector (wand). Use of special screening techniques and constantly remaining up to date with changes to the standard operating procedures. Continuously and effectively interacting with the general public, giving verbal directions, and responding to inquiries. Make effective decisions in both crisis and routine situations. Over 20 hours of improvised explosive device detection training. Communicated and enforced compliance with Federal, State and Local laws while emphasizing company standards of professionalism and safety. Recommended improvements in security systems and procedures. Provide special and/or alternative security to political figures, elected officials, foreign dignitaries, and celebrities. Trained and worked at Ted Stevens Anchorage International Airport for 4 months handling large passengers loads.

**State of Alaska, Department of Military and Veterans Affairs**

**Building Management Assistant**

**JAN 2018 to JAN 2019; 37.5 hrs/wk**

**Building Management Specialist**

**JAN 2019 to MAY 2019; 37.5 hrs/wk**

57024 Roosevelt Road, JBER, AK 99505

Supervisor: [REDACTED]

Perform all primary responsibilities for the Building Management Assistant and Specialist position which includes, but is not limited to three (3) major functions; Design, Bid/Solicitation, and Project Management. DESIGN: Understanding building design and construction process. Inspect sites needing repair or modification and defining deficiencies that require attention. Make recommendations for best construction, repair, or modification, while considering occupancy and cost. Writing a scope of work and preparing cost estimate to include specifications, drawings, assist architects and engineers during design phase. Review and approval of project submittals in accordance with the specifications and drawings. Ensure design conformance to National Guard Bureau regulations, local, state and federal laws.

BID/SOLICITATION: Provide in-depth knowledge of the procurement process. Assist and advise other members of the Facilities Management Office in methods, means, materials and modes of operations. Read, research, attend classes and seminars to stay current in the codes, methods, means, materials and administration of the construction, maintenance, and repair industry. Knowledge of relevant city, state and federal codes and safety regulations. Knowledge of the practices, procedures, equipment and materials used in the construction, maintenance and repair of buildings. Working knowledge of building plans, specifications, codes, and basic engineering principles. Preparing formal bid documents, writing scopes of work, assist architects and engineers during the design phase of the projects. Open formal sealed bids, review and evaluate bids for responsiveness and responsibility in accordance with the State Procurement Code.

PROJECT MANAGEMENT: Research and feasibility for future projects and prioritize by need and budgetary limits. Make recommendations for best construction, repair, or modification considering usage, occupancy, and cost. Management and supervision of active projects throughout the construction process including, but not limited to contract award, pre-construction, and substantial completion. Read, research, attend classes and seminars to stay current in the codes, methods, means, materials and administration of the construction, maintenance, and repair industry. Inspect buildings and other facilities, make recommendations and write reports.

**Johnston Construction & Roofing, Palmer, AK,**

**Roofer/ Assistant Project Superintendent** JUNE 2013 to AUG 2015; 55+ hrs/wk

6041 E. Upper Court, Palmer, AK 99645

Supervisor: [REDACTED]

Performed all major functions of new build commercial roofing and siding applications including; Metal, EPDM, TPO, PVC, Rhino-bond, and Ballasted Roofing systems. Performed on-site sheet metal fabrication and minor carpentry. Assisted Project Manager and Superintendents by supplying, ordering, inventory control, and quality assurance of building materials, equipment, tools on-site and in shop. Participated in project bidding, take-offs and change orders, under direct supervision of Project Manager. Drew, interpret and read graphic instructions such as; blueprints, schematic drawings, layout, or other visual aids. Daily duties included; use, knowledge, and operation of propane and diesel forklifts, small truck, JLG lift, hand and power tools; as well as various commercial roofing equipment.

**Alaska Metal Products LLC, Palmer, AK**

**Fabricator/ Assistant Shop Foreman**

**JUNE 2013 to APR 2015; 40 hrs/wk**

6041 E. Upper Court, Palmer, AK 99645  
Supervisor [REDACTED]

Performed all major functions of new build commercial and residential roofing, flashing, and siding manufacturing and fabrication. Performed minor carpentry, crate building, sheet metal fabrication, shop foreman duties. Assisted Project Manager and Superintendents in logistics, supplying, ordering, inventory control, quality assurance of raw metal products, hardware, fabrication equipment and tools in shop. Participated in daily orders of manufacturing/ fabrication of both residential and large scale roofing and siding projects. Assisted in change orders and general fabrication instructions, under direct and indirect supervision of Project Manager. Interpret and read graphic instructions such as; blueprints, schematic drawings, layout, or other visual aids. Daily duties included use, knowledge, operation of small and commercial grade machinery; metal shears, metal break, hand and power tools, propane and diesel forklifts, as well as various commercial manufacturing equipment.

**Golka Electric, Inc., Mesa, AZ**

**Laborer/ Electrician Apprentice**

**SEPT 2008 to MAY 2009; 45+ hrs/wk**

930 E. Juanita Avenue, Mesa, AZ 85204

Supervisor: [REDACTED]

Assisted an electrician by supplying materials, equipment, and tools at the scene of jobs. Participated in stringing overhead wire, cables, installing underground conduit and wire installation, maintenance, and repair of wiring/ electrical fixtures, equipment, and systems. Also conducted physical inventory of materials, use of calibrated instruments to measure electrical current and voltages. Drew, interpret and read graphic instructions such as blueprints, schematic drawings, layout, plat maps, or other visual aids.

**Arizona Turf Solutions, Chandler, AZ**

**Laborer**

**JULY 2008 to SEPT 2008; 40 hrs/wk**

6142 W. Detroit Street, Chandler, AZ 85226

Company Closed

Supervised a 3-4 person crew of a turf company. Daily operations included scheduling work, organizing crew members, and tools and products for pending jobs. Assisted the owner/operator in weekly meetings which consisted of business planning including marketing and advertising strategies, employee advancement, etc.

**907 Beverage Distributors, LLC, Anchorage, AK**

**Owner/ Operator**

**JAN 2007 to JAN 2008; 60 hrs/wk**

5401 Cordova Street, Ste. 102, Anchorage, AK 99518

Sold Company

Management of the daily operations of a beverage distribution company. Responsibilities included customer relations, sales, marketing, promotions, financial operations, and retail sales. Installation and maintenance of complete on-premise beverage dispensary systems. Coordinated acquisition of customer accounts, negotiated contract terms, and reviewed/approved extensions of credit.

**Showcase Honda, Phoenix, AZ**

**Used Car Lot Supervisor**

**SEPT 2002 to NOV 2006; 40+ hrs/wk**

**Quality Assurance Manager**

**FEB 2008 to JULY 2008; 40+ hrs/wk**

1333 East Camelback Road, Phoenix, AZ 85014

Supervisor: XXXXXXXXXX

Supervised eight to twelve lot attendants, marketed and merchandised all vehicles; organized inventory and ensured that maintenance of the lot and showrooms were conducted. Performed interviews, implemented background and MVD checks, participated in salary negotiations, assigned work, and created employee's work schedules.

**Education and Training:**

**Bachelor of Science in Design: Housing and Urban Development/Building Sustainability**

**Arizona State University, Tempe, AZ**

May 2006

**Associates Degree: Architectural Drafting**

**High Tech Institute, Phoenix, AZ**

May 2001

**Grubb and Ellis | BRE Commercial, LLC, Phoenix, AZ**

**Internship**

August 2005 – December 2005

**Richmond American Homes, Scottsdale, AZ**

**Internship**

August 2005 – December 2005

Series 7 General Securities License CRD # 6100507 (10/2012-10/2014)

Series 6 Investment Company Products/ Variable Contracts License (12/2015 – 11/2018)

Series 63 Uniform Securities Agent State Law (02/2016 – 11/2018)

Basic Life Support exp. 2/2023

NFPA Fire Fighter 1 & HazMat Operations Certification

United States Government Department of Defense Common Access Card exp. 10/2023

Transportation Worker Identification Credential (TWIC)

AK DOT Medical Card

**Computer Experience:**

Adept in the use of State of Alaska Proprietary Procurement, Finance, DOT/PF Construction and Personnel Management Software (IRIS, AspireAlaska, AASHTPWare, etc), Army National Guard and DOD Real Property Management Software (ASIP, RPLANS, EMAARS, EMBOSS, HQIIS, FMSWeb, PRIDE Web) Microsoft Office products (Word, EXCEL, Outlook, TEAMS, etc.), Client Relationship Management Software, Experian, Equifax, and Transunion credit reporting systems, EDGE/StatusMart, as well as AutoCAD software.

**Special Skills:**

Ability to adapt standard practices and apply innovative techniques in the development of plans and programs for the use and functional layout of facilities. Knowledge of Federal, State, and Local Government statutes, regulations, procedures, and policies. Ability to oversee the development of long and short term plans for transactions within the state, with encumbrances involving environmental issues or other complicating factors.

**References:**

Colby Thurston, U.S. Army Corp of Engineers, Project Manager MILCON [REDACTED]  
Eric Ekstrom, Department of Military and Veterans Affairs, BMS [REDACTED]  
Bryan Scoresby, USDA’s Farm Service Agency, State Executive Director [REDACTED]

**Community Outreach and Organizations:**

City of Palmer Volunteer Fire Fighter (January 2020 – Current)  
1<sup>st</sup> Counselor Sunday School Presidency, The Church of Jesus Christ of Latter-Day Saints (Feb 2019 – October 2020)  
Head Coach MatSu Steelers – AK South Central Pop Warner Football (2019-2023, cont.)  
Benevolent Protective Order of the Elks (Member) (April 2010 - Current)  
Webelos Den Leader, Pack 333 (August 2015 – 2018)  
Pat Tillman Foundation “Pat’s Run”, Volunteer (April 2010, 2011, 2012)  
National Lemonade Day, Wells Fargo Youth Education (April 2013)  
Hands on Banking Kid’s Seminar (May 2013)

**Other Employment:**

**City of Palmer Fire & Rescue, Palmer, AK**

**Volunteer Fire Fighter 1** **JAN 2020 to CURRENT**  
**Vehicle Extrication Rescue Technician 1**

**New York Life Insurance Company, Anchorage, AK**

**Registered Representative/ Agent** **JUNE 2015 to NOV 2017**  
188 W. Northern Lights Blvd., Ste. 1300 Anchorage, AK 99503  
45 – 50 hours per week; Sales Commission  
Supervisor: [REDACTED]

Actively participated in the Training Allowance Subsidy (TAS) Program which included; specialized personal training and independent study for Series 6, Series 63, and Life Insurance Security Exams, creating and implementing Business and Marketing Plans, and creating personal "Niche Markets" to advertise directly to customer base. Daily client acquisition through networking and investment research. Daily duties included analyzing prospective client's personal financial statements, liquidity, investment holdings, and business affiliations to formulate highly tailored investment strategies. Established Centers of Influence and Investment products to assist clients. Passed Series 6 and 63 exams.

**Wells Fargo Bank, Anchorage, AK,**  
**Personal Banker I**

**February 2013 - May 2013**

Built relationships and advised clients while assembling the optimum financial solutions by organizing and analyzing client's financial information. Recommended retail, lending, and business solutions that effectively met client's personal financial and business goals through sound financial advice. Attended public meetings with various groups, associations, public relations events, and Bank-related outreach events including National Lemonade Day, Wells Fargo Youth Education Hands on Banking Kid's Seminar (ref: community outreach and organizations).

**Merrill Lynch Global Wealth Management, Anchorage, AK,**  
**Financial Advisor Trainee PMD**

**July 2012 - December 2012**

Actively participated in the Practice Management Development (PMD) Program which included; specialized personal training and independent study for Series 7, Series 66, and Life Insurance Security Exams, creating and implementing Business and Marketing Plans, and creating personal "Niche Markets" to advertise directly to customer base. Analyzing prospective client's personal financial statements, liquidity, investment holdings, and business affiliations to formulate highly tailored investment strategies. Established Centers of Influence and Investment products to assist clients. Passed Series 7 exam.

**Bank of America Home Loans, Tempe, AZ,**

**Mortgage Loan Officer, Senior Loan Closer      December 2010 – July 2012**

**Rose International Contractor to Bank of America Home Loans, Scottsdale, AZ,**  
**Home Services Specialist II      May 2009 – December 2010**



Worked in a high paced environment while providing a high level of customer service by being proactive in communications between customers, banking center associates, realtors, Title companies, and County Recorders. Prepared and submitted various loans documents while assisting borrowers/ applicants in complying with loan requirements (i.e. promissory notes, Deeds of Trust, Security Agreements). Initiated weekly meetings that identified, researched, analyzed, and actively recommended solutions and gathered information from borrowers and program personnel (i.e. Processors, Underwriters, and Closers). Assisted management in developing solution based briefings and presentations to help streamline goals and monthly status reporting. Mentored associates in job performance practices utilizing guides, reports, practice model situations, presentations, and various internal communications. Conducted periodic (daily and weekly) audits of loans, files, and database, which included team audits of co-worker's pre-funded loans to ensure conformity with instructions, completeness, and authorization of the release of lenders funds to Title/Escrow.

### **Banking Coursework**

Principles of Banking · Accounting · Financial and Consumer Credit Advisement  
Supervisory Management · Consumer Lending · GFE/RESPA/ REG X, Z  
Fair Housing Act · Equal Credit Opportunity Act

**Please tell us why you are interested in this position and why it is a good time in your career to come to the City of Palmer.**

I am interested in being the next City of Palmer City Manager for a vast number of reasons, most important is to give back to a community, a Region and a City that has provided so much for my family since 1983. As stated in my cover letter, I am born and raised Alaskan, my grandparents purchased a property off of Soapstone Road in 1983 and began improving the land and building their forever home. Growing up my mother and I lived in Anchorage, and I would frequently visit on weekends and spent most of every Christmas and Spring Break Vacations with them in Palmer. Palmer was my second home from before I could remember until I graduated High School. I left for college in the late summer of 2000 and attended Arizona State University with the intention of returning to Alaska and beginning a long career in the respected field of Construction and Urban Planning. It is my long-term goal both professionally and personally to help facilitate the responsible and sustainable growth of not only my State but my hometown of Palmer and surrounding communities.

I moved back to Alaska from Arizona in late 2012 and knew that I wanted to move out to Palmer to take residency and fortunately was able to purchase my now home off Bonnie Road in 2014. I have three incredible kids that have attended schools in the Matanuska-Susitna School District from Swanson, Pioneer Peak, Colony Middle and currently will have a Senior at Colony High in 2024/25. My family plan is to remain in Palmer forever, I have no intention of being a transient resident, I am actively trying to negotiate the purchase of the adjacent lot from my grandparents' property and further invest in this community. I have been a volunteer Fire Fighter/ Rescue Tech 1 for the City of Palmer Fire & Rescue since 2020, this will be my 6<sup>th</sup> year as a Head Coach for the Mat-Su Steelers, our very own Pop-Warner Football team located in Palmer and currently serve as the City of Palmer's Building Inspector. I am vested to Palmer, and I would take great pleasure in continuing the rich culture that is The City of Palmer.

It is my opinion that the City of Palmer deserves a City Manager that is vested in Palmer, someone that represents the City from the ground up, from the Community Volunteers to the City Council. The State of Alaska is growing at immense proportions, and it's being led by the Matanuska-Susitna Borough, without proper guidance, advisement and sustainable long-term practices the growth the "Valley" can and will suffer at the expense of the residents. The City of Palmer has led by example by being consistent to the values of its settlers and colonists that moved here many generations ago, it is our responsibility to continue those values through responsible community, economic and fiscal decisions and collaboration.

I use my free time to study the aforementioned topics, and would love to bring my passion for policy, law, and long-term planning and growth to the City of Palmer and Alaska. I am confident that given the opportunity to interview I will more than exceed the expectations of the Department, Hiring Committee and the residents of the City of Palmer. Thank you for taking time to consider my application and resume. I am confident that my education, passion and experience will qualify me for the sought-after position. I look forward to meeting with you to discuss my existing and expanding future with the City of Palmer.

**Please describe your professional experience working with elected officials and boards. Describe the responsibility you believe the City Manager has to the Mayor and City Council and to the citizens of the community. Describe how you see your role and interactions with the 1) Mayor; 2) City Council; and 3) City Clerk.**

As the Master Planner (Planner 2) with the State of Alaska, Department of Military and Veteran's Affairs (DMVA) in support of the Alaska Army National Guard afforded me with exposure to multiple levels of government, elected officials and boards including but not limited to Tribal Corporations, Villages (Statewide), Municipality of Anchorage, various States within the USA, Federal Government and the Armed Forces. During my tenure I have prepared and conducted presentations for meetings with the public and government agencies at all levels serving as the subject matter expert for specific projects and policies to address identified needs and prioritize projects for incorporation into long-range planning and programming documents. I also prepare and present technical reports, briefing papers, public information materials, and correspondence in response to inquiries. I actively contribute and sit in as the Master Planner, a representative of the State of Alaska in support of the Alaska Army National Guard in various Committees and Boards including but not limited to the JBER Facilities Board Working Group (FBWG), JBER Installation Sustainment Team (IST), JBER Integrated Defense Council (IDC), Air Force Civil Engineer Center (AFCEC) Air Installations Compatible Use Zones (AICUZ) team and various other Planning and/ or Design Charettes

The City Manager shoulders a multifaceted responsibility, serving as a bridge between the elected officials and the community they represent. To the Mayor and City Council, I see my role as one of facilitation and execution. It's about translating their policy goals and visions into tangible actions, while ensuring accountability and transparency in city operations. Regular communication, providing comprehensive updates, and offering expert advice are paramount in fostering a productive working relationship. Collaboration is key, as I work alongside the Mayor and Council to address the diverse needs of our community.

Interactions with the Mayor are characterized by partnership and support. By aligning administrative efforts with the Mayor's priorities, I aim to assist in the realization of their agenda for the betterment of our city. Open communication channels and mutual respect underpin our relationship, enabling effective decision-making and strategic planning. Similarly, with the City Council, my approach emphasizes engagement and collaboration. Understanding the perspectives and concerns of individual council members is essential in navigating the complexities of local governance. By fostering dialogue, seeking consensus, and providing regular updates, I strive to promote unity and progress in our shared mission to serve the community.

Regarding the City Clerk, cooperation and coordination are central to our interactions. Together, we ensure the smooth functioning of administrative processes and uphold the integrity of official city records. By supporting the City Clerk in their duties and maintaining transparent communication, we uphold the principles of good governance and accountability to the citizens we serve.

Ultimately, my overarching responsibility as City Manager is to act in the best interests of the community. By fostering strong partnerships with elected officials and city staff, and by engaging with residents, I seek to promote the well-being and prosperity of our city, ensuring it remains a vibrant and thriving place for all who call it home.

**Please explain your process for communicating critical and non-critical information to the Mayor and Council. How do you decide when or what is necessary to bring to the Mayor and Council's attention? How do you see your role as communicator to the Mayor and Council, staff, other governmental agencies, local businesses, and citizens?**

Effective communication is essential for the smooth functioning of local government, and as City Manager, I would have a structured process for disseminating information to the Mayor and City Council. Firstly, I prioritize critical information that directly impacts city operations, finances, or public safety. This includes urgent matters such as emergencies, significant budgetary issues, or legal concerns. Deciding what warrants attention from the Mayor and Council involves assessing the relevance, potential impact, and urgency of the information. For non-critical matters, such as routine updates or operational issues, I schedule them for regular meetings or provide briefings as needed.

My role as a communicator extends beyond the Mayor and Council to encompass various stakeholders, including city staff, other governmental agencies, local businesses, and citizens. I would serve as a facilitator, ensuring that relevant information flows efficiently between these parties. This involves acting as a liaison, conveying the concerns, priorities, and decisions of the Mayor and Council to staff and stakeholders, and vice versa. Transparency is paramount in my communication approach, as I strive to provide accurate and comprehensive information to all stakeholders. Additionally, I would maintain accessibility, being responsive to inquiries, concerns, and feedback from all parties to promote collaboration and foster trust in the governance process. Overall, my role as a communicator is to facilitate informed decision-making, promote transparency, and engage stakeholders in the governance of our city.

**The citizens and city council members are very diverse. Describe how you would handle a situation where two people wanted to take you in opposite positions on the same project.**

Handling conflicting perspectives from citizens and city council members on the same project requires diplomacy, active listening, and a commitment to finding common ground. Firstly, I would engage both parties in a respectful and open dialogue, allowing each person to voice their concerns, priorities, and proposed solutions. By actively listening to their perspectives, I can gain a deeper understanding of the underlying issues and identify potential areas of compromise. Next, I would seek to find common ground between the opposing positions. This may involve highlighting shared goals or values, exploring alternative approaches, or finding creative solutions that address the concerns of both parties to the extent possible. In some cases, it may be necessary to conduct additional research or gather more information to inform the decision-making process.

Throughout the discussion, I would remain impartial and objective, focusing on what is best for the overall well-being of the community. Transparency is key, and I would ensure that both parties are kept informed of the decision-making process and any developments related to the project.

Ultimately, if consensus cannot be reached, I would present the options to the city council for further deliberation and decision-making. It's important to uphold the democratic process and respect the diversity of opinions within the community while striving to find solutions that benefit the greater good.

**Organization and planning is often a challenge when working in the community and juggling multiple tasks. How will you work to achieve the goals of this position while still completing paperwork, communicating effectively, and meeting the needs of Council, City Clerk, staff, and citizens?**

To effectively manage the challenges of organization and planning while juggling multiple tasks in the community, I will implement a systematic approach that prioritizes efficiency and communication. Firstly, I will establish clear goals and objectives, breaking them down into actionable steps to guide my daily activities. Utilizing tools such as task management software and calendars, I will create a structured workflow to ensure that paperwork is completed in a timely manner and deadlines are met.

Communication will be at the forefront of my strategy, as I recognize its critical role in navigating the complexities of local governance. Regular updates and briefings will be provided to the City Council, City Clerk, staff, and citizens, keeping them informed of important developments and decisions. Additionally, I will maintain open lines of communication, making myself accessible to address inquiries, concerns, and feedback from all stakeholders.

Collaboration will also be key to achieving the goals of this position. By fostering strong working relationships with city staff, elected officials, and community members, I will leverage collective expertise and resources to effectively address challenges and opportunities facing the community. Delegation of tasks when appropriate will also help alleviate the workload and ensure that all responsibilities are met.

Furthermore, I will prioritize flexibility and adaptability, recognizing that unforeseen circumstances may arise that require adjustments to plans and priorities. By remaining proactive and responsive to changing needs and circumstances, I will navigate the dynamic nature of community work while staying focused on the overarching goals of serving the best interests of the community.

**Please describe any experience you have had facilitating economic development in a community. Please describe your involvement in a specific economic development project, from inception to completion including: 1) your role in the project; 2) any problems/issues you encountered; and 3) the results of the project.**

During my tenure in the financial industry volunteered countless hours to the education of the youth at various levels of education. I participated in the “Wells Fargo Lemonade Day” that encourages elementary level children to help facilitate banking, business and finance knowledge through small business practices. I volunteered for over three years with Junior Achievement and our very own local “Get Real” Financial Reality Fairs started by and sponsored by Matanuska Valley Federal Credit Union.

I never faced any formal problems other than not being able to get a passion project off the ground. In 2015 I attempted to charter a volunteer problem to help facilitate earlier education and monthly based programs for Financial Advisors, Banking and Financial experts to volunteer their time once a month to schedule visits and teach financial lessons based off the “Get Real” Financial Reality Fairs lead by subject matter experts.

As for large-scale Economic Development project outside of volunteering, I have not experienced a facilitator level opportunity.



**Explain your experience in developing, implementing, and monitoring a budget for a municipality.**

While I have not specifically had professional experience in development and monitoring a budget for a municipality, I have served in different capacities in prioritizing, scheduling and monitoring a budget and capital appropriations regarding Federal and State Funding to serve multiple levels of local governments, including but not limited to municipalities.

As a Building Management Specialist for the State of Alaska, I centered my Project Management career on the ability to coordinate professionals and trades to implement strategic plans while executing construction, infrastructure, environmental, and design operations. Whether requesting Capital Funds for construction projects, tracking, and managing Capital Appropriation expenditures, or actively managing projects characterized by large funding costs and long duration times, I have always delivered strong, sustainable results that have translated into immediate positive results for the institution I represent by employing my diversity of talents.

As the Master Planner in the CFMO office, I conduct complex, multi-agency planning studies for numerous Alaska National Guard sites throughout Alaska. I manage the Master Planning function for the Alaska Department of Military and Veterans Affairs (DMVA) as well as the Alaska Army National Guard (AKARNG). I am responsible for the planning function for the AKARNG/DMVA's 668 facilities, including 138 Readiness Centers at 87 sites, and 25,539 acres statewide. Example of plans I have either overseen or assisted with include Alaska National Guard Master Plan costing \$792,858 and is the 10 to 25-year vision for the AK National Guard and included the Camp Carroll, Fairbanks, and Bryant Army Airfield Area Development Plans. In addition, I am currently managing and assisting in the Area Development Plans for Camp Carroll and Denali scheduled for completion in 2021. I just wrapped up the AKARNG's Pre-Planning Design Charette (PPDC) for the Camp Carroll Readiness Center with a construction budget of \$59 million for Fiscal Year 2024. The PPDC was a collaboration project between National Guard Bureau and JBER's United State Army Corp of Engineers. I set standards for, and carry out complex planning studies, review facility inventories, conduct field inspections, coordinate with local government-officials, private citizens, representatives of other State of Alaska divisions, and other agencies.

**From:** [Nathaniel Quzis](#)  
**To:** [Brad Hanson](#)  
**Subject:** RE: PERMIT INQUIRY - - S17 N02 E05 LUCAS BLOCK 2, LOT 8-1, 15 & 16 (440 West Evergreen Ave. & 831 South Egtvet Street, PALMER AK 99645)  
**Date:** Friday, February 23, 2024 9:17:00 AM  
**Attachments:** [image001.png](#)  
[image002.png](#)

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Brad,

After discussing the proposed project(s) for Lots 8-1, 15 & 16 located at 440 West Evergreen Ave. & 831 South Egtvet Street, it my professional recommendation that the owner should file two (2) separate Permits in a phase-like process pairing with the lease contract as the catalyst between the two.

While one (1) Permit serving as an umbrella permit would still serve the purpose, it's my recommendation breaking it into two (2) separate permits would allow for separation of the "valuation of work" for **preparatory phase** of the structure and the "valuation of work" for the **tenant improvements**.

2 Separate Permits divided by the agreement of the proposed Leasing Agreement with Auto Zone. This will allow for the existing owner and permit applicant to provide exact Scope of Work, Valuation and General Contractor for Permit Approval and Issuance of Permit #1 without external variables holding up the permit and inspections process by using a phase-like process of proposed future for building.

Permit # 1 will be under the current owner and cover Any and All Modification and Construction of building for preparation and pre-leasing of structure, the proposed permitting activities are as follows:

1. Demolition of existing Plumbing, Mechanical, etc. as necessary.
2. Dead-ending of all existing Plumbing, Mechanical and Electrical to be used later in renovation during Permit # 2.
3. Excavation and installation of new foundation and slab on grade (including any installation of underground utilities and conduit) for expansion/ addition of existing building on the Southside exterior.
4. Vertical construction of addition, proposed to be 8'-0" x 90'-0" in dimension.
5. Demolition/ removal of existing roof trusses and structure(s) and installation of new engineered roofing system(s).
6. Installation of new Mechanical and Electrical Systems.
7. Installation/ Relocation of proposed bathroom at Southside Exterior wall of building.
8. Upgrade of Exterior façade for preparation of new tenant's requirements for leasing contract.

Permit # 1 Closed

\*\*\* CONTRACT WITH NEW PROPOSED TENANT \*\*\*\*

Permit # 2 - This will allow for the new tenant to allow the Corporation side of the franchise to provide exact Scope of Work, Valuation and General Contractor(s) for Permit Approval and Issuance without external variables convoluting the permit and inspection process by placing the Building Owner in the middle.

Permit # 2 will be requested(applied) by the new tenant for "Tenant Improvements" with the approval of understanding by the current owner (Lessor) and the Scope of Work should outline Any & All Modifications and Construction for the preparation of Building Use and Corporate Building Standards for use, the proposed permitting activities are as follows:

1. Any change of Occupancy Classification & Use (currently identified as "Medical & Related Service") Most likely will be end up being an Occ. Class H-2, S-1
2. Addressing Hazardous Fluids Storage, Disposal and Use.
3. Plan Approval Process.
4. Overhead Storage requirements.
5. Any & All Interior Tenant Improvements open space including but limited to Framing, Mechanical, Plumbing, Electrical and Hazard Material Storage.

Hope this helps.



Site Information

Account Number	55012B02L008-1	Subdivision	LUCAS
Parcel ID	18864	City	Palmer
TRS	S17N02E05	Map PA12	<a href="#">Tax Map</a> <a href="#">DWG Download</a> <a href="#">Interactive WebMap</a>
Abbreviated Description (Not for Conveyance)	LUCAS BLOCK 2 LOT 8-1		
Site Address	440 W Evergreen Ave		

Ownership

Owners	VALLEY FEED LLC	Buyers	
Primary Owner's Address	10601 E GRANTIE RIDGE RD PALMER AK 99645	Primary Buyer's Address	

Appraisal Information

Year	Land Appraised	Bldg. Appraised	Total Appraised	Year	Land Assessed	Bldg. Assessed	Total Assessed*
2024	\$122,500.00	\$315,100.00	\$437,600.00	2024	\$122,500.00	\$315,100.00	\$437,600.00
2023	\$122,500.00	\$314,700.00	\$437,200.00	2023	\$122,500.00	\$314,700.00	\$437,200.00
2022	\$122,500.00	\$305,100.00	\$427,600.00	2022	\$122,500.00	\$305,100.00	\$427,600.00

Building Information [\(Hide Building Information\)](#)

Structure 1 of 1			
Residential Units	0	Use	Medical & Related Service
Condition	Standard	Design	Commercial
Basement	None	Construction Type	Frame
Year Built	1986	Grade	None
Foundation	Poured Concrete	Building Appraisal	\$315100
Well	Well P - Public Water	Septic	Septic P - Public Septic

Building Item Details

Building Number	Description	Area	Percent Complete
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Tax/Billing Information

Year	Certified	Zone	Mill	Tax Billed
2024	No	0012	::	::
2023	Yes	0012	11.396	\$4982.33
2022	Yes	0012	11.901	\$5088.87

Recorded Documents

Date	Type	Recording Info (offsite link to DNR)
12/27/2019	QUITCLAIM DEED (ALL TYPE)	<a href="#">Palmer 2019-029757-0</a>
8/27/2019	WARRANTY DEED (ALL TYPES)	<a href="#">Palmer 2019-018574-0</a>
8/17/1989	QUITCLAIM DEED (ALL TYPE)	<a href="#">Palmer Bk: 593 Pg: 963</a>

Tax Account Status <sup>2</sup>

Status	Tax Balance	Farm	Disabled Veteran	Senior	Total *	LID Exists
Current		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00 No

Land and Miscellaneous

Gross Acreage	Taxable Acreage	Assembly District	Precinct	Fire Service Area	Road Service Area
0.29	0.25	Assembly District 002	25-325	Palmer Fire Service is under the jurisdiction of the <a href="#">City of Palmer</a>	No Borough Road Service, for City of Palmer road service info, call (907)745-3400

\* Total Assessed is net of exemptions and deferments, rest, penalties, and other charges posted after Last Update Date are not reflected in balances.

Last Updated: 2/22/2024 3:00:01 PM

**Nathaniel Ouzts**

Building Inspector

City of Palmer – Community Development

645 E. Cope Industrial Way



Nathaniel B. Ouzts  
RE: Writing Example

**From:** Ouzts, Nathaniel B (MVA)

**Subject:** RE: FOUO\IDC Pre-Brief Slides

Sir,

Topic 1 is how Ruff Road will be affected by the D Street widening project scheduled for 2022.

Topic 2 is how AKNG could be affected by the proposed Davis Highway entrance gate.

BLUF Topic 1: Option 2 seems to be the best use of money, resources, and includes the best traffic mitigation for JBER and AKNG while also applying best use management practice to the involved lands.

BLUF Topic 2: Ensure that the new gate location is far enough east and closest to the Glenn Highway to provide as much distance as possible to allow lowering the Davis Highway grade to accommodate a cut-and-cover tunnel for future runway expansion over the Davis Highway.

In answer to your questions, we were not made aware of these proposals, they have not been addressed at the FBWG meetings, and we are still in the process of revamping the license agreement for JBER with 673<sup>rd</sup> CES. In earlier discussions we did not actually address the inclusion of Checkpoint Pride. In viewing the slide deck, it seems Checkpoint Pride may no longer have a use. As that spot is large enough for a Joint ACFT area perhaps we should consider requesting it be added to the license agreement. As it is kitty corner from Buckner Fieldhouse a joint use facility would be complimentary.

**TOPIC 2:** After review of the "Athoc IDC 06Mar 20 – PreBrief" slide deck, and as one that worked with DOT&PF on numerous roundabouts over the last seven years, I would propose the following 4 options as potential solutions to the current Ruff Road rerouting proposal. From a traffic mitigation perspective any of the options will be an improvement for JBER. However, the proposed reroute on page 9 of the slide-deck makes Ruff Road a one way to 49000. It would also utilize the Davis Highway as a return route to the intersection of 6<sup>th</sup> & D Street to eventually leave base. This is not efficient or in the best interest of AKNG. Also, this forced use of the Davis Highway will impact travel times and the soldiers that run the Davis Highway each morning.

That said, the real issue here is efficient movement of volumes of traffic at peak times. Reducing access points is a measure shown on the slide deck. As the same number of vehicles are still using the same roadway, it just becomes more congested at the now fewer access points. This measure is more typically used when there are numerous accidents on a regular basis as temporary accident relief until a larger, left-hand turn restriction project can be supported. Access removal at major streets is not typically the best answer but can appear to aid when there are no traffic measures in place to create the necessary gaps needed for vehicles to enter a dense traffic generator. These gaps are typically created with signage, signalization or roundabouts when ADT volume is high, short of moving toward grade separation solutions. Off base, the lack of gaps at peak times are a concern that become part of the driving force leading to project addition on the Statewide Transportation Improvement Plan (STIP).

Aside from off base, it is impressive the courtesy expressed by so many drivers each day on JBER that slow down to create the gaps necessary to allow other drivers onto the D Street corridor. However, improvements would certainly be prudent. Overall, I would recommend a roundabout be located at the Dyea/Ruff & D St. intersection. It can be configured for 2 or 4 lanes of traffic and have 1, 2 or 4 lane mixes. The one pictured in the attached PDFs is a 4 lane for D St. and 2 lanes for Ruff (Dyea Extension) and Dyea as that fits the project parameters. One could still

be constructed at 6<sup>th</sup> & D St. but I doubt there would be much impact with implementation of one of the Options listed below used in conjunction with D Street being widened to 4 lanes.

Nathaniel B. Ouzts  
RE: Writing Example

A 2-lane entry roundabout can support up to 45,000 ADT volume where a single lane entry would be an ADT volume less than 25,000. Based on the figures provided by DOT with counts taken at the Glenn Highway overpass entering the D Street gate totals 7,973 ADT. In not knowing exactly where the triggers were stationed, that number could be 1,000 to 2,000 more ADT. A single entry roundabout fully supports that ADT. A dual entry roundabout would provide superior traffic mitigation well beyond the life expectancy of the construction.

Based on the assumption that JBER is considering the deletion of Checkpoint Pride, I would propose Option 1 or Option 2.

**Option 1** utilizes the already paved portion of Checkpoint Pride. Ruff Road will be a two way and have access to D Street through the roundabout via Dyea Extension. It could have a partial construction savings by using Checkpoint Pride but it would require more costly safety measures for the pedestrian pathway (i.e. lighting, signage, tunnel or over-cross. This is a good option but is not the best use of the Checkpoint Pride space as it splits it up the middle. The actual road location could be moved within Pride.

**Option 2** utilizes the roundabout and all two-way streets like Option 1, however, It creates a new, relocated section of Ruff Road to the north of Checkpoint Pride. This relocation creates an intersection next to the pedestrian pathway allowing for a crosswalk with appropriate sight distance and the safety of being located as suggested by federal traffic manuals. Additionally, this option allows for the full use of Checkpoint Pride. It could be used for many things, but since it is already well developed, it could potentially be used as a Joint Use ACFT facility. There are already some buildings that could house equipment.

Based on the assumption that JBER is looking to keep use of Checkpoint Pride available, I would propose Option 3 or Option 4.

**Option 3** has two segments that are one way. This or if there is. It keeps checkpoint Pride available, provides the proper two-way flow for Ruff Road, fixes the pedestrian pathway issue and could be utilized in the event there is no roundabout constructed. This is very similar to what I drew up last May without the roundabout configuration. Its only advantage is in the no roundabout scenario.

**Option 4** is identical to Option 2 except with Checkpoint Pride being able to be fully utilized. It is the best option if Checkpoint Pride is to remain intact.

**TOPIC 2:** The other item of consideration is a new Davis Highway entrance gate to JBER. Overall it is a great option from a traffic mitigation viewpoint. AR might have issue with finding a new place to run, but there is a large pedestrian facility along the Davis Highway, assumedly constructed for soldiers because of the extreme width, that has not really been utilized since the Davis Highway is closed in the mornings for troop running.

The construction of the new access gate will provide traffic relief at the D Street gate. Based on the attached DOT traffic volume data, the relief will be at least 25% of the current ADT which further supports a roundabout at the Dyea/Ruff/D St. intersection and two-way connectivity.

The Eagle River, Wasilla and Palmer traffic will primarily use the new entrance point. Once that happens, with ADT of 2300+, the Davis Highway will be locked in to full use and rerouting it in the future will be unlikely. This is only an issue if AKNG wishes to lengthen the existing 35/17 runway. Ultimately, it means greater construction costs as a cut-and-cover tunnel will need to be constructed under the runway to maintain the existing trajectory. Additional is the lowering of a section of the Davis Highway to accommodate a tunnel since the eastern portion of Davis, from 17, is at a much higher elevation than the runway.

I am still working on tracking down the survey elevations for the area (separate email when info received). For now, I have included a poor quality LiDar that shows some contour but not actual elevations. Tunnel length, height, lighting, ventilation, and load requirements, etc. will obviously need to be engineered. However, runway

Nathaniel B. Ouzts  
*RE: Writing Example*

length and grade requirements are based on FAA Order JO 7360.1D, AC No. 150/5325-4B, FM 3-04.300, and AFTT&P 3-32.12 (28 March 2016) and with some generic information we have the following.

MTOW of the C17 is 570,000 lbs. and requires a runway length of 4,350 feet; the MTOW of the C130 is 175,000 lbs with a runway requirement of 5,000 feet; and the MTOW of the C12 is 15000 lbs with a runway requirement of 3,300 feet. Although there are other considerations and additional guidance, these numbers represent the minimum runway length in peacetime operations but longer runways are recommended.

The existing 35/17 runway from threshold to threshold is approximately 2900 feet. Although a runway serving medium to heavy aircraft can have a longitudinal grade of up to 1.5%, a 0% grade is recommended if a full-strength runway that is useable in both directions is desired. A site visit was performed and appears that the runway is at a similar grade to the Davis Highway (photo 1). At the top of the fence line to the left of the sign is the runway and it is flat towards the Davis. Photo taken from approximately 5ft from pavement. Additionally, the elevation to the east where the new gate would be installed is substantially higher than the rest of the Davis (photo 2). The low spot is where the runway extension would be. This would require lowering the Davis Highway from further back to the east and finding a low spot westerly from the runway to tie in. It appears doable but it should be noted that the closer the new gate is placed to the Glenn Highway the more room there will be for this future development.

Please call or email with questions.

**Respectfully,**



**Nathaniel B. Ouzts**  
**Planner II**

**State of Alaska • Department of Military & Veterans Affairs • Facilities Maintenance Office**



## EMPLOYMENT APPLICATION



CITY OF PALMER  
231 W Evergreen Avenue  
Palmer, Alaska 99645  
(907) 761-1302  
<http://www.palmerak.org>

Robertson, Randy E  
24-00018 CITY MANAGER

Received: 5/28/24 12:50 PM

For Official Use Only:

QUAL: \_\_\_\_\_

DNO: \_\_\_\_\_

Experience

Training

Other: \_\_\_\_\_

## PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER		EXAM ID# : 24-00018
NAME: (Last, First, Middle) Robertson, Randy E		SOCIAL SECURITY NUMBER: [REDACTED]
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		EMAIL ADDRESS: [REDACTED]
HOME PHONE: [REDACTED]	ALTERNATE PHONE: [REDACTED]	NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DRIVER'S LICENSE: State: [REDACTED] Number: [REDACTED]	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
What is your highest level of education? Master's Degree		

## PREFERENCES

MINIMUM COMPENSATION: \$75.00 per hour; \$150,000.00 per year
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular, Temporary
TYPES OF WORK YOU WILL ACCEPT: Full Time, Part Time, Per Diem
SHIFTS YOU WILL ACCEPT: Day, Evening, Night, Rotating, Weekends, On Call (as needed)
OBJECTIVE: To share my extensive years of experience and personal knowledge of Alaskan municipal management with the City of Palmer's leadership to successfully assist them with accomplishing their desired outcomes.

## EDUCATION

DATES:	SCHOOL NAME: Western Kentucky University	
LOCATION: (City, State/Province) Bowling Green, Kentucky	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Master's
MAJOR: Master's Degree		
DATES:	SCHOOL NAME: Western Kentucky University	
LOCATION: (City, State/Province) Bowling Green, Kentucky	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Bachelor's Degree		
DATES:	SCHOOL NAME: Central Michigan University	
LOCATION: (City, State/Province) Mt. Pleasant, Michigan	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Other
MAJOR: Public Health Administration		
DATES:	SCHOOL NAME: FEMA Emergency Mgt. Executive Academy	
LOCATION: (City, State/Province) Emitsburg, Maryland	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Professional
MAJOR: Certificate		
DATES:	SCHOOL NAME: Belmont University	
LOCATION: (City, State/Province) Nashville, Tennessee	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Professional

MAJOR: Certificate		
DATES:	SCHOOL NAME: The Johns Hopkins University	
LOCATION:(City, State/Province) Baltimore , Maryland	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Master's
MAJOR: Urban Studies		
DATES:	SCHOOL NAME: Boston University	
LOCATION:(City, State/Province) Boston , Maryland	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Other
MAJOR: Education		
DATES:	SCHOOL NAME: Harvard University	
LOCATION:(City, State/Province) Boston , Maryland	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Other
MAJOR: Government Operations		
DATES:	SCHOOL NAME: The United States Army War College	
LOCATION:(City, State/Province) Carlisle , Pennsylvania	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Master's
MAJOR: Strategic Studies		
DATES:	SCHOOL NAME: University of Virginia, The Darden School	
LOCATION:(City, State/Province) Charlottesville , Virginia	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: No Degree
MAJOR: Municipal Management		

## WORK EXPERIENCE

DATES: From: 6/2022 To: 12/2022	EMPLOYER: Luzerne County	POSITION TITLE: County Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: County Council - Council	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$15,000.00/month	
DUTIES: County manager of one of Pennsylvania's largest county's. Oversaw operations of more than 1,300 team members serving a 320k+ residents. Provided full government programming to include judicial, prison and human services. Approximately \$152m in general funds. Implemented community-wide social media page. Spearheaded major post-pandemic HUD and economic development funding to underserved areas. Departed for family medical issues that are now resolved.		
REASON FOR LEAVING: Attend to a family medical issue.		
DATES: From: 10/2021 To: 6/2022	EMPLOYER: City of Durango	POSITION TITLE: Interim Director of Library Services
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$14,000.00/month	
DUTIES: Selected by Council and Manager to undertake the extensive study of transitioning the municipal library to a quasi-privatized community (e.g., county) library as outlined within Colorado State Statues. Examined aspects of the transition process ranging from human resources, pension vesting, physical plant and grounds, holdings and acquisitions and current/future funding. Led a team of 35 para and professional librarians and support service personnel during the year. Finished the initiative in approximately 10 months which left the Council with the opportunity to do a required public referendum in the Fall of 2022.		
REASON FOR LEAVING: Interim contract with Strategic Government Resources (SGR) Corporation to develop a path to privatize the municipal facility, personnel and services as required by state statues. Successfully completed the requirement as well as served as Library Director for the entire contract.		
DATES: From: 1/2021 To: 5/2021	EMPLOYER: City of Dover	POSITION TITLE: City Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		

PHONE NUMBER: [REDACTED]	SUPERVISOR: City Council - Council members	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$11,500.00/month	
DUTIES: Municipal leader of Delaware's Capitol city. Tremendously dynamic and diverse community with approximately 400 team members and 40k population. Located on eastern seaboard, Dover is home to Bayview Health, Dover Air Force Base, Delaware State government and four state or private universities. Regional transportation and distribution hub minutes from Wilmington, Baltimore, Philadelphia and New York. \$50+ m budgets along with \$100+ m for water and electric services owned by the City. Undertook major initiatives with State and HUD officials to renovate large segments of the city's public housing stock. Left to attend to a family medical matter.		
REASON FOR LEAVING: Attend to family medical matter.		
DATES: From: 7/2016 To: 1/2021	EMPLOYER: City of Aberdeen	POSITION TITLE: City Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: City Council - City Council	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$12,000.00/month	
DUTIES: COO/leader of one of Maryland's largest, most dynamic and diverse communities. Located on the Chesapeake Bay and home to Aberdeen Proving Ground, the Army's largest research and technology platform with 20k employees. Strategic transportation and distribution hub minutes from Baltimore, D.C., Wilmington and Philadelphia. Fitch AA+ rated. Approximately 180 staff, \$32+ m budgets with \$100+ m in capital assets. CELEA certified police department; regional hub for commuter and AMTRAK rail services. Community leader during the COVID-19 pandemic. Home of nationally recognized Ripken Field and MLB's Ironbirds. New site of UM Health System Upper Chesapeake Hospital campus at nearly \$250m. Adjunct MBA faculty, University of Baltimore. One of two ICMA City Managers selected to lead at the China University of Political Science & Law (Beijing, China) in 2019.		
REASON FOR LEAVING: Accept the Dover City Manager position and align my career to aid in caring for the medical needs of a family member.		
DATES: From: 7/2012 To: 6/2015	EMPLOYER: City of Cordova	POSITION TITLE: City Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: City Council - City Council	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$11,000.00/month	
DUTIES: City Manager of Cordova, Alaska. Organizational and financial leader, mentor and educator at one of America's top commercial port communities. Developed and delivered quality, cost-effective full service municipal activities: Finance, PD, FD/EMS, Parks & Rec, Public Works, IT, Library, Museum, Planning/Zoning, Refuse, Water & Wastewater Enterprise services. \$20m in annual revenue and budget execution including enterprise funds. Growth & development partner with U.S. Forest Service, U.S. Coast Guard and federally recognized native tribe. Limited operational & fiscal oversight of the Cordova Community Medical Center. Spearheaded completion of the 20 year planned, highly controversial "Cordova Center" and graduate of FEMA Executive Academy.		
REASON FOR LEAVING: Principal mission was accomplished. Return to lower 48.		
DATES: From: 1/2011 To: 5/2012	EMPLOYER: City of Vestavia Hills	POSITION TITLE: City Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: City Council - City Council	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$13,000.00/month	
DUTIES: First City Manager of Vestavia Hills, Alabama, near 40k suburb of Birmingham. Led more than 250 team members providing exceptional full-service municipal activities: Finance, Economic Development, Police, Fire, Public Works, Parks & Rec, Planning & Zoning, IT and Library in one of Alabama's fastest growing cities. A \$40m+ annual budget, with assets in excess of \$150m. Secured Fitch AA+/Moody's Aa2 ratings and regionally recognized for economic development and growth. Awarded the community's largest ADOT grant to stimulate the U.S. 31 economic corridor. Achieved state-wide recognition as Alabama's "Safest City." UAB Adjunct faculty.		
REASON FOR LEAVING: Opportunity to live and work in Alaska.		
DATES: From: 9/2007 To: 1/2011	EMPLOYER: City of Mt. Juliet	POSITION TITLE: City Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: City Council - City Council	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$10,000.00/month	

**DUTIES:**  
Mt. Juliet, TN. City Manager. Tennessee's fastest growing community at the time. Rated ``Most Business Friendly City'' (2010). CEO/leader of a 200+ member team. Set the pace and conditions inside City Hall fostering 38 consecutive months of revenue growth while developing/managing General and Capital budgets of nearly \$35m. Secured the region's first American Recovery & Relief Act grant stimulating business and economic redevelopment along ``Main Street.'' Partner in Tennessee's only commuter rail line and established the state's only rail ``Quiet Zone.'' Spearheaded funding and construction of a nationally recognized Animal Control facility and created a highly successful employee health self-insured program. Captured S&P's AA financial rating. Adjunct faculty at Cumberland University.

**REASON FOR LEAVING:**

To assume the position as the first City Manager for Vestavia Hills, AL.

<b>DATES:</b> From: 8/2006 To: 5/2007	<b>EMPLOYER:</b> City of Ashland	<b>POSITION TITLE:</b> City Manager
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> City Council - City Council	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$9,000.00/month	

**DUTIES:**  
City Manager of northeastern Kentucky's largest city. Ashland is a regional economic and cultural hub with over 300k population within the commuting area. Organizational leader of nearly 300 personnel providing a full array of municipal services. Developed and managed operating and enterprise budgets of approximately \$40m and responsible for + /-\$100m in assets. Directed operations of the largest Police and Fire Departments within a 150-mile radius. Created the Ashland-Morehead University partnership expanding community academic opportunities, and spearheaded an initiative to construct a multi-million-dollar PD Headquarters.

**REASON FOR LEAVING:**

Was not a good environment so accepted a teaching at Ohio University (Ironton).

<b>DATES:</b> From: 8/1977 To: 6/2006	<b>EMPLOYER:</b> United States Army	<b>POSITION TITLE:</b> Soldier. Last position was Chief of Staff for White Sands Missile Range, NM.d
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) various world-wide locations , various, Armed Forces Africa/Canada/Europe/Middle East, 21001		
<b>PHONE NUMBER:</b> various	<b>SUPERVISOR:</b> various - various	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 60	<b>SALARY:</b> \$13,000.00/month	

**DUTIES:**  
Last two duty assignments:  
White Sands Missile Range (WSMR), Chief of Staff of America's largest military community, southern New Mexico's largest employer and regional economic engine. Directly supported the Army's wartime operations in Iraq and Southwest Asia. Partnered with the Commander in leading one of the Army's premiere military organizations. Responsible for a \$500m+ budget and several billion dollars in facilities and equipment. Oversaw 11 major directorates and 31 civilian, contractor and military tenant activities. Accountable for community support services including budgetary, security and emergency management, human resources, contract administration, health-care, IT and communications, facility development/management, logistics, recreation and legal. Brigade Executive/Chief of Staff, U.S. Army - Europe, 2001-2005, U.S. Army's Second Signal Brigade, U.S. Army Europe, Deputy Command/ CoS position. Directed operational activities of a 2k military/civilian/international staff providing communications, automation and administrative services to 27 U.S. military and diplomatic communities in Europe, Africa, and Southwest Asia (Operation Iraqi Freedom). Coached, mentored and provided professional development to the senior field grade, civilian and international staff.  
Accomplishments included:  
-Senior negotiator to 12 international labor and trade unions  
-Executed extensive upgrades in community facilities and services  
-Created innovative IT distance learning training packages used across Europe and SW Asia  
-Implemented/ guided wartime activities for \$1b+ in equipment, facilities and infrastructure

**REASON FOR LEAVING:**

Retirement

**CERTIFICATES AND LICENSES**

Nothing Entered For This Section

**Skills****OFFICE SKILLS:**

Typing:  
Data Entry:

**OTHER SKILLS:****LANGUAGE(S):**

French -  Speak  Read  Write

**ADDITIONAL INFORMATION**

Nothing Entered For This Section

REFERENCES		
REFERENCE TYPE: Professional	NAME: [REDACTED]	POSITION: Major General (Ret), Commander, Aberdeen Proving Grounds
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: [REDACTED]	POSITION: Former Mayor & Council member
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: [REDACTED]	POSITION: Dean/Vice President Emeritus, Western Ky. University
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: William Pope	POSITION: Colonel (Ret), Former Engineer with Dynetics, Inc.,
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Fredrick Sussman	POSITION: Counsel of Record (Attorney)
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Theresa Hartman	POSITION: Director, Human Resources, City of Aberdeen
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Albion Bergstrom	POSITION: Professor, United States Navy War College (Colonel, (Ret)
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Holly Wells	POSITION: Partner, Birch Horton Bitner & Cherot (Attorneys)
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Henry Trabert	POSITION: Chief of Police (Aberdeen)
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]

Agency-Wide Questions

1. Have you previously worked for the City of Palmer?  
No
2. Are you related to anyone who is currently employed by the City of Palmer?  
No
3. If you answered yes to the previous question, please provide the individual's name and department
4. Are you able to perform the essential functions of this job with or without reasonable accommodations?  
Yes
5. If you answered yes to the previous question, please explain:
6. Have you ever been terminated or asked to resign by a former employer?  
No
7. Have you been convicted of a misdemeanor within the past five years?  
No

Job Specific Supplemental Questions

APPLICANT'S SWORN STATEMENT AUTHORIZATION AND RELEASE I hereby affirm all the information I provided or will provide to the City of Palmer relating to my application for employment, whether by written application form, resume, oral statement or otherwise, is true and complete to be the best of my knowledge. In addition, I agree that any intentional misrepresentation or omission and any material negligent or innocent misrepresentation or omission in or from said information may disqualify me from further consideration for employment any may be considered justification for immediate discharge from employment if discovered at a later date. I hereby authorize any person, organization, or governmental entity, including any current or former employer, to release to the City of Palmer or any authorized person acting on behalf of the City, any and all information, in any manner requested, which may be relevant to my character or qualifications for the City position for which I applied. I authorize current and former employers to give to the City of Palmer any and all employment records in their possession dealing with me, including, but not limited to, job descriptions, wage information, employment records, performance appraisals, disciplinary records, layoff slips, attendance records, reports, or other documents relevant to my application for work or actual employment with the employer, including records relevant to drug and alcohol tests conducted by or on behalf of the employer or in the possession of the employer. I also authorize the release of information and written records concerning my educational history, driving records, and criminal or civil actions. I request that all persons and organizations cooperate fully in providing information to the City, including allowing the interviewing of supervisors, co-workers, educators, or other references. I hereby release all persons, employers, organizations, governmental entities, or any other entity providing information.

1.

I Agree

2. Have you attached the required writing examples?

No

3. Have you attached your answers to the supplemental questions as noted in the job bulletin?

No

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The following terms were accepted by the applicant upon submitting the online application:

*The information provided in this employment application is true, correct, and complete. If employed, any misstatement or omission of fact on this application may result in dismissal. I authorize investigation of all statements contained in this application for employment as may be necessary in arriving at an employment decision. This authorization includes permission to check employment references. If selected for employment you may be required to supply proof of authorization to work in the U.S., have a physical examination and/or drug test, supply and/or authorize a criminal background check, supply and/or authorize a copy of your motor vehicle record (MVR), or sign a conflict of interest agreement and abide by its terms. I understand that acceptance of an offer of employment does not create a contractual obligation or permanent employment upon the City of Palmer. Employment may be terminated at any time at the option of the employee or City of Palmer.*

This application was submitted by Randy E Robertson on 5/28/24 12:50 PM

Signature\_\_\_\_\_

Date\_\_\_\_\_





**2006**  
Ashland, KY Bridges



**2009**  
Ashland, KY New Police HQ



**2010**  
Charlie Daniels Rec Center



**2014**  
Vestavia Hills New City Hall



**2016**  
The Cordova Center



**2020**  
Upper Chesapeake Hospital

# COMMUNITY REVITALIZATION

OBSERVATIONS, EXPERIENCES & POSSIBILITIES



**Randy E. Robertson**  
City Manager, Aberdeen, MD.



## Aberdeen MARC/Amtrak Train Station

- Train Station circa 1940s
- MARC/Amtrak daily ridership 350+ Largest stop between Baltimore and Wilmington, DE.
- MDOT/MTA Train Station Interior Enhancements \$350k in 2017/18
- APG Road Reconstruction in 2017 - \$200k in repairs and resurfacing
- Aberdeen/Harford County partner on bus shelter construction project \$180k
- Grant Award for Train Station Murals - \$30k
- MDOT/SHA Transportation Alternatives Program Grant for pedestrian connectivity enhancements at Aberdeen Train Station - \$700k plus Aberdeen, Harford County, and MDOT/MTA financial commitment of \$200k





# DOWNTOWN IMPROVEMENT PROJECTS

## Franklin Street Redevelopment – Parke Towers



- Three City-owned lots sold for \$1 for redevelopment opportunities, property valued at \$450k
- Contract Purchaser – Parke Towers LLC
- Redevelopment Plans for three-story, mixed-use building with 24 residential apartments and 4k square feet of commercial office/retail space on ground floor
- Private investment of \$3.0m
- Private enhancements to Festival Park \$15-18k for lighting upgrades
- City will provide business incentives for water and sewer connection charges and real property tax credits
- Feature in the Baltimore Sun:  
<https://www.baltimoresun.com/maryland/harford/aegis/ph-ag-middleton-road-0426-story.html>

## 34 N. Philadelphia Boulevard



- Former County/City owned property sold
- Contract Purchaser - Dr. Mohammed Chaudry/Star Investment Group, LLC
- Redevelopment Plans for Nova Vascular Specialists, Anesthesiologist, Pain Management, Vascular Surgeons, and other medical services
- Phase I – Acquisition and renovation \$1.8m, 14 FTE jobs
- Phase II – Renovation of gymnasium into retail space \$420k, 10-15 FTE jobs
- Phase IIB – remaining space renovate to medical offices \$3-6m, 24-32 FTE jobs
- City will provide business incentives for water and sewer connection charges, real property tax credits, and façade improvement grant

# ABERDEEN'S WEST SIDE (WITHIN SITE OF I-95)



- Stadium Towne Center, 47,900 sq. ft. retail and 12,500 sq. ft. childcare services; sites available
  - Stadium Towne Center Article:  
<https://www.baltimoresun.com/maryland/harford/aegis/ph-ag-aberdeen-retail-center-0731-20150801-story.html>
- Royal Farms Store, 5,166 sq. ft. retail/convenience
- Eagles Rest Residential Development: 132 single-family lots
- Ripken Stadium, 6000-seat minor league baseball stadium. State of Maryland \$600k investment in facilities in 2016 and \$1.7m in lights and artificial turf in 2020/21
- Presbyterian Homes of Maryland, Inc. – Goldstone Properties proposes 350 single and villa units development.
- HEAT Center new national HQ for Additive Manufacturing (3D) & partnership with Aberdeen Proving Ground.
  - HEAT Center Article:  
<https://www.baltimoresun.com/maryland/harford/aegis/ph-ag-ammp-center-unveiling-1031-story.html>

# MIDDELTON ROAD EXPANSION

- Planned transportation improvement project on the books since the 1969.
- Needed for public safety and transportation connectivity
- City capital project \$1.2m, completed October 2019
- Created development opportunities between SR22 and north elements of the City.
- Middleton Road Article:  
<https://www.baltimoresun.com/maryland/harford/aegis/ph-ag-middleton-road-0426-story.html>



# MIDDELTON ROAD DEVELOPMENT OPPORTUNITIES



- University of Maryland Upper Chesapeake – Aberdeen Medical Campus, \$100MM investment with 300-500 FTE jobs, 24/7 emergency room with advanced behavioral health services and medical offices. Projected \$228m.
- Starbucks – First in Aberdeen. \$1m investment with 15+ jobs
  - Starbucks Article:  
<http://www.baltimoresun.com/maryland/harford/aegis/cng-ag-new-aberdeen-starbucks-0802-20190731-ghhq5xh45zbnljhz32kme6yko4-story.html>
- The Edge at Middleton – 237 multi-family apartments with upscale amenities; swimming pool and dog park
- Horizon Cinemas – \$1.7m investment with 8 multiplex theaters at the Aberdeen Marketplace opened March 2020
  - Horizon Cinemas Article:  
<http://www.baltimoresun.com/maryland/harford/aegis/cng-ag-aberdeen-theater-update-1220-20191216-eybogs4udzgrgxykk3hfsbray-story.html>
- Retail sites under active consideration behind Starbucks including some City property.

# FUTURE SITE OF THE ABERDEEN ACTIVITY CENTER



- City purchased 684 West Bel Air Avenue; 13± acres for \$1.2MM
- Purpose – future site of Aberdeen Activity Center, 25,000 sq. ft. multi-purpose recreational space
- Multi-purpose fields and other amenities
- Within walking distance to downtown and shopping areas and new hospital
- County Government on to fund \$9m for design, construction, and fit-out
- Baltimore Sun Article:  
<http://www.baltimoresun.com/maryland/harford/aegis/cng-ag-aberdeen-community-center-property-1009-20191009-cf4ajppu2fhrj3zbt3dyqlv3u-story.html>



## Randy Edmonds Robertson



Held several brief or interim contract positions in order to assist with the medical care of a family member: City Manager, Dover DE. (pop 39k); Luzerne Co, PA. (pop 316k), and Library Director, Durango, CO. (pop 19k) during 2021/22. Post Army employment include:

*City Manager: Aberdeen, Maryland (2016 – 2020); Cordova, Alaska (2013-2016); Vestavia Hills, Alabama (2011-2013); Mt. Juliet, Tennessee (2007-2011) and Ashland, Kentucky (2006-2007)*

*City Manager and COO, Aberdeen, Maryland.* of one of Maryland’s largest, most dynamic and diverse communities. Located on the Chesapeake Bay and home to Aberdeen Proving Ground, the Army’s largest research and technology platform with 20k employees. Strategic transportation and distribution hub minutes from Baltimore, D.C., Wilmington and Philadelphia. East coast HQ for Frito-Lay Corp. Fitch AA+ rated. Approximately 180 staff, \$32+m budgets with \$100+m in capital assets. CELEA certified police department; regional hub for commuter and AMTRAK rail services. Community leader during the COVID-19 pandemic. Home of nationally recognized Ripken Field and MiLB’s Ironbirds. New site of UM Health System Upper Chesapeake Hospital campus at nearly \$250m. Adjunct MBA faculty, University of Baltimore. One of two ICMA City Managers selected to lead at the China University of Political Science & Law (Beijing, China) in 2019.

*Chief Executive Officer, Cordova, Alaska.* Organizational and financial leader, mentor and educator at one of America’s top commercial port communities. Developed and delivered quality, cost-effective full service municipal activities: Finance, PD, FD/EMS, Parks & Rec, Public Works, IT, Library, Museum, Planning/Zoning, Refuse, Water/Wastewater Enterprise services. \$20m in annual revenue and budget execution including enterprise funds. Growth & development partner with U.S. Forest Service, U.S. Coast Guard and federally recognized native tribe. Limited operational & fiscal oversight of the Cordova Community Medical Center. Spearheaded completion of the 20 year planned, highly controversial “Cordova Center ” and graduate of FEMA Executive Academy. *First City*

*Manager of Vestavia Hills, Alabama.* near the 40k suburb of Birmingham. Led more than 250 team members providing exceptional full-service municipal activities: Finance, Economic Development, Police, Fire, Public Works, Parks & Rec, Planning & Zoning, IT and Library in one of Alabama’s fastest growing cities. A \$40m+ annual budget, with assets in excess of \$150m. Secured Fitch AA+/Moody’s Aa2 ratings and regionally recognized for economic development and growth. Awarded the community’s largest ADOT grant to stimulate the U.S. 31 economic corridor. Achieved state-wide recognition as Alabama’s “Safest City.” UAB Adjunct faculty.

*Mt. Juliet, TN. City Manager.* TN fastest growing, “Most Business-Friendly City” (2010). CEO/leader of a 200+ member team. Set the pace and conditions inside City Hall fostering 38 consecutive months of revenue growth while developing/managing General and Capital budgets of nearly \$35m. Secured the region’s first American Recovery & Relief Act grant stimulating business and economic redevelopment along “Main Street.” Partner in Tennessee’s only commuter rail line and established the state’s only rail “Quiet Zone.” Spearheaded funding and constructed a nationally recognized Animal Control facility and created a highly successful employee health selfinsured program. Captured S&P’s AA financial rating. Adjunct faculty at Cumberland University.

*City Manager, Ashland, KY.* northeastern Kentucky’s largest city. Ashland is a regional economic and cultural hub with over 300k population within the commuting area. Organizational leader of nearly 300 personnel providing a full array of municipal services. Developed and managed operating and enterprise budgets of approximately \$40m and responsible for +/- \$100m in assets. Directed operations of the largest Police and Fire Departments within a 150mile radius. Created the Ashland-Morehead University partnership expanding community academic opportunities, and spearheaded an initiative to construct a multi-million-dollar PD Headquarters.

Good day:

My name is Randy E. Robertson. I am an experienced, highly successful and accomplished leader and City/County Manager as well as a retired United States Army Officer and senior federal employee. With years of senior leadership and management experience I am well prepared and highly qualified to assume demands of the Palmer City Manager. To attend to a family medical matter, I recently held brief manager positions in Dover, Delaware, Luzerne County, Pennsylvania, and a 10-month interim contract in Durango, Colorado. While at Dover my mother had a catastrophic fall followed by a diagnosis of Alzheimer's Disease which prompted my departure. My only sibling assumed those responsibilities providing me an opportunity for a successful interim appointment in Durango immediately followed by selection as Luzerne County Manager. Unfortunately, a few months into my Luzerne tenure my sister had extended hospitalization necessitating returning to caring for my mother. However, the issues prompting these actions are now resolved.

Prior to the above I was Aberdeen Maryland's City Manager for nearly 5 year and over four years as City Manager of Mt. Juliet, Tennessee. Other Manager positions include Vestavia Hills, a suburb of Birmingham, Alabama; three years as Cordova, Alaska's City Manager, and my initial Manager's position in Ashland, Kentucky. Before my city management career, I was with the U.S. Army, serving as Chief of Staff of White Sands Missile Range, America's geographically largest military community and Chief of Staff of the Army's 2nd Signal Brigade (Europe), a strategically forward organization with community sites throughout Europe and Southwest Asia. I've successfully managed budgets from \$20m to over \$500m, spearheaded public/private business and research partnerships, created highly effective economic development programs and managed the full complement of municipal services.

My portfolio reflects a rock-solid record of innovation, public service and advancing communities. As Aberdeen's City Manager, I lead efforts for the city's selection as site for a new University of Maryland System Hospital. This multimillion-dollar initiative re-purposed a never filled facility, create hundreds of new, professional jobs, and kick start peripheral development across the community. In the first few months at Luzerne County, I spearheaded capturing a near million-dollar elections integrity grant. I and my team were recognized as top municipal award winner in a 60-community region of middle Tennessee. I've overseen Vestavia Hills largest state transportation grant; secured millions for Cordova's decade old efforts to build a municipal center; been awarded two "Key to the City" and one "Mayor's Medal", and championed transformational theater-wide automation and communication training directly supporting wartime activities.

I am one of very few Managers in the country to graduate from FEMA's yearlong National Emergency Management Executive Academy and have extensive emergency leadership and management experience. In 2019, I was one of only two from ICMA selected to teach emergency management at the China University of Political Science and Law in Beijing. I have completed the Harvard Senior Executive Fellows program, hold three graduate and two post-graduate degrees and been adjunct at several universities across the country and in Europe. Several weeks ago, Council honored me with the opportunity to interview for this position. As I understand it has been reopened. I would be grateful to again share how my skills, abilities and experience as a seasoned Manager with proven, documented success in Alaska would well serve the Council and citizens of Palmer. Thank you.

Randy E. Robertson

1. Please tell us why you are interested in this position and why it is a good time in your career to come to the City of Palmer.

**I believe I am at the peak of my municipal career, so the possibility of joining Palmer's leadership team is an unparalleled opportunity for me. I believe that because I have reached the point where I can give back through my experiences, institutional insights, skills and abilities acquired and honed over nearly four decades in a community and environment that I both know and cherish.**

**The opportunity to serve Palmer would allow me to return to municipal management in Alaska, where I both thrived and excelled to fulfill the selfless servant concept I strongly believe in, in a place and with a people I deeply respect and admire.**

2. Please describe your professional experience working with elected officials and boards. Describe the responsibility you believe the City Manager has to the Mayor and City Council and to the citizens of the community. Describe how you see your role and interactions with the 1) Mayor; 2) City Council; and 3) City Clerk.

**Simply stated, the City Manager works for the collective governing body. In Palmer that is the Mayor and Council. Through her or his advice to Council and leadership of the staff, the goal is to provide model servant leadership and services to the citizens. Municipal teams are most satisfied and productive when their leaders serve selflessly and empower subordinates, unlocking their potential, creativity, and sense of purpose. A purpose-driven team has greater buy-in innovation, and accountability.**

**I believe a true partnership between the Manager and Clerk is essential. Both serve with a singular purpose to support the Council and move the City forward. I worked for several years with Mrs. Susan Bourgeois, Clerk for Cordova, and considered one of the most seasoned and successful City Clerk's in Alaska. This symbiotic relationship was large reason for my success in Cordova.**

3. Please explain your process for communicating critical and non-critical information to the Mayor and Council. How do you decide when or what is necessary to bring to the Mayor and Council's attention? How do you see your role as communicator to the Mayor and Council, staff, other governmental agencies, local businesses, and citizens?

**My interaction with municipal leadership is founded on active listening more than speaking yet striving to overcommunicate. In every community where I've been Manager, I've used a time-tested military tool (i.e., the "Unit Report") as a method in communicating with each member of Council. This email usually consists of 6 to 10 paragraphs outlining notable FYI's, status briefs of major issues, and personal kudos about the team. These are the things I believe Council wants/needs visibility of and are principally comprised a "Weekly Update" sent by each Department Head. Thus, what I say to one I say to all. It is a tried-and-true, bottom-up method the Army has used for decades.**

**Recognizing each council member is different and has varying interests and passions, I encourage and routinely meet with any of them to discuss whatever they desire. I also serve**

as a facilitator/resource person in annual ( . . . or more often if that is the appetite of Council) goal setting sessions with Council and senior staff. Finally, my experience and perception are usually the things that are truly important to community leaders are the those that are funded and measured. In that context I champion measuring performance and am passionate that those I work with do the same. An example of how I did that from Aberdeen, Maryland can be found on the link below. It is a large file, so it may take some time to open:

[https://www.aberdeenmd.gov/sites/g/files/vyhli4101f/uploads/coa\\_metrics\\_report\\_july\\_2020.pdf](https://www.aberdeenmd.gov/sites/g/files/vyhli4101f/uploads/coa_metrics_report_july_2020.pdf)

4. The citizens and city council members are very diverse. Describe how you would handle a situation where two people wanted to take you in opposite positions on the same project.

This “delta” is common in governance and often reflects positive signs of involvement, passion, points of view, or another forms of understanding. Regardless of my position, it is important to understand the basis for the differences and focus on shared communications with all involved. The aim is towards an understanding of where and how their thoughts or understandings diverge. Again, it rests on communication and active listening. Sometimes it may be as simple as restating or drilling into certain facts or data. Sometimes negotiated compromise may be the best way solution. However, sometimes there are “staked positions” with no give in sight. The goal is communications; where the two share views and where and what their differences may lie. Once that the positions have been identified the work towards a solution can begin or if no compromise is in sight, then a resolution for the body.

5. Organization and planning is often a challenge when working in the community and juggling multiple tasks. How will you work to achieve the goals of this position while still completing paperwork, communicating effectively, and meeting the needs of Council, City Clerk, staff, and citizens?

**I subscribe that good City Managers are “on-duty” regardless of the clock. Like the military, there are no necessarily defined hours in city operations . . . they go on 24 hours a day. That isn’t saying the Manager is in the office round day and night, but it does mean he or she performs their duties whenever necessary. Second, technology is a “force Multiplier”. If we’ve learned anything from the pandemic, we know a competent, dedicated and focused team member, can perform many responsibilities from somewhere other than the office.**

6. Please describe any experience you have had facilitating economic development in a community. Please describe your involvement in a specific economic development project, from inception to completion including: 1) your role in the project; 2) any problems/issues you encountered; and 3) the results of the project.

Below are documented examples of major experiences I have as City Manager in two totally different communities and environments. I highlight the Cordova Center so that Council can get a feel for my performance in an Alaskan City.

**CORDOVA, ALASKA:**

To understand and appreciate the personal and professional importance of this project, one needs to comprehend the complexity and breadth of size of the initiative. Cordova is one of the top 10 commercial fishing communities in the U.S. Peninsula-based and fronted by Prince William Sound and ringed by the snow-capped mountains of the Chugach National Forest, Cordova is inaccessible by car. All materials and products must be shipped by air or sea. With a static 3k+ population, the city grows by several thousand for about 7 months a year to support the fishing industry. A sizeable portion of the population are members of the federally recognized Native Village of Eyak, and during fishing season, the city is a polyglot of languages and cultures. From Russian and Filipino fishing crews, to Hispanics working in the fish processing plants, Cordova is extraordinarily diverse.

As the new City Manager, City Council tasked me to lead a project that was essentially dead-on arrival. Designed nearly two decades earlier as an all-purpose community facility, library, theater, museum and new City Hall, progress on the building had stopped before my arrival. Various members of Council and a notable portion of the community had soured on the effort, and funding was non-existent. Plagued from the offset with the mandate to accept the lowest bid, by my arrival the project had ground to a halt with only an empty shell, and continuous threats of litigation with the contractor to show for it. A shroud prevailed over the entire project and its near two-decade evolution of concept to construction was imploding in real time.

Starting by addressing the city's antiquated bidding process, we negotiated a Council supported release from the original contractor. A new contractor and agreement were secured and Council authorized hiring the city's first Professional Engineer (PE) to oversee day-to-day construction intricacies. We partnered with strategic local and state officials and the Rasmussen Foundation to create an aggressive capital funding campaign. Sustaining laser focus on teambuilding, advocacy, and consistency of messaging was essential throughout our media initiatives. Rigorous, often heated in-process reviews with major stakeholders were executed and zealously monitored, and the Team publicly celebrated completion of small victories and major milestones. It was an extraordinary effort that drew on virtually every fundamental element of leadership, management and budgeting but absolutely well worth the effort. Pictures at: <http://www.thecordovacenter.com/>

The second are documented examples as City Manager of Aberdeen, Maryland:

Developing a supportive and sustainable environment for exceptional high-tech business opportunities came with Aberdeen's selection as the site for the Headquarters of the National Center for Additive Manufacturing: (<https://www.baltimoresun.com/maryland/harford/aegis/ph-ag-additive-manufacturing-aberdeen-center-20180629-story.html> );

Aberdeen named the newest site of the University of Maryland Medical System: (<https://www.baltimoresun.com/maryland/harford/aegis/cng-ag-harford-memorial-follow-0422-20200422-fbkfodertvb4xmm7lcj6atkjby-story.html> ).

Development of land, utility, building and zoning incentives to support business growth:



- a. **Water sewer connection fee waivers:** <https://www.aberdeenmd.gov/business-incentives/pages/tod-economic-development-incentive-program> ).
- b. **Zoning changes:**  
(<https://planning.maryland.gov/Pages/OurWork/tod/bpaberdeen.aspx> )
- c. **Facade grants:** (<https://www.aberdeenmd.gov/economic-development-commission/pages/facade-improvement-program>
- d. **City based land acquisitions and sales:**  
<https://www.baltimoresun.com/maryland/harford/aegis/ph-ag-old-ahs-purchase-0117-story.html> and <https://www.baltimoresun.com/maryland/harford/aegis/cng-ag-prost-opening-0131-20200131-yow6hvopgzconh2xucw6zt444a-story.html> ).

**State of Maryland Main Street program for current business improvement and future business attraction:** (<https://www.aberdeenmd.gov/aberdeen-main-street#:~:text=Aberdeen%2C%20MD%20%E2%80%93%20The%20City%20of%20Aberdeen%20has, and%20entr>

**Partnered with the U.S. Army’s Aberdeen Proving Ground for major environmental restoration initiatives in the Chesapeake Watershed.**

**Aberdeen’s downtown train station and a component of our transportation hub plan:**  
<https://www.baltimoresun.com/maryland/harford/aegis/ph-ag-train-station-grant-0929-story.html>

7. Explain your experience in developing, implementing, and monitoring a budget for a municipality.

**This is the “bread and butter” of city management. The key, or core to enhancing a city’s fiscal condition is economic development . . . not “slicing the pie smaller” but increasing the size. From my perspective, predictability and sustainability are paramount in municipal management, so my focus has largely centered on solid, day to day budgetary management (e.g., predictability) and preservation (e.g., sustainability) of what we have. Projects like spearheading the Cordova Center, Aberdeen’s new hospital, a new exit ramp off Interstate 40 in Mt. Juliet, Tennessee, creation of Tennessee’s only railroad “Quiet Zone” and the largest “shovel ready” infrastructure award in Vestavia Hills are tangible, demonstrative evidence of my focus on my philosophy and approach towards developing and executing the budget and sound financial management and sustainability.**

**Possibly as a result of my federal experience or maybe from serving as CM in several communities, I become enamored with actively using the annual audit as a “philosophic barometer” to approaching city fiscal management. This yearly process provides a comprehensive financial, budgetary and management “snapshot” and I’ve found auditors are like “staff multipliers” when it comes to establishing financial policies and discussing budgetary initiatives. Engaging and challenging the audit team as partners to identify process improvements, material weaknesses and trend analysis are logical but often overlooked. Using this framework, during my tenure at Aberdeen we improved our Fitch Bond Rating to AA+. See:**

<https://www.aberdeenmd.gov/home/news/city-of-aberdeen-receives-aa-bond-rating>

**THANK YOU!**

**Randy Robertson**

### **Chief of Staff**

**U.S. Army - White Sands Missile Range (WSMR), NM  
2005-2006**

Chief of Staff of America's largest military community, southern New Mexico's largest employer and regional economic engine. Directly supported the Army's wartime operations in Iraq and Southwest Asia. Partnered with the Commander in leading one of the Army's premiere military organizations. Responsible for a \$500m+ budget and several billion dollars in facilities and equipment. Oversaw 11 major directorates and 31 civilian, contractor and military tenant activities. Accountable for community support services including budgetary, security and emergency management, human resources, contract administration, health-care, IT and communications, facility development/management, logistics, recreation and legal.

### **Brigade Executive/Chief of Staff**

**U.S. Army – Europe  
2001-2005**

U.S. Army's Second Signal Brigade, U.S. Army Europe, Deputy Command/ CofS position. Directed operational activities of a 2k military/civilian/international staff providing communications, automation and administrative services to 27 U.S. military and diplomatic communities in Europe, Africa, and Southwest Asia (Operation Iraqi Freedom). Coached, mentored and provided professional development to the senior field grade, civilian and international staff. Accomplishments included:

- Senior negotiator to 12 international labor and trade unions
- Executed extensive upgrades in community facilities and services
- Created innovative IT distance learning training packages used across Europe and Southwest Asia
- Implemented and guided wartime operational activities providing accountability for \$1b+ in equipment, facilities and infrastructure

### **United States Army Officer (Retired)**

#### **Education**

- Diploma, Advanced Graduate Studies in Education
  - Diploma, Advanced Graduate Studies in Healthcare Admin
  - Master's Degree in Urban Planning
  - Master's Degree in Public Administration
  - Master's Degree in Strategic Planning
  - Certificate, FEMA Emergency Mgt. Executive Academy
  - Harvard University Senior Executive Fellowship
  - NATO Staff Officers College
  - Certificate, Business Administration
  - Diploma, International City Mgrs. Association Senior Executive Institute
  - International Personnel Mgrs. Assoc Senior Program
  - Diploma, U.S. Army Command & General Staff College
  - Bachelor's Degree
- Boston University  
Central Michigan University  
The Johns Hopkins University  
Western Kentucky University  
United States Army War College  
FEMA/Harvard/TX. A&M  
Harvard University  
Brussels, Belgium  
Belmont University  
University of Virginia - Dept of Washington, D.C.  
Washington, D.C. - Syracuse Maxwell School at Syracuse  
Ft. Leavenworth, KS.  
Western Kentucky University

#### **Job-Related Skills, Awards & Professional Affiliations**

- International City Mgrs. Association
- International Personnel Managers Association
- AK Region Salvation Army Advisory Bd.
- Awarded Mt. Juliet and Cordova Key to the City
- Greater Birmingham Regional Planning Commission
- Board (ex-officio) Cordova Community Medical Center
- Prince William Sound Reg Dev Board of Directors
- Former Director, University Medical Center, Lebanon, TN.
- Secondary Teaching Certificate (KY)
- U.S. Army Legion of Merit & 2 Civilian Svc Awds
- WKU Master of Public Admin Advisory Board
- Eagle Scout
- Nashville Transit Alliance Academy
- Military Officers Association of America
- American Legion
- Maryland Municipal League

- 2018 ICMA Conference Planning Committee (Baltimore)

**Adjunct Faculty/Instructor**

- ICMA selected instructor at the China University of Political Science and Law (Beijing, China)
- University of Baltimore (MBA) - City Colleges of Chicago - Ohio University - Central Michigan
- University of Maryland European Division - Cumberland University – University AL at Birmingham
-

## EMPLOYMENT APPLICATION



CITY OF PALMER  
231 W Evergreen Avenue  
Palmer, Alaska 99645  
(907) 761-1302  
<http://www.palmerak.org>

Stinnett, Susana V  
24-00018 CITY MANAGER

Received: 5/16/24 11:51 AM

For Official Use Only:

QUAL: \_\_\_\_\_

DNO: \_\_\_\_\_

Experience

Training

Other: \_\_\_\_\_

## PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER		EXAM ID# : 24-00018
NAME: (Last, First, Middle) Stinnett, Susana V		SOCIAL SECURITY NUMBER: [REDACTED]
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		EMAIL ADDRESS: [REDACTED]
HOME PHONE: [REDACTED]		NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: <input type="checkbox"/> Yes <input type="checkbox"/> No	DRIVER'S LICENSE: State: [REDACTED] Number: [REDACTED]	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input type="checkbox"/> Yes <input type="checkbox"/> No
What is your highest level of education? Master's Degree		

## PREFERENCES

MINIMUM COMPENSATION: \$65.00 per hour; \$130,000.00 per year
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular
TYPES OF WORK YOU WILL ACCEPT: Full Time
SHIFTS YOU WILL ACCEPT: Day, Evening, Weekends
OBJECTIVE: To provide effective, efficient, transparent, and responsive services to the public that is guided by laws and ordinances, resolutions, and directives from the City Council in implementing duties I am entrusted with in serving citizens.

## EDUCATION

DATES: [REDACTED]	SCHOOL NAME: University of Phoenix	DEGREE RECEIVED: Other
LOCATION: (City, State/Province) Phoenix, Arizona	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
MAJOR: Major in Public Administration		

## WORK EXPERIENCE

DATES: From: 7/2021 To: 12/2022	EMPLOYER: City of Dillingham	POSITION TITLE: Assistant Finance Director
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$6,500.00/month	
DUTIES: Assisted the Finance Director in employee supervision, recruitment, and training. Reviewed payables, payroll, and receivables prepared by the accounting technicians for final processing. Balanced daily sales receipts and deposited collected funds to the bank. Assisted in reconciling bank statements. Maintained grant files for reporting. Submitted progress reports to Federal, State, and local funding agencies. Assisted the Finance Director as directed and served as acting Finance Director during the Director's absence.		
REASON FOR LEAVING: Unfavorable housing conditions and to concentrate in completing my Master of Public Administration.		
DATES: From: 9/2019 To: 3/2020	EMPLOYER: City of Unalakleet	POSITION TITLE: City Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$5,100.00/month	
<b>DUTIES:</b> As the Chief Administrative Officer in a Council-Manager form of government, managed city operations in providing public services to residents in the community. Implementing city ordinances and resolutions passed by the City Council as well as directives by the City Council. Led and worked with department heads and administration staff to ensure effective and responsive delivery of services. Managed all grant projects. Submitted progress reports to funding agencies. Collaborated with city Leaders, tribal leaders, corporation leaders and city employees in serving the public. Partnered with businesses and welcomed guest.		
<b>REASON FOR LEAVING:</b> Personal Reasons		
<b>DATES:</b> From: 1/2012 To: 3/2016	<b>EMPLOYER:</b> City of Saint Mary's	<b>POSITION TITLE:</b> City Manager
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 50	<b>SALARY:</b> \$6,000.00/month	
<b>DUTIES:</b> Responsible for the enforcement of city ordinances, risk management, contractual, budgetary, procurement, fiscal accountability, public relations, personnel management, and other administrative matters.		
<b>REASON FOR LEAVING:</b> Moving back to Anchorage. Continue pursuing higher education.		

#### CERTIFICATES AND LICENSES

<b>TYPE:</b> Real Estate Salesperson	
<b>LICENSE NUMBER:</b> 117948	<b>ISSUING AGENCY:</b> State of Alaska

#### Skills

<b>OFFICE SKILLS:</b> Typing: Data Entry:
<b>OTHER SKILLS:</b> Accu-Fund and Quick Books accounting software. - Beginner - 2 years and 0 months
<b>LANGUAGE(S):</b> Tagalog/Filipino - <input checked="" type="checkbox"/> Speak <input checked="" type="checkbox"/> Read <input checked="" type="checkbox"/> Write

#### ADDITIONAL INFORMATION

<b>Additional Information</b> Worked at AlaskaUSA Credit Union, a financial institution from February 1993 to December 1998 (15 years). Started as a Teller and progressively moved up to my position as an Assistant Branch Manager. Then I have decided to pursue my personal goal of operating my own business, a Bed and Breakfast in Bethel and Homer Alaska. Ultimately, deciding to serve the public from 2009 to present.
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#### REFERENCES

<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> William "Bill" Alstrom	<b>POSITION:</b> City Mayor
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Petra Cupino	<b>POSITION:</b> Professional (Real Estate Client) and Personal Friend
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Andy Journey	<b>POSITION:</b> Public Works Director City of Saint Mary's
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]



Agency-Wide Questions

1. Have you previously worked for the City of Palmer?  
No
2. Are you related to anyone who is currently employed by the City of Palmer?  
No
3. If you answered yes to the previous question, please provide the individual's name and department
4. Are you able to perform the essential functions of this job with or without reasonable accommodations?  
Yes
5. If you answered yes to the previous question, please explain:
6. Have you ever been terminated or asked to resign by a former employer?  
No
7. Have you been convicted of a misdemeanor within the past five years?  
No

Job Specific Supplemental Questions

APPLICANT'S SWORN STATEMENT AUTHORIZATION AND RELEASE I hereby affirm all the information I provided or will provide to the City of Palmer relating to my application for employment, whether by written application form, resume, oral statement or otherwise, is true and complete to be the best of my knowledge. In addition, I agree that any intentional misrepresentation or omission and any material negligent or innocent misrepresentation or omission in or from said information may disqualify me from further consideration for employment any may be considered justification for immediate discharge from employment if discovered at a later date. I hereby authorize any person, organization, or governmental entity, including any current or former employer, to release to the City of Palmer or any authorized person acting on behalf of the City, any and all information, in any manner requested, which may be relevant to my character or qualifications for the City position for which I applied. I authorize current and former employers to give to the City of Palmer any and all employment records in their possession dealing with me, including, but not limited to, job descriptions, wage information, employment records, performance appraisals, disciplinary records, layoff slips, attendance records, reports, or other documents relevant to my application for work or actual employment with the employer, including records relevant to drug and alcohol tests conducted by or on behalf of the employer or in the possession of the employer. I also authorize the release of information and written records concerning my educational history, driving records, and criminal or civil actions. I request that all persons and organizations cooperate fully in providing information to the City, including allowing the interviewing of supervisors, co-workers, educators, or other references. I hereby release all persons, employers, organizations, governmental entities, or any other entity providing information.

1.

I Agree

2. Have you attached the required writing examples?

Yes

3. Have you attached your answers to the supplemental questions as noted in the job bulletin?

Yes

The following terms were accepted by the applicant upon submitting the online application:

*The information provided in this employment application is true, correct, and complete. If employed, any misstatement or omission of fact on this application may result in dismissal. I authorize investigation of all statements contained in this application for employment as may be necessary in arriving at an employment decision. This authorization includes permission to check employment references. If selected for employment you may be required to supply proof of authorization to work in the U.S., have a physical examination and/or drug test, supply and/or authorize a criminal background check, supply and/or authorize a copy of your motor vehicle record (MVR), or sign a conflict of interest agreement and abide by its terms. I understand that acceptance of an offer of employment does not create a contractual obligation or permanent employment upon the City of Palmer. Employment may be terminated at any time at the option of the employee or City of Palmer.*

This application was submitted by Susana V Stinnett on 5/16/24 11:51 AM

Signature\_\_\_\_\_

Date\_\_\_\_\_

May 14, 2024

To: Mayor Carrington and City Council  
City of Palmer, Alaska  
231 West Evergreen Avenue  
Palmer, Alaska 99645

From: Susana Stinnett



Re: City Manager Recruitment

Mayor Carrington and City Council,

First, it was nice meeting you and thank you for the consideration and time you have given me for the City Manager job interview. I am enclosing a trip report from Fred Broerman, Local Government Specialist with the State of Alaska to help validate how I strive to build financial stability during my tenure as City Manager. Additionally, I am enclosing a page regarding my accomplishments as City Manager and Project Manager. I am results oriented and go the extra mile to collaborate and build relationships with the City Council, internal, and external stakeholders to achieve goals for the public's benefit. In addition to my qualifications and capability, the best I could offer is my passion and dedication as a public servant to serve my fellow Alaskans.

At the end of the day, what we do as public servants is all about serving the public. I have good work ethics and lead by example. Empowering employees to take ownership of their roles and responsibilities to provide effective, efficient, and responsive public service. I reflect on how I served and how I can improve. Based on information available on the city's website, I acknowledge and commend the leadership of the City Mayor and the City Manager in maintaining a sound working environment, working relationships, and financial sustainability. I intend to continue maintaining the organizational culture of the city and embrace the small town feel of Palmer that I cherished growing up. I am interested in joining the city team in serving the citizens of Palmer.

I am aware that the library improvement or replacement is on the priority list of Palmer's community projects. I am passionate about community improvements to improve the social, health, safety, and economic conditions in the community. During my years of experience in project management, I found ways to secure funding for projects to materialize.

Palmer is a unique city and an ideal place to live, work, and play. As an Alaskan resident for 34 years, I am here to stay as a public servant. It would be ideal to be a community member of Palmer Alaska at its Best.

Looking forward to being interviewed for a second chance to hopefully present my purpose, passion, and dedication to serve.

Sincerely,

A handwritten signature in blue ink that reads "Susana Stinnett".



# MEMORANDUM

# STATE OF ALASKA

Commerce, Community, and Economic  
Development

TO: John Nickels, LGS IV

DATE: December 26, 2012

FROM: Fred Broerman

SUBJECT: Trip Report

**PURPOSE OF TRIP:** To work with the city manager and bookkeeper to create a RUBA compliant monthly financial report.

**PERSONS CONTACTED:** City Manager Susanna Stinnett and Bookkeeper Sven Pauken.

**OBSERVATIONS:** Since 2010, the City of Saint Mary's has had three city managers. During the turnovers in management, the municipality struggled with cash flow and heating fuel storage problems. Despite these obstacles, the current city manager, hired in January of 2012, has made great strides in building sustainability into the city. The city operates a gravel mining enterprise that sells its materials to construction projects along the Lower Yukon River. The manager significantly raised gravel prices to make the enterprise more profitable. Profits from the gravel mining operation are used to subsidize the city's water and wastewater utility and other city services. The manager was also instrumental in city council passing the first rate increase (from \$75 to \$97) for residential water customers since the piped water/wastewater facilities were built in the 1990's. She has also brought significant income to the city by renting and barging extra heavy equipment the city owns to large scale construction projects along the Yukon. The City of Saint Mary's has a population of 554, is the Yukon-Kuskokwim Delta's only first class city, and operates with about a four million dollar annual budget.

The city had not been compliant with RUBA financial indicators for nearly two years. Therefore, the manager requested on-site assistance from Bethel staff to create a RUBA compliant monthly financial report for the municipality. On Monday morning, December 17, Bethel staff started the project by interviewing the manager and the bookkeeper about how the city's departments, grants and projects were set up in QuickBooks. Then we started adapting a spreadsheet format to fit the city's needs. The final product had columns that compare annual budgeted amounts for each QuickBooks class (and the categories within each class) to year-to-date amounts and gives a running balance for each month's expenditures and revenues. The bookkeeper added a column to the left side of the spreadsheet and entered chart of account number designations for each category to more easily facilitate entering financial data from QuickBooks into the new spreadsheet. The bookkeeper then began the lengthy task of querying QuickBooks, printing out reports, and entering financial data into the new multi-month financial report spreadsheet from the beginning of FY13 to date. As he entered data he also edited numerous entries within the city's QuickBooks file so they would match the spreadsheet. The city manager reviewed draft versions of the spreadsheet and Bethel staff made several formatting changes. The project took almost two days to complete. The spreadsheet shows the city is operating profitably with a

comfortable margin for winter expenses.

Late Tuesday afternoon, December 18, the manager gave Bethel staff a tour of the city's facilities and photos were taken. Bethel staff also reviewed the city's RUBA online report with the city manager and answered her questions about compliance for several indicators. A copy of the RUBA compliance guide was also left with the manager. The manager provided several documents which will be used to update the city's online report.

**RECOMMENDATIONS:** The city manager should make sure the monthly financial report is kept up date and review it two or three times a month. The city manager and bookkeeper should also explain the details of the new multi-month financial report to the city council.

**CC:** Saint Mary's City Council  
John Hutchison, Senior Engineering Project Manager  
Elizabeth Manfred, RUBA Program Manager

# Susana V. Stinnett



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## Accomplishments as City Manager and Project Manager

Successfully managed the challenging financial situation of the City of Saint Mary's by increasing revenues and reducing expenses. Actions taken: In 2012, I learned how to manage a city and a gravel pit. Negotiated sales contracts for production and gravel delivery to the city dock. Secured and increased gravel sales contract and equipment rentals. Reduced fuel cost by contracting with Ruby Marine to supply diesel and gasoline needs for \$3.00-\$4.00 per gallon instead of \$6.00-\$7.00 at Crowley. By 2014, All outstanding city debts were paid and credits with vendors were restored. The city was restored to financial stability.

Recommended to the City Council to approve paying off the 170 acres Mission Property for clear title in order to begin with housing and economic development. Today, on the property, a Bulk Fuel Tank Farm project is in progress for an Electric Company in exchange for a fuel storage tank for the city. The boy's dorm was renovated to house a crew of 30 for a construction company and residential lots have been platted and recorded for a subdivision.

Completed Capital Projects: I am passionate and driven to completing projects for community improvements. Projects closed: (1) Continued work with CE2 Engineering on Water and Sewer Main Replacement Project from 4" PVC pipes to 6" HDPE arctic pipes to include Fire Hydrants. (2) Worked with FEMA on Water and Sewer Lines Re-Alignment Project and (3) Road Restoration Project damaged by Flood. (4) Other federally funded projects such as ARRA and CDBG.

Unserviced Homes: Presented and discussed with John Hutchinson, a Senior Engineering Project Manager with Alaska Native Tribal Health Consortium (ANTHC) regarding the unsanitary conditions of honey buckets. With John's help the city secured a \$1.6 million grant to connect the unserved homes to the water/sewer pipe system.

Built a motivated city team by working and learning with each other on how to be more effective and efficient in providing service to our people. We worked as a team.

*Susana Stinnett*



33458	16169068	16132240	9069	9006	EB	1992	AZCP
33458	16169017	16132240	9074	9016	EB	1992	AZCR
33399	16169018	16132240	9078	9026	CB	1992	AZCS
33744	16169080	16123860	9082	9036	CB	1991	AZCT
33458	16169085	16123860	9087	9046	CB	1991	AZCU
33399	16169019	16132240	9092	9056	CB	1992	AZCW
33458	16169095	16132240	9096	9066	CB	1991	AZCX
33458	16169099	16132240	9100	9076	CB	1992	AZCY
33458	16169105	16132240	9106	9086	CB	1991	AZCZ
33777	16181904	16173278	1905	8993	NB	1993	AZDA
33777	16181908	16173278	1909	9003	NB	1993	AZDB
33777	16178928	16173278	8929	9023	NB	1993	AZDD
33777	16181916	16173278	1917	9033	NB	1993	AZDF
33777	16181920	16173278	1921	9043	NB	1993	AZDH
33798	16181928	16173278	1929	9073	LB	1993	AZDL
33798	16181932	16173278	1933	9083	LB	1993	AZDM
33589	16169892	16156480	9894	9031	C1	1993	AZDN
33589	16169897	16156480	9898	9041	C1	1993	AZDP
33589	16169916	16156480	9917	9051	C1	1993	AZDR
33409	16170410	16130754	412	9156	CB	1992	AZFR
33392	16169157	1227747	9503	9171	G3	1987	AZFT
33392	16169158	1227747	9506	9181	R2	1987	AZFU
33392	16169159	1227747	9512	9191	R2	1987	AZFW
33612	16169696	16144288	9697	9281	C1	1993	AZHN
33612	16169705	16144288	9706	9301	C1	1993	AZHR
33710	16169709	16144288	9710	9311	C1	1993	AZHS
33612	16169713	16144288	9714	9321	C1	1993	AZHT
33770	16169717	16144288	9718	9331	C1	1993	AZHU
33770	16169721	16144288	9722	9341	G1	1993	AZHW
33612	16169725	16144288	9726	9351	C1	1993	AZHX
33710	16169729	16144288	9730	9361	C1	1993	AZHY
33529	16169737	16147060	9738	9381	C2	1992	AZJA
33529	16169741	16147060	9742	9391	K2	1992	AZJB
33589	16169745	16127470	9746	9401	G3	1992	AZJC
33529	16169749	16147060	9750	9411	G3	1992	AZJD
33529	16169753	16147060	9754	9421	G3	1992	AZJF
33529	16169757	16147060	9758	9431	P3	1992	AZJH
33422	16169528	16132240	9559	9536	EB	1992	AZJC
33422	16169529	16132240	9566	9546	CB	1992	AZKD
33430	16169578	16141470	9579	9554	CB	1991	AZKJ
33430	16169583	16141470	9585	9564	CB	1991	AZKK
33430	16169588	16141470	9589	9574	CB	1991	AZKL
33430	16169593	16141470	9595	9584	CB	1992	AZKN
33430	16169598	16141470	9599	9594	CB	1992	AZKP
33430	16169605	16141470	9606	9604	CB	1992	AZKR
33430	16169609	16141470	9610	9614	CB	1991	AZKS
33430	16169615	16141470	9616	9624	HB	1992	AZKT
33430	16169568	16132792	9569	9634	WB	1990	AZKU
33430	16169573	16132792	9575	9644	WB	1990	AZKX
33492	16170687	1227730	688	9811	JB	1992	AZLA
33631	16170704	1227730	705	9841	JB	1992	

5B

32.00 KB

4.00 KB

4.00 KB

4.00 KB

# **SUSANA V. STINNETT**

**City Manager Applicant**

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## **Contact Information:**



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## **Qualifications:**

- Eight (8) years local government experience in Alaska (Five plus years in leadership).
- Six (6) years grant management, implementation, progress reporting, and closing.
- Four (4) years gravel pit production and sales contract manager.
- Critical thinker with common sense approach in problem solving. Welcoming feedback and varying opinions to the table to see different perspectives in the evaluation and selection of creative alternative solutions for implementations.
- Encouraged public participation in public policies and community problem solving to build trust in government.
- Open door policy. Listening, understanding, and responding.
- Partnered and collaborated with internal and external stakeholders.
- Incorporates different styles of leadership to properly address situations.
- Understanding my role and complying in implementing the City Council's priorities and directives in serving the public.

## **Education:**

- Master of Public Administration – University of Phoenix
- Bachelor of Science in Business Administration, Major in Business/Public Administration – University of Phoenix
- Associate of Arts in Business – Western International University

## **SUSANA V. STINNETT**

### **Professional Experiences:**

Assistant Finance Director  
City of Dillingham

July 2021 -  
December 2022

- Assisted the Finance Director with staff recruitment and training.
- Reviewed bi-weekly payables, payroll, and receivables prepared by the account technicians for final processing.
- Balanced daily sales receipts and deposited collected funds to the bank.
- Assisted in reconciling bank statements. Maintained grant files.
- Submitted progress reports to Federal, State, and local grantor agencies.
- Assisted the Finance Director as directed and served as acting Finance Director during the Director's absence.

City Manager  
City of Unalakleet  
City of Saint Mary's

September 2019- March 2020  
January 2012 – March 2016

- Managed city operations, managed capital projects, and managed a gravel pit operation. Implemented city ordinances and resolutions passed by the City Council as well as directives by the City Council.
- Led and motivated staff to ensure responsive delivery of services.
- Worked with federal, state, and local funding agencies in implementing, reporting, and closing of grant projects.
- Maintained and improved services provided to the public effectively and efficiently.
- Collaborated with department heads to ensure City Council's priorities become a reality. Collaborated with city leaders, tribal leaders, corporation leaders, and city employees in serving the public.
- Partnered with businesses and welcomed guests.
- In addition to managing city operations and project implementation, managed a gravel pit operation with 14 employees producing gravel and delivering gravel to the city dock for barge loading.
- Improved the social, safety, and economic conditions in the community.

## **SUSANA V. STINNETT**

- Negotiated and contracted with barge companies regarding price and delivery of gravel.
- Worked with department heads and the Finance Director in the preparation of the annual budget presented to the City Council for approval and adaptation.
- Executed the budget throughout the year. Monitored and reviewed the budget for the needed transfer of budgetary appropriations among budget items during the fiscal year.
- Prepared for annual audit and worked with auditors during the audit.
- Performed all other duties necessary to perform the duties and responsibilities effectively and efficiently as a leader, listening, and responding to residents' concerns, suggestions, and all other duties as assigned by the City Council.

### **City Clerk/ Bookkeeper/Grant Project Manager July 2009- Nov 2011 City of Alakanuk**

- Prepared meeting packets, attended City Council meetings, and took minutes.
- Maintained city records, processed payroll, payables, and receivables.
- Submitted monthly reports to City Council.
- Transformed non-revenue city owned properties to rental properties.
- Implemented, reported, and closed grant projects with FEMA, the funding agency for road restoration and water/sewer realignment projects due to flooding.
- Served and assisted residents over the phone and in the office.

#### **ADDITIONAL EXPERIENCES:**

Notary Public for ten (10) years.

Management/Supervisor in Banking for seven (7) years.

Realtor in the State of Alaska for several years.

**Susana V. Stinnett**



**Professional References:**

William "Bill" Alstrom – Mayor, during my tenure as City Manager  
City of Saint Mary's



Fred Broerman – Local Government Specialist, State of Alaska



Work Reference- RUBA Rating, Utility Rates

Everett and Petra Cupino- Real Estate clients, friends



Junie Jackson – Member Services Supervisor, Global Credit Union



Andy Journey – Director Water/Wastewater, City of Saint Mary's



## **Executive Summary**

Susana Stinnett  
University of Phoenix – Student MPA/593  
Professor Rosalind Mcadams  
October 2, 2023

### **New Policy – in recruitment, funding resources, and partnerships for Law Enforcement Officers**

**Introduction:** The City of Saint Mary's, a small city in remote western Alaska, a city accessible only by air for travelers to and from the City of Anchorage. The 500 air miles distance for flights or the lengthy nautical miles by barges through the Aleutian chain for cargo during the summer months is not accessible in the winter due to the frozen Yukon River. The small city with a population of 602 residents relies mostly on sales tax revenue for the city. There's no real property tax. The city struggles in their revenues and expenses budget in delivering public services to the public. One of those services is law enforcement. The public administrator appointed by the council manages city operations and tasks with roles and responsibilities to inform and work with the city council in the creation or changes of policies to improve services provided to the public.

**Problem Statement:** Safety concerns in the community are expected and obvious. Response time or no response at all by law enforcement have been at an unacceptable level. The City of Saint Mary's used to have sufficient staff to cover the 24/7 shifts in the public safety department. Apparently, staffing from four (4) law enforcement officer was reduced to one (1). This situation is a problem. What can the city, the local governing body and public administration do to resolve this problem?

**Summary of Research on problem statement:** Under my leadership during my tenure serving in Saint Mary's, the city's public safety department has four (4) officers. Currently, the city is down to one (1) officer (phone conversation with city council member Bossa Alstrom), which is not sufficient to cover 24/7 shifts. The situation creates problems in keeping law and order in the community.

An employee needs 6-8 hours of rest or sleep to effectively provide public safety services. As the lone officer, with 24/7 shift to be covered, it is not possible to be available to respond to calls during rest periods or during a shift when the officer is handling a call when another call comes in. Response time to other calls will be delayed or remain unanswered. Public service in Saint Mary's is ineffective, inefficient, inequitable, and a problem that needs to be addressed.

Research shows that there is a shortage in law enforcement staffing nationally, statewide, and in several local governments. The State of Alaska with shortages in its State Trooper Department has a recruitment team recruiting for law enforcement officers at the Alaska State



Fair (Alaska News Source, live TV broadcast, September 2023). Law enforcement recruitment for several Alaskan communities was also posted in Alaska Municipal League (AML) classified ads.

The proposed policy for law enforcement recruitment should entail positive marketing and highlight desirable and flexible situations for prospective officers. Creative incentives such as; hiring bonuses, competitive salary, and paid training with stipends could help attract potential applicants for the much-needed staffing needs (usdoj.gov, January 2022). In Saint Mary's, the policy will include flexibility in residency as well as the option to serve with a rotational schedule. Some officers or employees prefer not to reside year-round in the remote communities of Alaska. Due to the remoteness of the city's location with lack of urban living amenities, the recruitment could replicate 2 weeks on- weeks off schedule similar to work schedules in the North Slope Oil Industry in Alaska (umn.edu).

#### **Project Design and Implementation Plan:**

1. **Short-term goals** – the short-term goal for the administration and the governing body is to develop a policy to start addressing the problem. First, the problem needs to be fully defined and developed to come up with a policy to address the situation. A policy agenda needs to be presented for discussion and consideration of a new policy to improve staffing in the public safety department. The agenda will include brainstorming of ideas to be communicated to stakeholders and engage stakeholders to hear their ideas, biases, perspectives, concerns, and suggestions to address the problem. Defining the problem and pinpointing the cause(s) of the problem. Once consensus is reached in the policy development process, long term goals can be identified.
2. **Long-term goals** – The long-term goals in addition to recruitment is retention of law enforcement officers and an active positive employee-leadership relationship to foster open communication and stay abreast of planned resignation or retirement of officers to start recruitment to prevent unacceptable gap in officer placement. Most importantly, to provide continued public safety services to keep the public safe and keep law and order in the community.
3. **Communication Plan to Key Stakeholders** – in a democratic government, the public, the beneficiary and recipient of policies adopted and implemented affects their daily lives directly or indirectly should participate and be heard during City Council meetings with meeting agendas, where, and when the meeting is held. The public is given notification several days before the meeting. Participation can be conducted in person or via Microsoft Zoom. The policy maker, more likely the administrator planning and formulating policies and the decision makers who are the governing bodies in their jurisdictions, communicates with the public by building support and consensus as well as compromises and negotiations to achieve common ground for agreements, starting from the planning of policy formulation to implementation and feedback of results. Public engagement creates a buy-in and public ownership of the policy's goals and objectives. The public will be participating in the final formulation and adoption of the policy. The public are also encouraged to communicate feedback to policy implementors of policy implementation results. This process helps in tracking and evaluating results

for an opportunity to make changes for improvements as needed to acquire desired outcomes.

4. **Potential Roadblocks and Solutions to Overcome Roadblocks** – Funding is the main roadblock from the beginning to the end of the policy development to policy implementation. Creative alternatives are the following: A- General fund revenue could be re-appropriated to fund the policy's recruitment processes when workable enough to not impact other services drastically. B- is an alternative with a high potential because the city took advantage of the available program in the past. It is the agreement and partnership for the State of Alaska to provide two (2) Village Public Safety Officers (VPSO) with the city's responsibility to provide housing (VPSO is under the states' payroll expense) in exchange for the VPSO services. In addition to the VPSO program, the city could partner with the local tribal entity for their tribal police to work with the city police in enforcing law and order in the city. Consequently, adding 2 VPSOs and tribal police to have enough coverage for the 24/7 shift. Officers not on duty are on call in case of emergencies where a back-up officer is needed.
5. **Strategies Utilized in Developing the Proposed Policy** – The strategy utilized in the development of the policy is the creation of an outline to help guide policy makers and decision makers. In the development process, setting the agenda, policy formulation, and communicating to stakeholders must be in place before the enactment and implementation of the policy. In *setting the agenda*, the problem will be defined by finding the causes of the problem. The public administrator will have first-hand knowledge of why the problem exists. The public administrator oversees activities and reports from the law enforcement officer as well as information provided by the public on how law and order has been provided in the community. This compiled information will be presented to the legislators to help in their decision making of the proposed policy. Identified solutions to help resolve the problem along with budget or funding sources will be presented for the *policy formulation*. The identified solutions and policy formulation will be *communicated to stakeholders for discussions*. The public will be encouraged to participate and engage in policy discussions. Brainstorming among the policy makers, the decision makers, and the public is the democratic way of governance. Policies impact the public's daily lives. The public has the right to participate and to be heard. Identified solutions to the problem and funding resources strategies to implement the solution were considered and the best fit alternatives were selected.

Strategies in the development of the proposed policy included incorporating the *SMART* goals.

- Specific- specific goal is the recruitment of additional law enforcement officers.
- Measurable – budget is to hire three (3) officers
- Achievable – through positive and creative recruitment advertisement and back-up plan to supplement budget by partnering with the State of Alaska in providing VPSO Officers for the city and partnering with the local tribal organization for the Tribal Police Officer to work with city police and applying for grant funding.

- Relevant- the policy's relevance is its importance in keeping the public safe. Sufficient staffing for the 24/7 schedule is needed to effectively provide public safety services in Saint Mary's.
- Time-based- Recruitment will begin after the policy is adopted by the City Council on their next month's meeting in October 2023. Advertising will stay active for a month or until positions are filled. Results from the recruitment will dictate actions to pursue with the VPSO program and Tribal partnership. The implementation process will be tracked and monitored for results and evaluated every three months to repeat the process or identify other avenues to keep staffing at the desired level.

**The policy: Policy#xxx-2023. Recruitment and Retention of Public Law Enforcement Officer**

*Recruitment:*

- 1- Advertisement- the public administrator shall advertise recruitment For vacant law enforcement officers' position. Cost is \$300 for two Weeks with Alaska Municipal League (AML).
- 2- Sign-in bonus- the sign-in bonus shall not exceed \$10,000.
- 3- Flexible schedule – law officers may choose to reside in the city year Round (housing provided by the city) or choose a rotational schedule Of two weeks on two weeks off. The city shall provide round trip Airfare to and from Saint Mary's. Each cost is \$619.00
- 4- Officer Salary- refer to employee policy for salaries.

*Partnering with Agencies and other Nonprofit Organization:*

- 1- The city partners with the State of Alaska with the state's VPSO Program. Housing provided by the City of Saint Mary's.
- 2- Partner with the tribal entity in town for the tribal police to work with The city police.

*Grant Funding:* The public administrator shall research available public Safety grant funding through the state or federal funding agencies.

6. **Why those Strategies were chosen** – The strategies were chosen to ensure guidelines are in place to stay on track with the process, budget, partnering and funding opportunities. Back-up options are in place when a chosen action being implemented does not provide expected results. The policy is designed to direct the public administrator to take action in the recruitment process. The alternatives to acquire additional law enforcement officers are stated in the policy for the public administrator to decide on acting without having to amend an adopted policy to add these alternatives. The policy, however, could be changed to improve where needed.

7. **Assessment of the Effectiveness of the Strategies** – The strategy in defining the problem of unacceptable law enforcement services identified alternative solutions to the cause of the problem which is understaffing in the public safety department. The strategies identified in the recruitment process and other sources to increase law enforcement presence will address the untimely response to calls and calls that did not receive services due to a single officer tied up handling other calls. No back-up officer to call-in for assistance. The goal to staff the 24/7 shift is the ideal situation in keeping law and order in the community, keeping the public safe.

**Policy Outline:**

- Recruitment
- Partnering with other agencies and tribal or non-profit organizations
- Grant Funding
- Budget

Under the direction of the City Council, the public administrator shall implement policy #xxx-2023. The recruitment and retention strategy to fill vacant positions in the public safety department to efficiently deliver public safety and law enforcement to keep the public safe. The budget allocation and other alternative sources to staff the public safety department have been identified.

**Budget Justification:** Law and order in the community is very important. Keeping the public safe is a priority. Ineffective and untimely response to the public's call for safety assistance should not be acceptable. Providing public safety justifies allocating funding in recruiting additional officers to sufficiently cover the 24/7 shifts.

**References:**

Alaska Municipal League, (Retrieved October 1, 2023). AML Classified Ads.

Alaska's News Source, live TV broadcast (September 2023).

Cops US DOJ (January 2022). Reframing the Police Staffing Challenge: Strategies For Meeting Workload Demand.  
<https://cops.usdoj.gov/html/dispatch/01->

UMN.EDU (Retrieved September 2, 2023). Life On "The Slope."  
<https://www.d.umn.edu/-cstroupe/archive/5230/g/ocal/prudue/unw>

William "Bossa" Alstrom. (September 2023). Council Member, City of Saint Mary's. Phone communication.



**CITY OF SAINT MARY'S**  
P.O. Box 209  
St. Mary's, AK 99658  
Phone: (907)438-2515 Fax: (907)438-2719

December 10, 2014

To: Mayor William Alstrom and City Council  
From: Susana Stinnett, City Manager  
Subject: Manager's Report for November 2014

Good evening and Happy Holidays to all. The lighting of our Community Christmas Tree turned out to be a wonderful community get together. The Holiday Spirit was in the air. Residents were milling around chatting, having coffee or hot cocoa with a dough nut or a cinnabon roll. Children and adults alike were gathered near the bonfire while some children were climbing up to where the Christmas tree sits then take pictures before rolling back down from the tree. Representatives from the church's choir lead a group to sing Christmas songs. On top of that, we had a full moon lighting up the landscape. It was an evening filled with the spirit of Christmas. The scene was an inspiring community gathering.

November is a month to remember. It is the month when paying off the Mission Property was attended and applauded by some residents. It is also the month when we sent the pay-off check and the State of Alaska processed the satisfied note and released the deed for the Mission Property. I still need to submit reconveyance of deed to the Bethel Recording District to record the City's ownership of the Mission Property. See correspondence, item D.

Turkeys were distributed to the City Council and City employees for Thanksgiving. Christmas Cards to our customers and vendors were signed by the City Council and City Employees and were mailed out on Friday the 5<sup>th</sup> of December.

No news from AVEC as to when the electric service to the Mission will be activated. Brush cutting has been halted for the winter. Brush cutting will resume in the Spring of 2015.

I have contacted CE2 Engineering to work on the request for the downtown Andrafski Water Main Replacement Project. The cost estimate, project description, budget narrative and timeline will be completed before the City Council's Meeting in January so that I could enter the information in Capital Project Submission Information System (CAPSIS) before the Council's trip to Juneau.

I will be attending RUBA training for Personnel Management in January 12-16 in Anchorage. RUBA will cover \$1,000 in expenses through reimbursement to the City.

Best Holiday Wishes and Happy New Year!!!!

Sincerely,



# CERTIFICATE OF APPRECIATION

AWARDED TO

**Susana Stinnett**

In Appreciation for all your Compassion and Hard Work in bringing financial stability, and especially for acquiring the Mission Property, to the future of St. Mary's.

*Quyana Susana!!!*

Awarded this 6<sup>th</sup> day of December, 2014





  
**CITY OF SAINT MARY'S**  


April 10, 2014

To: Senator Lyman Hoffman  
State Capitol Room 11  
Juneau, AK 99801

From: Susana Stinnett  


Dear Senator Hoffman,

My name is Susana Stinnett. The City Council of Saint Mary's has hired me to the position of City Manager in January of 2012. I am motivated and committed in working for the residents of Saint Mary's and in working with the City Council, Community Leaders, Governmental and Non-Governmental Leaders and Organization's Representatives to serve the citizens of Saint Mary's. On behalf of the people of Saint Mary's, I come to you for support in improving the housing needs in the community. The City of Saint Mary's (COSM) is boxed-in with Native land allotments to the left and above and the Mission property is on the right side of town. We have young couples contacting the city office regarding housing. Office of Children's Services have also contacted the city regarding housing. There are some rental properties in town but availability is close to none. Therefore, I am writing to you in hopes of getting your support to a much needed property acquisition and improvements of the Mission Property here in Saint Mary's. Saving and improving the structures of the historic Catholic Mission School would be a great benefit to residents of Saint Mary's.

**Benefits for the people and City of Saint Mary's:**

- City's sewer lagoon that is located inside the Mission property will be on city property and would allow for future improvement and expansion.
- Creates new residential lots for housing expansion. Saint Mary's is boxed-in with Native land allotments. Young couples are looking for houses they could rent. These couples have no choice but to live with their parents.
- Housing for the staff of the Office of Children's Services (OCS) - there is a big turn over with the OCS staff due to shortage of housing in Saint Mary's. During the two years that I have lived in Saint Mary's, I knew of three OCS staff looking for housing. Two OCS staff left

- Saint Mary's due to housing shortage. Availability of permanent housing for OCS staff would help the State of Alaska in providing Children's Services to the Lower Yukon Region.
- Temporary housing for children who are left without parents due to Domestic Violence or other issues in the household.
  - Housing for Village Public Safety Officer (VPSO) - help ensure VPSO presence in Saint Mary's.
  - Save the structures from further deterioration.
  - Lodging for meetings, workshops, or conferences.
  - Temporary lodging for the employees of out of town companies.
  - Cafeteria, coffee shop or a restaurant.
  - Job creation (Housing) such as: Carpenters, Laborers, Housing Custodian, Housekeeper(s), Building Maintenance, Grounds Maintenance, Office Help and Housing Supervisor.
  - Job creation (Cafeteria) such as: Cook, Kitchen Help, Cashier, Driver, Shift Supervisor
- 
- Community Tank Farm (for AVEC intertie project) - City benefits because AVEC will provide a fuel storage tank for the city in exchange for AVEC's use of the property. The City of Saint Mary's is in need of fuel storage tank. Crowley's \$7.00 plus per gallon price deplete funds allocated for maintaining roads and other services that the city provides. Bulk fuel price per gallon is about \$4.00 delivered to the city by Ruby Marine.

Additionally, the AVEC plant has the potential of getting flooded during the spring break-up. Relocating the plant to higher ground would ensure a safer ground for the plant.

Furthermore, the main buildings at the Mission School could be preserved for historical value.

Garden for the residents of Saint Mary's - improve community morale by using free time to tend and harvest a garden. Pointing residents to positive direction in spending their time. Creates a healthy interaction among community members.

The City of Saint Mary's is requesting for your assistance for these benefits to materialize. I have been working with First National Bank of Alaska (FNBA) to secure a loan in the amount of \$300,000 to purchase the Mission Property. The buildings, the city lagoon, one of the city's cemetery is within the property, community garden, additional lots for new housing, community tank farm, AVEC plant and historic preservation are good reasons for the city to acquire the Mission Property.

The monthly payment comes to about \$3,500 / month for 10 years. However, the bank is unable to provide financing due to concerns regarding the city's capabilities in repaying the loan. The city is willing to contribute \$50,000 to grant funds assistance from the State or Federal. The Mission Property has the potential to help the city improve the social and economic climate of the community.

The city would like to duplicate an improvement that has been beneficial to the city. A building about 5,800 square feet has been left vacant for years. It was mainly used for storage. It was a fish processing structure in the 60's. In 2012, the building was renovated and has been providing

*Page 2*



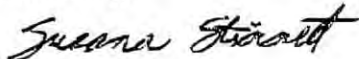
temporary lodging for employees or guest from out of town or providing lodging for small groups attending meetings in Saint Mary's. Fiscal Year 2013, the city housing brought in \$48,000 in revenue. This revenue subsidizes city departments with near zero revenue such as building maintenance or public safety. Added revenue helps sustain the services provided to residents.

The girls dorm at the Mission could bring much more revenue than the city housing and will also create jobs for residents. With housing availability, meetings and workshops could be held in Saint Mary's. Saint Mary's Court could also schedule trials to be held in town when housing is available for jurors and attendees.

So much community benefits abound for the Mission Property to be city owned. Currently, the Mission Property is owned by the State of Alaska Division of Economic Development, Finance Section. Contact is Darcy Stetson @ 1-800-478-5626. She has been patiently working with the city while the city work on securing a loan. I have mentioned to Darcy Stetson that the City Council are hoping to acquire the property for a dollar or some minimal amount. Darcy Stetson responded by saying that the department need to recoup what was lost from the Mission Property delinquent account to replenish the revolving loan fund.

Hoping for your support in making the Mission Property to be incorporated with COSM. It will be such a lost opportunity for the city to see the Mission property go to an individual or entity outside of Saint Mary's. The city is in great need of this property. The Mission property has so much potential for the people of Saint Mary's. These benefits are for the long term, for the children, for the grandchildren of future generations. You are our hope to make the incorporation of the Mission Property and the City of Saint Mary's to become a reality.

Sincerely,



Susana Stinnett  
City Manager, City of Saint Mary's

Cc: Governor Sean Parnell  
Representative David Guttenberg

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# University of Phoenix

Upon the recommendation of the Faculty,  
University of Phoenix does hereby confer upon


*Susana V Stinnett*

the degree of

*Master of Public Administration*

with all the rights, honors and privileges therunto appertaining.

In witness whereof, the seal of the University and the signatures as authorized  
by the Board of Trustees, University of Phoenix, are herunto affixed,  
this thirty-first day of October, in the year two-thousand-twenty-three.



*Chairman, Board of Trustees*



*Russell M. Syme*  
*President*

Susana Stinnett  
City Manager Applicant  
City of Palmer

City Manager Supplemental Questions and Answers:

1. Please tell us why you are interested in this position and why it is a good time in your career to come to the City of Palmer.

Public service has been my professional purpose since 2009. Contributing to the improvements of goods and services to residents as well as visitors in the community is very rewarding. I recently completed my Master of Public Administration, and I am looking forward to applying my local government experiences, additional knowledge learned, capacity, and ability to serve. My passion is engagement in community improvement projects for the public's benefit.

It is a good time in my career to come to the City of Palmer. I wish to settle down in a place where I could have a vegetable garden and chickens in my backyard. I grew up in a country setting and Palmer is an ideal place for my wish to come true. In the 90's, every year, my family enjoyed going to the State Fair then passing by Pyrah's Farm to pick fresh vegetables. Therefore, at this time in my career, I could pour my motivation and passion to serve in Palmer while living a dream in the agriculture center of Alaska.

2. Please describe your professional experience working with elected officials and boards. Describe the responsibility you believe the City Manager has to the Mayor and City Council and to the citizens of the community. Describe how you see your role and interactions with the 1) Mayor; 2) City Council; 3) City Clerk.

My role as the City Manager is to report to the Mayor and the City Council regarding all city affairs. It is my duty and responsibility to implement city ordinances and resolutions passed by the City Council and it is my duty to communicate and encourage citizens' participation in the discussions of city affairs to help the City Council in their decision making. The City Clerk and the City Manager work under the City Council and together we work closely under the direction of the City Council. The City Council, the City Manager, and the City Clerk serve the citizens of the community.

3. Please explain your process for communicating critical and non-critical information to the Mayor and Council. How do you decide when or what is necessary to bring to the Mayor and Council's attention? How do you see your role as communicator to the Mayor and Council, staff, other governmental agencies, local businesses, and citizens.

All critical and non-critical information must be communicated to the City Council unless the information is non-critical in regard to city operations. The City Manager is entrusted with decisions on operations except for certain expenditures that need City Council approval. I am an advocate of open communication and welcome different perspectives. Transparency through communications builds trust in government. Communications could be conducted with all stakeholders during City Council meetings and communications

made available via phone, e-mail, letters, or in person. As City Manager, it is my duty to provide and communicate information clearly and in a timely manner to all stakeholders.

Certain critical information provided by the City Manager to the City Council that involves personnel or legal issues could be discussed in executive session at the City Council's discretion and/or City Manager's recommendation.

4. The citizens and city council members are very diverse. Describe how you would handle a situation where two people wanted to take you in opposite positions on the same project.

I welcome different views and perspectives. Therefore, I will listen and understand the opposing positions. I will thank both parties for bringing their opinions to the table. As City Manager, I encourage such participation. I see their voices being heard as an opportunity to enlighten me with new perspectives. Ultimately, it is my responsibility to provide information, requirements, and expected results of a project.

5. Organization and planning is often a challenge when working in the community and juggling multiple task. How will you work to achieve the goals of this position while still completing paperwork, communicating effectively, and meeting the needs of Council, City Clerk, staff, and citizens?

Be ready to work long hours until all priorities are met. I keep a to do list and identify priorities from that list. I keep an open mind to adapt to changes that impact priorities. Some changes needed immediate attention and will become number one priority.

6. Please describe any experience you have had facilitating economic development in a community. Please describe your involvement in a specific economic development project, from inception to completion including 1) your role in the project; 2) any problems/issues you encountered; 3) the results of the project.

The acquisition of the Mission Property in Saint Mary's for economic development is an experience that involved time, patience, overcoming obstacles, and celebrating results. I have attached a letter (a sample of my written work) to represent my role and the obstacle that we were experiencing. Finally, after two years, the property is owned by the city free and clear. I worked with the planning committee to plat a new subdivision (see item#3 under internal projects, my report to the City Council).

7. Explain your experience in developing, implementing, and monitoring a budget for the municipality.

The budget development process involves all departments, help from the Finance Director, and approval from the City Council. Monthly monitoring for revenues and expenses is crucial and an integral part of ensuring that budgeted items are on track.

*Page 2 of 2*



## EMPLOYMENT APPLICATION



CITY OF PALMER  
231 W Evergreen Avenue  
Palmer, Alaska 99645  
(907) 761-1302  
<http://www.palmerak.org>

Sulkosky, Samuel F  
24-00018 CITY MANAGER

Received: 5/14/24 10:45 AM

For Official Use Only:

QUAL: \_\_\_\_\_

DNO: \_\_\_\_\_

Experience

Training

Other: \_\_\_\_\_

## PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER		EXAM ID# : 24-00018
NAME: (Last, First, Middle) Sulkosky, Samuel F		SOCIAL SECURITY NUMBER: [REDACTED]
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		EMAIL ADDRESS: [REDACTED]
HOME PHONE: [REDACTED]	ALTERNATE PHONE: [REDACTED]	NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DRIVER'S LICENSE: State: [REDACTED] Number [REDACTED]	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
What is your highest level of education? Master's Degree		

## PREFERENCES

MINIMUM COMPENSATION: \$76.92 per hour; \$160,000.00 per year
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular
TYPES OF WORK YOU WILL ACCEPT: Full Time
SHIFTS YOU WILL ACCEPT: Day, Evening, Night, Rotating, Weekends, On Call (as needed)
OBJECTIVE: My objective is to serve the public and community to the best of my ability. My goal is to leave the community in a better position after my tenure than when I found it originally.

## EDUCATION

DATES:	SCHOOL NAME: Indiana University of Pennsylvania	
LOCATION: (City, State/Province) Indiana, Pennsylvania	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Business Administration		
DATES:	SCHOOL NAME: Millersville University of Pennsylvania	
LOCATION: (City, State/Province) Millersville, Pennsylvania	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Other
MAJOR: Certified Public Manager (CPM) - Graduate Certification		

## WORK EXPERIENCE

DATES: From: 9/2023 To: 2/2024	EMPLOYER: Punxsutawney Borough	POSITION TITLE: Interim Borough Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: Borough Council - Borough Manager	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$5,000.00/month	
DUTIES: Manage the daily business affairs of a municipal government including administration, grant administration, codes and planning, zoning, public works, policing, wastewater, community development.		
REASON FOR LEAVING: Interim contract ended 2/12/2024.		
DATES: From: 5/2023 To: 9/2023	EMPLOYER: City of Duquesne	POSITION TITLE: Interim City Manager

ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: City Council - City Manager	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$6,400.00/month	
DUTIES: Manage the daily business matter of a City Government. This includes supervising the administration, police, codes, water, public works, economic development and finance departments.		
REASON FOR LEAVING: Started new position as Punxsutawney Borough Manager		
DATES: From: 7/2021 To: 2/2023	EMPLOYER: Borough of Kittanning	POSITION TITLE: Borough Manager, Secretary, Treasurer, RTKL Officer
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: Borough Council - Borough Council	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$6,400.00/month	
DUTIES: I served as the chief administrative and chief financial officer for a municipal government. I managed the daily business affairs of the municipal government. I oversaw the administration, public works, recreation, codes enforcement, police, planning commission, zoning hearing board, economic development functions of the municipality.		
REASON FOR LEAVING: Council eliminated the Borough Manager position.		
DATES: From: 10/2016 To: 9/2020	EMPLOYER: BOROUGH OF MOUNT JOY	POSITION TITLE: Borough Manager, Secretary, Treasurer, RTKL Officer
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: Borough Council - Borough Council	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$7,000.00/month	
DUTIES: Managed the daily administrative and business affairs for the Borough of Mount Joy, PA. This included supervision of administrative staff, stormwater, public works, zoning, code enforcement, recreation, planning commission, police, economic development, and numerous Borough boards. I represented to Borough with respect to relations with local civic organizations, the business community, vendors, taxpayers, neighboring municipal governments and county, state and federal governments.		
REASON FOR LEAVING: personal reasons		
DATES: From: 4/2013 To: 11/2014	EMPLOYER: Borough of Columbia	POSITION TITLE: Borough Manager, Secretary, Treasurer, Deputy Tax Collector, Municipal Authority Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: Borough Council - Borough Council	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$6,600.00/month	
DUTIES: Managed the daily operations of a municipal government which has an annual combined budget of \$14.2 million with 65 PT/FT employees. I managed multiple public works projects valued at \$25 million. My management included all boards, commissions, authorities and agencies. I supervised public works, code enforcement, highway, wastewater, finance/accounting, tax collections, planning, zoning, shade tree, recreation and HARB. I was responsible for economic development, housing redevelopment, community relations and media relations.		
REASON FOR LEAVING: Relocated due to personal reasons.		

#### CERTIFICATES AND LICENSES

TYPE: Pennsylvania State Association of Borough's Certified Borough Official (100+ credits earned)	
LICENSE NUMBER:	ISSUING AGENCY: PA State Association of Boroughs

#### Skills

OFFICE SKILLS: Typing: Data Entry:
OTHER SKILLS:

LANGUAGE(S): English - <input checked="" type="checkbox"/> Speak <input checked="" type="checkbox"/> Read <input checked="" type="checkbox"/> Write
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ADDITIONAL INFORMATION
Professional Associations PSAB, CPM, CBO, PSACA, PSAECO, CJCBA I started the Clarion Jefferson County Boroughs Association (CJCBA).

REFERENCES		
REFERENCE TYPE: Professional	NAME: Jill Frey	POSITION: Assistant Borough Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Ty Heller	POSITION: Attorney
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Stacy Gibbs	POSITION: Codes and Planning Officer - retired
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]

Agency-Wide Questions

1. Have you previously worked for the City of Palmer?  
No
2. Are you related to anyone who is currently employed by the City of Palmer?  
No
3. If you answered yes to the previous question, please provide the individual's name and department
4. Are you able to perform the essential functions of this job with or without reasonable accommodations?  
Yes
5. If you answered yes to the previous question, please explain:
6. Have you ever been terminated or asked to resign by a former employer?  
Yes
7. Have you been convicted of a misdemeanor within the past five years?  
No

Job Specific Supplemental Questions

APPLICANT'S SWORN STATEMENT AUTHORIZATION AND RELEASE I hereby affirm all the information I provided or will provide to the City of Palmer relating to my application for employment, whether by written application form, resume, oral statement or otherwise, is true and complete to be the best of my knowledge. In addition, I agree that any intentional misrepresentation or omission and any material negligent or innocent misrepresentation or omission in or from said information may disqualify me from further consideration for employment any may be considered justification for immediate discharge from employment if discovered at a later date. I hereby authorize any person, organization, or governmental entity, including any current or former employer, to release to the City of Palmer or any authorized person acting on behalf of the City, any and all information, in any manner requested, which may be relevant to my character or qualifications for the City position for which I applied. I authorize current and former employers to give to the City of Palmer any and all employment records in their possession dealing with me, including, but not limited to, job descriptions, wage information, employment records, performance appraisals, disciplinary records, layoff slips, attendance records, reports, or other documents relevant to my application for work or actual employment with the employer, including records relevant to drug and alcohol tests conducted by or on behalf of the employer or in the possession of the employer. I also authorize the release of information and written records concerning my educational history, driving records, and criminal or civil actions. I request that all persons and organizations cooperate fully in providing information to the City, including allowing the interviewing of supervisors, co-workers, educators, or other references. I hereby release all persons, employers, organizations, governmental entities, or any other entity providing information.

1.

I Agree

2. Have you attached the required writing examples?

Yes

3. Have you attached your answers to the supplemental questions as noted in the job bulletin?

Yes

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The following terms were accepted by the applicant upon submitting the online application:

*The information provided in this employment application is true, correct, and complete. If employed, any misstatement or omission of fact on this application may result in dismissal. I authorize investigation of all statements contained in this application for employment as may be necessary in arriving at an employment decision. This authorization includes permission to check employment references. If selected for employment you may be required to supply proof of authorization to work in the U.S., have a physical examination and/or drug test, supply and/or authorize a criminal background check, supply and/or authorize a copy of your motor vehicle record (MVR), or sign a conflict of interest agreement and abide by its terms. I understand that acceptance of an offer of employment does not create a contractual obligation or permanent employment upon the City of Palmer. Employment may be terminated at any time at the option of the employee or City of Palmer.*

This application was submitted by Samuel F Sulkosky on 5/14/24 10:45 AM

Signature\_\_\_\_\_

Date\_\_\_\_\_

Samuel F. Sulkosky, CPM, CBO

[REDACTED]

May 14, 2024

Attention City Council:

This is to address the City Manager position for the City of Palmer as posted on the AML website. With 19 years of CAO/CFO experience in Municipal, County and State Governments, I would be a valuable asset to the City of Palmer.

**Municipal Manager Experience – 2007-2009 and 2013 -2024**

Over the past year, I have served as the Interim Municipal Manager for the Borough of Punxsutawney and the City of Duquesne. I served as the Borough Manager/Secretary/Treasurer, Open Records Officer, Pension Administrator and HIPAA Officer for numerous municipalities. As Interim Municipal Manager in Punxsutawney in 2023/24, I wrote two LSA – Statewide grants for nearly \$2 million. During my tenure as Kittanning Borough Manager, I was able to secure \$3.1 million in grants for Kittanning Borough. I was in the process of modernizing every function in the municipal government via a STMP Planning and Implementation Grant Phase 1 and 2. During my tenure as Mount Joy Borough Manager, the Borough had realized over \$59 million for economic development and infrastructure improvements. The economic development initiatives produced approximately 125 jobs. On October 21, 2019, the Borough, PennDOT and AMTRAK held a ribbon cutting ceremony for the newly constructed \$32 million Mount Joy Train Station that provides AMTRAK passenger service on the Keystone Corridor. The Borough had adopted an Elected Officials Code of Conduct, developed an investment policy, and implemented local government reforms that have resulted in \$1.256 million in reduced costs and enhanced revenues including over \$700,000 in group health insurance cost reductions. I also managed the Borough’s emergency response to a 1,000-year flood event on August 31, 2018, where we received over 10 inches of rain in less than 4 hours. During this natural disaster, the Borough assisted 185 property owners with PEMA Individual Loss Assessment Forms with more than \$3 million in flood damage. I was responsible for developing the idea for the Borough in the creation of the Mount Joy Community Foundation (a 501(C)(3) organization), which is in the process of developing a year-round recreational/aquatic facility. I lead the ongoing effort to upgrade the current municipal administrative and police department building at an estimated cost of \$5 million. During my tenure in Mount Joy, I helped secure for the Borough approximately \$9.24 million in grants. Under Act 36 of 2020, I secured access for up to \$7.98 million in RACP Grants for these two community projects including \$2.483 for the municipal complex and \$5.5 million for the recreational/aquatic center. Over the past six years, I secured grant funding totaling about \$12.9 million. During my municipal manager career, I have secured 29 separate grants in the amount of \$21 million from a dozen different local, state and federal sources.

In previous Borough Manager position(s), I managed 65 FT/PT employees, a \$14 million combined budget, two unions and numerous boards, commissions, and a municipal authority. I supervised or had oversight of four major concurrent construction projects valued at \$17.4 million including the Veteran’s Memorial Bridge Relighting Project, the Route 441 Relocation Project, the Ironville Pike Safe Routes to School Project and the Northwest River Trail Services Building Project. I was the lead negotiator of an ADHOC Committee concerning the \$22 million sale of the Borough’s 3,800 customer sewer system. I managed the Borough’s efforts in adopting an Intergovernmental Cooperation Agreement with Lancaster County Solid Waste Management Authority and Susquehanna Resource Management Complex, which resulted in a waste-to-energy (WTE) facility in a deal valued at more than \$130 million.

**County Government Experience – 2000-2005**

I served as one of the primary financial officers (CFO) in County government as a County Business Manager and County Auditor. I was responsible for transforming the County’s accounting system from a semi-manual cash basis to a fully computerized modified accrual basis which would meet all applicable GASB regulations. I served as the CFO, chief budget and purchasing officer for the county. I worked on initiatives with the Board of County Commissioners, 18 departments and elected county row officers.

With 19 years of experience in Municipal, County and State Governments, I have a proven record of accomplishments in improving the local community. I have earned my PA State Association of Borough Certified Borough Official (CBO) certification. I have also completed NIMS certification in NIMS 100, 200 and 700. On November 13, 2018, I graduated from Millersville University of Pennsylvania with a Graduate Certification as a Certified Public Manager (CPM).

I look forward to meeting with the City Council to discuss the position of City Manager.

Sincerely,

*Samuel F. Sulkosky*

Samuel F. Sulkosky, CPM, CBO

Encl Cover letter, resume and references, supplemental questions Salary is negotiable



## Samuel F. Sulkosky, CPM, CBO

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**Employment Experience:** **09/25/2023 – 02/12/2024** **Borough of Punxsutawney** **Punxsutawney, PA 15767**  
**Interim Borough Manager, Open Records Officer**

Managed the business affairs of a municipal government including administration, budgeting, codes, wastewater, police, fire department, grant administration, public works, municipal pool, economic development, open records officer, parks. For 2023, I applied for \$1,872,000 in grants through the LSA-Statewide Program. I was planning to submit \$5.3 million in grants for 2024. I initiated the formation of the Clarion/Jefferson County Boroughs Association. Interim position ended contractually on 2/12/2024.

**05/2023 – 9/22/2023** **City of Duquesne** **Duquesne, PA 15110**  
**Interim City Manager, Open Records Officer, Deputy Director PW/Water Department**

Be the chief administrative officer, as well as the designated Information Officer of the City. Function directly under Council as deputy director for all departments and shall be responsible to the Council for the proper administration of all affairs of the City; and keep each Councilperson/Director of each department head advised of any issues, concerns, or problems within the department. Managed the City as it exited Act 47 Pennsylvania Financially Distressed Municipalities Act after 32 years.

**07/2021 – 02/2023** **Kittanning Borough** **Kittanning, PA 16201**  
**Borough Manager/Secretary/Treasurer/Open Records Officer/Pension Administrator**

Managed the daily administrative and business affairs for the Borough of Kittanning, PA. This included supervision of administrative staff, public works, parks, code enforcement, grant administration, economic development, planning commission and numerous Borough boards. I represented the Borough with respect to relations with local civic organizations, the business community, vendors, taxpayers, neighboring municipal governments and county, state, and federal governments. I was successful in securing and being awarded \$3.1 million in grants within 18 months. I was modernizing every function and department within the Borough through a DCED STMP Implementation Grant.  
Note: The Borough Manager position was eliminated by the Borough Council effective 2/17/2023.

**10/2016 – 10/2020** **Mount Joy Borough** **Mount Joy, PA 17552**  
**Borough Manager/Secretary/Treasurer/Open Records Officer/Pension Administrator**

Managed the daily administrative and business affairs for the Borough of Mount Joy, PA. This included supervision of administrative staff, public works, parks, code enforcement, planning commission and numerous Borough boards. I represented the Borough with respect to relations with local civic organizations, the business community, vendors, taxpayers, neighboring municipal governments and county, state, and federal governments. During my tenure, the Borough has undergone a \$32 million construction of a new Amtrak Train Station, attracted nearly \$25 million in economic development with more than 125 new jobs, applied for and/or received over \$9.24 million in grants, and realized costs savings and revenue enhancements of over \$1.256 million during 2018-19 in lower group health insurance premiums, reduced electricity costs of 22% and increased interest returns. Participated in new police union contract, reapportionment of Borough Wards and new investment policy. The Borough's Newsletter and Website was recognized by the PSAB on 6/11/2019 as #2 in category for the entire State.

**04/2013 – 12/2014** **Columbia Borough** **Columbia, PA 17512**  
**Borough Manager/Secretary/Treasurer/Deputy Tax Collector**

Managed the daily operations of a municipal government which has an annual combined budget of \$14.2 million with 65 PT/FT employees. I managed multiple public works projects valued at \$25 million. My management included all boards, commissions, authorities, and agencies. I supervised public works, code enforcement, highway, wastewater, finance/accounting, tax collections, planning, zoning, shade tree, recreation and HARB. I was responsible for economic development, housing redevelopment, community relations and media relations. As Deputy Tax Collector, I supervised the collection of Boro property taxes.

**Employment  
Experience:**

**01/2009 – 04/2013 PA Department of Labor & Industry Indiana, PA 15701  
Claims Intake Interviewer/ UC Claims Examiner Duquesne, PA 15110**

Was responsible for building and servicing claims during periods of unemployment. This consisted of opening new and additional unemployment compensation claims, servicing existing claims, processing overpayments, reviewing claims for separation and monetary issues, releasing and canceling benefits. Responsible for reviewing UC Claims and making adjudication decisions on separation issues, monetary issues, overpayments, and claimant's eligibility for unemployment compensation.

**11/2007 – 01/2009 Nanty Glo Borough Nanty Glo, PA 15943 Borough  
Manager**

Managed the daily administrative and business affairs for the Borough of Nanty Glo. This included supervision of administrative staff, public works department, code enforcement and Borough boards. worked directly with various municipal authorities, local civic organizations, the business community, vendors, taxpayers, neighboring municipal governments and county, state, and federal governments. I initiated numerous improvements to the Borough such as property maintenance plan, blighted property removal, capital improvement plan, road repaving project and a new municipal comprehensive plan.

**10/2005 - 10/2006 PA Department of Revenue Altoona, PA 16601  
Revenue Field Auditor Bureau of Audits**

Conducted field audits of businesses for compliance with the tax laws of the Commonwealth of Pennsylvania. Taxes audited include state sales, use, income, liquid fuels, public transportation, employee withholding, stock, and franchise. The state audit process included taxpayer research, examination of financial records, and completion of a comprehensive audit report and assessment of tax.

**08/2004 - 01/2005 Fulton County McConnellsburg, PA 17233  
County Business Manager**

Managed the daily business operations of every area within county government. Those responsibilities included A/P, A/R, payroll, purchasing, planning, grant administration and budgeting.

During my tenure, I moved the County's accounting system from a semi-manual cash basis to a fully computerized modified accrual basis. This included developing a new Chart of Accounts, capturing special funds that were previously outside the county's accounting system, developing a purchase order system, establishing a computerized payroll system, and establishing liability and balance sheet accounts. I was answerable directly to the Board of Commissioners.

**01/2000 - 01/2004 INDIANA COUNTY INDIANA, PA. 15701  
County Auditor**

With the other members of the County Board of Auditors, prepared and filed the statutorily required reports and audits with the Attorney General's office, the PA Auditor General, the PA. Department of Community and Economic Development, the County Commissioners, and the Court of Common Pleas. At the end of each fiscal year, I completed the audit, settlement, and adjustment of the accounts of all county officers, minor judiciary, County Treasurer, and tax collectors. The Board of Auditors is an independent board that served in a fiscal oversight and advisory capacity to all county elected officials, departments, and quasi-government agencies with respect to fiscal policy and financial reporting.

**05/2002 – 11/2003 State Association of County Auditors  
Legislative Representative**

Met regularly with the Local Government Commission (a joint committee of members of the PA. State Senate and PA. State House) in order to affect legislation pertaining to county government. The PSACA is a 90-member, 30 county organization.

**Education:** **Millersville University of Pennsylvania** **Millersville, PA 17551**  
 Graduate Certification **Graduated: 11/13/2018**  
 Certified Public Manager Program (CPM)

**Indiana University of Pennsylvania** **Indiana PA 15705**  
 Bachelor of Science Degree **Graduated: 05/2004**  
 Business Administration **Earned 141 Credits**  
 Major/Minor **Finance/Accounting**

**Skills:** Earned C.P.E. Credits from the PA Department of Revenue, PA. State Board of Accountancy, PA. State Association of County Controllers, PA State Association of Boroughs, PSATS, Department of Community and Economic Development and the County Commissioners Association of Pennsylvania. My entire career has been dependent on my ability to set goals, plan for the future, conduct a thorough and complete analysis of a situation within a short period of time, continuously monitor results of decisions and implement changes when needed.

Have excellent verbal and written communication skills. I have experience with public speaking, media relations and dealing with government boards and the public.

Equally comfortable working with groups of people and individually with minimal supervision. I am highly self-motivated in either environment.

Have the ability to build coalitions within and across government entities. I am professional, thorough, and diligent in all my work activities.

**Achievements:** Managed the Borough's response to the COVID-19 Pandemic. Secured over \$62,000 in expense reimbursement from the CARES ACT Funding. Currently administering \$390,00 in ARPA Funds.

Responsible for attracting over \$27 million in economic development and more than 135 new jobs.

Supervised or participated in more than \$58 million in municipal public works projects.

Managed the negotiations of a potential sale of a \$22 million wastewater system.

Secured \$9.24 million in grants for Mount Joy alone which included \$7.983 million in RACP grants.

Managed the Borough's efforts in implementing a Cooperation Agreement with Lancaster County Solid Waste Management Authority and Susquehanna Resource Management Complex. The deal costing \$129,890,000 resulted in the first in the nation waste-to-energy (WTE) facility.

Consolidated Borough fire departments from three departments to one department.

Certified by the PSAB's Certified Borough Officials (CBO) program.

Graduated 11/13/2018 from Millersville University: Certified Public Manager (CPM) a Graduate Certification Program.

While in Kittanning, secured \$2.845 million in grants (in 18 months). Awarded 9 of 10 grants submitted.

Participated and featured in the PSAB's Exploring PA Boroughs and Inside PA Boroughs Programs.

Initiated the Borough's efforts to create the Mount Joy Community Foundation (501(c)(3) organization) which is to lead the development of an \$8 million year-round recreational/aquatic facility for the region.

[Redacted]

**Professional References:**

Leo Lutz, Mayor  
Borough of Columbia

[Redacted]

Stacie Gibbs, Codes and Planning Officer

[Redacted]

Charles Glessner, Past Council President  
Mount Joy Borough

[Redacted]

Jill Frey, Finance and Business Administrator  
Mount Joy Borough

[Redacted]

Elizabeth "Betsy" Wilt, Kittanning Borough Council

[Redacted]

Tyler Heller, Esq.  
Solicitor Kittanning Borough Former

[Redacted]

Additional References Available Upon Request.

Note: Salary Negotiable.



Samuel Sulkosky



### City of Palmer Questions

1. Please tell us why you are interested in this position and why it is a good time in your career to come to the City of Palmer.

I am interested in this position because the Palmer City Manager would give me the opportunity to fully utilize my 20 plus years of experience in municipal, county and state government. I am looking for a community that was self-sufficient but showing substantial growth in multiple areas and Palmer has seen over \$225 million in investment since 2010.

2. Please describe your professional experience working with elected officials and boards. Describe the responsibility you believe the City Manager has to the Mayor and City Council and to the citizens of the community. Describe how you see your role and interactions with the 1) Mayor; 2) City Council; and 3) City Clerk.

As a municipal manager for 15 years, I worked directly with Borough and City Councils. I also worked with numerous appointed boards such as Planning Commission, Zoning Hearing Board, Shade Tree Commission, Historical Architectural Review Board (HARB), Water and Wastewater Authorities, Economic Development Boards/Commissions, Civil Service Commissions and Pension Boards.

The City Manager's responsibility to all elected officials is in a consultative and an advisory capacity. It is my responsibility to provide the governing board with all relevant information so a well thought out and informed decision can be made with respect to the current and pending issue.

The City Manager needs to keep the City Clerk notified of ongoing issues before the municipality. I would build a strong cooperative working relationship with the City Clerk. An experienced City Clerk would be source of valuable organizational knowledge depending on their length of service.

3. Please explain your process for communicating critical and non-critical information to the Mayor and Council. How do you decide when or what is necessary to bring to the Mayor and Council's attention? How do you see your role



as communicator to the Mayor and Council, staff, other governmental agencies, local businesses, and citizens?

My primary source of communication with critical with the Council is the use of emails. The written email provides a permanent record that the meaning or intent does not change over time. I will provide verbal information, especially in formal meeting settings, but this will generally be backed up by written reports.

As for non-critical information, I will use verbal communication in-person or via telephone, text messages and informal emails.

4. The citizens and city council members are very diverse. Describe how you would handle a situation where two people wanted to take you in opposite positions on the same project.

As City Manager, I am answerable to the majority of the City Council. I do not answer specifically to one individual Council person. I am subject to the decisions of the board majority vote.

If I have two Council members giving me different positions, I would generally do the following:

1. If this is an undecided issue that was never before the Council, I would advise the Council member to take the issue before the board for their consideration and possible decision.
  2. If this was a previously decided issue, I would follow what the board had already decided. The Council person that may disagree with Council's decision is perfectly able to have the issue readdressed if Council so desires.
5. Organization and planning is often a challenge when working in the community and juggling multiple tasks. How will you work to achieve the goals of this position while still completing paperwork, communicating effectively, and meeting the needs of Council, City Clerk, staff, and citizens?

I have demonstrated the ability to successfully address municipal and community obligations and getting the job done for 19 years. I always work harder and longer than any other employee within the organization. I have also learned over the years to work as a team and collaboratively in order to get things done.

6. Please describe any experience you have had facilitating economic development in a community. Please describe your involvement in a specific economic development project, from inception to completion including: 1) your role in the project; 2) any problems/issues you encountered; and 3) the results of the project.

I have been involved in \$56.7 million in public works projects. I was involved in a \$132 million cooperative agreement. As for economic development, I was directly involved in \$23.5 million with over 125 jobs created.

I have had a number of professional achievements in my municipal management career. One of the most rewarding was the Gerberich-Payne Shoe Building redevelopment in Mount Joy, PA. This project was a blighted old and abandoned shoe factory that was vacant for more than 25 years. It is being redeveloped into a senior housing and mixed commercial use property. I have attached a current photo at the end of this document of ongoing construction as the \$8 to \$10 million project nears completion. There will be 47 1- and 2-bedroom senior housing apartments and commercial use on the first floor.



My role was to serve as the chief economic development official on this project. I was there for the entire process which took about 3-4 years to complete.

This process included getting tax credits through Pennsylvania Housing Finance Authority (PHFA) which took multiple applications before approval. We also have to get a number of zoning variances and a number of extensions due to the administrative process on the state level.

7. Explain your experience in developing, implementing, and monitoring a budget for a municipality.

1. I have prepared twelve (12) municipal and county budgets which included general fund, capital fund, highway aid fund (liquid fuels), refuse and recycling fund and sewer fund. In my county government positions, I have experience developing county wide budgets.
2. In my municipal positions, I was the person that was responsible for continuously monitoring the approved budget.
3. I would provide monthly financial reports to Borough Council or more often is necessary.
4. I was responsible for working with the Borough's single audit CPA firm in preparation of the Borough's annual audit. Additionally, I was responsible for submitting financial reporting forms to all applicable state agencies.
5. I served as the Borough's Uniform and Non-uniform Pension Plan Administrator, where I monitored pension plan performance. I worked with the Borough's actuary and investment advisor to assure pension plan performance and funding. I annually prepared the Borough's Pension Plan Minimum Municipal Obligation (MMO). Our police pension fund was 102% funded.
6. I was the Borough's investment administrator that made daily decisions on how the Borough's cash and cash reserves were invested.
7. I served as the Borough's Treasurer and was responsible that all money's owed to the Borough were received by the Borough. I increased annual interest revenue in 2018 and 2019 from \$5,000 to \$75,000.
8. I served as the Borough's Deputy Tax Collector and supervised the collection of all local taxes including real estate taxes.
9. As a county official, I was responsible for auditing, adjusting and the settlement of the accounts of all county officials, departments, magistrates and tax collectors.

Served as the Treasurer for the Lancaster County Borough's Association (LCBA). Was responsible for billing and receiving annual municipal dues, accounts receivable and accounts payable.

Samuel Sulkosky, CPM, CBO

Municipal Management experiences:

1. Please briefly describe your experience overseeing the following municipal functions:

- Economic development/redevelopment

In my Borough Manager positions, I was directly responsible for all economic development within the municipality. I did work in cooperation with the Zoning and Planning Department, the Main Street Program, the Municipal Economic Development Authority, the County Economic Development Authority and the Borough Planning Commission and County Planning and Development Department. Over the past 6 years, I have secured multiple economic development projects exceeding a value of \$23.5 million.

I have created and developed a Community Foundation (a 501(c)(3) organization) whose purpose was to develop economic development projects and education programs to better the community. I did secure \$5.5 million in funding for this Community Foundation.

- Land Use Planning and Zoning

I have been directly involved in the development of Comprehensive Plans for two municipalities, Official Borough Maps and Zoning Ordinance upgrades. I have developed Parking Study Plan, Recreation and Open Space Plan and Transportation and Traffic Study Plan. I have experience working with Land Banks and repositories. I have managed the development and adoption of LERTA Ordinances and administered the LERTA program. I have extensive experience working with the Zoning Hearing Board. I have worked with, hired and trained Codes, Zoning and Planning Officers. I am very familiar and have worked with the Pennsylvania Municipalities Planning Code for many years.

- Tax increment financing

Tax Increment Financing is a tool created by the State Legislature to address and redevelop blighted properties in an Authority declared TIF District. Any escalation in tax revenue above the frozen base year would be dedicated to pay economic development bonds issued by the municipality with the purpose of eliminating blighted properties and redeveloping those blighted properties with a much higher tax assessment value.

I have extensive experience with targeting the LERTA Ordinance to blighted areas and having the tax abatement serve as an incentive to private business to redevelop blighted properties that produce a higher tax assessment.

- Business attraction, assistance and retention programs

I have worked in conjunction with a Main Street Program whose purpose was to attract, retain and expand businesses. I have also worked very closely with the

local Chamber of Commerce in actively attracting new businesses. I had worked with the Downtown Kittanning Revitalization Committee which actively does business district improvement projects such as streetscapes and community improvement projects. I am familiar with and successfully secured economic development funding such as LSA, RACP, SPC and DCED. Over the past year, our Façade Grant of \$50,000 improved ten businesses and spurred \$250,000 in private investment. In 2023, we were awarded another Façade Grant for another \$50,000. While in Punxsutawney Borough, I wrote two LSA – Statewide grants for \$1.9 million for a Streetscape Project and municipal vehicles and equipment.

- **Code enforcement, inspection and housing quality**

I have managed a code enforcement department, hired and trained code enforcement officers and handled fire escrows and oversaw code consultants. I have worked directly with a Zoning Hearing Board concerning variances. I have worked successfully with third party code enforcement consultants and achieved a high degree of success. I also implemented a code enforcement sweep program and achieved the remediation of over one hundred properties in less than six months. Additionally, I brought the rental inspection program in house with a borough employed inspector and captured all of the rental inspection fees.

I oversaw the operation of a rental inspection program and change of occupancy program. I also managed the property maintenance inspection program. I have direct experience with the application of nuisance ordinance violations such as high grass, weed, trash and vermin violations. I successfully got adopted a quick ticket ordinance as a tool for combatting nuisance violations.

I was in the process of implementing codes enforcement software system. This software system will enable the Borough to oversee codes enforcement, nuisance ordinance enforcement, property maintenance enforcement, rental inspection program and zoning administration. This upgrade will also include a modernization of all of our zoning ordinances.

I also have experience working with Historical Architectural Review Boards (HARB), Land Banks and Repositories. I have worked with the PHFC on housing tax credits. I have worked with Homeowner Associations (HOA) on various issues including stormwater management, housing development, and road dedication.

- **Municipal facilities expansion—in particular, water and wastewater utility management**

I have extensive experience with municipal facility expansion and maintenance. I have overseen the creation of a new borough park, implemented park upgrades

and additions and conducted facility studies. I managed the analysis of municipal building spacing needs. I worked with two separate municipalities to build a new municipal office complex which included the design of the complex along with finding funding for such a project. I secured RACP funding of \$7.983 million for a municipal/police complex and a recreation /aquatic center. I was involved in the construction of a Municipal Train Station valued at \$32 million along the Keystone Corridor. I have been involved in the construction of a \$2 million trails visitor center (Columbia Crossing River Trails Center). I was involved in the \$11.8 million relocation of State Route 441.

These are a few of the public work's projects that I have been involved with:

- I. Marietta Avenue Pedestrian Project - \$2.8 million
- II. Mount Joy Train Station Project - \$32 million
- III. Jacob Street Bridge Removal Project - \$1.2 million
- IV. Rotary Park and Pink Alley Stormwater Projects - \$200,000
- V. Mount Joy Compost Site Improvements - \$300,000
- VI. Mount Joy Borough Detention Basin Retrofit - \$210,000
- VII. Mount Joy ARLE Grant - \$234,000
- VIII. Old Standby Park Project - \$100,000 – developed a new park with private investment.
- IX. Columbia – Wrightsville Bridge Re-Lighting Project - \$2 million
- X. Ironville Pike Safe Routes to School Project - \$1.4 million
- XI. Columbia Crossings Project (Northwest River Trail Service Building) - \$2 million. This was a key part of the 14-mile Northwest Lancaster County River Trail (NWLCRT) from Columbia to Falmouth.
- XII. Relocation of Route 441 - \$11.8 million
- XIII. John Whelan Park Improvements - \$50,000
- XIV. STMP Grant Implementation Phase 2 - \$200,000
- XV. McKean and Jefferson St. Streetscape - \$1,500,000
- XVI. River Park Riverbank Stabilization Project - \$577,000
- XVII. FMP Grant for Flood Wall Infrastructure Floodgates - \$100,000
- XVIII. LSA Statewide Grant – Mahoning Streetscape \$1,000,000
- XIX. LSA – Statewide – Punxsutawney vehicles - \$900,000
- XX. DCED Façade Grants 2019 and 2023 totaling - \$100,000. This is anticipated to spur \$500,000 in private investment to improve about twenty properties.

Items I through xviii totals \$56.477 million in public works projects. Items XIV to XIX are current projects that are underway or soon to be underway.



As for grants and funding, I have applied and/or secured about thirty separate grants totaling \$20.71 million. I have written and secured grants through DEP, DCNR, NFWF, PennDOT, LSA, DCED, US DOJ, US DOT, Lancaster County, RACP and SPC.

As for water/wastewater projects, I have managed a municipal authority and a wastewater plant with 3,800 customers. I have also managed a wastewater department within the municipal government with \$2.2 million in revenue. I have been involved with financing and plans for a newly built \$11.5 million wastewater treatment plant permitted for over two million gpd. I oversaw the development of a cost study to convert a wastewater treatment plant to an anaerobic digester capable of treating hauled food wastewater in order to create biogas and the end result of electricity generation to sale on the electric power grid. In Duquesne, I oversaw the operations of the City's water distribution system.

I chaired an ADHOC Committee that was tasked with exploring the possibility of selling a sewer customer base of 3,800. This was an 18-month process that negotiated a potential \$22 million sale of a single municipal wastewater system to a regional wastewater authority.

I was the lead person on the \$130 million acquisition by LCSWMA of the Harrisburg Incinerator now known as the Susquehanna Resource Management Complex (SRMC). The SRMC was the country's first waste-to-energy (WTE) facility. Columbia Borough served as the municipal partner in this agreement and became the recognized PJM Interconnection electricity supplier of the waste to energy process. I have direct experience working with the Federal Energy Regulatory Commission (FERC).

- **Labor relations and collective bargaining**

I recently concluded my fourth union negotiations with a police or non-uniform Collective Bargaining Agreements (CBA). I am the person responsible for administering the CBA with both uniform and non-uniform. I have successfully handled a number of grievances that were all decided in the municipalities favor. I have successfully handled any arbitration situations again found in the municipalities favor.

I serve as the municipal pension administrator for both the uniform and non-uniform pension plans. Under my administration, the pension plans have been fully funded or nearly fully funded. At times, we have even been able to waive employee pension contributions due to the completely funded status (over 100% funded) of the pension plan(s).

I have served as a HIPAA Officer for a municipality. I was the principal human resources officer and administered the Collective Bargaining Agreement (CBA) and the employee handbook. I was in charge of the recruiting, training, retention and separation of employees. I worked directly with the Civil Service Commission with respect to police personnel.

2. What experience have you had in dealing with

- Councils of government/intergovernmental agencies?

I have worked directly with a COG such as the Lancaster Inter-Municipal Committee (LIMC). I have direct experience getting adopted multiple intergovernmental agreements covering emergency services, equipment sharing, policing, code enforcement, utility services.

I initiated the restarting of the Armstrong County Boroughs Association. I co-founded the creation of the Clarion-Jefferson County Boroughs Association.

- County government?

I have extensive experience dealing with and working with numerous county government agencies. I have worked with the County Commissioners, County Planning and Economic Development, County Elections, County Emergency Management, County Housing, Information Technology, Treasurer, Tax Assessment, District Attorney, Prothonotary, Register and Recorder, Children and Youth Services. I have actually audited every County Department, County elected official, thirty-seven tax collectors, district magistrates, county agencies and county authorities.

- Schools & Universities

As a county and municipal official, I have experience working with officials at multiple state universities such as Indiana University of Pennsylvania, California University of Pennsylvania and Millersville University of Pennsylvania.

- State agencies?

I have experience working with the following agencies:  
PennDOT, DEP, DCED, Department of Revenue, Department of Labor, DCNR, Governor's Office, PEMA, PUC, Fish and Boat Commission, Pennsylvania Games Commission, PA Insurance Dept., Dept. of State.

- Federal agencies?

I have experience working with the following agencies:  
FEMA, USDOT, EPA, FERC, IRS, US Army Corp. of Engineers, SEC.

- State legislature?

I served on the PA State Association of Elected County Officials (PSAECO) while serving as the PA State Association of County Auditors (PSACA) Legislative

Representative. In this capacity, I worked with the Local Government Commission (LGC), a bicameral, bipartisan legislative service agency of the Pennsylvania General Assembly, consisting of five senators and five house members. The Commission provides a forum for statewide municipal associations, representing different types of municipalities and officials, to express their views directly before legislators from both caucuses in the Senate and House. It works with these and other stakeholders in proposing legislation for the betterment of Pennsylvania local government.

Additionally, I worked with my local county delegation of the State House and the State Senate members to advocate for projects of importance to the municipal government. I have developed productive relationships with State Legislators in Lancaster, Indiana, Armstrong, Cambria and Washington Counties.

I have always developed an excellent working relationship with US Congressional Members and US Senators representing Pennsylvania.

In my current position, the Borough had a DCED STMP Plan completed in 2021. That STMP Plan stated that the Borough would be bankrupt by the end of 2021. I started with the Borough in July 2021. In January 2023, we did not go bankrupt, never had to take out TANF Loans and are currently sitting on reserves of \$1.1 million with PLGIT earning 4.5% interest. I started and initiated funding a brand-new Capital Reserve Fund that now has \$150,000 and will be funded annually with a similar amount. The Capital Reserve Fund is to be used for capital purchases for administration, police, public works, codes enforcement and economic development. The Borough was recently awarded a \$200,000 DCED STMP Phase 2 Implementation Grant that will fund 90% of the following Borough operational upgrades:

1. Comprehensive Plan.
2. Official Borough Map.
3. Zoning Ordinance review and amendments.
4. Accounting software.
5. Payroll software.
6. Codes enforcement software.
7. Digitizing records,
8. Codification of ordinances.
9. 20-year road maintenance plan.
10. Police policy and procedure via Lexipol.
11. Police training through Lexipol.
12. License plate readers.

Other separate upgrades include a Recreational, Parks and Open Space Plan which is grant funded. Other major projects in the planning stages include an Allegheny Riverbank Stabilization Project, Streetscape Projects at \$4 million. I was notified on 7/26/2022 that we were awarded a \$1,000,000 SPC Grant and a \$500,000 RACP Grant for the McKean and

Jefferson St. Streetscape Project. In February 2023, I secured a \$577,000 LSA Statewide Grant to complete a riverbank stabilization project at Kittanning’s Riverfront Park adjacent to the John Murtha Amphitheater on the banks of the Allegheny River. In my position with Kittanning, in 18 months we have been awarded grants totaling \$3.1 million. In 2021 (my first year with the Borough), the Borough realized a general fund surplus after five consecutive years of deficits.

In Punxsutawney, I submitted two grants totaling \$2 million and worked on securing \$4 million for a solar farm project all within a 5-month timeframe. I also advanced the completion of an indoor recreational facility feasibility study as the first step to replacing an outdoor pool built in 1929.



*Millersville University of Pennsylvania*

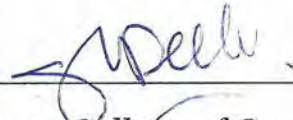
Awards

***Samuel Sulkosky***

this certificate in recognition of the successful completion of the  
nationally-accredited Public Sector Management Development Program  
entitled

***Pennsylvania Certified Public  
Manager<sup>®</sup> Program***

Completed on November 13, 2018

  
\_\_\_\_\_  
Dean, College of Graduate Studies and Adult Learning

 Millersville University of Pennsylvania

**CPM**  
CERTIFIED PUBLIC MANAGER<sup>®</sup>





*Certificate of Achievement*

**Samuel Sulkosky**  
*Mount Joy Borough*

*for the successful completion of the*

**Certified Borough Officials Program**

*Presented on*

**MAY 9, 2017**

*Chuck Mummert, President*

*Ed Kuntzel, Senior Director, Education & Sustainability*

*Christopher Cap, Executive Director*



EMPLOYMENT APPLICATION



CITY OF PALMER  
 231 W Evergreen Avenue  
 Palmer, Alaska 99645  
 (907) 761-1302  
<http://www.palmerak.org>  
 ZIMMERMAN, KIM DAVID  
 24-00018 CITY MANAGER

Received: 5/17/24 9:54 AM  
 For Official Use Only:  
 QUAL: \_\_\_\_\_  
 DNO: \_\_\_\_\_  
 Experience  
 Training  
 Other: \_\_\_\_\_

PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER		EXAM ID# : 24-00018
NAME: (Last, First, Middle) ZIMMERMAN, KIM DAVID		SOCIAL SECURITY NUMBER: [REDACTED]
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		EMAIL ADDRESS: [REDACTED]
HOME PHONE: [REDACTED]	ALTERNATE PHONE: [REDACTED]	NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DRIVER'S LICENSE: State: [REDACTED] Number: [REDACTED]	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
What is your highest level of education? Master's Degree		

PREFERENCES

MINIMUM COMPENSATION: \$77.00 per hour; \$160,000.00 per year
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular
TYPES OF WORK YOU WILL ACCEPT: Full Time
SHIFTS YOU WILL ACCEPT: Day, Evening, Night, Rotating, Weekends, On Call (as needed)
OBJECTIVE: My objective is to be hired as the City Manager and bring my vast experience and skills to help manage the City, as well as playing an active and positive role in the community. I have traveled a lot for my military and post military career and would like to make Palmer our home, and this is a perfect opportunity to do so. I have a wealth of knowledge in many facets of management and believe I can be very successful in this position and greatly help the town.

EDUCATION

DATES:	SCHOOL NAME: Clarion University of Pennsylvania	
LOCATION: (City, State/Province) Clarion, Pennsylvania	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Biology		
DATES:	SCHOOL NAME: California University of Pennsylvania	
LOCATION: (City, State/Province) California, Pennsylvania	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Master's
MAJOR: Geography and Regional Planning		
DATES:	SCHOOL NAME: Trinidad State Junior College	
LOCATION: (City, State/Province) Trinidad, Colorado	DID YOU GRADUATE? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	DEGREE RECEIVED: Associate's
MAJOR: Gunsmithing		

WORK EXPERIENCE

DATES: From: 3/2021 To: Present	EMPLOYER: Borough of Lewistown, Pennsylvania	POSITION TITLE: Borough Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

HOURS PER WEEK: 60	SALARY: \$10,500.00/month	
DUTIES: Serves as the chief administrator of a town of 8,500 citizens consisting of 4,000 homes, a full-time staff of 50, and part time staff of 40 throughout the year. Directly responsible for the wastewater treatment plant, refuse and recycling department, public works department, and the annual \$11M dollar budget and investment portfolio. Provides the direct link between the citizens and the Council through the coordination of all committee and council meetings. Works directly with Federal, State, and County agencies on a daily basis.		
REASON FOR LEAVING: Will resign from this position if this position is offered and accepted.		
DATES: From: 4/2018 To: 9/2020	EMPLOYER: Corvias Military Living	POSITION TITLE: Operations Director
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 60	SALARY: \$13,000.00/month	
DUTIES: Responsible for the management of the privatized housing on Eielson AFB. Responsible for leading all installation-level property management employees and the day-to-day operation of a multi-family home management portfolio; for identifying and elevating new business responsibilities and marshaling resources within the organization to remove obstacles and deliver positive results. Directly responsible for developing and maintaining a solid, positive partnership with the United States Air Force and Base Leadership in all levels of command, as well as with the 3,000 military and government family members in the 910 homes on base and portfolio. Accountable for the fostering of an environment of team-work, efficiency, and superior customer service for the 30 full and part time employees. Directly managed and responsible for the annual \$20,000,000 budget, the largest base and budget in the portfolio of six United States Air Force Bases in the company. Achieved and maintained the highest performance statistics in the portfolio of six military bases.		
REASON FOR LEAVING: Wife was diagnosed with Cardiac Sarcoidosis and we had to leave for required medical care at the Mayo Clinic in Minnesota. Because of Covid and the disease she could not fly to her appointments. But she is in remission and can now fly.		
DATES: From: 1/2016 To: 12/2017	EMPLOYER: Trinidad State Junior College	POSITION TITLE: Gunsmithing Student
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$0.00/month	
DUTIES: 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.		
REASON FOR LEAVING: Graduation in December 2017 (.5 credits short)		
DATES: From: 10/2013 To: 1/2016	EMPLOYER: Borough of Ridgway	POSITION TITLE: Borough of Ridgway City Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$6,000.00/month	
DUTIES: 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.		
REASON FOR LEAVING: To attend gunsmithing school using my GI Bill after serving 24 years active duty in the Army.		
DATES: From: 8/2012 To: 9/2013	EMPLOYER: Patriot Outfitters, LLC	POSITION TITLE: Director of Government Contracts
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

HOURS PER WEEK: 40	SALARY: \$5,458.00/month	
DUTIES: 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.		
REASON FOR LEAVING: My one year contract was expiring and I had another opportunity to use my skills for my home town in Pennsylvania.		
DATES: From: 2/1989 To: 9/2012	EMPLOYER: United States Army	POSITION TITLE: Logistics Officer
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$10,000.00/month	
DUTIES: 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, 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 2nd Infantry Div in Korea		
REASON FOR LEAVING: Retirement after 24 years of active duty service to the people of America		

## CERTIFICATES AND LICENSES

Nothing Entered For This Section

## Skills

Nothing Entered For This Section

## ADDITIONAL INFORMATION

## Military Service

Served 24 years on active duty in the US Army as a logistics officer and well versed in management at all levels, including people, equipment, financial, time, etc..

## REFERENCES

REFERENCE TYPE: Professional	NAME: David Martinson	POSITION: Deputy Mission Support Group Commander (GS-14, USAF) (COL, retired)
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]	PHONE NUMBER: [REDACTED]	
REFERENCE TYPE: Personal	NAME: Bobby Hammond	POSITION: Previous Council Member (just moved)
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]	PHONE NUMBER: [REDACTED]	
REFERENCE TYPE: Professional	NAME: Steve Boothe	POSITION: Construction and Maintenance Engineer
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]	PHONE NUMBER: [REDACTED]	

Agency-Wide Questions

1. Have you previously worked for the City of Palmer?  
No
2. Are you related to anyone who is currently employed by the City of Palmer?  
No
3. If you answered yes to the previous question, please provide the individual's name and department
4. Are you able to perform the essential functions of this job with or without reasonable accommodations?  
Yes
5. If you answered yes to the previous question, please explain:
6. Have you ever been terminated or asked to resign by a former employer?  
No
7. Have you been convicted of a misdemeanor within the past five years?  
No

Job Specific Supplemental Questions

APPLICANT'S SWORN STATEMENT AUTHORIZATION AND RELEASE I hereby affirm all the information I provided or will provide to the City of Palmer relating to my application for employment, whether by written application form, resume, oral statement or otherwise, is true and complete to be the best of my knowledge. In addition, I agree that any intentional misrepresentation or omission and any material negligent or innocent misrepresentation or omission in or from said information may disqualify me from further consideration for employment any may be considered justification for immediate discharge from employment if discovered at a later date. I hereby authorize any person, organization, or governmental entity, including any current or former employer, to release to the City of Palmer or any authorized person acting on behalf of the City, any and all information, in any manner requested, which may be relevant to my character or qualifications for the City position for which I applied. I authorize current and former employers to give to the City of Palmer any and all employment records in their possession dealing with me, including, but not limited to, job descriptions, wage information, employment records, performance appraisals, disciplinary records, layoff slips, attendance records, reports, or other documents relevant to my application for work or actual employment with the employer, including records relevant to drug and alcohol tests conducted by or on behalf of the employer or in the possession of the employer. I also authorize the release of information and written records concerning my educational history, driving records, and criminal or civil actions. I request that all persons and organizations cooperate fully in providing information to the City, including allowing the interviewing of supervisors, co-workers, educators, or other references. I hereby release all persons, employers, organizations, governmental entities, or any other entity providing information.

1.

I Agree

2. Have you attached the required writing examples?

Yes

3. Have you attached your answers to the supplemental questions as noted in the job bulletin?

Yes

---

The following terms were accepted by the applicant upon submitting the online application:

*The information provided in this employment application is true, correct, and complete. If employed, any misstatement or omission of fact on this application may result in dismissal. I authorize investigation of all statements contained in this application for employment as may be necessary in arriving at an employment decision. This authorization includes permission to check employment references. If selected for employment you may be required to supply proof of authorization to work in the U.S., have a physical examination and/or drug test, supply and/or authorize a criminal background check, supply and/or authorize a copy of your motor vehicle record (MVR), or sign a conflict of interest agreement and abide by its terms. I understand that acceptance of an offer of employment does not create a contractual obligation or permanent employment upon the City of Palmer. Employment may be terminated at any time at the option of the employee or City of Palmer.*

This application was submitted by KIM DAVID ZIMMERMAN on 5/17/24 9: 54 AM

Signature\_\_\_\_\_

Date\_\_\_\_\_

**KIM D. ZIMMERMAN**

Lieutenant Colonel (retired), United States Army



**Professional Experience:**

**Borough Manager**

**March 2021 to Present**

Borough of Lewistown  
2 East 3<sup>rd</sup> Street  
Lewistown, PA 17044

Serves as the chief administrator of a town of 8,500 citizens consisting of 4,000 homes, a full-time staff of 50, and part time staff of 40 throughout the year. Directly responsible for the wastewater treatment plant, refuse and recycling department, public works department, and the annual \$11M dollar budget and investment portfolio. Provides the direct link between the citizens and the Council through the coordination of all committee and council meetings. Works directly with Federal, State, and County agencies on a daily basis.

**Operations Director**

**MAR 2018 to SEP 2020**

Privatized Military Housing (Corvias Air Force Living)  
663 Kodiak Street  
Eielson Air Force Base, Alaska 99702

Responsible for leading all installation-level property management employees and the day-to-day operation of a multi-family home management portfolio; for identifying and elevating new business responsibilities and marshaling resources within the organization to remove obstacles and deliver positive results. Directly responsible for developing and maintaining a solid, positive partnership with the United States Air Force and Base Leadership in all levels of command, as well as with the 3,000 military and government family members in the 910 homes on base and portfolio. Accountable for the fostering of an environment of team-work, efficiency, and superior customer service for the 30 full and part time employees. Directly managed and responsible for the annual \$20,000,000 budget, the largest base and budget in the portfolio of six United States Air Force Bases in the company. Achieved and maintained the highest performance statistics in the portfolio of six military bases.

**Gunsmithing Student, TSJC**

**JAN 2016 to DEC 2017**

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. Completed in December 2017.

### **Borough 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 throughout the year. Directly responsible for town's water treatment plant, wastewater treatment plant, refuse department, public works department, and the annual \$10M 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 24-year career. Specialized in logistics and sustainment operations, to include government contracts, 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 military of

all branches; directly responsible for the expenditure and accountability of \$220,000 cash and \$70,000,000 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 Division in Korea within range of hostile forces near the Demilitarized Zone

## **Military Education**

Quartermaster Officer Basic Course  
Airborne

- Aerial Delivery / Parachute Rigger School
- Captains' Career Course
- Command Armed Services Staff School (CAS3)
- Command and General Staff College (CGSC)

## **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 2018 (.5 credit short)

**References: Available on Request**

Kim David Zimmerman  
Lieutenant Colonel (retired), USA



**20 February 2024**

**Reference: Palmer, AK (City Manager Position)**

**To Whom It May Concern:**

I truly believe I am fully qualified for this position and will do a superb and professional job for the leaders and residents of the City. My management and leadership skills have been continually developed and honed for the past 3+ decades as an active-duty logistics officer in the United States Army, in the private sector as the City Manager of Ridgway, Pennsylvania, the Operations Director position for a privatized housing firm in the remote area of Eielson Air Force Base, Alaska, and most recently as the City Manager for the Borough of Lewistown in 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 its use around the world and in local communities.

In Baghdad, Iraq (2007-2008) I was the Mayor (Garrison Commander) 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 expansion, building, construction, and operations 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, construction contracts, demolition, and environmental tasks during heavy combat operations. This was a base supporting all military and governmental services; hence coordination had to be maintained with all forces and governmental (American and Foreign) agencies for housing operations and construction projects.

I also served as the Borough 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, wastewater treatment plant, refuse department, public works department, and the annual \$10,000,000 budget and investment portfolio. I also worked hand in hand with the local police force and fire department facilitating their contracts and fiscal requirements. Maintenance operations was paramount to the successful management of the town as the streets had to remain open 24 hours per day for all reasons, therefore, closures, maintenance, weather, community events, etc. had to be considered well in advance. I

also worked directly with the US Army Corps of Engineers (USACE) in the flood control / mitigation operations of the local dam; and in 2014 we experienced a 100-year flood which destroyed a large economic sector of the community, to include residential areas. As such, I worked directly with politicians and leaders at all levels in rebuilding the community and assisting the affected residents.

I recently served as the Operations Director for the privatized family housing on Eielson Air Force Base, near Fairbanks, Alaska. This consisted of managing the largest Air Force Base portfolio in the company, including the \$20,000,000 annual budget, the maintenance and upkeep of 910 single family homes, attending to the needs and home welfare of 3,000 residents (military members and their families), and the training, safety, and welfare of 30 full and part time employees throughout the year. I also developed the best partnership and relationship to date with United States Air Force on Eielson AFB at all levels of Command. This was verified in my quarterly evaluations in which we received the highest scores to date from the USAF.

Currently I am the Borough Manager for a city of approximately 8,500 in Mifflin County, PA and have served in this position since 01 March 2021. Since assuming the position, we have developed the Council into a team, coordinated and conducted the first annual Town Hall meeting, saved over \$300,000 in expenses, re-built the fire department financially and with required equipment and gear, conducted the first annual employee appreciation day, completed numerous union contract negotiations, updated numerous Borough Codes, etc.

Having read the job summary for this position, I have direct experience and understanding in most, if not all, of the required duties, responsibilities, and skills required for the duty position:

- Accountability in people, finance, equipment, time
- Customer focus has been my forte for my entire career
- Dedication to the job, people, and mission
- Integrity is above reproach
- Responsiveness to bosses, peers, and teammates always
- Transparency and honesty in all things
- Teamwork gets the mission completed in the most difficult and easy tasks; always approachable
- Always and easily approachable
- Experience in extreme weather conditions
- Experience with residents transiting in an out of the area
- Experience with local education facilities

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 large budgets, supervising personnel and their contracts, directing detailed and complex maintenance operations, overseeing infrastructure management, and working with other Federal and State agencies, I know I am ready

and distinctly qualified to successfully serve the City's leaders, the staff, and the residents for many years to come. My wife and I are familiar with Alaska and have been there many times over the years. We love the state and area.

Please contact me if you have any questions. I greatly look forward to hearing from you.

Sincerely,

Kim David Zimmerman  
Lieutenant Colonel (retired), USA

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

References:

Ben Rager, Lewistown DPW: [REDACTED]

Steve Boothe, Vice President Maintenance (AK): [REDACTED]

David Martinson, GS-14: [REDACTED]

Bobby Hammond, Lewistown Council: [REDACTED]

Venus Shade, Lewistown Council: [REDACTED] 9



# Borough of Lewistown

PENNSYLVANIA

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2 EAST THIRD STREET – LEWISTOWN, PA 17044-1799 – 717- 248-1361  
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08 November 2023

MEMORANDUM FOR PENNSYLVANIA Department of Environmental Protection (DEP), Attention: Clean Water Program, Southcentral Regional Office, 909 Elmerton Avenue, Harrisburg, PA 17110-8200

SUBJECT: Corrective Action Plan Directive

1. References:

a. Memorandum from DEP, subject: Annual Wasteload Management (Chapter 94) Report, Lewistown STP, NPDES Permit Number PA0026280, dated 06 June 2016.

b. Memorandum from DEP, subject: Compliance Meeting Requested, Lewistown Sewer Treatment Plant (STP), NPDES Permit Number PA0026280, dated 31 August 2023.

c. Memorandum from DEP, subject: Meeting Follow Up, Corrective Action Plan- Lewistown Sewer Treatment Plant (STP), NPDES Permit Number PA0026280, dated 05 October 2023.

d. Meeting with DEP on 05 October 2023 at 1000 hours.

e. Email with DEP, subject: RE: Lewistown Borough Meeting Follow Up & CAP Request Letter - PLEASE ACKNOWLEDGE RECEIPT, Extension request from 04 November to 10 November 2023, dated 18 October 2023.

f. Email with DEP, subject: RE: Lewistown Borough Meeting Follow Up & CAP Request Letter - PLEASE ACKNOWLEDGE RECEIPT, Extension request from 04 November to 10 November 2023, approved, dated 18 October 2023.

g. Document, 1982 Intermunicipal Agreement for the Lewistown Wastewater Treatment Plant between the Borough of Lewistown, Derry Township Wastewater Collection System, and the Granville Wastewater Collection System, dated 18 October 1982.

h. Email with DEP, subject: RE: 10 November Due Date for CAP, request for extension of due date until 13 November, approved, dated 06 November 2023.

2. Background:





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a. The Borough of Lewistown has been attacking the requirements listed in the references above, specifically those directives listed in 1a. However, the Borough has not corrected or completely mitigated all the Infiltration and Inflow (I&I) issues present in the sewer lines dating back to 1795 when the town was founded. The Borough of Lewistown operates a Wastewater Collection system and Regional Treatment Plant. The Collection System includes approximately 23 miles of sanitary sewer lines, ranging in sizes from 6 to 36 inches in diameter, 40 miles of 4-inch diameter service lateral connections, and 640 manholes. This accounts for a projected CY2024 budget of \$2.9M.

The Borough's previous Wastewater Treatment Plant (WWTP) engineering firm has been playing a leading role in this Corrective Action Plan (CAP), but to date, the concerns have not been eradicated. The Council is aware of this and on 13 September 2023 voted to end their decades long relationship with this firm and appointed a new engineering firm, "The EADS Group: Engineering, Architectural, and Design Services" to pick up the mission of assisting in the operations of our WWTP with an effective date of 01 January 2024. They currently have a retainer as the Borough's engineering firm.

b. Budget Allocations. In CY2022 the Council set aside \$250,000 in CY2023 to slip-line 5th Street to mitigate the I&I in that area for two reasons: because of the related SSOs and moratorium, and because a housing development was being planned in the neighborhood and the I&I and moratorium needs addressed before that could be approved (or be feasible). However, with the \$6M PennDOT project on Valley Street in 2023 and 2024, this money was transferred to cover unexpected costs in CY2023 for those sanitary and stormwater lines issues identified during the project.

c. Mapping. We are mapping / videoing the entire sanitary and sewer systems within the Borough. Much of this has been done but much needs to be completed. The Borough of Lewistown purchased a new camera system for \$178,000 dollars in CY2022 to replace the 2015 camera system to help with these operations. The time for completion is CY2026.

d. American Rescue Plan Act (ARPA). Recently, the County of Mifflin received \$9M in ARPA funding to assist the County. The Borough of Lewistown, the County seat, requested specific funding (\$1,327,000) to support these I&I operations and the projected housing development affected by the moratorium and was denied a grant. Of the \$9M and the amount we requested of \$1,327,000, the Commissioners offered us a \$200,000 loan from their ARPA funds, which the Council refused as the intent of ARPA funding is for grants and not a loan.



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e. In 2021 the Council purchased a Model 2100i Vactor Truck to specifically address the I&I issues. The truck was purchased for \$435,444.69 and is used by us on an almost daily basis. It replaced a much older unit from the 20<sup>th</sup> century.

3. The following has been completed IAW the Chapter 94 CAP of 2016.

a. Approximately \$840,000 has been spent on the wastewater collection system / I&I repairs and preventative maintenance, to include new equipment.

b. Approximately 12 miles (61,100 feet, 18.5%) of main line and laterals have been videoed and checked with a camera.

c. Approximately \$250,000 has been paid to the WWTP's engineering firm for CAP related fees since 2016.

d. Over two miles of sanitation lines have been slip-line repaired.

4. The following must be completed IAW the Chapter 94 CAP of 2016.

a. Approximately 51 miles (81.5%) of the main lines and laterals must be videoed and checked with a camera

b. Approximately 5,346 feet of sanitary lines are expected to be slip-lined in 2024.

c. The mapping of all sanitary and stormwater lines GIS / GPS.

d. The specific SSO locations must be fully mitigated: 330, 257, 256-2, 277, 256, 375, 405.

e. The two areas of the Borough with DEP EDU moratoriums must be addressed and removed.

5. Moving Forward.

a. The following are objectives of the CAP as we move forward.

(1) Complete paragraph 4 requirements.

(2) Legal Analysis. We have consulted a legal firm for the environmental legal analysis of the 1982 Agreement as listed in 1g. above. The Council must approve



# Borough of Lewistown

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this at the scheduled 08 November meeting because of the financial obligation to the Borough and because it involves surrounding municipalities. The cost is \$150 / hour.

(3) EDU Moratorium. The Borough of Lewistown may have to add a moratorium for the addition of Equivalent Dwelling Units (EDUs) to the current sanitary lines. This is also directed at the lines flowing into the Borough from surrounding municipalities because of the existence of I&I and the plans for additional housing areas being discussed in Derry Township.

(4) Eliminate SSOs. We will continue to work on the identified areas of emphasis based on the Manhole (MH) Sanitary Sewer Overflows (SSOs) identified in the references above. These MHs are priorities of emphasis.

(5) Incoming I&I. The Borough of Lewistown owns 16 flowmeters to monitor the sanitary lines, specially being used for the identified areas listed in references above. We believe the sanitary lines coming into the Borough from another municipality provide much of the I&I into the Borough's sanitary lines. However, obtaining this data is not possible as their lines are monitored with flowmeters too small for the size flow of their pipes. Hence, the legal review we have requested.

b. Projected Corrective Action Plan (CAP) and Consent Order (CO) Tasks and Descriptions / Timelines:

(1) Negotiate / Execute Consent Order and Agreement. Ongoing to 3/31/2024

(2) Identity and verify linear feet of sanitary sewer within the collective system (cleaning and CCTV inspection). Ongoing to 10/31/2026.

(3) Smoke / dye test sanitary sewer system for illegal stormwater connections. Ongoing to 10/31/2026.

(4) Remove illegal connections identified in 5.b.(3). Ongoing to 12/31/2026.

(5) Complete GIS mapping of sanitary and stormwater systems. 1/1/2024 to 3/31/2026.

(6) Establish sub-basin management program. 10/1/2025 to 6/30/2026.

(7) Review inspection and flow monitoring data to identify problem areas for remediation. Ongoing to 3/31/2027.



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- (8) Repair / replace significant structural defects. 4/1/2027 to 12/31/2030.
  - (9) Monitor existing flow meters, including coordination with Derry and Granville Township. Ongoing.
  - (10) Municipalities submit Annual Progress Report. Ongoing.
6. Estimated costs. TBD.
7. Priorities of emphasis, with some ICW other priorities:
- 1. Eliminate the SSOs.
  - 2. Eliminate moratorium areas.
  - 3. GIS / Mapping of the sanitary system.
  - 4. GIS / Mapping of the stormwater system.
  - 5. Repair / eliminate all I&I issues within the two systems.
8. POC is undersigned at [REDACTED].

KIM D. ZIMMERMAN  
Borough Manager

Kim D. Zimmerman  
Page 1  
Question 1

1. Please tell us why you are interested in this position and why it is a good time in your career to come to the City of Palmer.

We are interested in this position because it is a dream job to be a City Manager in Alaska, specifically Palmer. Having spent years living in and enjoying Alaska we are grateful for this opportunity to possibly return. Being the City Manager would be a wonderful and challenging experience that one can only dream about compared to other municipalities in the State of Alaska, and anywhere else for that matter. We previously lived in Eagle River for three years and in North Pole for about two and a half years and are familiar with Palmer and the surrounding area. The small-town atmosphere, friendly people, surrounding municipalities, and surrounding nature provide all one could want without living in a big city or in a more remote setting. If Palmer or the area doesn't have it, you most likely don't need it. I could wax on about the challenges and experiences of living in that area, but those reading this are already well versed in this subject. Why is it a good time in my career to "come to the City of Palmer?" Because the position is open 😊 and my wife and I are dying to move back to Alaska; and I want to be the City Manager of Palmer. I have known this position was opening for some time and I had to wait until it was officially open. We actually had Alaska Airline tickets to fly up for the 2024 Iditarod but had to cancel because of work obligations, much to our dismay. We even love the area in winter!

2. Please describe your professional experience working with elected officials and boards. Describe the responsibility you believe the City Manager has to the Mayor and City Council and to the citizens of the community. Describe how you see your role and interactions with the 1) Mayor; 2) City Council; and 3) City Clerk.

a. I have about a decade of working with elected officials and boards. These include numerous council members, mayors, county (borough) commissioners, state legislators, and federal elected officials. I treat them all the same with respect, honesty, loyalty, and fairness. I have dealt with them on numerous issues, including natural disasters and large projects. If you treat them the way you wish to be treated, most often it is reciprocated.

b. The City Manager (CM), in my opinion, must be open, honest, discreet, and respectful with the elected officials and the citizens. The CM must consider their busy schedules and should keep them apprised of situations, especially those that directly or indirectly affect them or their staff. I always say, "what do I know and who else needs to know it?" I don't work in a vacuum with my leadership, and I certainly don't feel that "knowledge is power" but that it should be shared. The real power comes with keeping them informed and working as a team. And this means with the citizens, especially. Because if you don't keep them informed of current operations, upcoming events, or policy changes, they will eventually make up their own "facts" and then the issues really get hairy because false becomes reality and that is hard to stop or change course.

c. My role with the Mayor is to assist them as best I can with the assets at my disposal. A good consistent dialogue is key to teamwork. And at times it is necessary to play the role of just listening and being a friend. Since the CM is apolitical, I do not get tied up into the political issues, but I must maintain an even role and provide advice when asked.

d. The CM's role with Council is to be the apolitical spigot of information, research, execution, direction, guidance, and teamwork to accomplish their directives and decisions in a professional manner and through expert and proactive leadership. My job as the CM requires that I "check down and not up" when it comes to providing a constant for my staff. Working with the Council as a whole and working with each Council member directly and indirectly is required to be successful as a team. And that is an art unto itself.

e. I work with the City Clerk as I do with everyone else. They are an integral part of the team and should be respected as such. The City Clerk's mission is very important and tied directly to Council, the Mayor, and the CM. Teamwork with the City Clerk.



3. Please explain your process for communicating critical and non-critical information to the Mayor and Council. How do you decide when or what is necessary to bring to the Mayor and Council's attention? How do you see your role as communicator to the Mayor and Council, staff, other governmental agencies, local businesses, and citizens?

a. Communication is accomplished by whatever means is required, expeditious, or available at the time it needs to be communicated. I send daily and / or weekly updates to them, including the Solicitor, Police Chief, Fire Chief, and staff. This can even be done through text for simple matters. I have a council member in poor health, and I visit him at home once per week to keep him up to date on matters and decisions. I also meet them for breakfast if they wish, following a large meeting to compare notes and get any final guidance (groups of 3 or less).

b. How do I decide? Well, if I was in their shoes, what would I want to know? See earlier comment in another question. It's not rocket science. It doesn't even mean they have to respond, just so long as they get the required information. They are important people and should not be kept in the dark on issues. I hate being "blindsided" and I am sure they do, as well, so I consider that in making decisions.

c. You want to fail as a CM?? Simple. Don't communicate. Communication must be done with other internal and external entities on a constant basis. Whether it is in person or another method, it must be done. Sometimes it is just a matter of participating in a conference, a meeting, a group, or an event where just being seen and talked to can be the key to success. Also, always respond to inquiries in one way or another. Nothing irks citizens more than being "blown off", or when they get that feeling it is happening.

4. The citizens and city council members are very diverse. Describe how you would handle a situation where two people wanted to take you in opposite positions on the same project.

a. The CM should always listen and pay attention and gather all the pertinent information and facts. The CM must be the conduit to receive, analyze, think through, and present evidence to those involved in that scenario. Opinions and ideas can be skewed and argued for and against in those situations if facts are not presented and in the forefront. Arguing against facts is much more difficult than arguing based on opinions. Once all the truths are discussed and presented, most of the time an educated decision can be made. But sadly, in some cases it can't be that definitive because someone simply has an agenda, in which case, you may never change that person's opinion. Either way, each person should be given an equal chance to share their point of view and make their decision based on facts.

5. Organization and planning is often a challenge when working in the community and juggling multiple tasks. How will you work to achieve the goals of this position while still completing paperwork, communicating effectively, and meeting the needs of Council, City Clerk, staff, and citizens?

Priorities are identified by current events, city leaders, and citizens to provide direction(s) for the CM. However, that does not mean I need to be micromanaged, but this information does help with prioritizing the work of the team and staff. A lot must be done in the background and priorities are the driving force in accomplishing those objectives. Ensuring periodic leadership meetings are conducted, calendars are maintained, and information flow is continued should minimize conflict in the forward progress of the team. But sometimes priorities jump to the forefront, which may be unexpected or unwanted, however, if you have continuous information flow with the team, it makes it easier to adjust for these sudden surprises. Again, teamwork, information flow, coordination, delegation, and prior planning will make things less challenging in the surprise category.

6. Please describe any experience you have had facilitating economic development in a community. Please describe your involvement in a specific economic development project, from inception to completion including: 1) your role in the project; 2) any problems/issues you encountered; and 3) the results of the project.

Economic development is not done / accomplished by the CM alone, it is a joint effort with local politicians, committees, civic leaders, philanthropists, and citizens. The largest and best source of economic development in which I was involved was the development of using our wastewater treatment plant (WWTP) to treat brine water from fracking operations in the surrounding counties (boroughs). The natural gas and underground mineral businesses needed a place to displace their water used in their operations and we were able to work with the PA DEP for the testing and permitting to gain approval in using the towns assets to facilitate this, and it took over a year to get this accomplished. Meetings were held with numerous state agencies and local politicians to prove the water could be treated at the WWTP with no harm to the environment. It has turned into a very lucrative source of income for the town since it was approved. I tried to do the same in the town in which I am currently the CM but the distance from the fracking sights make it unfeasible financially. I do know it generates roughly \$1M+ per year in additional income for the town. We also attacked the issue of developing some borough owned land for a camping venture, but at the time the current council was not in full support. But now it is a successful business for the town. Timing and leadership play a very important role in the economic development of communities.

7. Explain your experience in developing, implementing, and monitoring a budget for a municipality.

Developing a budget is based on teamwork, facts, and educated assumptions. I usually keep the current budget as a working / living document and make changes and updates throughout the year. Department heads play key roles in the development, implementing, and monitoring processes. Coordinated meetings (I call them Leadership Meetings) allow cross talk and updates with key leaders, the finance staff, and personnel involved in the budget process. Money can be a fluid “event” and at times flexibility is the key to keeping an accurate and viable document and bank account. To recap, I keep the current budget as a living document for constant reference and tracking; the department heads have a key role to play in the entire process; coordinated meetings allow for cross talk of ideas and current funding status; monthly Leadership Meetings allow for updates and ideas; bi-weekly or monthly updates to the Council keep them apprised of the situation; and Finance Committee meetings allow the council members to discuss ideas and changes and then make recommendations to the Council. But the one person you cannot leave out of the process is the Treasurer...don't ever do that.



# Borough of Lewistown

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MEMORANDUM FOR Mifflin County Commissioners

SUBJECT: America Rescue Plan Act (ARPA) Funds Request

1. Please see attached five (5) requests for ARPA funding support to the Borough of Lewistown.
2. Priority #1 is the Infiltration and Inflow (I&I) mapping, slip-lining, inspection, and repair of the sanitary lines in the west side of town, near the planned Buchanan School "development." This project is with EADS Engineering and has an estimated cost of \$1,327,000. I&I greatly increases during major rain events resulting in over-flowing manholes, flooded sewer lines, and backflow into basements causing unsanitary conditions. This project will also support Mifflin County economic development and the Buchanan School development project because it addresses the DEP moratorium on the Borough's sewer lines in that area of the municipality.
3. Priority #2 is the Building Maintenance and Repair of two of the three Lewistown Fire Department's companies: Brooklyn and City. These structures are key to the maintenance, safety, and storage of fire fighting equipment, as well as the workspace for the volunteer firefighters. The windows, metal and rubber roofing, and heating / cooling systems are in dire need of repair and / or replacement. The HVAC is antiquated, and needs replaced. Also, United Fire Company is merging with Brooklyn Hose Fire Company in 2022 and will share the same facility. This merger is being done to save money and to decrease response time to citizens and the surrounding communities. These projects have an estimated cost of \$238,000.
4. Priority #3 is the replacement of the Sewer / Storm Line camera system at an estimated cost of \$192,000. This camera system is used by the Borough and surrounding communities (at no charge to them) to evaluate the lines almost every day throughout the year. This camera is used to identify line breaks for repair before any digging commences. Without this asset, it is almost impossible to find the exact break location. This cost includes the trade-in value of the current 2015 model year system. Currently, yearly maintenance on the camera is costing \$15,000 to \$30,000. The sanitary system cannot function without this asset.
5. Priority #4 is the replacement and / or purchase of Firefighting safety equipment. Firefighting safety equipment is in desperate need of replacement or purchase. With 89 volunteer fire fighters on the roster, it costs an estimated \$4,500 per individual to be outfitted with the required safety gear. The estimated delivery time once ordered is 9-12 months. One-third of the on-hand outer protective gear is expired with a large portion of





# Borough of Lewistown

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the remaining gear a "mix-matched set" of improper sizing, and / or soon to be expired. The Hurst "Jaws of Life" is now outdated with replacement parts no longer being manufactured and difficult to obtain. The new system is called Edraulics and is battery operated, therefore, not requiring motorized hydraulic pumps. The estimated safety equipment cost is \$289,000.

6. Priority #5 is the projected planning / engineering cost for the renovation of the current community center into the Borough of Lewistown Police / EMS Station in 2025. The leasing cost of the LPD Station is \$4,000 per month and is expected to drastically increase when the lease expires. Financially, it makes the most sense for the Borough to move the police into a Borough-owned / controlled facility. The cost of approximately \$100,000 will be used to cover the planning, design, and architectural expenses of the project.

7. The Borough has received approximately \$425K in ARPA funding to date and is expecting to receive another \$425K next month. To date, the Council has obligated \$185K toward EMS requirements; another \$115K committed toward sewer infrastructure; and discussing \$100K toward public safety and public health at the next Council meeting. This is approximately 47% of the Borough's ARPA allocation. Like you, we are being very prudent on the spending of these dollars and are focusing on immediate needs as well as the items that benefit the most for the dollar.

8. Additional information can be provided upon request.

9. POC is undersigned at [REDACTED]

  
KIM D. ZIMMERMAN  
Borough Manager

American Rescue Plan Act – State and Local Fiscal Recovery Fund  
Mifflin County, Pennsylvania

Contact Information

To ensure consideration, please complete this form in its entirety.

Entity/Point of Contract

Borough of Lewistown / Kim D. ZIMMERMAN

Entity Type

- Municipality of Mifflin County
- Public Authority of Mifflin County
- Nonprofit of Mifflin County
- Broadband Provider Located in Mifflin County

Has your organization received any other COVID-19 related grant funding?

- YES
- NO (ARPA ONLY)

First Name

KIM D.

Last Name

ZIMMERMAN

Address

[Redacted]

City, State, Zip Code

[Redacted]

Email

[Redacted]

Phone

[Redacted]

## Project Information

ARPA Project Category

H<sub>2</sub>O & SEWER INFRASTRUCTURE

Project Type (i.e. Planning, Design, Construction, etc.)

Infiltration & In-flow

Project Location

WEST SIDE OF TOWN - (BUCHANAN SCHOOL AREA)

Please Describe the Project

SANITARY SEWER REHABILITATION: This project focuses on the sewer lines in that area of the Borough. They are outdated, and need inspected, repaired, slip-lined, mapped, and filmed. This project directly supports the citizens, and County with the Buchanan School project.

Annual Budget of Organization

\$ 9,068,129.00

Matching Funds

\$ UNKNOWN

Amount of Request

\$ 1,327,000.00

Total Project Cost

\$ 1,327,000

Source of Match

UNKNOWN

Additional Sources (Please explain below)

Additional Notes

The project will enhance the effectiveness of the sanitary system and decrease the cost of the operations of the waste water treatment plant. This will also allow economic development of the area because

Prior to submitting, please ensure your contact information is correct and that every field is complete

of the current DEP moratorium on the system. We want to tie this project into another with DEP funds.

June 24, 2022

Borough of Lewistown

Attn: Kim Zimmerman, Borough Manager

**RE: Sanitary Sewer Rehabilitation  
Basins 6 & 7**

Dear Mr. Zimmerman,

The EADS Group, Inc. has reviewed information provided by Don Dippery, Sewage Treatment Plant Superintendent related to the existing condition of the Lewistown Borough's sanitary sewer system. EADS understands the Borough intends to submit applications for funding to continue with improvements to the Borough's sanitary sewer collection system. We understand the Borough is under a PaDEP Corrective Action Plan and Schedule for improvements; and that a connection ban is in place for most of the sanitary collection service area impacting neighboring municipalities.

We have reviewed the information provided and offer the following table to summarize our suggested scope of work and estimate of project costs.

Lewistown Borough Sanitary Sewer Cleaning, Televising, & Rehabilitation Drainage Areas 6 & 7					
No.	Description	Quantity	Unit	Unit Price	Total Price
1	Cleaning and Televising (8"-15" Diameter Gravity)				
	a. Drainage Area 6	5,000	LF	\$3.00	\$15,000.00
	b. Drainage Area 7	9,000	LF	\$3.00	\$27,000.00
2	Mapping & Modeling	1	LS	\$95,000.00	\$95,000.00
3	Sewer Re-Lining (8"-15" CIPP)				
	a. Drainage Area 6	4,000	LF	\$50.00	\$200,000.00
	b. Drainage Area 7	6,000	LF	\$50.00	\$300,000.00
5	Manhole Rehabilitation	120	EA	\$3,000.00	\$360,000.00
				<b>Total:</b>	<b>\$997,000.00</b>
<b>Additive Alternative #1 - Remainder of Sanitary Sewer System</b>					
1A	Cleaning and Televising (8"-21" Diameter Gravity)	110,000	LF	\$3.00	\$330,000.00
					<b>\$1,327,000.00</b>



## Justification of Suggested Scope

Our suggested scope of work continues with actions previously taken by the Borough in Drainage Areas 6 & 7. On some mapping, these areas are synonymous with drainage basins "A, B and C". Sewer relining has been completed in select locations and will continue with similar work in 2022. In our suggested scope of work, we have placed an added emphasis into more comprehensive improvements to include GIS mapping and sewer flow modeling along with manhole rehabilitation.

Combined there is approximately 40,000 linear feet of 8-15" diameter gravity collection line in Areas 6 & 7. Within the past several years, we understand approximately 20,000 feet have been cleaned and televised. In our suggested scope we are recommending to clean and televise the remaining portions of this area or approximately 70% of the collection lines. Following cleaning and televising we are anticipating 70% will become candidates for relining.

Simultaneous to cleaning, televising, relining and manhole rehabilitation are suggested efforts to fully map and model the sewer flows using data collected by the Borough flow meters. We have reviewed flow data available and have compared hypothetical flows from 850 EDU's in this area, to the actual flows realized on the flow meters. Our conclusion found that Basins 6 & 7 are subject to higher than expected flow rates. Based upon the data that we have analyzed, the average flows in this area are 3 times greater than what should be realized; and regularly exhibit a peak flow that is 8 times greater than the average flows.

## Summary

We believe this focused scope will shorten the anticipated completion for a comprehensive improvement in the drainage basins 6 & 7. We anticipate that the shortened completion time could lead to a request to PaDEP to relax the Connection Ban currently existing in Basins 6 & 7.

Should have any questions related to this recommended scope, please do not hesitate to call. Feel free to use this project scope and cost estimate in applications for financial assistance.

Sincerely,  
The EADS Inc. -- Lewistown

*Lucas A. Parkes*

By: Lucas A. Parkes, P.E.  
Department Manager

r:\4817 lewistown boro\sanitary sewer\cost estimate and approach 06-22-2022.docx



# American Rescue Plan Act – State and Local Fiscal Recovery Fund Mifflin County, Pennsylvania

## Contact Information

To ensure consideration, please complete this form in its entirety.

Entity/Point of Contract

Borough of Lewistown, Kim D. ZIMMERMAN

Entity Type

- Municipality of Mifflin County
- Public Authority of Mifflin County
- Nonprofit of Mifflin County
- Broadband Provider Located in Mifflin County

Has your organization received any other COVID-19 related grant funding?

- YES
- NO (ONLY ARPA)

First Name

Kim D

Last Name

ZIMMERMAN

[Redacted]

City, State, Zip Code

[Redacted]

Email

[Redacted]

Phone

[Redacted]



## Project Information

ARPA Project Category

PUBLIC HEALTH / SAFETY RESPONSE

Project Type (i.e. Planning, Design, Construction, etc.)

BUILDING MAINTENANCE/REPAIR

Project Location

Brooklyn Fire Department + City Hook & Ladder

Please Describe the Project

These costs are necessary repair costs to windows, roofs, and heating & cooling/ventilation systems to the buildings. United Fire is merging with Brooklyn into Brooklyn's Building in 2022. These repairs are vital to the safety of the occupants and the maintenance of the life saving equipment.

Annual Budget of Organization

\$ 9,068,129

Matching Funds

\$ UNKNOWN

Amount of Request

\$ 238,000

Total Project Cost

\$ 238,000

Source of Match

UNKNOWN

Additional Sources (Please explain below)

Additional Notes

To save money the LFD is merging Brooklyn & United into one facility. This facility has two different roofs, outdated inefficient windows, as well as heating and cooling systems.

Prior to submitting, please ensure your contact information is correct and that every field is complete

# American Rescue Plan Act – State and Local Fiscal Recovery Fund Mifflin County, Pennsylvania

## Contact Information

To ensure consideration, please complete this form in its entirety.

Entity/Point of Contract

Borough of Lewistown / KIM D. ZIMMERMAN

Entity Type

- Municipality of Mifflin County
- Public Authority of Mifflin County
- Nonprofit of Mifflin County
- Broadband Provider Located in Mifflin County

Has your organization received any other COVID-19 related grant funding?

- YES
- NO (ARPA ONLY)

First Name

KIM D.

Last Name

ZIMMERMAN

Address

[REDACTED]

City, State, Zip Code

[REDACTED]

Email

[REDACTED]

Phone

[REDACTED]

**Project Information**

ARPA Project Category

H<sub>2</sub>O & SEWER INFRASTRUCTURE

Project Type (i.e. Planning, Design, Construction, etc.)

EQUIPMENT; CAMERA SYSTEM

Project Location

Borough of Lewistown & Surrounding Communities

Please Describe the Project

This is for a Sewer Line / Storm Line camera system used daily to inspect the Borough's and surrounding communities lines. Current camera is a 2015 and requiring \$20-\$30K per year in repairs. This cost includes the trade-in value.

Annual Budget of Organization

\$ 9,068,129.00

Matching Funds

\$ UNKNOWN

Amount of Request

\$ 192,000

Total Project Cost

\$ 192,000

Source of Match

UNKNOWN

Additional Sources (Please explain below)

Additional Notes

This camera system supports the WWTTP and Streets department in numerous communities.

Prior to submitting, please ensure your contact information is correct and that every field is complete

# American Rescue Plan Act – State and Local Fiscal Recovery Fund Mifflin County, Pennsylvania

## Contact Information

To ensure consideration, please complete this form in its entirety.

Entity/Point of Contract

Borough of Lewisburg / Kim D. Zimmerman

Entity Type

- Municipality of Mifflin County
- Public Authority of Mifflin County
- Nonprofit of Mifflin County
- Broadband Provider Located in Mifflin County

Has your organization received any other COVID-19 related grant funding?

- YES
- NO (ARPA ONLY)

First Name

KIM D.

Last Name

ZIMMERMAN

Address

[Redacted]

City, State, Zip Code

[Redacted]

Email

[Redacted]

Phone

[Redacted]



## Project Information

ARPA Project Category

PUBLIC HEALTH / SAFETY RESPONSE

Project Type (i.e. Planning, Design, Construction, etc.)

SAFETY EQUIPMENT

Project Location

BOROUGH OF LEWISTOWN FIRE DEPARTMENT

Please Describe the Project

Responding to emergency situations, including vehicle accidents, fire, environmental hazards, flooding, and in home patient issues require specialized equipment. This equipment is required, however, it is outdated (expired), near expiration, or not on hand.

Annual Budget of Organization

\$ 9,068,129.00

Matching Funds

\$ UNKNOWN

Amount of Request

\$ 289,000

Total Project Cost

\$ 289,000

Source of Match

UNKNOWN

Additional Sources (Please explain below)

Additional Notes

As of MAY 9<sup>th</sup>, 2022 the LFD has 89 members on their roster. Estimated cost to outfit a firefighter alone is \$4,500. Also, the "JAWS OF LIFE" system is outdated and needs replaced.

Prior to submitting, please ensure your contact information is correct and that every field is complete

# American Rescue Plan Act – State and Local Fiscal Recovery Fund Mifflin County, Pennsylvania

## Contact Information

To ensure consideration, please complete this form in its entirety.

Entity/Point of Contract

Borough of Lewistown, Kim D. ZIMMERMAN

Entity Type

- Municipality of Mifflin County
- Public Authority of Mifflin County
- Nonprofit of Mifflin County
- Broadband Provider Located in Mifflin County

Has your organization received any other COVID-19 related grant funding?

- YES
- NO (ONLY ARPA)

First Name

KIM D.

Last Name

ZIMMERMAN

Address

[Redacted Address]

City, State, Zip Code

[Redacted City, State, Zip Code]

Email

[Redacted Email]

Phone

[Redacted Phone]



**Project Information**

ARPA Project Category

PUBLIC HEALTH / SAFETY RESPONSE

Project Type (i.e. Planning, Design, Construction, etc.)

PLANNING, DESIGN, & CONSTRUCTION

Project Location

COMMUNITY CENTER (108 CHERRY ST)

Please Describe the Project

This project is to renovate the Community Center into the Borough's Police / Fire Headquarters. The Borough currently rents its police station for \$4,000/month. This lease expires in 2025. Would like to locate the LPD and Fire Dept leadership into this building to save money.

Annual Budget of Organization

\$ 9,068,129.00

Matching Funds

\$ UNKNOWN

Amount of Request

\$ 100,000

Total Project Cost

\$ 1,000,000 (ESTIMATED) <sup>EADS</sup>

Source of Match

UNKNOWN

Additional Sources (Please explain below)

Additional Notes

The \$100,000 would be used to pay for the engineering, design, and architectural costs associated with the renovation planning. This estimate is provided by EADS.

Prior to submitting, please ensure your contact information is correct and that every field is complete

## EMPLOYMENT APPLICATION



CITY OF PALMER  
 231 W Evergreen Avenue  
 Palmer, Alaska 99645  
 (907) 761-1302  
<http://www.palmerak.org>  
 Zoukee, George M  
 24-00018 CITY MANAGER

Received: 5/12/24 5:02 PM  
 For Official Use Only:  
 QUAL: \_\_\_\_\_  
 DNO: \_\_\_\_\_  
 Experience  
 Training  
 Other: \_\_\_\_\_

## PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER		EXAM ID# : 24-00018
NAME: (Last, First, Middle) Zoukee, George M		SOCIAL SECURITY NUMBER: [REDACTED]
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		EMAIL ADDRESS: [REDACTED]
HOME PHONE: [REDACTED]		NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DRIVER'S LICENSE: State: [REDACTED] Number: [REDACTED]	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
What is your highest level of education? Master's Degree		

## PREFERENCES

MINIMUM COMPENSATION: \$0.00 per hour; \$0.00 per year
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular
TYPES OF WORK YOU WILL ACCEPT: Full Time
SHIFTS YOU WILL ACCEPT: Day
OBJECTIVE: A senior level position in public sector finance or executive management. I will gladly relocate.

## EDUCATION

DATES:	SCHOOL NAME: Princeton Day School	
LOCATION: (City, State/Province) Princeton, New Jersey	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: High School Diploma
DATES:	SCHOOL NAME: Hampshire College	
LOCATION: (City, State/Province) Amherst, Massachusetts	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Economics/Urban Studies		
DATES:	SCHOOL NAME: Boston University Graduate School of Management	
LOCATION: (City, State/Province) Boston, Massachusetts	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Master's
MAJOR: Finance		

## WORK EXPERIENCE

DATES: From: 4/1998 To: Present	EMPLOYER: Self-Employed	POSITION TITLE: Real Estate Investor
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: [REDACTED]	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$0.00/month	

<b>DUTIES:</b>		
<ul style="list-style-type: none"> <li>• Successfully invested personal, family and investor's funds in real estate.</li> <li>• Investments have been made in single family homes, condominiums, vacant land and rental properties in the cities and towns mentioned below.</li> <li>• Performed complicated financial analysis and feasibility studies.</li> </ul> <p>Investments have been made in Fairfield County, Connecticut, Denver, Colorado, Washington, DC, Fort Lauderdale, Florida, Boston and Cape Cod, Massachusetts, Columbia, Rye and Newbury, New Hampshire, Princeton, New Jersey, New York, New York, Pittsburgh, Pennsylvania, Knoxville, Tennessee and Las Vegas, Nevada</p>		
<b>REASON FOR LEAVING:</b>		
I am looking to relocate for a new position.		
<b>DATES:</b>	<b>EMPLOYER:</b>	<b>POSITION TITLE:</b>
From: 11/2011 To: 3/2013	Maritime Administration, US Department of Transportation	Associate Administrator for Business and Finance Development
<b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b>		
[REDACTED]		
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b>
[REDACTED]	[REDACTED]	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b>	<b>SALARY:</b>	
40	\$13,847.00/month	
<b>DUTIES:</b>		
<ul style="list-style-type: none"> <li>-Senior Executive Service (SES) position, the top (less than) 1% of federal government career employees. Position held a security clearance.</li> <li>-Managed 5 offices with over 60 employees:</li> <li>-Marine Financing (including Title XI Federal Shipbuilding Loan Guarantees, a multi-billion dollar ship financing program that guarantees loans for ships built in the U.S. and loans to improve domestic shipyards)</li> <li>-Cargo Preference &amp; Domestic Trade (including Jones Act enforcement)</li> <li>-Marine Insurance and Financial Approvals (War Risk Insurance &amp; two multi-billion dollar tax deferral programs that promote US shipbuilding)</li> <li>-Shipyard Engineering (including the Small Shipyard Grants program)</li> <li>-Workforce Development (monitor the education programs at the six state Merchant Marine Colleges, enforcement of service obligations and monitor industry employment trends &amp; the availability of mariners to staff vessels)</li> <li>•Managed Credit Analysis and Credit Monitoring for the Title XI program</li> <li>•Coordinated efforts with colleagues to finance the US marine highway system and finance efficient and cleaner repowered vessels</li> <li>•Maintained relationships with investment banks, US shipbuilders, shipping firms, attorneys, financial consultants to the maritime industry and ports</li> <li>•Member of Marine Transportation Systems National Advisory Committee</li> <li>•Presentations to the U.S. Department of Transportation Credit Council</li> </ul>		
<b>REASON FOR LEAVING:</b>		
I relocated out of Washington, DC and became self-employed.		
<b>DATES:</b>	<b>EMPLOYER:</b>	<b>POSITION TITLE:</b>
From: 2/2009 To: 6/2011	Transportation Corridor Agencies - The Toll Roads	Director of Finance
<b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b>		
[REDACTED]		
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b>
[REDACTED]	[REDACTED]	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b>	<b>SALARY:</b>	
40	\$12,500.00/month	
<b>DUTIES:</b>		
<ul style="list-style-type: none"> <li>• The Transportation Corridor Agencies (The Toll Roads) developed and operate four toll roads totaling 51 miles in Orange County, California, with 16 miles remaining to be financed and built</li> <li>• Plan, organize and direct all financial functions of the Agencies including accounting, audit, budget (\$340+ million annually), treasury management, bond financing, cash flow, insurances, debt management &amp; human resources</li> <li>• Coordinate the activities of the TCA's financial advisors, investment banking firms, bond counsel, auditor, corporate trust bank, rating agencies, commercial banks and toll road feasibility and traffic consultants</li> <li>• Manage communications with bondholders, investors and board members</li> <li>• Oversee the development and monitoring of the annual budget</li> <li>• Investment of reserve funds and other funds. Portfolio of almost \$1 Billion</li> <li>• Research and analyze methods of financing the final 16 miles of toll roads to be built to complete the system</li> <li>• Department of 31 with 22 reporting directly and indirectly</li> </ul>		
<b>REASON FOR LEAVING:</b>		
To relocate to the East Coast.		
<b>DATES:</b>	<b>EMPLOYER:</b>	<b>POSITION TITLE:</b>
From: 11/2006 To: 12/2008	NW Financial Group, LLC	Senior Vice President
<b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b>		
[REDACTED]		
<b>PHONE NUMBER:</b>	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b>
[REDACTED]	[REDACTED]	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>HOURS PER WEEK:</b>	<b>SALARY:</b>	
40	\$10,000.00/month	



**DUTIES:**

- Developed and marketed a domestic and international consulting practice in the fields of pooled financing, water and sewer infrastructure financing, and drinking water and clean water revolving funds and other forms of tax-exempt and taxable bond issuance
- Provided financial advisory services to a proposed hotel, retail and stadium complex in northern New England
- Researched methods of funding OPEBs for public entities
- Created a financial model and related documents for the proposed Republic of Montenegro Environmental Revolving Fund (RMERF)
- Presented financial model and recommendations to Montenegrin officials
- Edited and co-authored a policies and procedures manual for the RMERF

**REASON FOR LEAVING:**

Left to relocate and accept another position.

<b>DATES:</b> From: 9/2005 To: 10/2006	<b>EMPLOYER:</b> New York City Municipal Water Finance Authority	<b>POSITION TITLE:</b> Treasurer
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$10,000.00/month	

**DUTIES:**

- Managed and implemented bond issuances including fixed rate debt, variable rate debt and derivatives (over \$15 billion of debt outstanding)
- Issued new money debt totaling \$2.0 billion in one fiscal year including \$686 million issued through the New York State Environmental Facilities Corporation State Revolving Fund program
- Issued Commercial Paper totaling over \$800 million in one fiscal year
- Issued refunding bonds totaling \$655 million, resulting in net present value savings of more than \$40 million (NPV savings of over 6.1%)
- Investment of funds
- Analyzed and reviewed numerous financing proposals
- Assisted in the planning of the Authority's annual Investors Conference
- Coordinated efforts of the financial advisors, investment banks, remarketing agents, bond counsel, inside counsel, trustees, arbitrage rebate consultant, rate consultant, rating agencies, New York City Department of Environmental Protection, NYC Office of the Comptroller and others
- Prepared annual budget and cash flow certifications for the Authority
- Participated in the rate setting process with the Authority's Rate Consultant and the New York City Water Board, including attending public hearings on proposed rate increases
- Updated the Management's Discussion & Analysis (MD&A) section of the Authority's annual audit; maintained and updated various financial models

**REASON FOR LEAVING:**

To accept a position in the private sector.

<b>DATES:</b> From: 6/1993 To: 8/2005	<b>EMPLOYER:</b> New Hampshire Municipal Bond Bank	<b>POSITION TITLE:</b> Executive Director & Director of Finance
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$7,000.00/month	

**DUTIES:**

- Coordinated the daily financial & administrative functions of the Bond Bank
- Issued over \$1.2 billion of debt on behalf of New Hampshire cities, towns, counties, school districts and special districts
- Issued \$406 million of refunding and advanced refunding bonds, returning more than \$12 million of present value savings to past participants
- Marketed the Bond Bank to all potential participants, including speaking at conferences and seminars, attended Board of Selectmen, City Council and School Board meetings and made presentations
- Invested reserve funds and other funds. Total portfolio over \$100 million
- Authored annually the Bond Bank's marketing brochure and Annual Report
- Authored annually the Bond Bank's Management's Discussion & Analysis (MD&A) section of the annual audit
- Represented the Bond Bank at conferences and trade shows
- Served as Human Resources Director for the agency
- Prepared for approval by the Board of Directors annual operating budgets during thirteen budget cycles
- Improved the scope and quality of services delivered while maintaining average annual budget growth of 0.25% over thirteen fiscal years
- Managed investor and press relations; Created and maintained the web site
- Analyzed the credit of participants
- Monitored the financial markets and interest rate trends and forecasts
- Received two upgrades each from Moody's Investors Service and Standard & Poor's for the Bond Bank's 1978 resolution (to 'Aa2' and 'AA' respectively) and received a 'AAA' rating from Fitch Ratings, the only 'AAA' rating in New Hampshire
- Implemented in 2005 the Bond Bank's first new bond resolution since 1978 with strong initial credit ratings (Moody's 'Aa3', Standard & Poor's 'AA-' and Fitch Ratings 'AA'; all 3 of the ratings have been upgraded since then)
- Successfully defended market share against aggressive attempts by two in-state banks and several out-of-state firms
- Increased utilization of the Bond Bank's services
- Expanded the Bond Bank's short-term debt program for communities
- Developed innovative financing method for public schools to accelerate state school building aid by issuing "synthetic" capital appreciation bonds (CABs), allowing the schools to issue CABs and receive the benefits of the accelerated state building aid, but at lower serial bond interest rates
- Financed private school bond issues through the Bond Bank's Educational Institutions Division
- Functioned as financial advisor for debt management and as an advocate for many of New Hampshire's communities and school districts

• Liaison with the Bond Bank's participants, bond counsels, financial advisor, trustee, rating agencies, investment banking firms, the N.H. Department of Education, the N.H. State Legislature, Governor's Office and others

**REASON FOR LEAVING:**

To accept a new position and relocate to New York City.

<b>DATES:</b> From: 7/1988 To: 6/1993	<b>EMPLOYER:</b> Massachusetts Department of Revenue, Division of Local Services	<b>POSITION TITLE:</b> Capital Finance Manager
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$4,000.00/month	

**DUTIES:**

- Provided advisory/regulatory services and information to local officials, Finance Directors and financial institutions regarding debt management, long- and short-term debt issuance, investments and other fiscal affairs
- Conducted analysis of cash flows, financial documents and budgets
- Managed a staff of four professionals
- Evaluated and certified borrowings by towns, cities, counties, school districts and other districts, averaging over \$1 billion per year
- Analyzed borrowing capacity of communities and evaluated their ability to repay loans
- Taught classes on public financial management to public officials and others
- Co-authored legislation on municipal debt
- Designed and implemented computerized system for certifying borrowings, financial record keeping and municipal debt management

**REASON FOR LEAVING:**

To accept a new position and relocate to New Hampshire.

<b>DATES:</b> From: 6/1986 To: 6/1988	<b>EMPLOYER:</b> City of Boston, Office of the Director of Finance/Treasurer/Tax Collector	<b>POSITION TITLE:</b> Senior Financial Analyst
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>PHONE NUMBER:</b> [REDACTED]	<b>SUPERVISOR:</b> [REDACTED]	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$3,000.00/month	

**DUTIES:**

- Conducted analysis of financial documents for the Finance Director
- Managed a staff of six professionals
- Issued general obligation bonds
- Led special projects team
- Member of the Boston City Hospital Reconstruction Financial Working Group and Lease/Purchase Working Group
- Co-authored investment policy manual and policies & procedures manual
- Performed monthly and annual budget and cash flow analysis
- Performed trust analysis

**REASON FOR LEAVING:**

To accept a new position with more responsibilities.

**CERTIFICATES AND LICENSES**

Nothing Entered For This Section

**Skills****OFFICE SKILLS:**

Typing:  
Data Entry:

**OTHER SKILLS:****LANGUAGE(S):**

French -  Speak  Read  Write

**ADDITIONAL INFORMATION**

Nothing Entered For This Section

**REFERENCES**

<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> John Lisica	<b>POSITION:</b> Managing Director
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]	<b>PHONE NUMBER:</b> [REDACTED]	
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Admiral Gerald Achenbach	<b>POSITION:</b> President/Superintendent
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		



[REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Tony Rassias	<b>POSITION:</b> Deputy Director
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Mrs, Georgie Thomas	<b>POSITION:</b> Retired New Hampshire State Treasurer (1984-2002)
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Gilbert Moreno	<b>POSITION:</b> Enterprise Account Executive, Anaplan
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Michael Yarrington	<b>POSITION:</b> Director, Office of Marine Insurance
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Pete Chamberlin	<b>POSITION:</b> Retired Finance Director, Wolfeboro, New Hampshire
<b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]



Agency-Wide Questions

1. Have you previously worked for the City of Palmer?  
No
2. Are you related to anyone who is currently employed by the City of Palmer?  
No
3. If you answered yes to the previous question, please provide the individual's name and department  
N/A
4. Are you able to perform the essential functions of this job with or without reasonable accommodations?  
Yes
5. If you answered yes to the previous question, please explain:  
N/A
6. Have you ever been terminated or asked to resign by a former employer?  
No
7. Have you been convicted of a misdemeanor within the past five years?  
No

Job Specific Supplemental Questions

APPLICANT'S SWORN STATEMENT AUTHORIZATION AND RELEASE I hereby affirm all the information I provided or will provide to the City of Palmer relating to my application for employment, whether by written application form, resume, oral statement or otherwise, is true and complete to be the best of my knowledge. In addition, I agree that any intentional misrepresentation or omission and any material negligent or innocent misrepresentation or omission in or from said information may disqualify me from further consideration for employment any may be considered justification for immediate discharge from employment if discovered at a later date. I hereby authorize any person, organization, or governmental entity, including any current or former employer, to release to the City of Palmer or any authorized person acting on behalf of the City, any and all information, in any manner requested, which may be relevant to my character or qualifications for the City position for which I applied. I authorize current and former employers to give to the City of Palmer any and all employment records in their possession dealing with me, including, but not limited to, job descriptions, wage information, employment records, performance appraisals, disciplinary records, layoff slips, attendance records, reports, or other documents relevant to my application for work or actual employment with the employer, including records relevant to drug and alcohol tests conducted by or on behalf of the employer or in the possession of the employer. I also authorize the release of information and written records concerning my educational history, driving records, and criminal or civil actions. I request that all persons and organizations cooperate fully in providing information to the City, including allowing the interviewing of supervisors, co-workers, educators, or other references. I hereby release all persons, employers, organizations, governmental entities, or any other entity providing information.

1.

I Agree

2. Have you attached the required writing examples?

Yes

3. Have you attached your answers to the supplemental questions as noted in the job bulletin?

Yes

The following terms were accepted by the applicant upon submitting the online application:

*The information provided in this employment application is true, correct, and complete. If employed, any misstatement or omission of fact on this application may result in dismissal. I authorize investigation of all statements contained in this application for employment as may be necessary in arriving at an employment decision. This authorization includes permission to check employment references. If selected for employment you may be required to supply proof of authorization to work in the U.S., have a physical examination and/or drug test, supply and/or authorize a criminal background check, supply and/or authorize a copy of your motor vehicle record (MVR), or sign a conflict of interest agreement and abide by its terms. I understand that acceptance of an offer of employment does not create a contractual obligation or permanent employment upon the City of Palmer. Employment may be terminated at any time at the option of the employee or City of Palmer.*

This application was submitted by George M Zoukee on 5/12/24 5:02 PM

Signature\_\_\_\_\_

Date\_\_\_\_\_

George M. Zoukee

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Palmer City Manager Search  
City of Palmer  
231 West Evergreen Avenue  
Palmer, Alaska 99645-6952

Dear Sir or Madam:

I would like to apply for the City Manager position with the City of Palmer, as posted on the International City/County Management Association's web site. Attached are my resume and a list of professional references. I can send a sample of my analytical writing on request.

During more than seventeen years of my career I worked in advisory and regulatory roles with smaller communities in New Hampshire and Massachusetts. I have a strong connection to small towns and would thrive living and working in Palmer.

As you will note, my entire career has been in public sector and not-for-profit finance and executive management. After my economics and urban studies education at Hampshire College, I received my Master of Business Administration from the Boston University Graduate School of Management with a concentration in finance. My first professional position was Senior Financial Analyst with the Office of the Finance Director of the City of Boston. From there I was Capital Finance Manager at the Commonwealth of Massachusetts Department of Revenue, Division of Local Services. I then spent more than twelve years as Executive Director of the New Hampshire Municipal Bond Bank. In that role I was responsible for financing public improvements statewide and also I advised municipalities on budgeting, capital planning, capital budgeting and debt issuance and management.

My next role was Treasurer of the New York City Municipal Water Finance Authority. I was responsible for the investment of funds and a \$15 billion debt program that was growing by \$2 billion per year. I then joined a small investment bank/financial advisory firm (NW Financial) in which my primary focus was an international practice in environmental infrastructure development (water, sewer and landfill). I next was Director of Finance of the Transportation Corridor Agencies, a toll road authority in Orange County, California. My most recent role was Associate Administrator for Business and Finance Development with the U.S. Department of Transportation's Maritime Administration (salary over \$166,100). The position was part of the Senior Executive Service (S.E.S.) of the Federal Government. I managed five offices with over sixty employees. I left that role in 2013 in order to pursue real estate investments full-time. I have invested personal, family and investor's funds in real estate successfully since 1998. Although it has been financially rewarding, I have decided that I will return to my career for many more years. I am planning on making a 10+ year commitment to my next opportunity. I would like to relocate to Palmer.

I have always operated with the highest degree of integrity, ethics and transparency and I would continue that in Palmer.

I would like to point out that my position with the federal government was part of the Senior Executive Service (S.E.S.), 0.75% of federal career employees. Rigorous screening is required before being admitted to the S.E.S. The concept behind S.E.S. is that its members can be transferred with minimal notice to any high-level management position within the federal government that does not require a medical, law or highly specialized degree. With my management and financial background I would be able to easily make the transition to the City of Palmer.

I have a great deal of experience in strategic planning, operating budgets (including zero-based budgets and budgeting during financially challenging times), capital planning and budgeting, debt issuance and management, tax and revenue collection, the bond/credit rating process, investments, human resources, managing change, improving morale, leading by example, short- and long-term financial modeling, facilities management, information technology, insurance and risk management, policy, and innovative management and planning within a diverse and inclusive environment.

If you have any questions, please call me at [REDACTED]. Thank you for your consideration and I look forward to hearing from you.

Sincerely,

George M. Zoukee

# George M. Zoukee

## EDUCATION

**Boston University Graduate School of Management**  
**Master of Business Administration** Concentration: Finance

**Hampshire College** Amherst, Massachusetts  
**Bachelor of Arts** Concentration: Economics & Urban Studies  
**Summer Internships with The World Bank, Washington, DC**

**Princeton Day School** Princeton, New Jersey

## EXPERIENCE

1998 to Present

**Real Estate Investor**  
**Darien, CT, Washington, DC, Fort Lauderdale, FL, Boston and Cape Cod, Mass., Denver, CO, Columbia, Newbury, Rye, NH, Princeton, NJ, New York, NY, Pittsburgh, PA, Knoxville, TN and Las Vegas, Nevada.**

- Successfully invested personal, family and investors' funds in real estate
- Investments have been made in single family homes, condominiums, vacant land, commercial & rental properties in the cities & towns mentioned above
- Performed complex financial analysis and feasibility studies

2011 to 2013

**U.S. Department of Transportation (DOT), Maritime Administration**  
**Washington, D.C.**

**Associate Administrator for Business and Finance Development**

- Senior Executive Service (SES) position, the top (less than) 1% of federal government career employees. Position held a security clearance.
- Managed 5 offices with over 60 employees:
  - Marine Financing** (including Title XI Federal Shipbuilding Loan Guarantees, a multi-billion dollar ship financing program that guarantees loans for ships built in the U.S. and loans to improve domestic shipyards)
  - Cargo Preference & Domestic Trade** (including Jones Act enforcement)
  - Marine Insurance and Financial Approvals** (War Risk Insurance & two multi-billion dollar tax deferral programs that promote US shipbuilding)
  - Shipyard Engineering** (including the Small Shipyard Grants program)
  - Workforce Development** (monitor the education programs at the six state Merchant Marine Colleges, enforcement of service obligations and monitor industry employment trends & the availability of mariners to staff vessels)
- Managed Credit Analysis and Credit Monitoring for the Title XI program
- Coordinated efforts with colleagues to finance the US marine highway system and finance efficient and cleaner repowered vessels
- Maintained relationships with investment banks, US shipbuilders, shipping firms, attorneys, financial consultants to the maritime industry and ports
- Member of Marine Transportation Systems National Advisory Committee
- Presentations to the U.S. Department of Transportation Credit Council

2009 to 2011

**Transportation Corridor Agencies - The Toll Roads**

**Irvine, California**

**Director of Finance**

- The Transportation Corridor Agencies (The Toll Roads) developed and operate four toll roads totaling 51 miles in Orange County, California
- Plan, organize and direct all financial functions of the Agencies including accounting, audit, budget (\$340+ million annually), treasury management, bond financing, procurement, insurances, debt management & human resources, cash flow

- Coordinate the activities of the TCA's financial advisors, investment banking firms, bond counsel, auditor, corporate trust bank, rating agencies, insurance, commercial banks and toll road feasibility and traffic consultants
- Manage communications with bondholders, investors and board members
- Oversee the development and monitoring of the annual budget
- Member of group working to restructure existing debt and covenants
- Investment of reserve funds and other funds. Portfolio of almost \$1 Billion
- Research and analyze methods of financing the final 16 miles of toll roads
- Department of 31 with 22 reporting directly and indirectly

**2006 to 2008**

**NW Financial Group, LLC**

**Newbury, New Hampshire & Jersey City, New Jersey**

**Senior Vice President**

- Developed and marketed a domestic and international consulting practice in the fields of pooled financing, water and sewer infrastructure financing, and drinking water and clean water revolving funds and other forms of tax-exempt and taxable bond issuance
- Provided financial advisory services to hotel/retail/stadium complex in VT
- Researched methods of funding OPEBs for public entities
- Created a financial model and related documents for the proposed Republic of Montenegro Environmental Revolving Fund (RMERF)
- Presented financial model and recommendations to Montenegrin officials
- Edited and co-authored a policies and procedures manual for the RMERF

**2005 to 2006**

**New York City Municipal Water Finance Authority,**

**New York City Office of Management and Budget**

**Treasurer**

- Managed and implemented bond issuances including fixed rate debt, variable rate debt and derivatives (over \$15 billion of debt outstanding)
- Issued new money debt totaling \$2.0 billion in one fiscal year including \$686 million issued through the New York State Environmental Facilities Corporation State Revolving Fund (SRF) program
- Issued Commercial Paper totaling over \$800 million in one fiscal year
- Issued refunding bonds totaling \$655 million, resulting in net present value savings of more than \$40 million (NPV savings of over 6.1%)
- Investment of funds/Managed a staff of 6
- Analyzed and reviewed numerous financing proposals
- Assisted in the planning of the Authority's annual Investors Conference
- Coordinated efforts of the financial advisors, investment banks, remarketing agents, bond counsel, inside counsel, trustees, arbitrage rebate consultant, rate consultant, rating agencies, New York City Department of Environmental Protection, NYC Office of the Comptroller and others
- Prepared annual budget (\$2 B) and cash flow certifications for the Authority
- Participated in the rate setting process with the Authority's Rate Consultant and the New York City Water Board, including attending public hearings
- Updated the Management's Discussion & Analysis (MD&A) section of the Authority's annual audit; maintained and updated various financial models

**1993 to 2005**

**New Hampshire Municipal Bond Bank Concord, New Hampshire**

**Executive Director**

- Coordinated the daily financial & administrative functions of the Bond Bank
- Issued over \$1.25 billion of long-term debt on behalf of New Hampshire cities, towns, counties, school districts and special districts
- Issued \$440 million of refunding and advanced refunding bonds, returning more than \$13.5 million of present value savings to past participants



- Marketed the Bond Bank to all potential participants, including speaking at conferences and seminars, attended Board of Selectmen, City Council and School Board meetings and made frequent presentations
- Invested reserve funds and other funds. Total portfolio over \$100 million
- Authored annually the Bond Bank's marketing brochure and Annual Report
- Authored annually the Bond Bank's Management's Discussion & Analysis (MD&A) section of the annual audit
- Represented the Bond Bank at conferences and trade shows
- Financed Private School bond issues and small scale power developments
- Prepared for approval by the Board of Directors annual operating budgets during thirteen budget cycles
- Improved the scope and quality of services delivered while maintaining average annual budget growth of 0.25% over thirteen fiscal years
- Managed investor and press relations; Created and maintained the web site
- Analyzed the credit of participants
- Monitored the financial markets and interest rate trends and forecasts
- Received two upgrades each from Moody's Investors Service and Standard & Poor's ('Aa2' and 'AA') and received 'AAA' rating from Fitch Ratings
- Successfully defended market share against aggressive attempts by banks
- Increased utilization of the Bond Bank's services
- Expanded the Bond Bank's short-term debt program for communities
- Developed innovative financing method for public schools to accelerate state school building aid by issuing "synthetic" capital appreciation bonds (CABs), allowing the schools to issue CABs and receive the benefits of the accelerated state building aid, but at lower serial bond interest rates
- Functioned as financial advisor for debt management and as an advocate for many of New Hampshire's communities and school districts
- Human Resources Director for the agency

**1988 to 1993**

**Massachusetts Department of Revenue Boston, Massachusetts**  
**Capital Finance Manager, Division of Local Services**

- Provided advisory/regulatory services and information to local officials, Finance Directors and financial institutions regarding debt management, long- and short-term debt issuance, investments and other fiscal affairs
- Conducted analysis of cash flows, financial documents and budgets
- Evaluated and certified borrowings by towns, cities, counties, school districts and other districts, averaging over \$1 billion per year
- Analyzed towns' borrowing capacity & evaluated ability to repay loans
- Taught classes on public financial management to public officials and others
- Co-authored legislation on municipal debt/Managed a staff of 6
- Designed and implemented computerized system for certifying borrowings, financial record keeping and municipal debt management

**1986 to 1988**

**Office of the Finance Director/Treasurer/Tax Collector**  
**City of Boston, Massachusetts**  
**Senior Financial Analyst** (City Budget over \$3.0 Billion)

- Managed a staff of six professionals and led special projects team
- Issued general obligation bonds and maintained the City's bond ratings
- Member of Boston City Hospital Reconstruction Financial Working Group
- Co-authored investment policy manual and policies & procedures manual
- Performed monthly & annual budget & cash flow analysis and trust analysis

**AFFILIATIONS**

- Past Member of the Government Finance Officers Association (GFOA) & past memberships in regional chapters in N.H., New England, N.Y. & CA.
- Past Member New Hampshire Municipal Management Assoc. & NHASBO
- Past Member (and former member of Board of Directors) of the Council of Infrastructure Financing Authorities (CIFA) (1993-2008) and other groups.

**George M. Zoukee**

[REDACTED]

[REDACTED]

[REDACTED]

**John Lisica, Managing Director  
D.A. Davidson Company - Public Finance**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Michael Yarrington, Director, Office of Marine Insurance  
US Department of Transportation, Maritime Administration**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Gilbert Moreno, Enterprise Account Executive, Anaplan  
Royal Palm Beach, Florida 33401**

[REDACTED]

[REDACTED]

**Admiral Gerard Achenbach, President/Superintendent  
Great Lakes Maritime Academy at Northwestern Michigan College**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Mrs. Georgie Thomas  
Retired New Hampshire State Treasurer (1984-2002)**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Tony Rassias, Deputy Director  
Massachusetts Department of Revenue, Division of Local Services**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Peter Chamberlin  
Retired Finance Director, Wolfeboro, New Hampshire**

[REDACTED]

[REDACTED]

[REDACTED]



## **TRANSPORTATION CORRIDOR AGENCIES**

125 PACIFICA, IRVINE CA 92618-3304 949/754/3400 FAX 949/754/3467

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### **MEMORANDUM**

**DATE:** April 27, 2010  
**TO:** Executive Team  
**FROM:** George Zoukee  
**SUBJECT:** Discussion of March 2010 Traffic, Revenues and the Economy

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The national seasonally adjusted unemployment rate remained at 9.7% in March 2010 for the third consecutive month. In October 2009 the rate hit a 26 year high of 10.2%. California's seasonally adjusted unemployment rate in March rose to (a modern state record, last time it was this high was in December 1940) 12.6% from 12.5%, while the not-seasonally adjusted rate rose from 12.8% to 13.0%. The "true" unemployment rate is estimated to be closer to the 17 to 21% range in California when underemployment and hours worked (i.e. a worker who wishes to work full-time but can only find part-time hours) are factored. Nationally that number is still estimated to be around 16-17% with large variations regionally.

Attached is a graph detailing unemployment statistics nationally and for California, Orange County and the four surrounding counties from July 2008 to March 2010. Also attached is a chart with unemployment rates and statistics on the size of the labor force and numbers of employed and unemployed nationally and for California and the five county region. All five counties in the region showed increases in their unemployment rates from February to March:

- Orange County rose from 9.8% to 10.1%
- Los Angeles County increased from 12.2% to 12.3%
- Riverside County rose from 15.0% to 15.1%
- San Bernardino County increased from 14.5% to 14.8%
- San Diego County jumped from 10.7% to 11.0%

Attached is a chart from the California Employment Development Department that shows state and county information for March 2010. Also attached is a chart from the US Bureau of Labor Statistics that shows current unemployment rates for all the states in March along with their historical highs and lows since January 1976. In March 2010 California (12.6%), Florida (12.3%), Georgia (10.6%) and Nevada (13.4%) reached their record highs. Although Michigan currently has the highest rate at 14.1%, the state has experienced even higher unemployment in the past, with an "all time" record of 16.9% in November 1982.

The recession has impacted virtually the entire country but to significantly different degrees. In March, unemployment was highest in the Pacific, Midwest and southern states. The ten states with the highest rates of unemployment (in declining order) are: MI, NV, CA, RI, FL, SC, DC, MS, IL and NC. Unemployment is lowest in the Rocky Mountain, Plains, northern New England and Mid-Atlantic states. The ten states with the lowest rates of unemployment (in increasing order) are: ND, SD, NE, VT, KS, OK,

IA, HI, LA and NH. The current range between the highest state rate (Michigan at 14.1%) and the lowest state rate (North Dakota at 4.0%) is extremely high historically.

The US Bureau of Labor Statistics' preliminary numbers for March 2010 indicate that there was an increase of 53,000 jobs in California during the month. The year over year decline in employed Californians is 463,000, or 2.8%. The number of employed statewide grew (+0.33% seas. adj. or +0.43% not seas. adj.) and there was an increase in the number of unemployed people during the month (+1.36% seas. adj. or +2.08% not seas. adj.). The size of the State's labor force grew by 84,000 (+0.46% seas. adj.), or 117,400 (+0.65% not seas. adj.) during the month. The slight growth in the size of the labor force indicates people may be returning to their job searches again, a good indicator of the beginning of a recovery. Unemployment benefits can currently be received for an extended period up to 99 weeks depending on the state in which an individual resides and when they became unemployed. Before the current recession the limit was 26 weeks.

The 2010 census will employ over one million temporary workers for several months while the census is conducted. This will likely reduce the US unemployment rate by .6 to .9 percent while fully staffed.

The Transportation Corridor Agencies (TCA) have experienced declines in traffic, as have most toll roads throughout the country. Nationally there was a slight increase in travel on all roads in 2009 compared with 2008. According to the US Department of Transportation, vehicle miles travelled (VMT) on all roads increased by 0.2% nationally during 2009 to 2,932.4 billion miles traveled. In December 2009 the total was 238.5 billion, a very small decline of 0.05% (.1 billion miles) from December 2008. During 2009 there were six months with year-on-year increases from 2008 and six months with decreases (VMT hit a seven year low in September 2008). By comparison VMT declined by 3.4% during 2008. VMT in January 2010 (the most recent month available) declined by 1.64% from January 2009. In California VMT statistics statewide improved for eight months in a row before declining in December and January. January 2010 (the most recent month available) VMT were 5.1% lower than December 2009 and off by 2.5% from January 2009. VMT increased by 1.1% during 2009. The twelve month period ending in January 2010 increased by 0.8% from the prior twelve month period.

Prices for regular gas in Orange County currently average around \$3.07 per gallon, about 2 cents higher than last month, the same as the state average and 23 cents per gallon higher than the national average. California gas prices are generally the third highest in the nation after Hawaii and Alaska.

According to the State Controller's office, California general fund cash receipts in March 2010 were 5.9% above forecast. Fiscal year-to-date receipts are 3.9% above forecast and 2.1% above the same period in FY 2009. Year-to-date personal income tax collections are 3.1% above forecast (3.2% below FY2009 actual collections), sales and use tax is 2.4% above forecast (11.8% above FY2009), corporate taxes are 15.8% above expectations (3.6% below FY2009), and vehicle license fees are 0.9% below budgeted amounts.

The UCLA Anderson Forecast for the national economy released on March 24, 2010 rendered a "bipolar" diagnosis for the national economy, referring to slow growth in the GDP coupled with unemployment which is expected to remain high. Real growth in consumer spending will average in the 2% range, below the historical rate of growth in the 3.0 – 3.5% range. GDP grew by 2.8% in the third quarter of 2009 (revised downward from 3.5%) and they forecasted 4<sup>th</sup> quarter growth also at 2.8%. Note that 4<sup>th</sup> quarter GDP actually grew by 5.7%. The Forecast predicts 1<sup>st</sup> quarter 2010 GDP growth of 3.2% followed by growth around 2% the rest of the year, averaging 2.3% for 2010. In 2011 and 2012 GDP growth is forecast to be 2.3% and 3.2% respectively. Employment at the end of 2012 is still expected to be 2 million jobs below the 2007 peak. California unemployment is expected to remain particularly high, averaging 11.8% in 2010 and not falling below double digits until 2012.

The Ceridian-UCLA Pulse of Commerce Index™ (PCI) by UCLA Anderson School of Management staged a healthy comeback in March, with the PCI growing by 1 percent, making up for February's snowstorm-induced decline of 0.7 percent. The adjusted index grew from 107.4 to 108.5, continuing its climb from a recessionary low of 100.7 in June 2009. With the PCI essentially flat over the first two months of the year,

the March increase signals the U.S. economy remains in steady recovery. Continuing another positive trend, the March PCI shows growth over the prior year period for the fourth consecutive month. This follows twenty-two consecutive months of year-over-year declines experienced prior to December 2009. The index is built by analyzing Ceridian's electronic card payment data that captures the location and volume of diesel fuel being purchased by over the road trucking operations. This provides a detailed picture of the movement of products across the United States. According to the report the PCI is predicting economic growth rates somewhat faster than most economists. For more information on the Ceridian-UCLA PCI see [www.ceridianindex.com](http://www.ceridianindex.com).

### **San Joaquin Hills Transportation Corridor Agency**

Year to date FY2010 transactional toll revenue has declined by 0.5% and transactions have declined by 6.7% compared with the same period in FY2009. The FY2010 budget estimates an increase in transactional toll revenue of 0.7% and a decrease in transactions of 4.0% compared with FY2009.

The SJH experienced its best year-over-year results since February 2008 during the month of March 2010. Revenues on SJH increased by 6.0% while transactions fell by 0.7% compared with March 2009. Revenues increased despite a slight decrease in the number of transactions due to toll rate increases of 25 cents at the Catalina View mainline toll plaza and also at the El Toro and Newport Coast ramp toll plazas on July 5, 2009. Tolls at the three other ramps remained the same. Total transactional toll revenues during the month were \$7,718,924 and the number of transactions totaled 2,238,732. By comparison, February revenues increased by 2.7% and transactions declined by 3.7% compared to February 2009. More specifically, comparing March 2010 with March 2009:

- Catalina View mainline revenue increased by 5.7% and transactions decreased 0.5%.
- Overall revenues at ramp toll plazas increased by 7.5% and transactions decreased 1.2%.
- Transactional toll revenues increased at the two ramp plazas with increased toll rates and they increased at one of the three ramps that did not have increased toll rates.
- El Toro had an increase in revenues of 11.7% with a decrease in transactions of 0.7%.
- Newport Coast experienced increased revenues of 11.7% and decreased transactions of 2.3%.
- Average daily revenue for March 2010 was \$248,998, a 6.0% increase from the March 2009 average of \$234,845.
- Average weekday transactions declined by 2.7%, from 81,931 to 79,740.
- Average daily revenues on weekends increased from \$148,320 to \$159,718, or 7.7%.
- Average daily transactions on weekends increased by 0.5% from 50,324 to 50,589.
- Catalina View mainline transactions were down by 2.4% weekday peak, 2.6% weekday off-peak and up by 0.6% on weekends.
- Ramp toll plaza transactions declined by 3.6% weekday peak, 2.7% weekday off-peak and up by 0.4% on weekends.

Account Maintenance Fees were doubled in July 2009 from \$1 to \$2 per month per transponder that does not record at least \$25 of tolls during the month. In March 2010 fee revenues increased by 99.4% to \$284,411 from March 2009. This increase was slightly lower than the February 2009 to February 2010 increase of 100.1%. Fiscal year to date account maintenance fees totaled \$2,503,019, an increase of 105.2% from the same period in FY2009.

Violation revenue in March 2010 totaled \$607,669, a slight decrease of 0.4% from March 2009. Year to date violation revenue in FY2010 is \$5,119,692, an increase of 7.7% from the same period in FY2009. Violation fines were increased to \$55.00 for the first notice from \$47.50 in July 2009, an increase of 15.8%.

Development Impact Fees (DIFs) for the first nine months of FY2010 totaled \$318,000, a decrease of 46.6% from \$682,000 received during the same period in FY2009. DIFs for this fiscal year are budgeted



to be \$700,000, compared with \$985,000 received during FY2009. DIFs received for the first nine months of FY2010 are 45.4% of the amount budgeted for the entire fiscal year.

Traffic on SJH was occasionally impacted by minor construction projects during March, none of which were likely to have had a significant impact on revenues and the number of transactions.

### **Foothill/Eastern Transportation Corridor Agency**

Year to date FY2010 transactional toll revenue has increased by 5.8% and transactions have declined by 5.7% compared with the same period in FY2009. The FY2010 budget estimates an increase in transactional toll revenue of 5.9% and a decrease in the number of transactions of 6.9% compared with FY2009.

During the month of March 2010, revenues on F/E increased by 7.6% while transactions fell by 4.7% compared with March 2009. Revenues increased despite a decrease in transactions because of toll rate increases of 25 cents at three of the four mainline toll plazas (the exception was the Windy Ridge mainline) and also at all ramp toll plazas on July 5, 2009. Total transactional toll revenues during the month were \$8,640,255 and the number of transactions totaled 4,884,511. By comparison, February revenues increased by 6.3% and transactions declined by 5.9% compared to February 2009.

Average daily revenue for March 2010 was \$278,718, a 7.6% increase from the March 2009 average of \$259,129. Average weekday transactions declined by 6.6%, from 184,586 to 172,322. Average weekend daily revenues on the F/E increased from \$182,338 to \$202,747, or 11.2%, and transactions decreased from 118,055 to 115,137, or 2.5%, compared with March 2009. Specifically:

- Tomato Springs had a revenue increase of 10.9%, transactions declined 2.3%.
- Orange Grove revenues increased 15.3%, transactions were down 2.7%.
- Irvine Ranch revenues increased 9.8%, transactions were down 5.9%.
- Windy Ridge had a decrease in revenues of 3.5%, transactions decreased 4.3%.
- Revenues at ramp toll plazas increased 34.4%, transactions decreased 8.4%.

Although overall F/E transactions declined, there were variations to be noted:

- Off-peak weekday transactions declined at a lower rate than weekday peak hours at the mainlines (4.1% versus 9.1%).
- Weekend transactions at the mainlines were off by a lower amount than weekdays (0.4% versus 5.8%).
- Off-peak weekday transactions declined at a slightly higher rate than weekday peak hours at the ramps (9.1% versus 8.6%). Weekend transactions declined by 7.7%.
- Tomato Springs weekday off-peak declines (3.5%) were lower than peak declines (4.1%).
- At Tomato Springs, weekend declines (2.4%) were lower than overall weekday declines (3.7%).
- Orange Grove weekday off-peak declines (3.1%) were less than weekday peak declines (9.6%). The overall weekday decline was 5.2%.
- Orange Grove transactions increased on weekends (1.9%).
- Irvine Ranch transactions declined at a lower rate weekday off-peak (7.7%) than peak (10.8%).
- Irvine Ranch weekend transactions increased by 0.2%. Overall weekday decline was 9.1%.
- Windy Ridge was the only mainline with no toll rate increases. Transactions declined at a lower level during weekday off-peak (4.0%) versus weekday peak hours (12.7%).
- Windy Ridge had an overall weekday transaction decline of 6.8% and a weekend increase of 0.2%.



Account Maintenance Fees were doubled in July 2009 from \$1 to \$2 per month per transponder that does not record at least \$25 of tolls during the month. In March 2010 fee revenues increased by 102.9% to \$811,389 from March 2009. This increase was slightly lower than the February 2009 to February 2010 increase of 103.2%. Fiscal year to date account maintenance fees totaled \$7,167,201, an increase of 107.7% from the same period in FY2009.

Violation revenue in March 2010 totaled \$642,602, a decrease of 1.2% from March 2009. Year to date violation revenue in FY2010 is \$5,283,328, an increase of 1.7% from the same period in FY2009. Violation fees were increased to \$55.00 for the first notice from \$47.50 in July 2009, an increase of 15.8%.

Development Impact Fees (DIFs) for the first nine months of FY2010 totaled \$2,352,000, an increase of 56.2% from \$1,506,000 received during the first nine months of FY2009. DIFs for this fiscal year are budgeted to be \$1.7 million, compared with \$2,146,000 received during FY2009. DIFs received during the first nine months of FY2010 are 138.4% of the amount budgeted for the entire fiscal year. This could be a positive indicator regarding construction activity in that part of Orange County.

Traffic on F/E was periodically impacted by a construction project which started in December, which likely had a negative impact on weekday peak revenues and the number of transactions at the Windy Ridge mainline and the other mainlines and this will continue until the project is completed in May:

- A project to widen 91 Eastbound in the vicinity of State Route 241 is causing delays at the merger of 241 and SR 91 East. At certain peak travel times the delays can be significant. Occasional nighttime closures of the ramp connecting the two roads will occur, causing detours to SR 91 West.
- There were also occasional closings of the connector between I-5 northbound and SR 133, causing a detour.

### **Attached Charts & Graphs**

- Unemployment in the US, California, Orange County and the 4 surrounding counties 7/2008 – 3/2010.
- State Unemployment Data 3/2010 and highs and lows from the period 1976-2010
- US and California Labor Market Statistics (2/2010 and 3/2010)
- California County Labor Force Data (3/2010)
- SJH Catalina View Mainline Weekday Off-Peak, Weekday Peak and Weekend (3/09 & 3/10).
- SJH Ramps for Weekday Off-Peak, Weekday Peak and Weekend (3/09 & 3/10).
- F/E Mainlines for Weekday Off-Peak, Weekday Peak and Weekend (3/09 & 3/10).
- F/E Ramps for Weekday Off-Peak, Weekday Peak and Weekend (3/09 & 3/10).

For anyone interested in greater detail, on the 'O' drive under 'Traffic' and then 'Engineering', there are graphs for SJH and F/E systemwide, mainlines and ramp toll plazas. Most of the different locations are separated into weekday peak, weekday off-peak, weekend, cash and AVI.



### **City Manager Supplemental Questions**

In addition to the City of Palmer job application, cover letter, resume, and three examples of your writing, all candidates must submit typed responses to the questions below. Answers should be single spaced with margins no less than one inch. There is no minimum requirement for answers, but no answer should exceed one 8.5 X 11-inch page. Please include your name and page number at the top of each page, as well as the question number for each response. The responses to these questions will be reviewed and evaluated prior to the next step in the selection process.

#### **Questions**

1. Please tell us why you are interested in this position and why it is a good time in your career to come to the City of Palmer.

I am looking for an executive management position in the public sector to continue my twenty-five year career. Although there are plenty of opportunities, there are few in areas as spectacular as Palmer. I am interested in relocating to an area with a cold climate and great outdoor opportunities nearby. I will make a ten year or longer commitment to my next position.

I have a great deal of experience managing people and resources. I also have extensive experience in financial management and executive management in difficult times. If the current economic situation lasts for several months or longer, public sector managers will need to make difficult decisions. I have had experience in good times and bad times and will be able to offer Palmer stability in both financial matters and management issues. I know that Alaska will face difficult times ahead if there is a decline in tourism and oil prices remain near 18 year lows.

2. Please describe any experience you have had facilitating economic development in a community. Please describe your involvement in a specific economic development project, from inception to completion including: 1) your role in the project; 2) any problems/issues you encountered; and 3) the results of the project.

My experience facilitating economic development in a community is as follows:

City of Boston – I led a team of financial analysts in the City’s Office of the Finance Director/Treasurer/Tax Collector. One of the duties involved representing that office in meetings regarding economic development projects in the City. One of the important projects involved merging Boston City Hospital with Boston University Medical Center and building a new facility. The project was successfully completed two years after I left the City.

Massachusetts Division of Local Services – I was involved with municipal economic development projects as an advisor and regulator with the Commonwealth of Massachusetts.

New Hampshire Municipal Bond Bank – I worked with many communities planning the financing of economic development projects. These were all successfully completed. While running the Bond Bank I worked on the planning and financing of over \$1.25 billion of projects, including water, sewer, landfill, libraries, town halls, police and fire stations, toll roads, local roads, parks, land and land development rights, public golf courses, public ski areas, public housing, industrial parks and airports.

New York City Municipal Water Finance Authority – as Treasurer one of my duties was working with the rural communities in upstate New York in which the cities reservoirs are located. Their economic development and diversification were important to the communities and I worked to facilitate this development.

NW Financial Group – One of my projects involved a client in Vermont that was planning a mixed-use development (hotel, stadium and retail space).

Transportation Corridor Agencies – I worked with local governments and developers on economic development projects near the toll roads.

U.S. Department of Transportation, Maritime Administration – Maritime is a promotional agency with some regulatory and advisory functions. I worked with the American maritime industry on development projects such as ship building, federal loan guarantees, ship yards, modernization of vessels and the sale of vessels.

I have been involved in the issuance of over \$12 billion in debt during my long career. Although I am proud of all of the projects I have helped finance, I have selected my last financing at the New Hampshire Municipal Bond Bank to discuss in detail. I was approached by a school superintendent in an affluent, growing community of 19,000 outside of Manchester, New Hampshire. The town was interested in building a \$40 million new high school and borrowing an additional \$10 million to renovate existing school buildings. The school district was considering issuing through the Bond Bank at our 'AAA' and 'AA' ratings or issuing in their own name and 'Aa1' credit. They were looking to issue the bonds for thirty years and structure them as level debt service to lower the property tax rate impact during the early years. Level debt service is the most expensive way to finance a project.

I proposed a method of issuing their bonds that saved them \$9 million over the life of the bond issue and shortened the term from thirty years to twenty-four years. I developed a program for the Bond Bank that allowed school districts to issue capital appreciation bonds (CABs) to us and we would structure their bonds as regular serial bonds, allowing them to issue at lower interest rates and get the benefits of accelerated state building aid (CABs accelerate principal payments and decelerate interest). The school district attained their goal of minimizing the property tax rate impact during the earlier years and saved \$9 million by issuing the bonds as I recommended.

THE DEGREE OF BACHELOR OF ARTS

is awarded by the President and Trustees to

*George Michael Zoukree*

at the celebration of the commencement

the 30th day of May, 1981

*John W. Kincaid*  
President



*Lesley H. Hill*  
Chairman of the Board

HAMPSHIRE COLLEGE, AMHERST, MASSACHUSETTS



# BOSTON UNIVERSITY

THE FELLOWS UPON THE RECOMMENDATION OF THE FACULTY OF THE  
GRADUATE SCHOOL OF MANAGEMENT

HONORARY CONFERS UPON

**George Michael Zoubek, B.A.**

THE DEGREE OF

**MASTER OF BUSINESS ADMINISTRATION**

WHICH ALL THE HONORS, STEPS, PRIVILEGES AND OBLIGATIONS  
PERTAINING TO THAT DEGREE

IN TESTIMONY WHEREOF THE DEGREE IS CONFERRED AT BOSTON, MASSACHUSETTS,

ON THE TWENTY-SEVENTH DAY OF JANUARY, 1966.



*W. J. ...*

*21114*