



City of Valdez

212 Chenega Ave.
Valdez, AK 99686

Meeting Agenda - Final

Economic Diversification Commission

Wednesday, March 1, 2017

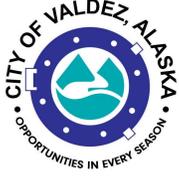
7:00 PM

Council Chambers

Regular Meeting

REGULAR AGENDA - 7:00 PM

- I. CALL TO ORDER
- II. ROLL CALL
- III. APPROVAL OF MINUTES
- IV. PUBLIC APPEARANCES
- V. PUBLIC BUSINESS FROM THE FLOOR
- VI. PUBLIC HEARINGS
- VII. UNFINISHED BUSINESS
- VIII. NEW BUSINESS
 1. [Discussion Item: Small Business Development Center Workshops](#)
 2. [Discussion Item: Waterfront Master Planning](#)
 3. [Commission & ED Staff Action Items](#)
- IX. REPORTS
 1. [Procurement Report](#)
- X. COMMISSION BUSINESS FROM THE FLOOR
- XI. ADJOURNMENT



Legislation Text

File #: 17-0112, **Version:** 1

ITEM TITLE:

Discussion Item: Small Business Development Center Workshops

SUBMITTED BY: Lisa Von Bargaen, CED Director

FISCAL NOTES:

Expenditure Required: N/A

Unencumbered Balance: N/A

Funding Source: N/A

RECOMMENDATION:

None. Discussion item only.

SUMMARY STATEMENT:

At the recommendation of the ED Commission, on January 17th the Council approved the funding for a contract with the UAA Small Business Development Center to conduct a series of business workshops (up to 18) throughout the course of the year. To ensure the programs are relevant and useful an 11 question survey was direct emailed to the local business community. A link was advertised in the KVAK e-newsletter, on the City's web page and in the Valdez Star. As of the morning of February 24th the results were as follows: A total of 66 responses to the survey; 54 responses from the email invitation (21% response rate); and 12 responses from the link. A quick look at the results:

Overall:

- 41% of the responses are from 10+ year old businesses
- 33% of the responses are from 3-10 year old businesses
- Maybe, Somewhat Likely and Very Likely = 74% of the responses to "How likely to attend a workshop"
- Maybe, Somewhat Likely and Very Likely = 65% of the responses to "How likely to meet with an advisor"

Email Responses:

- 43% of the responses are from 10+ year old businesses
- 37% of the responses are from 3-10 year old businesses
- Maybe, Somewhat Likely and Very Likely = 69% of the responses to "How likely to attend a workshop"
- Maybe, Somewhat Likely and Very Likely = 67% of the responses to "How likely to meet with an advisor"

Link Responses:

- 33% of the responses are from 10+ year old businesses
- 17% of the responses are from 3-10 year old businesses
- 25% of the responses are from 2 year old or less businesses
- 25% of the responses are from pre-ventures
- Maybe, Somewhat Likely and Very Likely = **100% of the responses** to "How likely to attend a workshop"
- Maybe, Somewhat Likely and Very Likely = 58% of the responses to "How likely to meet with an advisor"

A copy of the survey instrument is attached for review by the Commission.

The Council has asked for a group of success metrics to be determined and submitted to them as a way of showing the workshops either are, or are not successful. This may require some follow-up months after the class. As something to consider Lamar Cotten has prepared a short three-question class exit survey for review by the Commission.

The survey link will remain open through March 5th.

[Exit this survey](#)

Valdez Business Survey

You are receiving this survey because you run or plan to start a business in Valdez. The City of Valdez has invited the Alaska Small Business Development Center to conduct a series of business classes and provide business advising in Valdez to businesses over the next 12 months. Please help us provide the maximum benefit to you by completing this 11-question online survey. We will use your feedback to determine the class topics and the best possible scheduling.

Your input is incredibly valuable.

1. Describe your business in six words or less.

2. How long have you been in business?

- Pre-venture (not started yet or considering starting or buying an existing business) - Think Stage
- New business, less than 2 years in business - Launch Stage
- 3 - 10 years in business - Grow or Reinvent Stage
- 10 + years in business and/or considering selling - Exit Stage

3. How likely are you to attend a 2 - 4 hour workshop on an interesting business topic?

- Very unlikely

- Somewhat unlikely
- Maybe
- Somewhat likely
- Very likely

**4. What day(s) of the week and times are you least likely to attend a 2 - 4 hour workshop?
(select all that apply)**

- Weekdays (Monday - Friday) from 8 am - 12 noon
- Weekdays from 12 noon - 5 pm
- Weekdays after 6 pm
- Saturdays from 8 am - 12 noon
- Saturdays from 12 noon - 6 pm

5. Which months of the year are you least likely to have time to attend a 2 - 4 hour workshop? (select all that apply)

- January
- February
- March
- April
- May
- June
- July
- August
- September
- October
- November
- December

6. Please select all of the possible workshops you would be interested in attending. (Note there will be a \$10 fee per person for each class.)

- Build your own website (two 4-hour sessions)
- Develop your business marketing plan (one 2-hour session)
- Marketing your business with social media and guerrilla marketing tactics (one 4-hour session)
- Introduction to QuickBooks (one 4-hour session)
- Understanding your Income Statement and Balance Sheet (one 4-hour session)
- What is Crowdfunding and what can it do for my business (one 2-hour session)
- Non-traditional and traditional (lenders) funding sources for your business (one 2-hour session)
- Tax planning for your business (one 4-hour session)
- Planning and preparing your business exit strategy (one 4-hour session)
- Things to consider when buying or selling a business (one 2-hour session)
- Idea to Reality, how to start a business (one 2-hour session)
- Choosing your business form (one 2-hour session)

7. What other business workshop topics would be of interest to you?

8. The Alaska Small Business Development Center provides no cost, one-on-one confidential business advising to assist business owners with improving profitability or addressing challenges. How likely are you to meet for a one-hour initial session with a business advisor?

- Very unlikely
- Somewhat unlikely
- Maybe
- Somewhat likely
- Very likely

9. What is the biggest challenge of running your business?

10. What day or days of the week are you least likely to schedule a one hour session with a business advisor? (select all that apply)

- Monday
- Tuesday
- Wednesday
- Thursday
- Friday
- Saturday

11. What else would you like us to know so we can we can most effectively help you improve your business?

Next

Possible EDC Survey questions on UAA/BDC Classes.

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2. How long have you been in business?

A. Pre-venture (not started yet or considering starting or buying an existing business) -

B. Think Stage New business, less than 2 years in business - Launch Stage

C. 3 - 10 years in business - Grow or Reinvent Stage

D. 10 + years in business and/or considering selling - Exit Stage.

3. For each class or one on one consultation you have taken, how would you rank each them in terms of value to you as a potential or a current business owner?

Grade-Class or One on One Consultation	1	2	3
Excellent			
Good			
Fair			
So-So			
Not Useful or Relevant			

4. If you saw a need for improvement or different type of class material, specifically what would it be?

5. Other Comments.

[Exit this survey](#)

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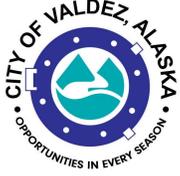
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- Monday
- Tuesday
- Wednesday
- Thursday
- Friday
- Saturday

11. What else would you like us to know so we can we can most effectively help you improve your business?

Next



Legislation Text

File #: 17-0113, **Version:** 1

ITEM TITLE: Discussion Item: Waterfront Master Planning

SUBMITTED BY: Jenessa Ables, Port Operations Manager

FISCAL NOTES:

Expenditure Required: N/A
Unencumbered Balance: N/A
Funding Source: N/A

RECOMMENDATION:

Discussion item only.

SUMMARY STATEMENT:

The Ports and Harbors Commission has undertaken preparation of a viable master plan for community waterfront, port, and harbor facilities. Working cooperatively with other commissions and organizations, completing this effort can be accomplished locally.

To aid the Economic Diversification Commission in providing feedback, necessary project questions and supporting waterfront master planning documents have been included with this agenda item. It is important that all ideas are presented and explored without prejudice. Ideas and proposed projects may work together in ways not originally envisioned.

Project Questions and Feedback for Other Commissions

1. Identify waterfront, port and harbor user groups. Who should be involved?
2. Which properties should be part of an overall waterfront master plan?
3. Considering all user groups, what waterfront or marine related services or facilities need to be developed or improved? Is there anything missing from the list in Appendix One?
4. Looking at the suggestions found in Appendix One, where would you locate proposed facilities or services?
5. As they develop, how should the various waterfront properties work together? Do you see any natural connections or groupings of projects or ideas?

February 9, 2017

Valdez Harbor and Waterfront Master Planning

The Valdez Ports and Harbors Commission has undertaken preparation of a viable master plan for community waterfront and harbor facilities. Working cooperatively with other commission and organizations, completing this effort can be accomplished locally. The only outside support we anticipate for the project is the use of a civil engineering firm to help develop concept drawings and rough cost estimates. This would likely be less than \$50,000 versus the extreme costs recently proposed by outside consultants. This planning effort recognizes construction already authorized at the new harbor; its in-water facilities, drive down dock, harbor office/support building and bilge water treatment building.

Initial Questions: Development of an overarching master plan for municipal waterfront property and harbors have not been adequately prepared. Our marine assets represent a significant contribution to the economic health of the community. Proper master planning needs to address the needs of residents and maximize the investments being made in these waterfront areas.

There are questions that should be asked initially in the development of a waterfront master plan that speaks to future development of port and harbor infrastructure in Valdez. Planning efforts also need to consider long term and deferred maintenance issues that have yet to be resolved.

A few basic questions need to be explored at the beginning of the master planning process. It is important that all ideas are presented and explored without prejudgment. Ideas and proposed projects may work together in ways not originally envisioned.

The Port Commission or a sub-committee of the Commission should be tasked with initially developing answers to these questions. A concerted effort needs to be made to involve key stakeholders in the planning process. To this end, a questionnaire should be sent to every customer of the port and harbors, asking for their thoughts. A well-advertised Port Commission meeting needs to be held soliciting public comments and ideas. Ideally this session would be held in conjunction with the City Council.

Questions concerning development of the port and harbor facilities need to be open ended and encourage development of a wide range of potential options. A successful master plan will consider use of the natural, public and working waterfronts. Suggested questions could be:

1. Name all waterfront, port and harbor user groups. Who should be involved?
2. Considering all the user groups, what waterfront or marine related services need to be developed or improved?
3. What needs to be built to support desired waterfront or marine related services?
4. Which properties should be part of an overall waterfront master plan?

5. As they develop, how should the various waterfront properties work together?

An appendix is included in this outline that lists some of the many projects that have been proposed for the waterfront in the past. This should spark further discussion of potential projects.

Integration and Synthesis: Staff will gather feedback from stakeholders coming out of the initial survey effort. A joint planning group might be formed. An effort will be made to gauge overall support for project ideas and an attempt will be made to group related concepts. One or more alternatives will be developed that best incorporate public comments on waterfront and harbor development efforts. Alternatives may be developed for specific business operations (port, airport, harbor, recreation, etc.) as well. These alternatives will address the optimum scope and sequence of proposed development plans.

Project Development: Each proposed project needs to be vetted. Will the idea benefit the community and add value to the municipal waterfront. Proponents will be asked to help complete a project review form that spells out the project in more detail. Once proposed projects are integrated into one of the planning alternatives, an engineering firm will help develop a concept drawing and rough cost estimate for each unique project. Project proponents will be asked to help identify potential funding sources.

Review and Readjustment: Staff and the Port Commission will review proposed alternatives together, seeking consensus on what best works for the community. A work session with the City Council should be considered once the Port Commission has finished its review of the project alternatives.

Adoption and Action: Staff will compile recommendations made during the public process and develop a final draft of the master plan for the approval of the Port Commission and then the City Council. An important part of the master plan will be an implementation plan. It is essential that construction projects be completed in their correct sequence.

Periodic Review: A master plan should be updated and reevaluated regularly. Checking up on progress every few years allows new thoughts to be incorporated and costs adjusted. This should not be a static document or process.

Tentative Timeline:

January 12, 2017 – Port Commission Work Session

February 15, 2017 – Meeting with Economic Diversification Commission

February 22, 2017 – Meeting with Planning and Zoning Commission

March 14, 2017 – Meeting with Parks and Recreation Commission

April 4, 2017 – Work session with PC and City Council exploring initial questions.

April 15, 2017 – Receive feedback from other Commissions

April 15, 2017 – Formulate survey questions for stakeholders and explore use of Survey Monkey or mailed questionnaires to gather feedback

May 15, 2017 – Staff and PC sub-committee have planning alternatives, project worksheets, concept drawings and budget prepared for discussion by PC.

June 5, 2017 – Finalize draft plan at PC

August 1, 2017 – Final draft to be presented to the City Council.

Appendix One: Potential Waterfront Uses and Needed Improvements
Developed at the Valdez Ports and Harbor Commission on January 12, 2017.

During this work session, the Ports and Harbors Commission (PC) tried to identify potential waterfront needs and projects. Any project brought up during the meeting was added to the list for future evaluation. The same project or idea may have been suggested for multiple sites. The PC started the discussion at Mineral Creek and work their way around Port Valdez in a clockwise direction.

MINERAL CREEK

Kayak Launch Area

Recreational Non-Motorized Access

Erosion Control

Parks

Boat Launch Ramp

Elevated Trails

BLUE BERRY HILL- ALASKA STATE FERRY LANDING

Potential City Land Trade

Trails and Outdoor Recreation Features

KELSEY DOCK AREA

Port Office Work Space

Waterfront Retail Business Space

Hotel Lease Space

Interpretive Center

Improved Kayak Launch and Support Area

Paddle Vessel Storage

Public Beach Access

Year-Round Pavilion

EXISTING SMALL BOAT HARBOR

Kobuk Street Widening

Dry Stack Boat Storage

Expanded Vessel Lay Down Yard

H-K Float Re-Construction

Sheet Pile Installation at East End

Sheet Pile Installation at Silver Bay Dock
Ice Plant at Fisherman's Dock
Commercial Net Storage at Fisherman's Dock
Additional Launching Lane
Power Lines Underground for Travelift

SEA OTTER PROPERTY

Fishing Pier
Public Access
Commercial Business
Lay Down Yard
Coast Guard Base
Large Vessel Mooring
Commercial Business Lease Space
Vessel Haul Out
Fill in Additional Area

NEW BOAT HARBOR

Ice Plant
Dry Stack Boat Storage
Create Additional Uplands / Remove Hotel Hill
Marine Railway
Commercial Business Area
Vessel Storage / Boat Lay Down Area

HARBOR COVE – DOCK POINT PARK

Kayak Launch and Storage
Future Boat Harbor
Float Plane Dock

THE MUD FLATS

Wetlands Boardwalk and Viewing Area
Potential Mitigation Offset Area

VALDEZ CONTAINER TERMINAL (AMMO ISLAND)

Additional Fill for Truck Turn-out and Parking
Underground Power Lines
Widen Area Around the Scale House

Add Additional Fill / Create Additional Uplands

Increase Large Vessel Moorage

Rail Landing

Add Additional Power for Refrigeration Units

Demolish Silos

Comfort Stations

Warming Huts

Improve the Barge Landing

Bollards

Dredge

Conditional Assessment, Maintenance & Repair of Dry Bulk Facilities

LOOP ROAD

Boat Launch / Kayak Area

Parks & Trails

Water Front Community Access

OLD TOWN / PIPE YARD

Marine Railway

Travel Lift

Ship Repair / Inspection Yard

Lay Down yard

Boat Ramp Barge Landing

Interpretation Old Town Area

Tourism

Additional Dockage

DAYVILLE ROAD AREA

Fishing Pier and Public Waterfront Access Improvement

Bear Viewing and Interpretation

Boat Launching

RV Dump

Additional RV Parking and Improvement

ROBE LAKE

Float Plane Landing Floats

Park

Appendix Two: Past Proposed or Potential Project Ideas

General:

- Relocation of Alyeska Pipeline Service Company bronze statue from the Valdez Marine Terminal to a waterfront location in the Valdez townsite.
- Seek return of the old ferry dock taken by the US Coast Guard once accommodations are made to better support their operations.
- Consider potential sites for seaplane moorage and operations.
- Certification as a clean harbor.

Old Harbor:

- Update layout and replace floating docks from the lift dock to the launch ramp.
- Construct the proposed third lane at the launch ramp that incorporates use of sheet piling to cut the shore bank back.
- Deepen entrance channel to support larger vessels.
- Development of a "Charter Boat Row"
- Renovate Travelift Dock.

New Harbor or Sea Otter Property:

- Installation of a heavy-duty sheet pile bulkhead dock to support cargo and fuel movement.
 - Heavy-duty hoist.
- Install semi-penetrating wave barrier dock that could support:
 - Operations by a seafood processor
 - Industrial ship maintenance
 - Deployment US Coast Guard cutters
- Subdivision and lease of property to support marine related support businesses (restaurant, chandler, welding, machine shop, refrigeration, electronics, safety equipment, charter boat offices, etc.). This could be at Sea Otter or the new harbor uplands.
- Dry stack boat storage with forklift dock and courtesy mooring.
- Boat launch ramp
- Create additional uplands
- Consider potential uses for Hotel Hill, including value derived from removing it.
- Development of a marine fueling facility.
- Development of a fresh seafood market.
- Install rail based boat launcher.
- Complete construction of the fish cleaning station.
- Bulk ice plant.
- Net loft/gear sheds.
- Lifejacket loaner stations.

Kelsey Dock:

- Water and sewer line improvements.
- There is a \$2.5 million grant that can be used for some projects at the dock that need to be used soon.

Valdez Container Terminal (VCT) and Foreign Trade Zone:

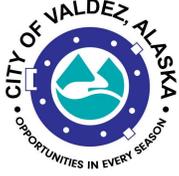
- Improve access to the Richardson Highway by expanding the turning lane and evaluating powerline heights.
- Construct existing platted road from VCT entrance to Richardson Highway.
- Consider construction of a truck staging area.
- Upgrade and replace grain silo transformer.
- Replace existing dock capstan winches.
- Repair fendering on VCT Dock.
- Add an additional mooring dolphin to support military transport vessels.
- Move scale house to a better position or consider widening the road around it to facilitate truck movements.
- Move warehouse and support building to back of laydown yard to improve utilization of space.
- Improve landing craft dock.

Old Town or Loop Road:

- Install all weather boat launch ramp capable of supporting landing craft operations.
- Install a large Marine Travelift. Size should be determined through a user survey.

Recreation and Public Access:

- View area overlooking commercial fishing operations that allows interpretation and public education about the industry.
- Trail/boardwalk that encompasses the entire waterfront from Sea Otter to the new harbor to the existing harbor.
- Continue access improvements from the Kelsey Dock to North Harbor Drive.
- Identify potential public fishing locations.
- Identify kayak storage and launch location.



Legislation Text

File #: 17-0114, **Version:** 1

ITEM TITLE:

Commission & ED Staff Action Items

SUBMITTED BY: Lisa Von Barga, CED Director

FISCAL NOTES:

Expenditure Required: N/A

Unencumbered Balance: N/A

Funding Source: N/A

RECOMMENDATION:

None. Discussion item only.

SUMMARY STATEMENT:

Over the past year and a half the Commission has led a number of study efforts to gather baseline data and feasibility information. The question is, "What actions are we taking to make use of this information to ensure it does not sit on a shelf collecting dust?" I asked Lamar to develop a list of action items for each of the studies. He has provided a good first start and it is attached for the Commission's review.

For example:

The Year Round Mountain Recreation Site Study is complete. It is in the hands of the project champions. One of the reasons the study was completed is to get the information into the hands of the industry. How are we doing that? Should the City be developing a campaign to tell the world we are releasing this information? Should we work with the project champions to see how best to facilitate dissemination of this information to people in the industry in a way that is most advantageous for them?

The Baseline Socio Economic Data showed a 25% increase in the Senior Population over a very short period of time. What follow-up work are we doing to see what the needs of that population are? Is it housing? Is it access to additional medical care? Is it social/recreational access and programming? Is it just general accessibility around the community? Whose responsibility is it to address the needs that are uncovered by asking these questions?

It is more probing questions like this (and the subsequent answers) that should help drive the annual (and beyond) action plan of the Economic Diversification Program of this City. We have this new data. Now let's make sure we make use of it to the maximum degree possible.

There is also older (but still recent and very relevant) information that can be found in documents like

the Port Study by McDowell (about two years old); the CDQ Fleet Relocation Study by McDowell (about five years old); the Testing & Training Platform Feasibility Analysis (about seven years old). This can help drive recommendations for actions on existing of fledgling industries that have the ability to grow into something more significant than they are today.

This is an important discussion item for the Commission. I apologize I am going to be in Juneau and not able to attend.

Lamar's action list is attached for the Commission's review.

EDC Tasks and Follow-Up Action Items.

Task #1 Socio-Economic Indicators Study/On-line Business Survey

Follow Up Action Items

1. Presentation at Business Luncheon.
2. Expanded study to include detailed Valdez Business Survey.
3. Findings from both studies were used to place a high priority on housing issues and senior services.
4. Use select key indicators from data for future tracking of Valdez socio-economic changes.
5. Worked with city's efforts to address housing matters (Please Note: The housing challenges in Valdez has been identified in nearly every meeting, focus group, and all types of surveys in the last two years).

Task #2. Valdez Visitor's Statistics Study

Follow Up Action Items

1. Presentation at Business Luncheon.
2. Data is being used by VCVB to change marketing strategy including booking and tracking approaches. The report confirms the changing make-up of visitors.
4. Data will be used with CoV on advancement of Community Branding Project.

Task #3 Year Round Mountain Recreation Site Study

Follow Up Action Items

1. Presentation at Business Luncheon.
2. EDC staff has tentatively set up a meeting with AIEDA staff and two of the project champions.
3. Use data directly and indirectly with the development of Valdez training platform materials and winter visitor industry.

Task #4 Survey of Visitor Service Quality matters with Tour Operators and Business Focus Groups

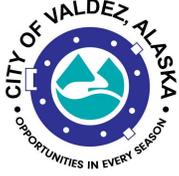
Follow Up Action Items

1. Direct contact with select visitor industry representatives.
2. Continued efforts to work with the Fairbanks ADA advocacy group along with local efforts in address public access issues.

Task #5 Evaluation Business Training and Assistance Program Options

Follow Up Action Items

1. Per Council approval, UAA/BDC-SBA will provide a series of business training classes in Valdez over a 12 month period starting in winter, 2017.
2. EDC staff will work with UAA/BDC-SBA on class evaluations and long term relevance and efficiency evaluation.
3. Work with UAA/BDC-SBA and other on future relevant training for key new and old as well as large and small businesses in Valdez.



Legislation Text

File #: 17-0115, **Version:** 1

ITEM TITLE:

Procurement Report

SUBMITTED BY: Lamar Cotten, ED Contract Staff

FISCAL NOTES:

Expenditure Required: N/A

Unencumbered Balance: N/A

Funding Source: N/A

RECOMMENDATION:

None. Report only.

SUMMARY STATEMENT:

The City has an internal team of staff working on amendments to the procurement code. The recommendations of the Commission came to the staff team who has been working to provide information helpful to the Commission obtaining its goals and providing information about what is purchased locally versus what is spent out of town. A joint work session has been twice scheduled and cancelled due to lack of a quorum. For this meeting several staff will be out of town in Juneau. The hope is a joint work session can be scheduled prior to the next meeting and a set of joint recommendations can be developed to give to Council. Listed below are the draft EDC recommendations to strengthen the city procurement code.

Draft EDC Recommendations:

1. EDC continues to evaluate a series of issues linked to expansion and diversification of the local economy. This memo serves as a set of draft EDC recommendations to strengthen the city procurement code for the purpose of increasing city goods and services contracts awarded to qualifying local firms. This would entail.
2. Review and analyze qualifications for local bidder status. In particular, consider a system in which bidders would need to meet a set number of factors to qualify as a local bidder. Such a list could include but not limited to, voter registration location, land ownership, primary home, annual days present in the community, vehicle registration, pay stubs. From this list, a qualified local bidder would need to meet a set of number of such factors.
3. An overall strengthening of the city procurement code core philosophy and long-term objectives. This could include a broader look at expenditures allocated for goods and services beyond just the issue of cost and instead long-term community goals. It could require stronger and clearer guidelines

for contracts for “soft” purchases that are done outside of the traditional procurement process.

4. An objective review of city operational budgets with the goal of enhancing local business and skilled employment opportunities for local residents. A case in point is some of the city equipment, mainly CAT, maintenance and repair tasks that relies mainly on a contract with non-local CAT staff. The process of a strong reliance on an outside firm may in the immediate term be the most cost effective method to repair and maintain of CAT purchased equipment. However, it may mean in the long-term that other valid community objectives such an increase in year-around higher paying and rewarding jobs for local residents were not achieved.

5. An aggressive, creative and year around effort to expand the list of local qualified vendors for possible city contracts. Secondly, a more thorough tracking of city and school district contracts to determine how much and what type contracts are with local businesses and relevant trends if any. Thirdly, an annual educational workshop and business luncheon held by the city/school district on procurement policy upcoming changes and other relevant information. Fourthly, over time, an evaluation of local vendor’s responses to determine deficiencies in qualifications and quality of proposals and in turn work with local training and education providers to possibly address such issue.

6. Review and analyze the possible establishment of direct bidding by qualified local businesses for purchase of select goods and equipment.

7. Evaluate on a set schedule the effectiveness of the city local preference rules for contracts. And, in turn amend city codes and administrative rules accordingly. Review annually other local governments procurement codes for new innovative approaches and relevant legal rulings. Advocate with other communities for beneficial changes in state laws, when needed for more flexibility in procurement rules.