

CITY OF DILLINGHAM, ALASKA

**RESOLUTION NO. 2019-16**

**A RESOLUTION OF THE DILLINGHAM CITY COUNCIL AUTHORIZING THE CITY MANAGER TO WAIVE THE PURCHASING REQUIREMENTS TO AWARD A CONTRACT TO THE MCDOWELL GROUP FOR A WATERFRONT STRATEGIC PLAN**

WHEREAS, the City of Dillingham's existing Comprehensive Plan was created in 2010 and is out of date; and

WHEREAS, the Waterfront Strategic Plan is one component of the Comprehensive Plan, and there has been renewed interest in growth in the Harbor requiring utility development for city lease lots; and

WHEREAS, the City of Dillingham wishes to contract with the McDowell Group to develop a Dillingham Waterfront Strategic Plan; and

WHEREAS, the McDowell Group:

- has demonstrated expertise in this area of planning.
- has completed similar plans for like communities located around Alaska.
- has confirmed a quick delivery of the strategic plan to meet an upcoming EDA grant deadline; and

WHEREAS, the City is asking to waive the purchasing restrictions based on the criteria outlined in DMC 4.30.130, Exemptions B. 4, The services are of a professional nature requiring specialized knowledge and judgment; and

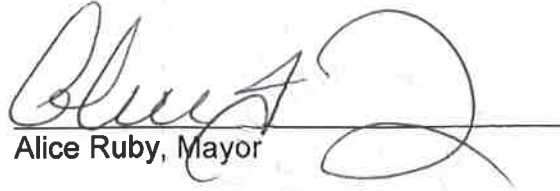
WHEREAS, the City of Dillingham intends to utilize the Waterfront Strategic Plan to leverage grant funding to spur economic development and private investment in the Waterfront; and

WHEREAS, the cost of the Strategic Waterfront Plan is approximately \$49,000;

NOW, THEREFORE, BE IT RESOLVED:

- 1) That the Dillingham City Council waives the purchasing restrictions as stated above to contract for consulting services in an amount not to exceed \$49,000;
- 2) That the attached proposal will be used to guide the scope of work;
- 3) That consultant will identify stakeholder groups for inclusion and encourage participation in the process;
- 4) That an optional work session and professional engineering services may be sought as part of the above stated cost.

PASSED and ADOPTED by a duly constituted quorum of the Dillingham City Council on June 20, 2019.



Alice Ruby, Mayor

ATTEST:



Lori Goodell, City Clerk

[SEAL]

City of Dillingham  
Fiscal Note

Agenda Date: June 20, 2019

Waterfront Strategic Plan completed by McDowell Group

ORIGINATOR: Finance Director

|   |                           |  |  |
|---|---------------------------|--|--|
| FISCAL ACTION (TO BE COMPLETED BY FINANCE)                      |                           | FISCAL IMPACT <input type="checkbox"/> YES <input type="checkbox"/> NO                             |  |
| AMOUNT REQUESTED: \$49,000                                      |                           | FUNDING SOURCE<br><b>Dock Fund Balance</b>   |  |
| FROM ACCOUNT<br>2400 7060 70 71 2115 0 Contractual Professional |                           | Project<br>A study on developing the harbor requiring utility development to create leasable lots. |  |
| TO ACCOUNT:   | VERIFIED BY: Anita Fuller | Date: 6/13/2019  |  |

EXPENDITURES

| OPERATING              | FY19                | FY20                | FY21        | FY22        |
|------------------------|---------------------|---------------------|-------------|-------------|
| 2400 7060 70 71 2115 0 | \$ 24,500.00        | \$ 24,500.00        |             |             |
|                        |                     |                     |             |             |
|                        |                     |                     |             |             |
|                        |                     |                     |             |             |
|                        |                     |                     |             |             |
| <b>TOTAL OPERATING</b> | <b>\$ 24,500.00</b> | <b>\$ 24,500.00</b> | <b>\$ -</b> | <b>\$ -</b> |

|         |      |  |  |  |
|---------|------|--|--|--|
| CAPITAL | \$ - |  |  |  |
|---------|------|--|--|--|

|         |   |  |  |  |
|---------|---|--|--|--|
| REVENUE | - |  |  |  |
|---------|---|--|--|--|

FUNDING

|                              |                  |                     |             |             |
|------------------------------|------------------|---------------------|-------------|-------------|
| General & Special Rev. Funds | \$24,500         | \$ 24,500.00        |             |             |
| State/Federal Funds          |                  |                     |             |             |
| Capital Project              |                  |                     |             |             |
| Other (Insurance Proceeds)   |                  |                     |             |             |
| <b>TOTAL FUNDING</b>         | <b>\$ 24,500</b> | <b>\$ 24,500.00</b> | <b>\$ -</b> | <b>\$ -</b> |

POSITIONS

|           |  |  |  |  |
|-----------|--|--|--|--|
| Full-Time |  |  |  |  |
| Part-Time |  |  |  |  |

Analysis: (Attach a separate page if necessary)

See Resolution 2019-16

PREPARED BY: Anita Fuller

June 14, 2019

DEPARTMENT: Finance

APPROVED BY: 

6/14/2019

**City of Dillingham Information Memorandum**

Agenda of: June 20, 2019

Attachment to:


Ordinance No. \_\_\_\_\_ / Resolution No. 2019-16

**Subject:**

A RESOLUTION OF THE DILLINGHAM CITY COUNCIL AUTHORIZING THE CITY MANAGER TO WAIVE THE PURCHASING REQUIREMENTS TO AWARD A CONTRACT TO THE MCDOWELL GROUP FOR A WATERFRONT STRATEGIC PLAN

---

City Manager: Recommend Approval

Signature: 

Fiscal Note:  Yes  No

Funds Available:  Yes  No

**Other Attachments:**

McDowell Group Proposal

---

**Summary Statement:**

The current Comprehensive Plan was compiled in 2010. The waterfront area is one component of the comprehensive plan. An update to the plan is on the Planning Commission's to do list. There has been renewed interest for development at the harbor.

The EDA approached the Planning Director regarding a grant opportunity. The grant deadline is October 1, 2019.

The McDowell Group has knowledge of Dillingham and the stakeholders in the region as well as experience compiling waterfront strategic plans for like communities across Alaska. In addition, they are able to complete a strategic plan timely, that will enable the City to complete an application for the EDA grant.

Attachment to:  
Ordinance No. \_\_\_\_\_ / Resolution No. 2019-16 \_\_\_\_\_

Summary Statement continued:

| Route to | Department Head  | Date |
|----------|------------------|------|
|          | Finance Director |      |
|          |                  |      |
|          |                  |      |
| X        | City Clerk       |      |



June 7, 2019

Cynthia Rogers  
Planning Director  
City of Dillingham  
PO Box 889  
Dillingham, AK 99576

Dear Ms. Rogers:

McDowell Group is pleased to submit this professional services proposal to develop a *Dillingham Waterfront Strategic Plan*. Our firm brings to this project extensive experience in community and waterfront development as well as experience working in Dillingham and the region.

Our firm conducted recent assignments for Bristol Bay Borough, Bristol Bay Economic Development Corporation, Bristol Bay Regional Seafood Development Association, Bristol Bay Area Health Corporation, Bristol Bay Native Corporation, Curyung Tribal Council, Bristol Bay Native Association, and private sector clients in the seafood and tourism industries.

Our proposed scope, budget, and schedule are provided below.

## **Scope of Work**

The analysis will result in an updated plan outlining recommended improvements for the Dillingham waterfront, priorities, phased timeline, and estimated capital costs. Major tasks are summarized below.

### INITIAL SITE VISIT AND KICK-OFF MEETING

The initial site visit will establish a valuable foundation for the strategic plan. Prior to the site visit, we anticipate an initial project coordination meeting via teleconference.

While in Dillingham, we plan to:

- Review project goals, timeline, deliverables, and communication protocols.
- Conduct initial meetings with key City staff, community contacts, and members of the Port Advisory Committee and Planning Commission.
- Tour port and waterfront.
- Collect images, port usage data, and relevant planning documents.
- Gather information regarding the waterfront including projects completed since the last planning effort, strengths, limitations, and community vision.

## STAKEHOLDER INTERVIEWS

Our project team will conduct in-person and telephone interviews to gain insights on a range of waterfront and port issues including usage, constraints, needed improvements, synergies, and user group conflicts. To the extent possible, interviews will be conducted in conjunction with the initial site visit. Recognizing the summer months are extremely busy for waterfront users, our team will accommodate interviews outside of traditional business hours.

We will work closely with City staff to identify approximately 15 interview targets and questions for various stakeholders. Interviewees will likely include:

- Major user groups including commercial fishermen, processors, and freight companies.
- Property owners adjacent to the waterfront.
- Relevant government and regulatory agencies.

## PLAN DEVELOPMENT AND RECOMMENDATIONS

Our project team will synthesize project findings into a concise and user-friendly report. The Strategic Plan will conclude with recommendations for development activities, phasing, capital cost estimates, and other considerations to enhance the community's port and waterfront areas for various user groups. Emphasis will be placed on recommendations that enhance usage and commercial activity, safety, and efficiency.

The project team will review the draft plan and recommendations with City staff via teleconference. Recognizing the accelerated timeline, one option is to hold the plan as draft until early fall, allowing adequate time for public review and comment.

## OPTIONAL WORK SESSION

The project team could conduct a work session with the public, Port Advisory Committee, City Council, and/or Planning Commission for more in-depth discussion and refinement of recommendations, phasing, and cost estimates. Ideal timing is likely early fall, following conclusion of commercial fishing, moose hunting, and other subsistence activities. Costs are not reflected in this budget; a likely range is \$2,500 to \$4,000, depending on the number of project team participants, travel costs, and meeting format.

## **Budget and Schedule**

The professional services budget for this scope of work as outlined in this proposal is \$35,000, including travel time and costs to conduct the initial site visit. This budget level does not include professional engineering, or the optional work session discussed above. Selection of an engineering firm and allocation of resources will be closely coordinated with City staff.

Recognizing the longstanding relationship that PND Engineers has with the City of Dillingham and McDowell Group, we've reviewed this scope of work and budget with senior PND staff members and confirmed their availability. A streamlined approach to support the Strategic Plan development could range from \$5,000 to \$15,000. At the higher end, engineering professionals could participate in the initial site visit to assess infrastructure condition, solicit community input, participate in development recommendations, and develop

cost estimates. At the lower end, engineers could review existing port plans, assist with strategic recommendations, and estimate capital costs.

We can begin work immediately upon acceptance of this proposal and will deliver the draft document before August 31, 2019. We request permission to bill 50 percent upon project launch and 50 percent upon acceptance of the final documents.

## **Examples of Relevant Project Experience**

The project examples described below illustrate our firm's experience with the research and planning tasks needed to conduct this study. Additional waterfront and community development project examples and references can be provided upon request.

### **PORT OF NOME STRATEGIC DEVELOPMENT PLAN**

The *Strategic Development Plan* reflected near-term needs and the port's strategic position in Arctic development. The port serves as a key transshipment hub for many Western Alaska communities and provides critical infrastructure for regional economic drivers including seafood, mining, tourism, oil and gas support, and the U.S. Coast Guard. McDowell Group analyzed the development landscape for industries that utilize the port; discussed the port's competitive position; and identified short-term, mid-term, and long-term capital projects. Project deliverables included the updated Strategic Development Plan, a presentation for use by port and community officials, and a brochure highlighting the port's role and strategic position.

### **PORT OF VALDEZ COMPETITIVE MARKET ANALYSIS AND LONG-RANGE PLAN**

The *Port of Valdez Competitive Market Analysis and Long-Range Plan* compared Valdez to other Southcentral marine facilities on several measures including infrastructure, transshipment opportunities, cost, and time in transit. Following this comparison, the research team identified industries and activities where Valdez held a competitive advantage. In addition to the competitive analysis and recommendations, the study included an analysis of historical port volume, key drivers of port activity, and development projects in Alaska which may impact the port.

### **DOWNTOWN WATERFRONT DEVELOPMENT ASSESSMENT**

A private company contracted with McDowell Group to analyze waterfront development opportunities in a high-volume cruise port. Project tasks included analysis of visitor markets, review of recent downtown development plans, analysis of public and private waterfront infrastructure, and high-level assessment of anticipated community needs and near-term development options. PND Engineers contributed to the analysis.

### **JUNEAU WATERFRONT STRATEGIC ANALYSIS AND IMPROVEMENT PLAN**

McDowell Group was part of a project team that included engineering, architectural, and economic expertise. McDowell Group's contributions included a strategic analysis of key waterfront industries, an economic overview and 20-year economic outlook; and a household survey of Juneau residents' attitudes and priorities toward current and future waterfront use. The study was conducted for the Juneau Harbor Board.

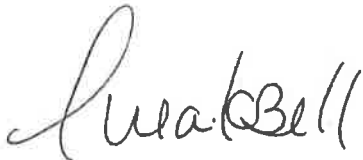


## **GOLD CREEK MARINA MARKET ASSESSMENT**

The assessment was part of the Gold Creek Marina Planning Study, commissioned by PND Engineers as part of a larger analysis conducted for the City and Borough of Juneau. The proposed marina was intended primarily for yachts, with some usage by commercial vessels. McDowell Group developed estimates of local and regional demand using historical data and interviews with regional harbormasters. The study team also conducted interviews and compiled secondary research to understand conditions and trends in the yachting industry. The study concluded with a ten-year pro forma financial analysis.

We appreciate the opportunity to offer our professional services to the City of Dillingham. Don't hesitate to contact me if you have any questions about this proposal; my email is [susan.bell@mcdowellgroup.net](mailto:susan.bell@mcdowellgroup.net) and my direct line is (907) 796-7620.

Sincerely,

A handwritten signature in cursive script that reads "Susan K. Bell". The signature is written in black ink and is positioned above the printed name and title.

Susan K. Bell  
Principal