



FAIRBANKS CITY COUNCIL  
AGENDA NO. 2015-21  
**REGULAR MEETING NOVEMBER 9, 2015**  
FAIRBANKS CITY COUNCIL CHAMBERS  
800 CUSHMAN STREET, FAIRBANKS, ALASKA

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PRELIMINARY MEETINGS

5:30 p.m. Work Session – Explore Fairbanks Annual Report

6:10 p.m. Work Session – Fairbanks Economic Development Corp. Annual Report

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REGULAR MEETING

7:00 P.M.

1. ROLL CALL
2. INVOCATION
3. FLAG SALUTATION
4. CITIZENS COMMENTS, oral communications to Council on any item not up for Public Hearing. Testimony is limited to five minutes. Any person wishing to speak needs to complete the register located in the hallway. Normal standards of decorum and courtesy should be observed by all speakers. Remarks should be directed to the City Council as a body rather than to any particular Council Member or member of the staff. In consideration of others, kindly silence all cell phones and electronic devices.

5. APPROVAL OF AGENDA AND CONSENT AGENDA

Approval of Consent Agenda passes all routine items indicated by an asterisk (\*). Consent Agenda items are not considered separately unless a Council Member so requests. In the event of such a request, the item is returned to the General Agenda.

6. APPROVAL OF PREVIOUS MINUTES

- \*a) Regular Meeting Minutes of August 24, 2015

7. SPECIAL ORDERS

8. MAYOR'S COMMENTS AND REPORT

9. UNFINISHED BUSINESS

- a) Ordinance No. 5993, as Amended – An Ordinance to Amend FGC Section 2-61 Regarding the Mayor's Compensation. Introduced by Council Member Pruhs. SECOND READING AND PUBLIC HEARING.

10. NEW BUSINESS

- \*a) Resolution No. 4694 – A Resolution Authorizing the City of Fairbanks to Participate in the FFY2015 Community Development Block Grant (CDBG) Program. Introduced by Mayor Eberhart.
- \*b) Resolution No. 4695 – A Resolution Re-Designating Check Signing Authority for Banking and Investment Accounts of the City of Fairbanks, Alaska. Introduced by Mayor Eberhart.
- \*c) Resolution No. 4696 – A Resolution Opposing the State of Alaska's Sole Authority to Enact or Enforce Regulations for Business and Occupational Licensing. Introduced by Council Member Cleworth.
- \*d) Resolution No. 4697 – A Resolution Supporting the Fairbanks Emergency Communications Center Sustainable Business Plan. Introduced by Mayor Eberhart.

11. DISCUSSION ITEMS (INFORMATION AND REPORT)

- a) Committee Appointments
- b) Committee Reports

12. COMMUNICATIONS TO COUNCIL

- \*a) Approval of the 2016 City Council Meeting Schedule
- \*b) Clay Street Cemetery Commission Meeting Minutes of October 7, 2015
- \*c) Appointment to the Finance Committee
- \*d) Appointment of the City Chief Financial Officer

13. COUNCIL MEMBERS' COMMENTS

14. CITY CLERK'S REPORT

15. CITY ATTORNEY'S REPORT

16. EXECUTIVE SESSION

- a) AFL-CIO Labor Negotiations

17. ADJOURNMENT



FAIRBANKS CITY COUNCIL  
REGULAR MEETING MINUTES, AUGUST 24, 2015  
FAIRBANKS CITY COUNCIL CHAMBERS  
800 CUSHMAN STREET, FAIRBANKS, ALASKA

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The City Council convened at 7:00 p.m. on the above date, following a 6:00 p.m. Work Session on Fairbanks North Star Borough Joint Land Use Survey Advisory Noise Overlay, to conduct a Regular Meeting of the Fairbanks City Council at the City Council Chambers, 800 Cushman Street, Fairbanks, Alaska, with Mayor pro tem Jerry Cleworth presiding and with the following Council Members in attendance:

Council Members Present:        Renee Staley, Seat A  
   Perry Walley, Seat B  
   Bernard Gatewood, Seat C  
   Jim Matherly, Seat D  
   David Pruhs, Seat F

Absent:                                    Mayor John Eberhart (Excused)

Also Present:                            Clem Clooten, Building Official  
   Warren Cummings, Fire Chief  
   Ernie Misewicz, Assistant Fire Chief  
   Paul Ewers, City Attorney  
   D. Danyielle Snider, City Clerk  
   Jim Williams, Chief of Staff  
   Stephanie Johnson, Dispatch Center Manager  
   Carmen Randle, Controller  
   Ben Barrio, IT Director  
   Angela Foster-Snow, HR Director  
   Pat Smith, Development Manager  
   Jim Soileau, Chief Financial Officer  
   Randall Aragon, Police Chief  
   Amber Courtney, Director of Communications/PIO  
   Verg Scott, Public Works General Foreman  
   Bob Pristash, Engineer IV

**INVOCATION**

The Invocation was given by City Clerk Danyielle Snider.

**FLAG SALUTATION**

**Mayor pro tem Cleworth** led the Flag Salutation.

## CITIZEN'S COMMENTS

Donna Gilbert, 2223 South Cushman, Fairbanks – Ms. Gilbert shared her disappointment that Mayor Eberhart was not in attendance at the Council Meeting. Ms. Gilbert stated it is time for the Council to write a job description for the Office of the Mayor. Ms. Gilbert stated that in the two years that Mayor Eberhart has been in office he has worked 2,846 hours and that a regular work year is 2,060 hours; she expressed her dissatisfaction with his short work hours. Ms. Gilbert stated that Mayor Eberhart has accumulated 1,429 hours of comp time. Ms. Gilbert stated Mayor Eberhart has earned 205 hours of personal leave but that he has used zero hours of that time; she shared her frustration that he is able to avoid using personal leave and may cash it out at the end of his term. Ms. Gilbert stated that Mr. Cleworth is the only Mayor who did not claim comp time and she thanked him for not doing so. Ms. Gilbert shared that in the six years Mayor Thompson was in office, he accumulated 1,500 hours and in the three years Mayor Strle was in office, she only claimed 800 hours of comp time. Ms. Gilbert shared her disappointment that the Council allowed Mayor Eberhart's travel budget to be increased from \$5,000.00 to \$15,000.00. Ms. Gilbert asked how many times the Mayor had taken his wife on trips paid for by the City and requested that the Council take a serious look at the approval of mayoral funds.

Randall Kelsch, 3254 Riverview Drive, Fairbanks – Mr. Kelsch stated that he has lived in Fairbanks since 1975 and that his business directly employs 75-100 people. Mr. Kelsch stated he wanted to build a brewery inside the City limits but that the structure would cost him 15-20% more if he chose to do so. Mr. Kelsch stated that at his current restaurant he has been faced with a stop work order because the shed he is building over his air handler requires a sprinkler system according to City Code. Mr. Kelsch stated that the City requirements are so expensive that it is cheaper to build outside of the City limits.

**Mr. Walley** asked Mr. Kelsch if he could clarify what his issue is. Mr. Kelsch stated that he is building a shelter over his air handler but that the City told him to stop work, tear it down or build a sprinkler system into the area. Mr. Kelsch stated he is a small business owner and that he is being run out of business due to bureaucracy. **Mr. Walley** asked how many times he has experienced code inspections at his businesses since he became a business owner in Fairbanks. Mr. Kelsch stated he has two properties within City limits and that every two years for 15 years they have both been inspected.

**Mr. Pruhs** asked if it was prudent for the City to incorporate a variance system to review things of this nature, items that do not increase the property or business owner's insurance. Mr. Kelsch stated he had requested a variance of the Building Department, and it was rejected. **Mr. Pruhs** asked what the cost of the shed was. Mr. Kelsch stated he budgeted \$7,800 for the project but with the City's recommended upgrades the cost has inflated to \$22,000.00. Mr. Kelsch stated his insurance premium is not going to be raised because his occupancy will not be increasing with the addition of the shed over the air handler.

**Mayor pro tem Cleworth** asked Mr. Kelsch if he had requested a formal appeal. Mr. Kelsch stated that a two-month waiting period for a formal appeal is not an acceptable amount of time and that it would be too far into the future.

Robert Shields, 145 Martin Drive, Fairbanks – Mr. Shields spoke to food security in the City limits. Mr. Shields stated 90% of the food in Fairbanks is imported and that there is a need to acknowledge the issue. Mr. Shields stated that the City needs to create a task force to look into the issues of food security in Fairbanks. Mr. Shields stated that without food and access to healthy food there will be a lot of problems within the City. Mr. Shields stated food security is good for business and that it will create more disposable income to City residents.

Frank Turney, 329 6th Avenue, Fairbanks – Mr. Turney stated he is happy to see Ms. Staley present at the Council meeting. Mr. Turney stated he did not understand Mr. Matherly's testimony at the last Borough Assembly Meeting where he indicated that he would not want people from all over the Borough coming into the City to purchase cannabis. Mr. Turney stated Presidential Candidate Ron Paul will be in town the following day at 2:30 p.m. Mr. Turney spoke to Chief Nagita's remains being returned to the Clay Street Cemetery. Mr. Turney spoke out against Mr. Pruhs' statement some time ago that Felix Pedro was buried in the Clay Street Cemetery.

Victor Buberger, P.O. Box 58192, Fairbanks – Mr. Buberger complimented Police Chief Randall Aragon for being a positive influence in the City. Mr. Buberger stated Gilmore Street has a gross amount of potholes and that he believes the area is neglected by the City because it is a largely native populated street. Mr. Buberger stated he would like to know where the Council Members and Mayor live because he would like to see how well-maintained their roads are compared to Gilmore Street.

Amy Geiger, 4400 Stanford Drive, Fairbanks – Ms. Geiger stated the new winter guide for Explore Fairbanks has been released. Ms. Geiger stated that the Yukon Quest will start in Fairbanks this year and that it is a great thing for the local economy. Ms. Geiger shared a few new features of the visitors guide.

Hearing no more requests for public comment, **Mayor pro tem Cleworth** declared Public Testimony closed.

### **APPROVAL OF AGENDA AND CONSENT AGENDA**

**Mr. Matherly**, seconded by **Mr. Walley**, moved to APPROVE the Agenda and Consent Agenda.

**Mr. Gatewood** pulled Resolution No. 4686 from the Consent Agenda.

A ROLL CALL VOTE WAS TAKEN TO APPROVE THE CONSENT AGENDA, AS AMENDED, AS FOLLOWS:

YEAS: Pruhs, Gatewood, Staley, Cleworth, Matherly, Walley  
NAYS: None

**Mayor pro tem Cleworth** declared the MOTION CARRIED.

City Clerk Snider read the Consent Agenda, as Amended, into the record.

## **APPROVAL OF PREVIOUS MINUTES**

- a) Regular Meeting Minutes of May 18, 2015.

APPROVED on the CONSENT AGENDA.

- b) Regular Meeting Minutes of June 8, 2015.

APPROVED on the CONSENT AGENDA.

- c) Regular Meeting Minutes of June 22, 2015.

APPROVED on the CONSENT AGENDA.

## **SPECIAL ORDERS**

- a) Vacation of Public Easement (RP042-15/VA03-15) – Request by Rebecca and Mathew Franczyk to Vacate a Public Utility Easement, a Drainage Swale Easement, and the Lot Line between Lot 6 and Lot 7 Block 1 Taku Subdivision, Creating a 19,000 Square Foot Lot within Section 8 T1S R1W F.M. (located on Riverview Drive).

**Mayor pro tem Cleworth** stated that if the City Council chooses to take no action, the Vacation of Public Easement would be approved.

- b) Memo Regarding Sale of City Real Property (TL-2134, 2367 30th Avenue)

**Mr. Walley**, seconded by **Mr. Gatewood**, moved to APPROVE the Sale of City Real Property at 2367 30th Avenue.

**Mayor pro tem Cleworth** called for Public Testimony and, hearing none, declared Public Testimony closed.

A ROLL CALL VOTE WAS TAKEN TO APPROVE THE SALE OF CITY REAL PROPERTY AT 2367 30TH AVENUE, AS FOLLOWS:

YEAS: Staley, Matherly, Gatewood, Pruhs, Cleworth, Walley

NAYS: None

**Mayor pro tem Cleworth** declared the MOTION CARRIED.

## **MAYOR'S COMMENTS AND REPORT**

**Mayor pro tem Cleworth** stated that he liked the concept of allowing Council Members to comment on citizens public testimony after they testify rather than waiting to address citizens' issues until Council Members' Comments.

## **UNFINISHED BUSINESS**

- a) Ordinance No. 5987 – An Ordinance Amending Fairbanks General Code Sections 2-260 and 2-261 Regarding the Authorized Investment Selections of the City Permanent Fund Investment Policy. Introduced by Council Member Gatewood. SECOND READING AND PUBLIC HEARING.

**Mr. Pruhs**, seconded by **Mr. Matherly**, moved to ADOPT Ordinance No. 5987.

**Mayor pro tem Cleworth** called for Public Testimony and, hearing none, declared Public Testimony closed.

**Mayor pro tem Cleworth** spoke to the importance of eliminating the target weighting percentage of the Permanent Fund. **Mayor pro tem Cleworth** stated that he would like the Fund Manager to actively look at the Fund and use their best discretion instead of letting the fund just ride. **Mayor pro tem Cleworth** shared his concern that the Fund Manager reaches targets; he indicated that if they cannot then there is no reason to have a Fund Manager.

**Mr. Gatewood** asked Mayor pro tem Cleworth if he could share responses received from Fund Managers. **Mayor pro tem Cleworth** stated he was not prepared to share any responses because he had only spoke with the managers about reaching target goals and that they have not provided feedback yet. **Mr. Gatewood** stated he would add that item to the next Finance Committee Agenda.

A ROLL CALL VOTE WAS TAKEN ON THE MOTION TO ADOPT ORDINANCE NO. 5987 AS FOLLOWS:

YEAS: Cleworth, Pruhs, Walley, Staley, Matherly, Gatewood

NAYS: None

**Mayor pro tem Cleworth** declared the MOTION CARRIED and Ordinance No. 5987 ADOPTED.

- b) Ordinance No. 5988 – An Ordinance to Amend Ordinance No. 5986, as Amended, an Ordinance Enacting a Retail Sales Tax on Marijuana and Referring the Ordinance for Ratification at the Next General Election. Introduced by Council Member Pruhs. SECOND READING AND PUBLIC HEARING.

**Mr. Pruhs**, seconded by **Mr. Gatewood**, moved to ADOPT Ordinance No. 5988.

**Mayor pro tem Cleworth** called for Public Testimony.

Frank Turney – Mr. Turney stated the \$50 tax the State is proposing is enough tax on cannabis. Mr. Turney encouraged citizens to grow their own cannabis and avoid paying taxes on it altogether.



Victor Buberger – Mr. Buberger shared his curiosity that Ms. Gilbert was not fighting the marijuana tax as head of the Interior Tax Association (ITA). Mr. Buberger stated that the City should not tax marijuana but should tax the heroin and crack addicts.

Hearing no more requests for public comment, **Mayor pro tem Cleworth** declared Public Testimony closed.

**Mr. Pruhs** asked Council Members to vote against Ordinance No. 5987 because the whole purpose of the ordinance was to mirror the Fairbanks North Star Borough’s tax ordinance which it was voted down. **Mr. Pruhs** stated the ordinance would confuse voters by having it listed as “as Amended.”

**Mayor pro tem Cleworth** stated he agreed with Mr. Pruhs about the language in the ordinance. **Mayor pro tem Cleworth** stated he has been working with the City Attorney Paul Ewers on an amendment to clarify that the tax would fall under the existing tax cap. Mr. Ewers stated that he had been working with Chief Financial Officer Jim Soileau on changing some of the nuances of the tax proposed in Ordinance No. 5988. Mr. Ewers stated the language is written correctly and that the tax would fall under the existing tax cap. **Mayor pro tem Cleworth** asked if the tax cap could be changed and if it had to be left up to a vote of the people. Mr. Ewers stated the City Charter cannot be amended without a vote of the people. **Mayor pro tem Cleworth** asked if Mr. Ewers recommended making a change to the language regarding the tax cap, and Mr. Ewers replied that no changes are needed.

A ROLL CALL VOTE WAS TAKEN ON THE MOTION TO ADOPT ORDINANCE NO. 5988 AS FOLLOWS:

YEAS: None  
NAYS: Matherly, Cleworth, Walley, Staley, Gatewood, Pruhs  
**Mayor pro tem Cleworth** declared the MOTION FAILED.

c) Ordinance No. 5989, as Amended – An Ordinance Amending the 2015 Operating and Capital Budgets for the Sixth Time. Introduced by Mayor Eberhart. SECOND READING AND PUBLIC HEARING.

**Mr. Matherly**, seconded by **Mr. Gatewood**, moved to ADOPT Ordinance No. 5989, as Amended.

**Mayor pro tem Cleworth** called for Public Testimony and, hearing none, declared Public Testimony closed.

**Mayor pro tem Cleworth** asked Chief Financial Officer Jim Soileau to come forward to respond to some questions he had regarding Ordinance No. 5989, as Amended. **Mayor pro tem Cleworth** asked if the funding that had been deposited for Dispatch training the prior year had been used. Mr. Soileau stated the Employee Turnover Training Account had not been touched. City Controller Carmen Randle stated the money was budgeted for employees that worked while training their replacements.

**Mr. Walley** asked if they were speaking to Account 5352; he stated that the money should be transferred to save money in the long-term.

**Mayor pro tem Cleworth**, seconded by **Mr. Walley**, moved to AMEND Ordinance No. 5989, as Amended, to fund non-grant wages and training in Engineering by transferring \$18,790.00 from account number 5352.

A ROLL CALL VOTE WAS TAKEN ON THE MOTION TO AMEND ORDINANCE NO. 5989, AS AMENDED, TO FUND NON-GRANT WAGES AND TRAINING IN ENGINEERING BY TRANSFERRING \$18,790.00 FROM ACCOUNT NUMBER 5352 AS FOLLOWS:

YEAS: Pruhs, Gatewood, Staley, Cleworth, Matherly, Walley

NAYS: None

**Mayor pro tem Cleworth** declared the MOTION CARRIED.

A ROLL CALL VOTE WAS TAKEN ON THE MOTION TO ADOPT ORDINANCE NO. 5989, AS AMENDED, AS FOLLOWS:

YEAS: Walley, Matherly, Gatewood, Pruhs, Cleworth, Staley

NAYS: None

**Mayor pro tem Cleworth** declared the MOTION CARRIED and Ordinance No. 5989, as Amended, ADOPTED.

## NEW BUSINESS

- a) Resolution No. 4686 – A Resolution Expressing the City of Fairbanks’ Concern about Additional State of Alaska Programs Affecting Funding of Existing Programs. Introduced by Council Member Cleworth.

**Mr. Matherly**, seconded by **Mr. Gatewood**, moved to APPROVE Resolution No. 4686.

**Mr. Gatewood** stated he needed clarification on Resolution No. 4686 regarding Medicaid expansion. **Mr. Gatewood** stated he agreed with revenue sharing and municipal assistance but that he did not want the City to take a stand against Medicaid expansion.

**Mayor pro tem Cleworth** stated the when he came up with the resolution it was not his intention to stand against Medicaid or Medicaid expansion. He stated that in the past the City has assumed responsibilities formerly undertaken by the State, and he did not want the City to go broke paying for the increase to Medicaid. **Mayor pro tem Cleworth** stated he did not get into the nuts and bolts of the Medicaid expansion, just that he heard there was a future match coming down the road and that he did not want the City to get stuck with the huge increase.

ROLL CALL VOTE WAS TAKEN ON THE MOTION TO ADOPT RESOLUTION NO. 4686 AS FOLLOWS

YEAS: Gatewood, Walley, Pruhs, Matherly, Staley, Cleworth  
NAYS: None  
**Mayor pro tem Cleworth** declared the MOTION CARRIED and Resolution No. 4686 APPROVED.

## **DISCUSSION ITEMS**

### Committee Reports

FMATS Policy Committee – **Mr. Walley** stated that FMATS met and approved the Complete Street Policy for public comment; he invited people to comment on the FMATS website. **Mr. Walley** stated that the Committee approved the 2015-2018 Transportation Improvement Program (TIP) conformity analysis. **Mr. Walley** stated that the FMATS Technical Committee approved State Funds for changes on the Cushman Street Reconstruction Project in the amount not to exceed \$328,000.00. **Mr. Walley** stated there will not be a lot of funds coming from the State in the future and that the City will have to address road upgrades without State funds.

Golden Heart Parking Services – **Mayor pro tem Cleworth** stated he met with Police Chief Randall Aragon at the parking garage, and they discussed security issues. **Mayor pro tem Cleworth** addressed General Foreman Verg Scott regarding a safety issue inside the garage relating to a pipe that has been damaged. **Mayor pro tem Cleworth** stated that the drain under the damaged pipe is clogged and the water just pools up; he requested Mr. Scott send someone from Public Works to address the issue.

## **COMMUNICATIONS TO COUNCIL**

- a) Fairbanks Diversity Council Meeting Minutes of June 9, 2015

ACCEPTED on the CONSENT AGENDA.

- b) Fairbanks Diversity Council Meeting Minutes of July 14, 2015

ACCEPTED on the CONSENT AGENDA.

## **COUNCIL MEMBERS' COMMENTS**

**Mr. Matherly** stated he spoke with Mr. Marc Marlow, owner of the Polaris Building, earlier in the day and that he received encouraging news regarding tax credits from the National Community Trust. **Mr. Matherly** stated that he attended the Borough Assembly meeting and that their Marijuana tax did not pass. **Mr. Matherly** stated that a work session regarding variances for restaurants and small businesses should be considered because he does not want to drive businesses outside of the City. **Mr. Matherly** spoke to Mr. Shields' food safety issues and stated he would look into it further in the future. **Mr. Matherly** stated he read the Diversity Council Meeting Minutes and that he thinks the City should make some changes to hiring processes.

**Mr. Pruhs** stated he is happy that Mr. Kelsch came to speak to the Council because it draws attention to building code requirements. **Mr. Pruhs** stated that the City should consider changing building code requirements because some of the codes may not be relevant in Fairbanks, Alaska. **Mr. Pruhs** stated he was starting a Polaris Group, and the main topic that will be discussed will be funding the demolition of the Polaris Building. **Mr. Pruhs** stated that he was a member of the Board of Directors of the Historic Preservation Commission several years back. He stated as a Board member he offered then Mayor Jim Hayes to have the Commission tend to the grounds at the Clay Street Cemetery free of charge. **Mr. Pruhs** stated that he did not have any involvement in the exhumation of Chief Nagita's remains and that he did not tell the Daily News Miner that Felix Pedro was buried at the Clay Street Cemetery.

**Mr. Gatewood** shared his concern for the stock market and that China's economy is having a negative impact on the stock market. **Mr. Gatewood** stated that the Permanent Fund had lost three million dollars in the past month and that he hopes an uptick will be reported at the next Permanent Fund meeting.

**Mr. Walley** stated he has doubts Mr. Marlow is going to receive any Federal funding; he stated he would attend the Polaris Building meeting. **Mr. Walley** stated he appreciated Mr. Kelsch coming to the Council meeting and agreed that a work session may be a good idea to review building code issues and the appeals process.

**Ms. Staley** stated she also appreciated Mr. Kelsch's testimony, and she echoed Mr. Pruhs' idea of looking into changing the building code.

**Ms. Staley** requested she be excused from the Regular Council Meeting of October 19, 2015.

**Mayor pro tem Cleworth** called for objection to Ms. Staley's request to be excused on October 19, 2015 and, hearing none, so ORDERED.

**Mayor pro tem Cleworth** thanked Public Works for their efforts in filling the potholes on Cowles Street and shared his concern for the cost of fixing the roads in Fairbanks. **Mayor pro tem Cleworth** spoke to Donna Gilbert's public testimony regarding the Mayor's comp time. He stated that when he became Mayor he was asked to fill out a timecard and that he did not agree with the request. **Mayor pro tem Cleworth** stated that the Mayor's position should be a salaried position and that a Mayor should be paid the same whether they work two hours a day or twenty hours. **Mayor pro tem Cleworth** spoke to the public testimony on building codes and the issues that have come up regarding City Code; he encouraged the administration to come up with a logical solution. **Mayor pro tem Cleworth** agreed with fellow Council Members that the amount of time it takes for an appeal to be heard is too long for such a short building season in Fairbanks. **Mayor pro tem Cleworth** spoke to the issues that the Diversity Council has brought to light regarding the City's hiring processes. **Mayor pro tem Cleworth** stated that he received negative feedback about hiring processes and that the complaints seem to be about one department. **Mayor pro tem Cleworth** stated that all departments need to abide by the same process and that Human Resources needs to be at the forefront of the hiring process.

## **CITY ATTORNEY'S REPORT**

City Attorney Ewers provided clarification on the Building Department's Code Review and Appeals process.

**Mr. Matherly**, seconded by **Mr. Pruhs**, moved to go into Executive Session for the purpose of discussing Fairbanks Firefighters Union (FFU) Labor Negotiations.

**Mayor pro tem Cleworth** called for objection and, hearing none, so ORDERED.

**Mayor pro tem Cleworth** called for a five minute recess.

## **EXECUTIVE SESSION**

a) Labor Contract Negotiations – FFU

The City Council met in Executive Session to discuss FFU labor negotiations. Direction was given to staff and no action was taken.

## **ADJOURNMENT**

**Mr. Pruhs**, seconded by **Mr. Gatewood**, moved to ADJOURN the meeting.

**Mayor pro tem Cleworth** called for objection and, hearing none, so ORDERED.

**Mayor pro tem Cleworth** declared the Meeting adjourned at 9:49 p.m.

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JOHN EBERHART, MAYOR

ATTEST:

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D. DANYIELLE SNIDER, CMC, CITY CLERK

Transcribed by: EB

**ORDINANCE NO. 5993, AS AMENDED**

**AN ORDINANCE TO AMEND FGC SECTION 2-61 REGARDING THE  
MAYOR'S COMPENSATION**

**WHEREAS**, in Ordinance No. 5990, the Council recently amended FGC Section 2-61 to clarify that the mayor's compensation does not include the accrual of compensatory time; and

**WHEREAS**, in the discussion and debate over Ordinance No. 5990, many issues were raised concerning the proper compensation for the mayor's position; and

**WHEREAS**, because the mayor is an elected official, his compensation is not governed by the same regulations that apply to other city employees; and

**WHEREAS**, the mayor's compensation should be fair and should be easily understood by the citizens of the community that the mayor serves;

**NOW, THEREFORE, BE IT ENACTED BY THE CITY COUNCIL OF THE  
CITY OF FAIRBANKS, ALASKA:**

**SECTION 1.** FGC Section 2-61 is amended as follows [new text in **bold/underline** font; deleted text in ~~striketrough~~ font]:

**Sec. 2-61. Term; salary.**

The mayor's term shall be deemed to run beginning with the certification of election results. The salary of the mayor, including any additional benefits and perquisites, shall be established in the budget. This elected position will not accrue compensatory time **and will not accrue leave time of any type. The mayor will be eligible for pension and healthcare benefits to the same extent as city non-represented employees.**

**SECTION 2.** The mayor's salary shall be set at ~~\$86,500~~\$88,000 per year.

**SECTION 3.** The mayor's salary increase shall become effective December 1, 2015. Charter Section 2.3 prohibits the mayor from receiving this increase until December 1, 2016. The effective date of the elimination of leave accrual also shall be December 1, 2016.

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**JOHN EBERHART, MAYOR**

AYES:  
NAYS:  
ABSENT:  
ADOPTED:

ATTEST:

APPROVED AS TO FORM:

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D. Danyielle Snider, CMC, City Clerk

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Paul J. Ewers, City Attorney

**RESOLUTION NO. 4694**

**A RESOLUTION AUTHORIZING THE CITY OF FAIRBANKS TO PARTICIPATE IN THE FFY2015 COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM**

**WHEREAS**, a public hearing was held by the City of Fairbanks on October 29, 2015, and a record of that meeting is attached; and

**WHEREAS**, community members expressed support to apply for funds to complete phase one of the Bjerremark Subdivision revitalization project to construct traffic-calming, beautification, pedestrian and defensible space measures; and

**WHEREAS**, the City of Fairbanks is eligible to apply for a grant in the amount of \$850,000 from the Alaska Department of Commerce, Community, and Economic Development under the CDBG program; and

**WHEREAS**, the City of Fairbanks is providing a match in the amount of \$300,000 for planning and designing costs funded through the Designated Legislative Grant Program funds;

**NOW, THEREFORE, BE IT RESOLVED** by the City Council that the Mayor or his designee is hereby authorized to request funds from the CDBG Program and to negotiate and execute any and all documents required for granting and managing funds on behalf of the City of Fairbanks.

The Mayor or his designee is also authorized to execute subsequent amendments to said grant agreement to provide for adjustments to the project within the scope of services or tasks, based upon the needs of the project.

**PASSED and APPROVED this 9th Day of November 2015.**

\_\_\_\_\_  
John Eberhart, Mayor

AYES:  
NAYS:  
ABSENT  
APPROVED:

ATTEST:

APPROVED AS TO FORM

\_\_\_\_\_  
D. Danyielle Snider, CMC, City Clerk

\_\_\_\_\_  
Paul J. Ewers, City Attorney



**CITY OF FAIRBANKS**  
**CDBG PUBLIC HEARING**  
**OCTOBER 29, 2015**  
**CITY COUNCIL CHAMBERS**  
**5:05 p.m.**

Margarita Bell, Grants Administrator for the City of Fairbanks, opened the meeting to seek recommendations for projects and to select a project to apply for funding under the Alaska Community Development Block Grant (CDBG) Program.

Margarita Bell informed attendees that the CDBG is a federal program funded by the Housing and Urban Development (HUD) and that the State of Alaska plans to award \$2.3 million in CDBG funds for FFY15. She explained that the State of Alaska is accepting applications from municipal government and cities for a single project with a maximum request of \$850,000 and recommended match of 25%. She also explained that the grants are awarded on a competitive basis and must benefit low and moderate income persons.

A list of eligible activities were presented and described from the FFY15 CDBG Application Handbook. Margarita Bell explained that the City of Fairbanks would not seek projects involving special economic development due to the length of time it would take to accomplish the project or non-city owned construction of facilities due to the 20 year public use requirement.

Margarita Bell informed the attendees that funds were used in previous years to construct ADA compliant sidewalks on 23<sup>rd</sup> Avenue and to build a homeless shelter for youth. She informed the attendees that two projects were recommended as follows: revitalize Bjerremark Subdivision and purchase a fire apparatus.

Jackson Fox shared information about the Bjerremark Subdivision project and explained the public process involved in the project and the benefits to residents in the area. Ernie Misewicz shared information about the need for a platform fire engine but indicated that he would support the Bjerremark Subdivision project. Samantha Castle-Kirstein (via telephone) expressed support for the Bjerremark Subdivision project because of the impact for many citizens in Fairbanks.

Margarita Bell requested additional recommendations. There were no additional recommendations. The attendees unanimously recommended the Bjerremark Subdivision project to City Council for approval to apply for FFY15 CDBG funds.

The hearing was adjourned at 5:25 p.m.

**CITY OF FAIRBANKS**  
**FISCAL NOTE**

**I. REQUEST:**

Ordinance or Resolution No: 4694

Abbreviated Title: FFY2015 COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

Department(s): ENGINEERING DEPARTMENT

Does the adoption of this ordinance or resolution authorize:

1) additional costs beyond the current adopted budget? Yes \_\_\_\_\_ No x

2) additional support or maintenance costs? Yes \_\_\_\_\_ No x

If yes, what is the estimate? see below

3) additional positions beyond the current adopted budget? Yes \_\_\_\_\_ No x

If yes, how many positions? \_\_\_\_\_

If yes, type of positions? \_\_\_\_\_ (F - Full Time, P - Part Time, T - Temporary)

**II. FINANCIAL DETAIL:**

<b>PROJECTS:</b>	<b>Equipment</b>	<b>Contracts</b>	<b>Personnel</b>	<b>Total</b>
Bjerremark Subdivision Construction		\$850,000		\$850,000
Bjerremark Subdivision Planning & Design		\$300,000		\$300,000
				\$0
				\$0
				\$0
				\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$1,150,000</b>	<b>\$0</b>	<b>\$1,150,000</b>

<b>FUNDING SOURCE:</b>	<b>Equipment</b>	<b>Contracts</b>	<b>Personnel</b>	<b>Total</b>
Community Development Block Grant (Federal Funds)		\$850,000		\$850,000
Designated Legislative Grant (State Funds)		\$300,000		\$300,000
				\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$1,150,000</b>	<b>\$0</b>	<b>\$1,150,000</b>

The City of Fairbanks plans to construct traffic-calming, beautification, pedestrian and defensible space measures to revitalize the Bjerremark Subdivision area. The Bjerremark Subdivision is a mixed residential and commercial area in south Fairbanks. The operations and maintenance of these improvements will be performed by Public Works and incorporated in the annual general fund budget.

Reviewed by Finance Department: Initial mb Date 10/30/2015

**RESOLUTION NO. 4695**

**A RESOLUTION RE-DESIGNATING CHECK SIGNING  
AUTHORITY FOR BANKING AND INVESTMENT ACCOUNTS OF  
THE CITY OF FAIRBANKS, ALASKA**

**WHEREAS**, a change in City staff has made it necessary to re-designate check signing authority.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF FAIRBANKS ALASKA**, as follows:

**Section 1** That any two of the following named individuals shall be designated as authorized signatories for the City of Fairbanks accounts maintained at Mt. McKinley Bank:

John Eberhart	Mayor
Carmen Randle	Chief Financial Officer
James O. Williams	Chief of Staff
Paul J. Ewers	City Attorney
Clemens Clooten	Building Official

**Section 2** That any two of the following named individuals shall be designated as authorized signatories for the Key Trust City of Fairbanks AML Investment Pool Accounts:

John Eberhart	Mayor
Carmen Randle	Chief Financial Officer
James O. Williams	Chief of Staff
Paul J. Ewers	City Attorney
Clemens Clooten	Building Official

**Section 3** That any two of the following named individuals shall be designated as authorized signatories for the Key Trust City of Fairbanks Permanent Fund Account:

John Eberhart	Mayor
Carmen Randle	Chief Financial Officer

James O. Williams  
Paul J. Ewers  
Clemens Clooten

Chief of Staff  
City Attorney  
Building Official

**Section 4** That the Chief of Staff will file a copy of this Resolution in the business offices of each referenced company.

**Section 5** That the effective date of this Resolution shall be the 9th day of November 2015.

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**John Eberhart, Mayor**

AYES:  
NAYS:  
ABSENT:  
APPROVED:

ATTEST:

APPROVED AS TO FORM:

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D. Danyielle Snider, CMC, City Clerk

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Paul J. Ewers, City Attorney

**RESOLUTION NO. 4696**

**A RESOLUTION OPPOSING THE STATE OF ALASKA'S SOLE AUTHORITY  
TO ENACT OR ENFORCE REGULATIONS FOR BUSINESS AND  
OCCUPATIONAL LICENSING**

**WHEREAS**, Article X of the Alaska State Constitution provides for maximum local self-government and that a liberal construction shall be given to the powers of local government units; and

**WHEREAS**, the City of Fairbanks has provided for local business licensing and occupational licensing for many years; and

**WHEREAS**, the State of Alaska continues to expand its regulation of occupational and professional licensing while, in recent years, limiting or removing the authority of local municipalities to regulate some types of occupational licensing; and

**WHEREAS**, effective July 1, 2011, the State enacted legislation relating to the registration and operation of pawnbrokers; subsequently, the City of Fairbanks repealed FGC Chapter 14, Article VI Pawnbrokers on June 6, 2011; and

**WHEREAS**, effective July 1, 2015, the State assumed the sole authority to license massage therapists in Alaska requiring the City of Fairbanks to repeal FGC Chapter 14, Article VII Massage Practitioners on April 6, 2015; and

**WHEREAS**, in 2015, State Representatives Hughes and Gruenberg introduced HB 9 to license and regulate Private Detectives throughout the State of Alaska, and while the bill did not become law, Rep. Hughes intends to propose a 2016 bill to regulate the Private Detective industry on the State level; and

**WHEREAS**, the State of Alaska Division of Corporations, Business and Professional Licensing currently regulates more than 40 different professions and does not currently have the resources to review applications and issue some licenses in a timely manner; and

**WHEREAS**, if additional licensing criteria and specifications are warranted, they may be best administered at the local level by home rule municipal governments; and

**WHEREAS**, the City of Fairbanks wishes to reserve the authority to enact or enforce ordinances that regulate businesses and occupations on a local government level, as local control can provide expedited service and is often more convenient for the public; and

**WHEREAS**, the Fairbanks City Council supports continuous improvement in licensing administration to protect the Fairbanks community's health and safety interests, and it recognizes that stakeholder engagement is key to successful and efficient licensing regulation.

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Fairbanks, Alaska, as follows:

SECTION 1. That the Fairbanks City Council opposes state action to deny local control of business or occupational licensing.

SECTION 2. Local control should not be pre-empted by state action absent a compelling reason for the state to exercise exclusive jurisdiction.

SECTION 3. Upon approval of this resolution, the City Clerk is directed to forward a copy to State Legislators and AML Representatives.

**PASSED** and **APPROVED** this 9th day of November 2015.

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**John Eberhart, Mayor**

AYES:  
NAYS:  
ABSENT:  
APPROVED:

ATTEST:

APPROVED AS TO FORM:

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D. Danyielle Snider, CMC, City Clerk

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Paul Ewers, City Attorney

**RESOLUTION NO. 4697**

**A RESOLUTION SUPPORTING THE FAIRBANKS EMERGENCY COMMUNICATIONS CENTER SUSTAINABLE BUSINESS PLAN**

**WHEREAS**, the City of Fairbanks operates a state-of-the-art emergency communications center known as the Fairbanks Emergency Communications Center (FECC); and

**WHEREAS**, the FECC provides dispatching and call taking services to numerous police departments, fire departments, emergency medical service agencies, and municipal agencies; and

**WHEREAS**, the FECC handles around 75% of 911 dispatch traffic within the Fairbanks North Star Borough; and

**WHEREAS**, the FECC engaged Alaska Management Resources, Inc., to help develop a business plan for the FECC and sustainable public safety communications;

**NOW, THEREFORE, BE IT RESOLVED** that the City Council supports the Fairbanks Emergency Communications Center sustainable business plan that is premised upon the following four core foundational principles:

1. The City of Fairbanks owns and controls FECC;
2. FECC will work to be a self-supporting function of City Government;
3. User agencies will have input in FECC governance; and
4. The City will strive to provide affordable 911 call-taking and dispatch services for end-user agencies.

**PASSED** and **APPROVED** this 9th day of November 2015.

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**John Eberhart, Mayor**

AYES:  
NAYS:  
ABSENT:  
APPROVED:

ATTEST:

APPROVED AS TO FORM:

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D. Danyielle Snider, CMC, City Clerk

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Paul Ewers, City Attorney

**CITY OF FAIRBANKS**  
**FISCAL NOTE**

**I. REQUEST:**

Ordinance or Resolution No: 4697

Abbreviated Title: FECC BUSINESS PLAN PROJECTIONS

Department(s): DISPATCH

Does the adoption of this ordinance or resolution authorize:

1) additional costs beyond the current adopted budget? Yes x No \_\_\_\_\_

2) additional support or maintenance costs? Yes x No \_\_\_\_\_

If yes, what is the estimate? see below

3) additional positions beyond the current adopted budget? Yes x No \_\_\_\_\_

If yes, how many positions? 4

If yes, type of positions? F (F - Full Time, P - Part Time, T - Temporary)

**II. FINANCIAL DETAIL:**

EXPENDITURES:	2016	2017	2018	2019
Dispatch Operational Costs (Budget)	\$2,149,696	\$2,258,028	\$2,367,444	\$2,477,954
Dispatch Operational Joint Costs (Facility, Admin, Other)	\$449,944	\$458,943	\$468,122	\$475,313
<b>TOTAL</b>	<b>\$2,599,640</b>	<b>\$2,716,971</b>	<b>\$2,835,566</b>	<b>\$2,953,267</b>

REVENUES:	2016	2017	2018	2019
City General Fund (Police, Fire, Other)	\$1,770,380	\$1,850,282	\$1,931,047	\$2,011,203
North Pole Police & Fire Departments	\$180,000	\$195,000	\$210,000	\$221,822
Fairbanks North Star Borough (911 Services)	\$429,143	\$437,725	\$446,480	\$460,000
Local Fire Agencies	\$140,915	\$175,100	\$212,712	\$265,797
City General Fund Subsidy	\$79,202	\$58,864	\$35,327	(\$5,555)
<b>TOTAL</b>	<b>\$2,599,640</b>	<b>\$2,716,971</b>	<b>\$2,835,566</b>	<b>\$2,953,267</b>

Dispatch Operational Costs projections include an annual 1% increase in personnel costs and an increase of one full time equivalent position for each year. Dispatch Operational Joint Costs projections include an annual 2% increase. Revenue projections include an increase based on contractual agreements with full implementation of the new cost structure by 2019.

Prepared by Finance Department: Initial mb Date 10/30/2015





# The Fairbanks Emergency Communications Center – the FECC

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## *A Business Plan for Sustainable Public Safety Communications*

The FECC  
911 Cushman Street  
Fairbanks, AK 99701

July 2015

# ***The Fairbanks Emergency Communications Center A Business Plan for Sustainable Public Safety Communications July 2015***

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## **I. Executive Summary**

When our neighbors need police, fire or EMS help, well over 75% of their E911 phone calls are answered by dispatchers at the Fairbanks Emergency Communications Center – the “FECC” – who in turn dispatch units from fire departments and police agencies throughout the region. The FECC is a state-of-the-art emergency communications center run by the City of Fairbanks, providing comprehensive, consolidated dispatch services to multiple agency users. A real entrepreneurial spirit – ‘build it and they will come’ – continues to drive the FECC today as it develops this second Business Plan, ensuring the long-term sustainability of its business model, and by extension the FECC’s ability to meet the expanding public safety communications needs of the region.

Across the country, communities are actively consolidating public safety communications capacity, owing to monetary motivations – to save and better leverage valuable public dollars – and also to improve services. As the need for its services expands, FECC continues to grow, leading to the development of a first Business Plan in 2011, and this updated version in 2015. Both Business Plans speak to the need to develop and maintain a sustainable business model based on quality service, fully integrating users in appropriate decision-making, increased efficiency of operations, and with a fair allocation of costs among all users.

At the outset the FECC used a lot of “educated guesswork” to determine how much to charge user for consolidated dispatch services, with the first User Agreements based on “good faith.” For the last several years, satisfaction with an informal approach to establishing user rates was criticized from all sides. The City Council and Mayor want to know: “Why are we paying so much for the FECC? Why aren’t users paying a bigger share? To what extent are we subsidizing the dispatch center?” Users have asked: “Am I getting what I pay for,” and “Am I paying too much?” The reality is that users are less concerned about how much they are paying, but that the amount they pay is equitable; in short, they don’t want to subsidize other users, a concern expressed by the City of Fairbanks, too. As public resources become tighter, users want a tangible, objective measure of the true costs of doing business, and a fair, equitable and objective cost allocation method.

This Business Plan document is premised upon four core foundational principles:

1. The City of Fairbanks owns and controls the FECC
2. The FECC must be 100% self-supporting, with no subsidy from the City
3. User agencies desire a more formal role in FECC operations
4. FECC services must be affordable for end users

Based on this Business Plan, every user agency customer, from the smallest to the largest, can be assured they are getting significant value for their emergency communications dollar, while at the same time receiving the highest quality services, and protecting those they serve.

**The Fairbanks Emergency Communications Center  
A Business Plan for Sustainable Public Safety Communications  
July 2015**

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**II. The Organization and its Environment**

The Fairbanks Emergency Communications Center (FECC) is a consolidated public safety dispatch center providing services to two police departments and numerous fire and emergency medical services agencies. The FECC has operated as a separate department with the City of Fairbanks government since 2006, beginning in 2002 as part of the Fairbanks Police Department; today the FECC is physically located in the Fairbanks Police Station at 911 Cushman Street.

The FECC is one of five, year-round (and one seasonal) public safety dispatch centers operating in the Fairbanks North Star Borough. The others are: 1) the Alaska State Trooper Dispatch Center, a state agency, 2) the University of Alaska Fairbanks Police Dispatch Center on the UAF campus, 3) Fairbanks International Airport Police/Fire Dispatch, and 4) Alaska State Forestry Dispatch, which operates only during the summer months. Two full time dispatch centers also operate on Fort Wainwright and Eielson Air Force Base.

**Some Historical Perspective**

For decades prior to the 2002 opening of the FECC there had been intermittent local discussions about consolidating some or all public safety dispatching services within the borough. One of the often-mentioned proposals was for a regional, consolidated dispatch center. Although there were no concrete plans in that direction at the time, when the City began designing the new police building planners included capacity to handle a much larger dispatch center than was needed by the City at that time, or in the foreseeable future. The intention was to build capacity for the future, even though actual non-city users had not been identified. The FECC was “sized for a consolidated and sustainable future.”

Present staff and City Officials recall discussions back to the 1980s which recommended development of a consolidated, regional dispatch capacity in the community. A 2003 Borough-sponsored study declared that a consolidated dispatch center could be established within the newly-built FECC. On top of that, federal mandates for interoperability loomed large in the minds of planners, such that in 2004 what would eventually become the FECC began providing dispatch and related services to the City of North Pole Police and Fire Departments, but not in accordance with any borough-wide coordinated plan. Since then, with the addition of other Fire and EMS agency providers, the FECC is today handling the vast majority – calculated at over 75% of dispatch traffic – from E-911 call taking, to dispatch, to call resolution, within the Fairbanks North Star Borough. Current user agencies are:

**Law Enforcement**

- Fairbanks Police Department
- North Pole Police Department

**Fire/EMS Services**

- Fairbanks Fire Department
- North Pole Fire Department
- North Star Fire Department

**The Fairbanks Emergency Communications Center  
A Business Plan for Sustainable Public Safety Communications  
July 2015**

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- Steese Area Volunteer Fire Department
- University Fire Department
- Chena-Goldstream Volunteer Fire and Rescue
- Ester Volunteer Fire Department
- Delta Fire, Rural Deltana and Delta Rescue
- Salcha Fire and Rescue
- Fairbanks North Star Borough – Emergency Operations & Hazardous Materials Response Team

**E911**

- Fairbanks North Star borough E911
- City of Delta E911

In the spring of 2010, the City of Fairbanks and the Fairbanks North Star Borough's Emergency Operations Department began discussions aimed at answering questions surrounding fairness of costs, and value associated with the FECC. The cities of Fairbanks and North Pole and the Fairbanks North Star Borough jointly retained and provided solid direction to the consulting firm Information Insights to conduct a comprehensive Workload Analysis fully describing the actual workload of the center – the main question was how much of which tasks were being undertaken on behalf of each user. Information Insights found that 18% of FECC tasks were for E-911 Call Taking, 46% for Dispatching, 27% for Records tasks, with Other Tasks taking up nine percent. With the Workload Analysis completed, the City of Fairbanks engaged Alaska Management Resources, Inc., a local planning and consulting company, to develop a business plan for a sustainable FECC – that Business Plan was completed in 2011, and is being significantly updated in 2015.

**III. FECC Services and an Improved Cost Allocation Model**

The Fairbanks Emergency Communications Center provides regional dispatch services for police/fire/EMS users that include computer-aided dispatch (CAD), records management and reporting, automatic paging and conventional paging, radio dispatching, E-911 call taking, fire and police alarm monitoring, digital call logging and other administrative tasks for users. To ensure that allocation of costs to users is appropriate and fair, the FECC, in partnership with the Mayor's Office, Finance Department and user agencies, has developed a new model that enables the FECC to fully cover its costs and allocate charges to all user agencies. The projected total cost to operate the FECC is \$2,956,888, which supports 22.5 full-time equivalents (FTEs).

Identifying the true costs of operating the FECC continues to be central to implementing a solid, forward-thinking, long-range business plan for the FECC. In 2011, the FECC began a process to more fairly and equitably allocate among all users the true costs of providing public safety communications in the area. True cost is a function of direct and indirect costs, as well as joint facility costs. At the writing of this 2015 Business Plan the FECC, assisted by current users, the Mayor's Chief of Staff and the Finance Department, developed a new cost allocation model based on a modified "ala-carte approach," under

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**4 | FECC Business Plan**

**The Fairbanks Emergency Communications Center  
A Business Plan for Sustainable Public Safety Communications  
July 2015**

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which user agencies pay on for the services they receive. All existing and any new police and fire agencies pay for a “General Services” package, and can choose to pay for a number of “Specialized Services.”

The new cost allocation model provides clear information to existing agencies about how much they need to pay for services from FECC; the model also establishes a framework that allows new agencies to contract with FECC for services – to know what they will have to pay to “buy-in” – based on three service categories: 1) E911 Call Taking; 2) General Services; and 3) Specialized Services.

1. **E911 Call Taking:** Currently, E911 call-taking fees fund the portion of time allocated to call taking activities before dispatching to appropriate emergency responder agencies, with the charge based on the number and costs of call takers needed to provide 24-hour coverage. At the FECC services minimum of 5 call takers is necessary, translating to 8,760 staff hours each year, or 1,840 hours per call taker. The total amount of call taking is deducted from the FECC budget before individual agency cost allocations are determined for user agencies. For future contracts an annual Consumer Price Index (CPI) is applied, as well as a 10% indirect rate.
2. **General Services:** The General Services portion of FECC services is much like a basic cable television package, in that it includes the foundational channels every subscriber gets – for the FECC the basic General Services packages includes the many various activities that are generally associated with a police/fire/EMS call. Charging for General Services is determined by event-based call volume, meaning the number of police/fire/EMS calls dispatched by FECC for each user agency. Event-based call volume has been determined to be the most appropriate, consistent and equitable method to calculate agency cost allocation because it is objective and easily verified. Because actual call volume fluctuates year-to-year and from season-to-season, the FECC has developed call volume ranges, and further classifies calls as being either police or fire/EMS. Billable call volume will be based on the prior year’s audited call volumes.
  - Fire calls tend to have a longer duration and are therefore charged out at \$60 per call, based on call-volume increments. Fire/EMS agencies will be charged a minimum rate of \$12,000 for a call volume of 0-200 calls, with increased charge based on 200-call increments. For instance, a Fire and or Fire/EMS agency with a call volume between 201-400 will be charged \$24,000, for a call volume of 401-600 the charge would be \$36,000, and so on.
  - Police calls, which are of higher volume but shorter duration, are charged out at a lower rate than Fire/EMS, but the call increments are in multiples of 1,000 – at \$30 per call. For the Fairbanks Police Department the per-call rate is slightly higher (\$40), owing to the increased utilization of dispatch staff and other in-house administrative duties, but is still based on the 1,000 call volume increment.

**The Fairbanks Emergency Communications Center  
A Business Plan for Sustainable Public Safety Communications  
July 2015**

The new fee schedule for General Services is simply structured, allowing new and existing user agencies to accurately project what they will be charged during the fiscal year, again based on audited call volumes for the prior year. For future contracts, a CPI will be applied annually, or per contractual agreements with specific user agencies. The two tables below demonstrate the new model for allocating costs associated with General services, broken out by Police and Fire agency calls.

GENERAL SERVICES - POLICE AGENCY		GENERAL SERVICES - FIRE AGENCY	
Event Call Volume	Cost to User	Event Call Volume	Cost to User
0-1000	\$30,000	0-200	\$12,000
1001-2000	\$60,000	201-400	\$24,000
2001-3000	\$90,000	401-600	\$36,000
3001-4000	\$120,000	601-800	\$48,000
4001-5000	\$150,000	801-1000	\$60,000
5001-6000	\$180,000	1001-1200	\$72,000
6001-7000	\$210,000	1201-1400	\$84,000
7001-8000	\$240,000	1401-1600	\$96,000
8001-9000	\$270,000	1601-1800	\$108,000
9001-10000	\$300,000	1801-2000	\$120,000
10001-11000	\$330,000	2001-3000	\$180,000
11001-12000	\$360,000	3001-4000	\$240,000
12001-13000	\$390,000	4001-5000	\$300,000
13001-14000	\$420,000	5001-6000	\$360,000
and up		and up	

- Specialized Services:** The FECC currently offers a variety of specialized services to user agencies, including Police Records Management System, Police Mobile Field Reporting, Police Administration Call Taking and Mobile Computing Application. Like the enhanced cable television package – paying extra for HBO, Showtime, etc. – user agencies can choose the “premium services” that they are willing to pay extra for. Fees charged to agency users are based on the actual costs to the City of Fairbanks for each service, license or user. FECC can offer other specialized services, with all associated costs borne by the requesting agency. The chart below shows the current costs for specialized services.

SPECIALIZED SERVICES RATE STRUCTURE		
Specialized Services	Rate	Method
Police Records Management System (RMS)	\$488.80	Per User
Police Mobile Field Reporting (MFR)	\$397.85	Per User
Police Administration Call Taking	\$2.50	Per Call
Mobile Computing Application	\$239.50	Per License
Other Customer Service	Actual	Actual

**The Fairbanks Emergency Communications Center  
A Business Plan for Sustainable Public Safety Communications  
July 2015**

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**IV. Market Analysis – FECC Users and the Market**

The Market Analysis in a public-sector business plan is generally a mix of discussion about customers or stakeholders, what the future of a particular market may hold, and any competitive advantage. In terms of customers/stakeholders of the FECC, police and fire/EMS providers are primary:

**Police.** Across the country, Public Safety Answering Points (PSAPs) provide combined services for police and fire/EMS, the majority of that work being generated by police calls – most of the work comes from calls initiated by dispatch through a 911 phone system, with other calls initiated by officers on patrol. Therefore, many PSAPs are operated by law enforcement agencies. The FECC provides services to two police agencies, which make up a majority of the workload. The Alaska State Troopers dispatch out of its own center, utilizing state employees, as does Airport Police/Fire.

**Fire/EMS.** The FECC dispatches for fire departments with a mix of fully paid, partially paid/part volunteer, and all-volunteer departments. The majority of fire department calls are EMS-related, with frequent interaction between law enforcement and fire/EMS providers. The FECC dispatchers are fully trained to handle fire and EMS calls, as well as police calls; FECC dispatchers are trained in EMD (Emergency Medical Dispatching), EFD (Emergency Fire Dispatching) and EPD (Emergency Police Dispatching), all of which adds to their overall training requirement. All FECC dispatchers are also certified by the National Academies of Emergency Dispatch.

**Other Clients.** The FECC also dispatches for community service officers in the nonprofit Volunteers in Policing (VIP) Program, the Fairbanks North Star Borough Emergency and Haz-Mat Operations; and there have been discussions about acquiring after-hours Animal Control service for the FNSB.

While there are many customer or user agencies, the ultimate FECC stakeholders are the citizens who may or may not know the center exists, or where it exists. But the user agencies are the “customers” of the FECC, paying for the services of the Fairbanks Emergency Communications Center.

**The Competition**

In the truest sense of the word, although there are other PSAPs in the area, and each provides some level of “consolidated” services, none provide consolidated E911 call taking and dispatching to the significant extent FECC does.

- **The University of Alaska Fairbanks Police Department Dispatch Center** provides call taking and dispatching services primarily for the UAF Police Department. According to UAF Dispatch Center management, the likelihood this PSAP will avail itself of the full services of the FECC is small in the short term, but not completely out of the question, although the University Fire Department has

# ***The Fairbanks Emergency Communications Center A Business Plan for Sustainable Public Safety Communications July 2015***

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recently contracted with the FECC for services. The nature of dispatch services to UAF is unique, and somewhat difficult to duplicate in the FECC environment. Over the longer term, the likelihood of a more formalized relationship is greater, as the university contemplates required capital expansion and continued demands for budget discipline. There appears to be little likelihood of the UAF Police Department coming over to the FECC as a user in the near term.

- **Fairbanks International Airport Dispatch** is operated by the State Department of Transportation and dispatches police and fire/EMS units for the Airport Public Safety Department. Dispatchers also provide services related to access management on the Fairbanks International Airport proper. According to dispatch managers, because of its responsibilities for tarmac access control as part of Homeland Security, and the uniqueness of Airport fire operations, the likelihood of the Airport taking advantage of the services of the FECC is small.
- **Alaska State Trooper Dispatch** provides services limited to the Alaska State Troopers, Fish and Wildlife Protection, and the State Fire Marshall. The nature of services and coverage areas, as well as the political will of the Alaska State Troopers, makes a transition to the FECC perhaps complicated – at this time the potential for becoming an FECC user agency is not clear.
- Both **Fort Wainwright** and **Eielson Air Force Base** have their own PSAPs for police and fire/EMS services, providing services similar to the FECC. However, because they both operate on active military bases, becoming an FECC customer is unlikely, though not completely out of the question.

While there are limited opportunities for acquiring other PSAPs as customers of the FECC in the very short-term, there is a healthy culture of collaboration among the existing PSAPs. But that spirit of collaboration is coupled with challenges related to the interoperability of radio systems. Realistically, without adding to current staffing levels at FECC, it is somewhat impractical to bring other big customers/users into the FECC. In addition, it is important to think about the physical space capacity if many or all of the potential user agencies come on board. While challenge, these do not preclude other as yet unidentified customers/users from joining the FECC.

## **Competitive Advantage and Strategic Position**

While there may be few new customers on the immediate horizon, there are several factors that give the FECC a real competitive advantage as a PSAP and dispatch center in providing regional, comprehensive, community-driven dispatch services:

1. The building is state-of-the-art in design and technology, and has a long usable life.
2. The recently-renovated FECC can handle more dispatchers providing more services to more users.
3. Employees are extremely well trained, and ongoing training is robust.
4. The FECC has received very impressive ratings from ISO.

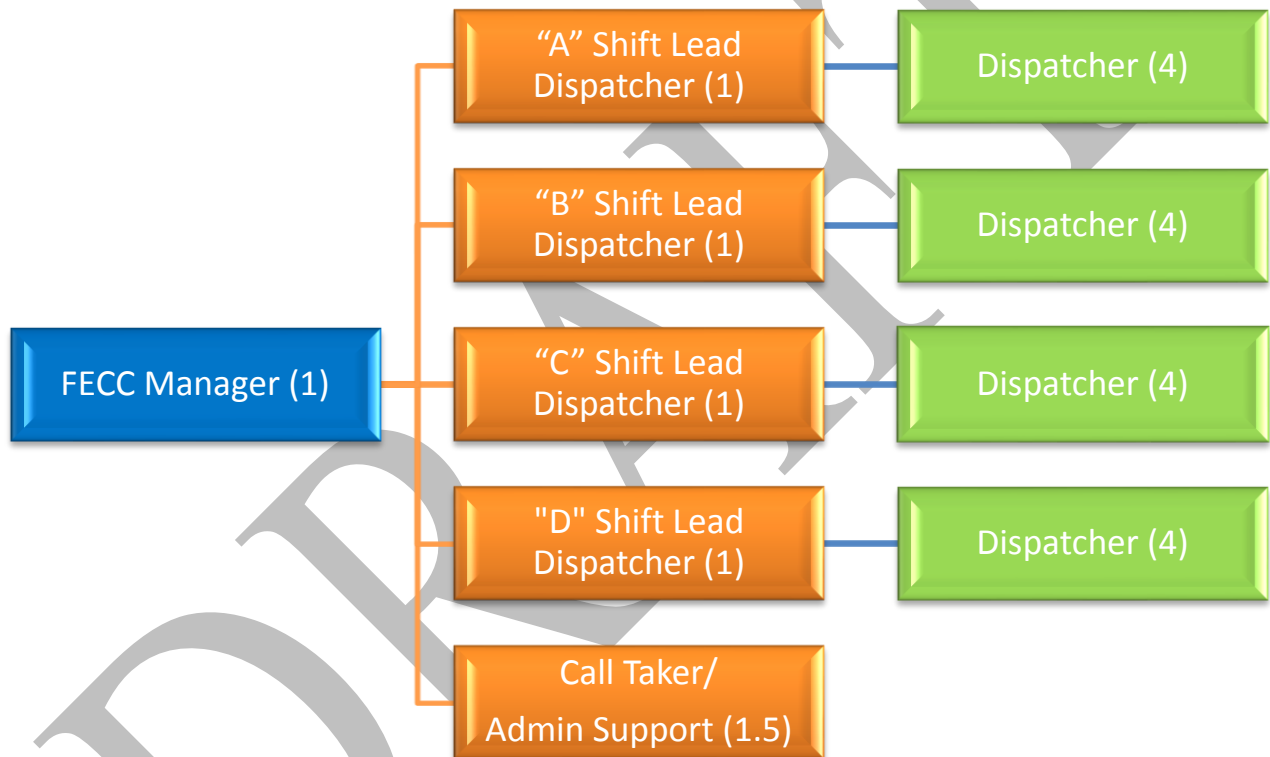


**The Fairbanks Emergency Communications Center  
A Business Plan for Sustainable Public Safety Communications  
July 2015**

**VI. Sustainable Human Resources Plan - Current Personnel and Projected Needs**

Maintaining a sustainable FECC human resources infrastructure has been a challenge because of the growing complexity of the work and the lack of a pre-trained workforce. As the work becomes more complex, so too does the training. This section includes a discussion of the current staffing and long-term suggestions for a training program.

Projected staffing for the FECC is 22.5 full time equivalent positions (FTEs), in the following configuration, and with the job responsibilities described below:



- **The FECC Manager (1 FTE)** provides overall administrative direction to the center, supervises center staff, and is the primary external liaison between the center and its users.
- **Shift Lead Dispatchers (4 FTEs)** provide shift supervision of dispatch operations during the four shifts necessary to run a 24-hour dispatch operation.
- **Dispatchers (16 FTEs)** are the front-line E-911 call takers and dispatchers of user emergency resources, including initial data entry into the CAD system.
- **Call Taker/Admin Support (1.5 FTEs)**, occupies the receptionist desk in the Police Dept. Building, providing call taking and other administrative support.

**The Fairbanks Emergency Communications Center  
A Business Plan for Sustainable Public Safety Communications  
July 2015**

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**Minimal Staffing and Shifts**

The FECC configuration is based on a minimum staffing level of four dispatchers per shift. As in the 2011 Business Plan, it is not the purpose of this section to review prior discussions of staffing at the FECC, but instead to identify a sustainable staffing structure for the FECC moving forward. Such a structure will meet the needs of the most common questions asked by city council members and administrators surrounding excessive overtime.

1. Recognizing the work that goes on in the FECC, what is the minimum required staffing level? Is it three dispatchers per shift, four dispatchers per shift, or five dispatchers per shift? There are robust staffing models available to managers in answering this question.
2. When and how should the dispatch center shift to a staffing model that separates out the E-911 call taking function from the dispatching function?
3. What is the continuing impact of clerical duties performed for the Fairbanks Police Department on minimum dispatch staffing levels?
4. How should the dispatch center handle training needs to better utilize staff resources and limit the use of overtime?

For a Dispatch Center with FECC's current workload, ISO makes a recommendation of four dispatchers per shift, including a dedicated call taker. Others say five per shift, not including a separate call taker. There is much debate nationally about that number, and there are two sides to the discussion – establish staffing levels for the worst-case scenario or the mid-case scenario. Most agencies try to strike a balance between the two. With the current staff configuration, when the staffing level goes below three, overtime is required to pay for any additional staffing.

**Separate E-911 Call-Taking.** With the size of the local emergency communications market, the question is not whether to separate out the E-911 call taking from the dispatching function, but when. A decade ago a consultant working on planning and construction of the new police building said the center was “at the cusp of needing separate call takers.” There is little disagreement that a business model incorporating separate call taking is preferred, especially during peak 911 call times, which include the noon to 8:00 pm hours. Center management cannot ignore the fact that there is an underlying need for FECC staff to be “ready” to answer an ever-increasing amount of 911 calls. There is not an obvious “tipping point” when expanding call taking activity dictates staffing separate call taking positions, but it is clear that today the FECC struggles to handle 911 phone calls during its documented peak call times. Dedicated call-taking positions would be funded by 911 surcharge revenue from the borough, although during a transition to separated dispatching/call-taking function, wages may have to be allocated among users.

**Better Leveraging People Resources.** Overtime has been an ongoing problem in the eyes of the City Council and Mayor since before the FECC started operations. It takes six months on average to fully train a new dispatcher, and only at the completion of the training is the new dispatcher considered part of the minimum staffing level. Until then other dispatchers must fill holes in the schedule, which means overtime. In addition, during or

**The Fairbanks Emergency Communications Center  
A Business Plan for Sustainable Public Safety Communications  
July 2015**

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often at the end of the period, trainees often decide that a dispatching job is not for them, and they leave city employment. Realistically, the entire burden for training a new dispatcher now rests with the City, when it does not need to. On top of that, because there is not always a guarantee of a position at the end of the process, this often translates to dispatch training costing a great deal in overtime.

The significant training requirement is based on the fact that the City has to start from ground zero because there is not a prepared cadre of qualified dispatchers who are ready and able to go to work. With very few exceptions every person hired has to be fully trained by the City, on the City's dime. Yes, some of that training cost is built into the cost of doing business, but not so much the overtime component. The question then becomes: What would be the impact on training time and overtime if the FECC could hire pre-trained or mostly-trained emergency call taker/dispatchers? The training costs to the city would be reduced significantly, as would the overtime necessary to provide minimum staffing while new trainees learned the job. A proposal for improving the ability of FECC to recruit and retain employees appears below, through an Emergency Communications Academy. It should be noted that an academy would not be directed by FECC or the city, but instead would be a partnership between the university and area PSAPs.

**The Emergency Communications Academy.** Repeating a call made in the 2011 Business Plan, this 2015 document recommends further exploring the concept of an *Emergency Communications Academy* housed at the University of Alaska Fairbanks Community and Technical College (CTC) as having real merit, and a solid historical foundation. A similar program currently provides ready-trained police officers for agencies throughout the region, and even into Anchorage, as does the CTC Paramedic Academy. According to CTC,

*The CTC Law Enforcement Academy conducts basic police training for Interior and rural municipalities. The training consists both of students who are current recruit employees of a law enforcement academy as well as students who are considering a career in law enforcement. All students in the program are seeking Alaska Police Standards Certification.*

Similarly, CTC describes its Paramedic Academy this way:

*The emergency medical services program at CTC is designed to prepare students for entry-level positions as paramedics within the EMS community. The most common entry-level position for paramedics is as an attendant on an ambulance within a 911 emergency response system or for a non-emergency transport service.*

In 2015 the City of Fairbanks already reaps benefits from being able to hire students directly from the CTC Law Enforcement Academy and the Paramedic Academy. Law enforcement recruits do not have to be sent to Sitka to the Trooper Academy, and Paramedics do not have to travel out of state any longer.

# **The Fairbanks Emergency Communications Center A Business Plan for Sustainable Public Safety Communications July 2015**

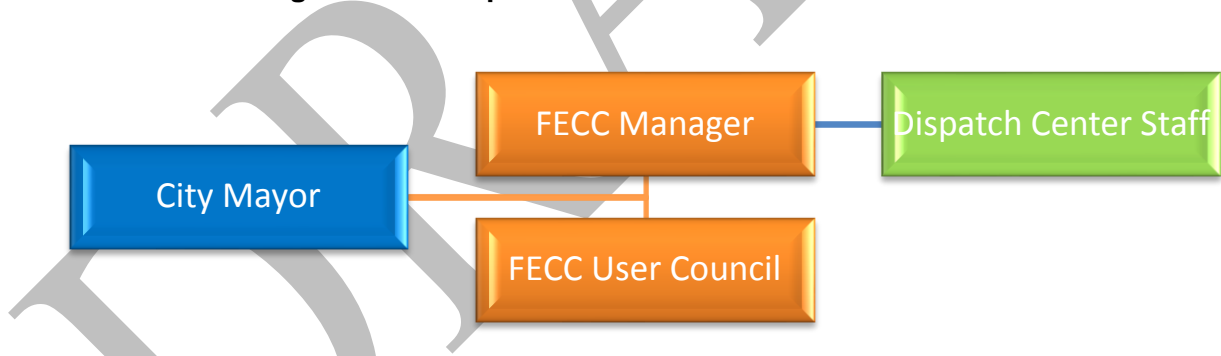
The idea of an Emergency Communications Academy is good not only for the FECC, but all of the other PSAPs in the area. There are not enough trained dispatchers in the area – this is widely recognized – as other PSAPs are experiencing the same trouble with hiring and retention of dispatchers. Initial discussions between the Dispatch Manager and UAF’s CTC leadership have already taken place, and there remains interest in pursuing the conversation further. Longer-term discussions should include a wider range of potential stakeholders and benefiting organizations and agencies.

## **VII. Governance and Leadership**

The initial structure of the Fairbanks Emergency Communications Center was as a division within the Fairbanks Police Department, with day-to-day operations being the responsibility of the Deputy Police Chief. While the structure was effective for a start-up operation it became clear there should be greater “insulation” between the Police Department and dispatching responsibilities. It was felt that no user agency should have direct control over dispatch operations.

Today, the FECC is a separate City department, reporting to the City Mayor, who is responsible for all executive-level operations and leadership staff. The Center Manager exists at the same level as the Police and Fire Chiefs, Public Works Director and IT Director. The figure below illustrates the span of control graphically.

### **Current FECC Organizational Span of Control**



Under the current structure, decision-making rests with the FECC Manager, who solicits advice on day-to-day operations from user agencies through a User Council, which plays an informal advisory role. In this structure there is significant overlap between the dispatch center and other parts of the City infrastructure, including the Mayor’s Office, the Mayor’s Chief of Staff, the Police and Fire Departments, the IT Department, and the City Attorney and City Clerk’s Office.

**The Fairbanks Emergency Communications Center  
A Business Plan for Sustainable Public Safety Communications  
July 2015**

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**Current Key Management Decision Makers**

Ms. Stephanie Johnson, FECC Center Manager, began her emergency communications career working for the State of Alaska, Division of Forestry, Fire Suppression Unit, as an Initial Attack Fire Dispatcher. She has over 23 years of public safety dispatching experience, and has worked for the City of Fairbanks Police Department since 1995. In 2006 Johnson was appointed Dispatch Center Manager, with overall responsibility for managing the FECC. Ms. Johnson holds a bachelor's degree in Speech Communication from UAF, certification of Emergency Number Professional (ENP) from the National Emergency Number Association (NENA), is a 2009 graduate of the Fitch and Associates Communications Center Manager course, and maintains certifications as an EMD, EFD and EPD.

**Proposed Organizational Structure – The FECC Working Group**

The proposed organizational and governance structure of the FECC moving forward is nearly identical to the current structure, with the exception of the replacement of ad-hoc FECC User Council with a much more formalized FECC Working Group. Operating under an agreed-upon set of Operating Principles, the Working Group (“Working Group”) is composed of one member appointed by each user agency; members must be in a leadership capacity within their agencies. Unlike the User Council the structure and function of the Working Group is formal, with a leadership structure based on having a Chair, Vice-Chair and Secretary, and specifically articulated roles and responsibilities, as well as a decision-making process. A draft of potential Operating Principles appears in Appendix A; it is important to note that the newly installed Working Group will be responsible for approving its own Operating Principles. An organizational chart featuring the new FECC Working Group appears below:



Like the original User Council from the 2011 Business Plan, the Working Group will remain advisory under the FECC, but with a more robust decision-making process and mechanism for interacting with FECC leadership.

**Other FECC Leadership Structure Options**

The Mayor and FECC management acknowledge the overall positive benefits of a structure that incorporates a more formal FECC Working Group in the management of the center. The city feels it is important to acknowledge the existence of other potential governance and operations structures for the FECC, but reiterates that it remains committed to the

**The Fairbanks Emergency Communications Center  
A Business Plan for Sustainable Public Safety Communications  
July 2015**

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current city-dependent structure. Therefore, while there is no immediate call for changing the current structure, one purpose of this business plan is to identify possible leadership scenarios. The primary options include putting the dispatch center back under the Fairbanks Police Department, establishing a quasi-government organization such as a Service Area or other “enterprise operation,” and establishing an independent nonprofit organization apart from any of the participating government agencies. More detailed discussion of some of the options is presented below.

**FECC within the Fairbanks Police Department.** By placing the dispatch center back under the Fairbanks Police Department, decision-making would involve the Fairbanks Police Chief. One of the primary motivations for placing the center back under the Police Department is a perception that it might save the City money, because staff will have the ability to complete administrative tasks when they are not otherwise busy with dispatching duties. The reality is there will not be much in the way of savings, as the workload will not change with the change in structure. In fact, based on the 2010 Workload Analysis the majority of administrative tasks is already allocated to the Police Department, and will remain that way.

The most noteworthy downside associated with bringing the FECC back within the Police Department is that it is contrary to the advice to mirror a more independent governance structure, not less. On the surface a move back into the Police Department creates at the very least a perception of conflict and special interest, even if there is no actual conflict. In addition, there was concern expressed among some of the Fire/EMS users in interviews that a police-driven FECC would make the problem of perceived “second-class citizenship” worse.

**FECC as Independent Nonprofit Chartered under a Joint Powers Agreement.** Under this governance option, the FECC would be a separate legal entity formed as a nonprofit corporation under Alaska State law – the “members” of nonprofit would be public entities/agencies, and it would be governed by a board, on which all “principals/owners” are represented. The 2003 report by Public Safety Consultants recommended establishing an emergency communications center under a similar model. That 2003 study called for an independent entity chartered under state law, one that was not controlled by any single user agency, but residing in the city’s current physical facilities. While the nonprofit FECC would be independent and governed by a board with representation from all users, the nonprofit entity could contract for services through the city, with all personnel being employed by the city. Or, the nonprofit could be the employer, with the primary relationship between the center and the users being a customer relationship.

Alaska law permits municipalities and political subdivisions to enter into inter-local cooperation agreements to make the most efficient use of their powers, and to cooperate with other municipalities or political subdivisions on a basis of mutual advantage. The overall covering state statute is **AS Title 29** regarding municipal government powers, and specifically **AS 29.35.130. Emergency services communications centers**, which states:

**The Fairbanks Emergency Communications Center  
A Business Plan for Sustainable Public Safety Communications  
July 2015**

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(a) A municipality may establish an emergency services communications center with one or more other municipalities and one or more state, federal, or private agencies that provide emergency service communications to the same geographic area. An emergency services communications center established under this section may be organized and operated as a public nonprofit corporation under AS 10.20.

Once established under Alaska Statutes, Title 10 – the Alaska Nonprofit Corporations Act – a consolidated FECC would be best served with two boards, one a Governance Board with a legal responsibility to provide overall policy direction and fiscal stewardship, and a second Operations Board to provide advice to the CEO of the center. The Governance Board would be comprised of representatives of each of the user agencies, generally the chief executive of each user agency, with each representative having an equal voice, and an equal vote, on governance issues and actions. The Governance Board recruits, hires, mentors and evaluates the Chief Executive Officer of the center, who would be employed by the nonprofit. The Governance Board would also be responsible for setting policy and establishing long-term direction through a Strategic Plan, and an Operations Board is constituted from among users and stakeholders to provide advice on day-to-day operational matters and protocols. Employees could be City employees contracted to work with the nonprofit.

In the alternative, rather than being City employees under contract with the nonprofit, all employees can be employed directly by the nonprofit. This structure is cleaner, but will likely not meet the needs of the current unionized city staff.

Under this nonprofit structure no one agency has more “power” than another over operations, which is a potential sticking point for the city that is now utilizing over 2/3 of dispatch services, according to the 2010 Workload Analysis.

**Other Structural Options**

In the spirit of full disclosure there are two other options that were presented as part of this business planning process: 1) Becoming a Service Area under the Fairbanks North Star Borough, 2) the FECC becoming solely a Dispatch Center with all call taking handled off-site, and 3) FECC as a Government-Owned Enterprise. Each option is discussed briefly below.

**Service Area.** State law allows the Fairbanks North Star Borough to establish Services Areas within the borough. The concept is widely used for road maintenance within the borough today. The basic idea is that a Service Area is constituted to perform a specific service – in this case emergency communications – for a specific coverage area, in this case the Fairbanks North Star Borough. A mill rate is established to support the service financially. There are positive attributes associated with this option, including the mill levy as a consistent revenue stream, and that it is independent of any user agency, although the borough does provide oversight of service areas. Negatives associated with the option include the limit of

**The Fairbanks Emergency Communications Center  
A Business Plan for Sustainable Public Safety Communications  
July 2015**

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coverage to the borough proper, when there are actual needs outside the borough, and garnering the political support to increase the mill levy for all residents would be tricky.

**Off-Site Call Taking.** E911 call taking does not have to happen in the FECC, and in fact it can happen anywhere, even in the lower 48. There are many large jurisdictions that have successfully implemented a system whereby the dispatch function is separated physically and structurally from the call taking function. Call taking can be provided by another department within an agency, by another governmental entity, or private contractor. For the FECC that could translate to having the FNSB answer all E911 calls from its own facility, and channeling the dispatch information to the FECC, which would provide dispatching and call resolution services. The FECC staffing would be significantly reduced, and would include dispatchers and some support staff. While there are positives and negatives associated with this option, the capital investment alone would be substantial, and the perceptions of a literal disconnect between the E911 call and the dispatch would be challenging, from a customer service perspective at the very least. And this would require a significant change in the emergency services culture in the community.

**Government-Owned Enterprise.** Government entities sometimes establish what are known as enterprise entities to pursue commercial operations they cannot pursue – other names include state-owned company, state enterprise, publicly owned corporation, government business enterprise, government-owned corporation or commercial government agency. Regardless of the name, it is a legal entity engaging in commercial activities for an owner or stakeholder government; in the case of the FECC, the potential government stakeholders are the Fairbanks North Star Borough, the City of Fairbanks or the City of North Pole. The main characteristic of the enterprise operation is that it generally engages in what would be considered commercial activity, versus providing a public service such as public safety, fire or emergency dispatching. In the case of the FECC the provision of emergency communication services is a public sector service, not a commercial activity, so the government-owned enterprise model may have little applicability.

While none of the three above options are considered viable as part of this business plan, they could be part of an active discussion around a truly comprehensive, community-driven emergency communications infrastructure.

**Biennial FECC Review**

In the long term there is strong user support for implementing a structure that provides greater independence for the FECC, but such a structure does not garner significant interest on the part of the Fairbanks City Council and City Mayor. In lieu of any such long-term change, the suggestion for continued improvement in the services of the FECC is that the City will fully incorporate at least biennial review of FECC operations by a third party, in addition to constituting a more formal FECC Working Group. This recommendation maintains the current structure of the FECC, adding an FECC Operations Working Group



# **The Fairbanks Emergency Communications Center A Business Plan for Sustainable Public Safety Communications July 2015**

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as formal advisory body, but adds another “check and balance” in biennial review to ensure users feel they have a meaningful advisory role in FECC management and leadership.

## **The Future of a Regional, Comprehensive, Community-Driven FECC**

This Business Plan recommends a continued structure for the FECC housed within the City of Fairbanks, and describes the long-term sustainability of that structure. However, it is clear from the business plan process that there is significant energy within FECC stakeholders and the emergency services community to continue discussions aimed at developing a regional, comprehensive, community-driven emergency communications capacity. Deconstructing each of those words provides important context for describing a path forward:

- **Regional** refers to both breadth of the capacity, meaning that services cover the Fairbanks North Star Borough proper, and to the extent practicable the Interior region. The most significant change from the current situation is that the services will likely extend far beyond the boundaries of the borough, particularly with respect to Alaska State Troopers and its Fish and Wildlife Division.
- **Comprehensive** refers to the depth of the capacity, and that with the possible exception of the military installations, all emergency services agencies within the borough are dispatched by a single entity – a “one-stop” operation providing a wide range of services to users. The word “comprehensive” can also refer to being located within a single physical location, but it is not essential. The key component is the presence of a single entity responsible for emergency communications.
- **Community-Driven** is the descriptor that differs most from the current situation, which describes a city-controlled infrastructure with significant formal and informal opportunities for user input. The “community-driven” reference speaks solidly to the concept of a center that is not under the control of any single user. A community-driven structure is impractical now, given the capital requirements of such a center, and recognizing the already-significant investment made by the city. But there is definite interest among stakeholders for a community-driven center that is operated as an independent, nonprofit entity with a formal Governance Board.

This Business Plan is a valuable first step in expanding the ability of stakeholders to speak much more influentially about the viability and sustainability of a regional, comprehensive, community-driven emergency communications infrastructure.

## **VII. The FECC Budget and Sustainable Revenue**

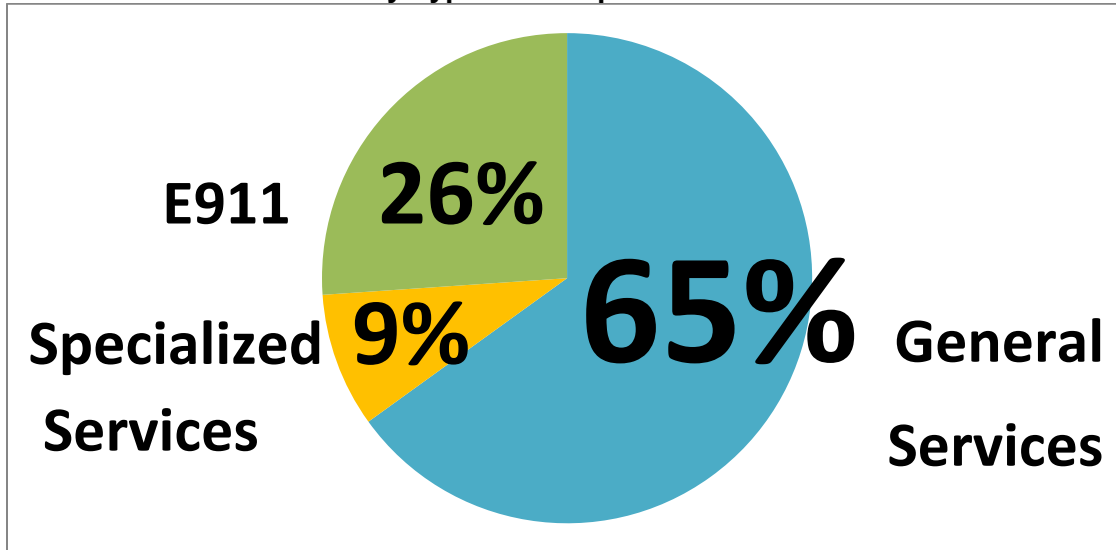
The FECC management is committed to developing a continuing revenue stream that covers the unit’s expenses, paying for the 22.5 FTEs required for full staffing, while at the same time growing a sustainable revenue base that does not require the City of Fairbanks to subsidize FECC operations. The current projected budget for FECC operations is \$2,956,888, with revenue coming from three sources, presented in the figure below:

1. **E911 Call Taking Fees** from the Fairbanks North Star Borough, at \$771,206 (26%)

**The Fairbanks Emergency Communications Center  
A Business Plan for Sustainable Public Safety Communications  
July 2015**

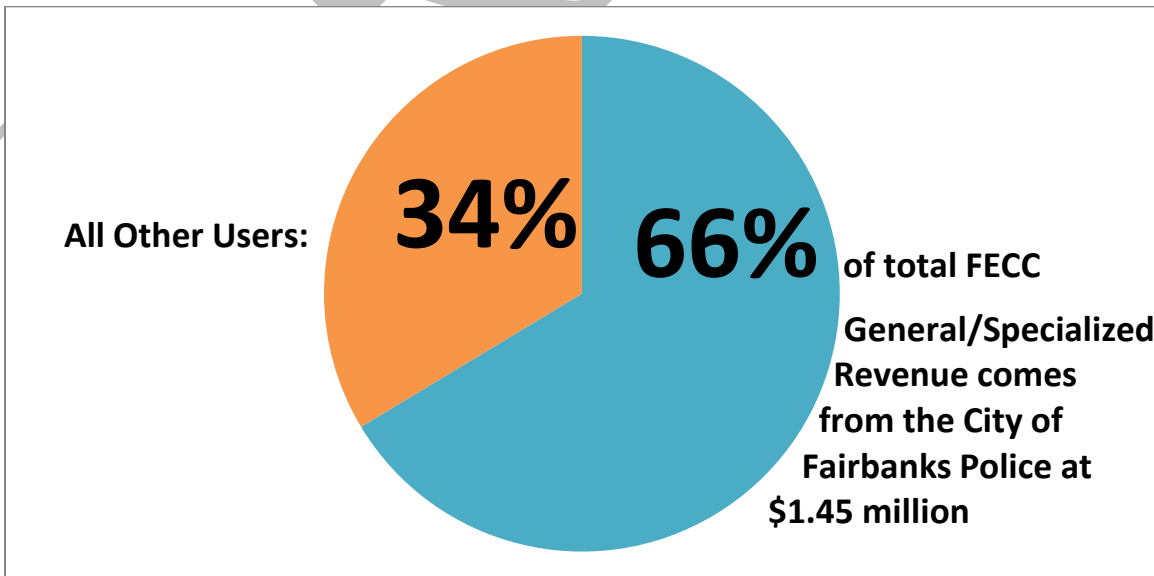
2. **General Services** provided to users agencies, at \$1,923,320 (65%)
3. **Specialized Services** provides to user agencies, at \$262,262 (9%)

**FIGURE: FECC Revenue by Type and Proportion of Total**



**General and Specialized Service Revenue**

Nearly three-quarters of revenue for the FECC is generated by services offered to user agencies, at \$2,185,262. Of the revenue coming from General and Specialized Service Fees, roughly two thirds, or 66%, is paid for by the Fairbanks Police Department, which makes it by far the FECC's primary user. Combined, including the Fairbanks City Fire Department, all other users make up the remaining 34% of General and Specialized Service Revenue. The City of Fairbanks Fore Department generates close to 12%



**The Fairbanks Emergency Communications Center  
A Business Plan for Sustainable Public Safety Communications  
July 2015**

The following chart presents a detailed breakdown of General and Specialized Service revenue by user agency.

<b>TOTAL REVENUE GENERATED - GENERAL AND SPECIALIZED SERVICES</b>			
<b>Agency</b>	<b>General</b>	<b>Specialized</b>	<b>Total</b>
Fairbanks Police Department	\$1,232,480	\$218,055	\$1,450,535
North Pole Police Department	\$144,120	\$16,892	\$161,012
Fairbanks Fire Department	\$249,900	\$8,973	\$258,873
North Pole Fire Department	\$56,400	\$2,156	\$58,556
North Star Fire Department	\$62,760	\$4,311	\$67,071
Steese Fire Department	\$32,220	\$3,832	\$36,052
Chena Goldstream Fire Department	\$26,040	\$4,311	\$30,351
Ester Fire Department	\$9,960	\$479	\$10,439
Delta Fire, Rural Deltana & Delta Rescue	\$21,360	\$0	\$21,360
Salcha Rescue	\$5,100	\$0	\$5,100
University Fire Department	\$82,980	\$3,353	\$86,333
<b>Total Revenue Generated by Type</b>	<b>\$1,923,320</b>	<b>\$262,362</b>	<b>\$2,185,682</b>

**E911 Call Taking Revenue**

[if City is willing, discussion of working to change the way E911 revenue is calculated.]

***The Fairbanks Emergency Communications Center  
A Business Plan for Sustainable Public Safety Communications  
July 2015***

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**VII. Conclusion**

Sustainable, consolidated public safety communications is not a luxury. There is little question nationally, or locally, that the need for comprehensive 911 call-taking and dispatching is increasing. In our communities, as the population in the Fairbanks area continues to age and grow, along with an expected military build-up over the next five years, so too does the demand for police, fire and EMS services. There is no “one size fits all” approach to dispatching, just as there is no “silver bullet” for deciding what the perfect public safety communications infrastructure looks like. But it is clear that building a more sustainable emergency communications infrastructure is essential to meeting the public safety needs of our growing communities. With the recommendations of this document in hand the City of Fairbanks has a solid plan and reasonable recommendations for developing and maintaining a sustainable human resources structure at FECC, suggestions and recommendations about potential organizational structures and expanded leadership options for the future, as well as a solid process for applying a fair and equitable pricing structure for all users, utilizing a reasonable and defensible cost allocation methodology.

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**The Fairbanks Emergency Communications Center  
A Business Plan for Sustainable Public Safety Communications  
July 2015**

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**Appendix A: FECC Working Group Operating Principles**

**Article I. Name**

The name of this entity shall be the Fairbanks Emergency Communications Center Working Group (the "Working Group").

**Article II. Purpose and Duties**

**1. Core Purpose.** The purpose of the Working Group is to reflect and communicate the needs and interests of the FECC's many user agencies to FECC Management and City Leadership.

**2. Duties.** In order to meet the Working Group's Core Purpose, the duties of the Working Group are to:

- a) Inform themselves with regard to public safety communication issues and policies, especially as they relate to FECC operations;
- b) Bring the concerns and issues of FECC user agencies to FECC management;
- c) Become aware of FECC operations and the interest of its many user agencies.
- d) Advise FECC management with regard to operational goals and service delivery;
- e) Participate in FECC Strategic Plan and Business Plan development.

**3. Manner of Acting.** Providing advice to FECC Management can take the form of simple resolutions or other informal guidance, based on a Consensus Model of Decision-Making.

**4. Responsibility of FECC Management.** While FECC Management is not bound by recommendations and guidance coming from the Working Group, in situations where FECC Management does not fully follow the Working Group's other direction, FECC Management must fully inform the Working Group about the reasons behind such action.

**Article III. Membership**

**1. Number.** The Working Group shall be composed of one member for each of the FECC's user agencies. Working Group members are to be in positions of leadership within each user agency.

**2. Designated Seat.** The FECC Manager will serve as a non-voting, ex-officio member of the Working Group and will not be part of the Working Group voting membership.

**5. Appointment of Working Group Members:** Each user agency will have sole responsibility for appointing new and any replacement Working Group members.

**Article IV. Officers**

There shall be a Chairperson, Vice-Chair and Secretary of the Working Group, elected annually by a majority vote of the full Working Group. If necessary and appropriate, a Nominating Committee shall submit a Chair, Vice-Chair and Secretary slate for nomination and election at the final meeting of the year.

**The Fairbanks Emergency Communications Center  
A Business Plan for Sustainable Public Safety Communications  
July 2015**

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The duties of the officers will be as follows:

- The Chair will be responsible (when present) for presiding over Working Group meetings, appointing committees, determining “Chair Rules,” and other duties as determined by the Working Group.
- The Vice-Chair shall serve as Chair in the Chair’s absence.
- The Secretary shall be responsible for submitting meeting minutes to the Working Group.

**Article V. Meetings**

**1. Number.** There shall be at least four meetings of the Working Group held each year.

**2. Quorum.** More than **50%** of the members of the Working Group shall constitute a quorum.

**3. Attendance.** Each Working Group member is expected to attend all regular meetings.

**Article VI. Conducting Meetings**

The initial meeting of the council will be conducted according to an informal interpretation of Robert's Rules of Order, Newly Revised. Upon appointment of a Chair, the Chair will establish ground rules about appropriate decorum for meetings and have them stand as “Chair Rules.” A simple majority of council members may override any standard or procedure established by the Chair for the conduct of the meeting.

**Article VII. Open Process**

The Council will operate in a manner that is open and informative, in accordance with City of Fairbanks ordinances, regulations and policies.

**City Council**  
**Committee/Task Force Assignments**

Joy Huntington, Seat A	None
Perry Walley, Seat B	FMATS Policy Committee Natural Gas Utility LCE Task Force
Bernard Gatewood, Seat C	Permanent Fund Review Board Fairbanks Diversity Council
Jim Matherly, Seat D	Hotel/Motel Discretionary Fund Committee
Jerry Cleworth, Seat E	Golden Heart Parking Services Board Natural Gas Utility LCE Task Force
David Pruhs, Seat F	Polaris Building Work Group

*The Council Member position on the Public Safety Commission (non-voting, ex officio) was vacated with the departure of Council Member Staley.*

**From:** [Bernard W. Gatewood](#)  
**To:** [Danyielle Snider](#)  
**Cc:** [REDACTED]  
**Subject:** Perm Fund committee report  
**Date:** Thursday, November 05, 2015 8:48:27 AM

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Dani--

Since I will miss the council meeting this Monday, I want to provide the council with an overview of the meeting held on Wednesday 11/4/15. Could you include the text below in the packet, please?

- Report covers 3rd quarter (July-Sept); balance of fund on September 30th was \$118,752,152.
- October was the best month for the fund in four years; balance as of 11/3/15 was \$123,521,261.
- 2015 appropriation scheduled to be drawn on 11/30/15, total draw will be \$4,887,583 (\$4,344,518 to general) and (\$543,065 to capital).
- Question was asked about the overweight in equities and the likelihood of a market drop....response was the APCM Investment committee continues to review outlook and positioning of the portfolio and have discussed paring back on equities; however, the decision will be in line with long term goals of the fund vs. reaction to current market conditions.
- A spirited discussion was held on the elimination of targets...overall belief was that some parameters needed to be in place for the Fund Manager. Without targets, there would not be a tangible measuring system with which to grade performance.
- Contract with APCM is expiring on December 31, 2015.....committee doesn't believe that's enough time to get an RFP out, suggest that Council extend present contract out one year and an RFP will go out in the first quarter of 2016 along with an RFP for custodial services.

Respectfully submitted,

Bernard Gatewood

Sent from my iPad



# CALENDAR 2016

## 2016 CITY COUNCIL MEETINGS and HOLIDAY LIST

<b>JANUARY</b>	<b>11</b> <b>25</b>	<b>JULY</b>	<b>11</b> <b>25</b>
<b>FEBRUARY</b>	<b>08</b> <b>22</b>	<b>AUGUST</b>	<b>08</b> <b>22</b>
<b>MARCH</b>	<b>07</b> <b>21</b>	<b>SEPTEMBER</b>	<b>12</b> <b>19</b>
<b>APRIL</b>	<b>11</b> <b>25</b>	<b>OCTOBER</b>	<b>10</b> <b>24</b>
<b>MAY</b>	<b>09</b> <b>23</b>	<b>NOVEMBER</b>	<b>07</b> <b>21</b>
<b>JUNE</b>	<b>06</b> <b>20</b>	<b>DECEMBER</b>	<b>05</b> <b>12</b>

**NOTE:** Any deviation from FGC is a result of City Holidays, budget deadlines or AAMC/AML Conference conflicts.

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### 2016 CITY-OBSERVED HOLIDAYS

<b>New Year's Day</b>	<b>Friday</b>	<b>January 1, 2016</b>
<b>President's Day</b>	<b>Monday</b>	<b>February 15, 2016</b>
<b>Memorial Day</b>	<b>Monday</b>	<b>May 30, 2016</b>
<b>Independence Day</b>	<b>Monday</b>	<b>July 4, 2016</b>
<b>Labor Day</b>	<b>Monday</b>	<b>September 5, 2016</b>
<b>Veteran's Day</b>	<b>Friday</b>	<b>November 11, 2016</b>
<b>Thanksgiving Day</b>	<b>Thursday</b>	<b>November 24, 2016</b>
<b>Christmas Day</b>	<b>Monday</b>	<b>December 26, 2016</b>



CLAY STREET CEMETERY COMMISSION  
 REGULAR MEETING MINUTES, OCTOBER 7, 2015  
 FAIRBANKS CITY COUNCIL CHAMBERS  
 800 CUSHMAN STREET, FAIRBANKS, ALASKA



The **Clay Street Cemetery Commission** convened at 5:00 p.m. on the above date to conduct a Regular Meeting at the City Council Chambers, 800 Cushman Street, Fairbanks, Alaska, with Chair Bill Robertson presiding and with the following members in attendance:

Members Present:                    Dave Erickson, Seat A  
    Aldean Kilbourn, Seat C  
    Frank Turney, Seat D  
    David Mann, Seat F

Absent:                                    Vacant, Seat B  
    Scott McCrea, Seat G

Also Present:                            D. Danyielle Snider, City Clerk  
    Emily Braniff, Deputy City Clerk

**APPROVAL OF PREVIOUS MINUTES**

- a) Regular Meeting Minutes of August 5, 2015.

**Ms. Kilbourn**, seconded by **Mr. Turney**, moved to APPROVE the Regular Meeting Minutes of August 5, 2015.

**Chair Robertson** called for objection and, hearing none, so ORDERED.

**APPROVAL OF AGENDA**

**Mr. Mann**, seconded by **Ms. Kilbourn**, moved to APPROVE the Agenda as presented.

**Chair Robertson** called for objection and, hearing none, so ORDERED.

**CITIZEN'S COMMENTS**

**Chair Robertson** called for Public Testimony and, hearing none, declared Public Testimony closed.

**COMMUNICATIONS TO COMMISSION**

- a) Report from City Attorney on Re-Interment of Remains

City Attorney Paul Ewers reported the remains that were exhumed from the Cemetery and transferred to the University of Alaska Fairbanks (UAF) have now been placed back into the proper burial site. Mr. Ewers stated that photos of the remains were taken and a disc with the

photos will be made available to the Commission. Mr. Ewers stated that he sent Chief of Police Randall Aragon a thank you letter for allowing Detective Scott Adams to transport the remains from UAF to the Clay Street Cemetery for re-interment.

**Chair Robertson** stated that he believed the remains that were returned to the cemetery were that of Ms. Anita Demartinez.

b) Appointment of Custodian of Re-interment Records

**Ms. Kilbourn**, seconded by **Mr. Turney**, moved to APPPOINT **Chair Robertson** as the Custodian of the Re-interment Records.

**Chair Robertson** called for objection and, hearing none, so ORDERED.

c) Erica Miller Applications for Placement.

**Chair Robertson** stated that it is too late in the season to make marker placements and that Ms. Miller's request would have to be dealt with in the spring. **Chair Robertson** stated that marker placement discussions should be pushed back to the February 3, 2016 meeting. **Chair Robertson** stated that he would contact Ms. Miller and let her know the markers she has requested for placement before winter would have to be delayed to spring because of current ground conditions.

**UNFINISHED BUSINESS**

a) Update on New Cemetery Kiosk.

**Chair Robertson** stated that he has the kiosk built and that he is working on the map that will be displayed on the board. **Chair Robertson** stated that Kyle Williams was the Boy Scout responsible for getting the donation of the lumber from Spenard Builders Supply and that he helped build the kiosk in order to obtain his Eagle Scout badge. **Chair Robertson** stated that Award Makers is making a picture of the brass plaque that will be displayed on the kiosk; he explained that will detour vandalism. **Chair Robertson** stated the importance of getting a group of Boy Scouts ready to work out at the cemetery next summer to place stones.

**NEW BUSINESS**

a) Clay Street Cemetery Website/Facebook Page.

This item was rolled over to the next meeting per Mr. McCrea's request. **Mr. Turney** stated the Clay Street Cemetery already has a Facebook page; Ms. Snider explained that the Facebook page was an unofficial page that is not related to the City or the Clay Street Cemetery. Ms. Snider explained that in the past Facebook pages were not allowed but that policy has changed and that a commission member could open a Facebook page but that a City employee would have to monitor content.

b) Bed Tax Request

**Chair Robertson** stated bed tax requests are due by the end of October and that this year he would be requesting \$12,000.00. **Ms. Kilbourn** asked when the deadline was and asked who would be filling out the request. **Ms. Snider** clarified that the bed tax deadline this year was actually November 2, 2015 because October 31 falls on a weekend. **Chair Robertson** stated he would be filling out the bed tax request form for the Clay Street Cemetery Commission.

c) Public Donations

**Chair Robertson** stated he was working on a donation request from the Bill Stroecker Foundation but that he did not have an update at this time. **Chair Robertson** stated he is also working on a donation from the local Rotary Club.

d) Commission Vacancies and Seat Qualifications

**Chair Robertson** asked if all the seats on the Commission were filled; **Ms. Snider** stated that Seat B is vacant. **Chair Robertson** shared his desire to have each Commission member having a specific job description and requested that each member write of a job description of what they think their responsibilities should be. **Chair Robertson** stated he wanted to take the job description to the Mayor and City Council and have the Code updated to reflect seat requirements.

**Chair Robertson** skipped back to public donation and spoke of Rex Fisher's book, Dying for Gold; he stated the Commission could ask the Rex Fisher Foundation for a donation. **Ms. Snider** stated that at the last meeting Mr. Fisher attended he had mentioned that if any of his Foundation monies went to the Clay Street Cemetery that he would like it to go toward the Miner's section. **Ms. Snider** mentioned that after Mr. Fisher passed, his nephew brought in an extra plaque and a box of paperwork, she stated she had **Ms. Anne Castle** look through the box and none of the items that were there were items that were previously missing.

**Chair Robertson** stated it is important to have all the seats full on the Commission and that people need to attend the meeting because there is a lot of work to be done.

e) Public Inquiries on Burials

**Chair Robertson** stated he has received a lot of requests for burial placements at his Rotary Club. **Chair Robertson** stated burial placements cost \$250.00 and that he has been letting people know of the cost when they make requests to him. **Mr. Turney** asked if people are allowed to place urns on burial sites. **Chair Robertson** stated that nobody is allowed to put urns into the ground and that there should be a brochure stating the requirements of what may and may not go into the Cemetery.

**OPEN AGENDA**

**Mr. Turney** asked if he could post the pictures that he took at the re-interment on his Facebook page. **Ms. Snider** clarified that the photos of the remains that were burned onto the disc should not be published but that **Mr. Turney's** personal photos are his to publish as he chooses. **Mr.**

**Turney** stated he wanted to share his pictures with the Daily News Miner because they are doing a story on the Clay Street Cemetery.

**Chair Robertson** stated that when the remains were returned to the cemetery, they were buried in the wrong direction and that the head should have been facing east. **Mr. Turney** echoed Chair Robertson thoughts that the remains were buried with the head facing the wrong direction.

**Ms. Kilbourn** stated that she did not think that she would able to attend the February 3, 2015 meeting.

**Mr. Turney** stated that he would like to look at the photos on the disc that the City supplied. Ms. Snider suggested that a viewing of the photos be set up for the next meeting.

**NEXT MEETING DATE**

The next Regular Meeting of the Clay Street Cemetery Commission is scheduled for November 4, 2015.

**ADJOURNMENT**

**Mr. Turney**, seconded by **Mr. Mann**, moved to ADJOURN the meeting.

**Chair Robertson** called for objection and, hearing none, so ORDERED.

**Chair Robertson** declared the meeting adjourned at 6:19 P.M.

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Bill Robertson, Chair

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D. Danyielle Snider, CMC, City Clerk

Transcribed by: EB

*City of Fairbanks*



MEMORANDUM

To: City Council Members  
From: John Eberhart, City Mayor  
Subject: Request for Concurrence – City Finance Committee  
Date: October 28, 2015

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A vacancy in a public member position was created on the Finance Committee with the September resignation of Ms. Celeste Sisto. Mr. Jim Soileau served as the Chief Financial Officer for the City of Fairbanks from 2008 – 2015 and has applied to serve as a public member on the Finance Committee.

I hereby request your concurrence to the following **appointment** to the City Finance Committee:

Non-voting Member: Mr. Jim Soileau Term to expire: December 31, 2017

Mr. Soileau's application is attached.


Thank you.


dds/





# FINANCE COMMITTEE

## BOARD DETAILS


 **OVERVIEW**


 **SIZE** 11 Seats


 **TERM LENGTH** 3 Years


 **TERM LIMIT** N/A


The Finance Committee shall consider all matters relating to the fiscal operation of the City and shall make recommendations regarding fiscal matters to the full City Council on matters such as budget requests, ordinances amending the budget estimate, applications for grants, and annual audits.

 **CONTACT**

 Office of the City Clerk

 (907) 459-6771

 [cityclerk@ci.fairbanks.ak.us](mailto:cityclerk@ci.fairbanks.ak.us)

 **DETAILS**

**BOARD/COMMISSION CHARACTERISTICS**

The Finance Committee shall consist of the City Mayor, all current members of the City Council and two non-voting public members with experience in finance, accounting or management appointed by the City Mayor for a term of three years subject to confirmation by the City Council. Council members whose term of office is concluded shall be replaced. The City Chief Financial Officer and Chief of Staff shall be ex-officio members of the Committee.

**MEETINGS**

The Finance Committee shall meet at regular times in compliance with section 2-118.

[Meeting Minutes](#)

**ENACTING LEGISLATION**

FGC 2-118.1

**ENACTING LEGISLATION WEBSITE**

<http://bit.ly/1sG9Rfd>

**JOINT COMMISSION DETAILS**

N/A

**EMAIL THE COMMISSION MEMBERS**

[financecommittee@ci.fairbanks.ak.us](mailto:financecommittee@ci.fairbanks.ak.us)

# Application Form

Status: submitted

## Profile

*Please note that profile information may be available to the public.*

James  
First Name

Soileau  
Last Name

[Redacted]  
Email Address

[Redacted]  
Street Address

Suite or Apt

Fairbanks  
City

AK  
State

[Redacted]  
Postal Code

## Mailing Address

## Non-Resident

Choose your residency status.

[Redacted]  
Primary Phone

[Redacted]  
Alternate Phone

Mt. McKinley Bank  
Employer

SVP/CFO  
Job Title

## Which Boards would you like to apply for?

Finance Committee

## Interests & Experiences

Please tell us about yourself and why you want to serve.

**Why are you interested in serving on a board or commission? What life experience can you**



**contribute to the benefit of the board or commission?**

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I am interested being a member of the City the Finance Committee because I want to serve the citizens of Fairbanks and ensure the City's tax dollars and other funding sources are being used efficiently through strong fiscal control and planning.

**Brief Personal Biography (or attach resume):**

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Served twenty years in United States Air Force. Certified Public Accountant with approximately 14 years of governmental financial experience. Specifically as a City Controller and Chief Financial Officer. I also have experience auditing governmental entities to include the City of Fairbanks.

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Upload a Resume

**Professional Licenses/Training:**

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See Biography-Please note: My current employment with Mt. McKinley doesn't begin until November 2, 2015.



## CITY OF FAIRBANKS

### MEMORANDUM

To: City Council Members  
From: John Eberhart, City Mayor  
Subject: Request for Concurrence – Chief Financial Officer  
Date: October 28, 2015

---

Former City CFO Jim Soileau submitted his resignation to the Mayor's Office in late September. After posting the position vacancy internally, one application was received from Controller Carmen Randle. Ms. Randle has worked as the City's Controller for eight years and is qualified for the CFO position.

I hereby request your concurrence to the appointment of Ms. Carmen Randle as the Chief Financial Officer for the City of Fairbanks.

Ms. Randle's application information is attached.

Thank you.

dds/

**Professional Summary**

A Certified Public Accountant with 12 years experience in developing governmental budgets, financial statements, internal controls, accounting procedures and policies, implementing ERP software systems and managing grants.

**Skills**

- ✓ Budget Development and Financial Reporting
- ✓ Proficient in Munis, Excel, Word, TValue, ADOBE
- ✓ Working with Peers and governing boards
- ✓ Communicating information
- ✓ Solving Problems
- ✓ Getting Things Done

**Work History**

- Controller-City of Fairbanks** 800 Cushman St. Fairbanks AK 99701 **3/1/08-present**
- Worked hand-in-hand with the CFO analyzing and reporting City financial issues
  - Design internal controls to prevent fraud and misappropriation of assets
  - Manage daily accounting and payroll functions and assist other Departments with their accounting issues and budgetary positions
  - Assist Chief of Staff in developing ideas and strategies to be used in bargaining labor agreements
  - Provide scenarios and calculations for revenue generation and cost saving measures
  - Budget Development, forecasts, publication, and monitoring
  - Prepare and publish the Comprehensive Annual Financial Report (CAFR)
  - Coordinate the annual independent audit
- GL/Grants Administrator-City of Fairbanks** 800 Cushman St. Fairbanks AK 99701 **10/7/02-3/1/08**
- Assisted in managing daily general ledger and accounting staff activity
  - Monitor grant compliance to local, state, and federal regulations
  - Grant Reporting
  - Drafted an Indirect Cost Recovery Plan to recover indirect costs from the State Department of Transportation and federal agencies
  - Audited Public Works inventory system
  - Developed a project costing system for tracking labor
  - Identified and converted all city assets to GASB 34 (including discounting infrastructure to determine historical cost)
- Staff Accountant/CPA-Kohler Schmitt & Hutchison** 714 4<sup>th</sup> Ave, Fairbanks AK 99701 **05/01/98-10/1/02**
- Compiled, reviewed, and audited client financial data

**Education**

- ❖ BBA in Accounting from the University of Alaska May of 1998 **GPA3.67**
- ❖ High School Diploma from North Pole High School May 1986 **Salutatorian**

**Accomplishments**

- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association
- Awarded the Certificate of Achievement for Excellence in Financial Reporting for the past ten years
- Selected by GFOA to attend the **Advanced Government Finance Institute** at the University of Wisconsin-Madison Wisconsin School of Business
- Directed and implemented the conversion of the City's home-grown AS400 cobalt accounting system to a complete ERP system known as Munis
- Elected as Secretary on the Alaska Government Finance Officer Board

**Certifications**

Certified Public Accountant in the State of Alaska

Carmen Randle, CPA

[REDACTED]  
Fairbanks, Alaska [REDACTED]  
[REDACTED]

October 16, 2015

Angela Foster-Snow, Human Resources  
City of Fairbanks  
800 Cushman St  
Fairbanks, Alaska 99701

Dear Mayor,

Thank you for this opportunity to apply for the Chief Financial Officer (CFO) position at the City of Fairbanks (City). My career at the City demonstrates that I already perform the *Essential Job Functions* and possess the *Knowledge, Skills and Ability* required by the job.

For the past eight years I have worked closely with CFO, James Soileau, to manage the financial condition of the City. I oversee the daily accounting and payroll functions as well as assist other Departments with their accounting issues and budgetary positions. I participate in the Finance Committee Meetings and the Permanent Fund Board. On several occasions I helped the late Chief of Staff, Pat Cole, develop ideas and strategies to be used in bargaining labor agreements. I provided scenarios and ran calculations for revenue generation of new taxes and fees.

Budget development is a key function. Each Fall I worked with the CFO, Departments, Mayor, and City Council to draft a responsible and conservative budget for the next year. Specifically I monitor planned revenues (\$36.3 million) to make sure there is adequate funds to cover planned expenditures (\$36.0 million) related to City services. Following adoption I am responsible for the publication of the budget document. The Distinguished Budget Presentation Award was presented to the City of Fairbanks by the Governors Finance Officers Association (GFOA) for the 2013, 2014, and 2015 adopted budgets.

As Controller I am responsible for drafting and publishing the City's annual financial statements known as the Comprehensive Annual Financial Report (CAFR). I coordinate with the independent auditors to get the information they need and set up meetings with employees and management. Timely and accurate financial data is key to the decision making process. The City has received the Certificate of Achievement for Excellence in Financial Reporting from GFOA for each of the past 12 years.

While working at Kohler, Schmitt & Hutchison, CPA, P.C., I was immersed into information technology (IT). I learned different relational databases and the coding systems that made them work. This understanding has helped me become a strong database person. Currently, I am the Project Manager for the City's municipal software. I work with the IT Department and software vendors to keep our City databases functional. I believe that a close connection with IT is essential for municipal processing.

In 2013 I was one of forty people selected by the national GFOA to participate in the Advanced Government Finance Institute at the University of Wisconsin-Madison's School of Business. This week-long conference centered on developing Strategic Plans, identifying global and national economic trends, media relationships, technology trends, and organizational leadership.

Currently I am a Board Member and Secretary for the Alaska Government Finance Officers Association. This Fall I was the only candidate nominated for the President-Elect position on the Board. I am also a member of the Alaska Society of Certified Public Accountants.

I have been an employee at the City of Fairbanks for 13 years. Over that time I have developed institutional knowledge and experience unique to the City. I have successfully worked with Mayors, Council Members, Department Heads, Staff, and outside agencies. We all work as a team and have the ultimate goal of making the City of Fairbanks a great place to live and work.

I have been working toward the CFO position since the day I was hired. I understand the financial picture of the City better than any other applicant, and my work ethic proves that I am the best candidate for the job. Fairbanks has been my home for over 40 years. I grew up here and raised my family here. I look forward to shaping the future of our City as the Chief Financial Officer.

Sincerely,

A handwritten signature in cursive script that reads "Carmen Randle". The signature is written in black ink and is positioned below the word "Sincerely,".

Carmen Randle, CPA



CITY OF

# FAIRBANKS

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October 16, 2015

SUBJECT: Letter of Recommendation for Carmen Randle

To Whom It May Concern:

I would like to recommend Carmen Randle for the Chief Financial Officer position with your organization. Carmen and I met at the University of Fairbanks in 1996. We have been friends, competitors at local Certified Public Accounting firms, coworkers and I have been her supervisor at the City of Fairbanks since June 2008. I consider our working relationship more of a team than a supervisor/ subordinate role. Carmen has worked hard, took advantage of every opportunity to grow as a Certified Public Accountant, a public servant, and a supervisor. She is qualified to be a Chief Financial Officer.

Carmen started employment with the City of Fairbanks in October 2002 as the Grants Administrator. The City's poor grant management was an area of extreme concern and her task was to get it right! She excelled and within a short period, our grant program was a model of efficiency and adherence to Federal and State regulations. The results are identifiable by the outstanding single audit reports the City has received from our auditors.

Carmen has been the City's Controller since June 2008. In this position, she has been responsible for ensuring the timely completion of the City's annual financial audit and Comprehensive Financial Report. She also assisted me in coordinating the preparation and completion of the City's annual budget. She over-see's the day-to-day operations of the finance department and assists in supervising six staff members.

One of my priorities within the Finance department is to ensure someone is prepared to fill my position at any time. Carmen is that person. She has attended and testified during council meetings, organized and chaired finance committee meetings, attended permanent fund meetings, participated in union negotiations and deals with the public in a professional manner. She is intelligent, confident in her skills, a motivated trainer, diplomatic and is comfortable working with elected officials, union business managers and stewards, auditors, department directors, and other City employees.

When tasked to manage the City's unsatisfactory Municipal Financial Software (MUNIS) conversion, Carmen analyzed the problems, reorganized the processes and completed the conversion under budget and on time. I set a goal to improve the City's budget presentation and to achieve the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award. She immediately

*the GOLDEN HEART CITY ... "extremely Alaska"*

800 Cushman Street • Fairbanks, Alaska 99701-4615

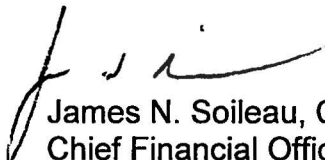
went to work. The City received its first award for our 2013 budget presentation and was a repeat recipient in 2014 and 2015.

As I mentioned earlier, Carmen started at the City in 2002 and it is no coincidence that the City has received the prestigious Certificate of Achievement for Excellence in Financial Reporting from the (GFOA) for our 2002 – 2014 Comprehensive Annual Financial Reports. Carmen was instrumental in achieving these awards.

I am very pleased to write this recommendation for Carmen because I am very grateful for her contributions to our department and the City. I am confident she has the experience, work ethic and communications skills to be your Chief Financial Officer.

If you have further questions as to her character and work ethic, please call me at (907) 459-6776.

Sincerely,



James N. Soileau, CPA  
Chief Financial Officer  
City of Fairbanks



# CITY OF FAIRBANKS JOB DESCRIPTION

JOB TITLE: Chief Financial Officer- Permanent  
CLASSIFICATION NO: 12002  
DEPARTMENT: Personnel Department/ City of Fairbanks  
STATUS: Exempt  
POSITION REPORTS TO: City Mayor  
UNION: IBEW

## **JOB SUMMARY**

This position is responsible for managing City finance including treasury operations, budgeting, financial reporting, issuing and administering debt, revenue collection, customer service, accounts payable, payroll, oversight of the annual required audit, data processing operations, grants administration, and long range fiscal planning. The position oversees the operations of the City Permanent Fund, and provides ongoing monitoring to ensure that City financial practices are in compliance with contract requirements and local, state, and federal law. The position is responsible for regularly scheduled Finance Committee meetings and communicating with the City Council and the public about the finances of the City.

## **ESSENTIAL JOB FUNCTIONS**

- 1) Develop, evaluate, modify, implement and enforce goals, policies, procedures and solutions related to fiscal operations.
- 2) Use analytical skills to actively research and analyze complex legal and administration issues and make appropriate recommendations to City Officials and City Council members.
- 3) Provide a service-oriented approach to interacting and responding to City staff, news media, elected officials, and the public.
- 4) Demonstrate knowledge in all aspects of public agency budget development and administration, public sector treasury management, government accounting, and financial reporting.
- 5) Demonstrate advanced knowledge in computer system management and operations of automated integrated financial management systems.
- 6) Perform effectively and harmoniously in a team setting with City officials, department heads, and the general public.
- 7) Possess excellent communication skills, both verbal and written.
- 8) Possess strong interpersonal skills.



- 9) Demonstrate strength in public speaking.
- 10) Effectively handle multiple priorities within a demanding workload.
- 11) Possess excellent “hands on” supervisory skills and mentoring capabilities.
- 12) Demonstrate the highest level of integrity, leadership, and maturity.

The above examples are representative of assignments performed by this class and are not intended to be inclusive.

### **KNOWLEDGE, SKILLS AND ABILITIES**

These factors will be the basis for selecting those qualified candidates to be interviewed. Candidates hired must satisfactorily demonstrate these factors during a prescribed probationary period for continued employment:

- 1) Plan, develop, organize, implement, direct, and evaluate the organization's fiscal function and performance.
- 2) Participate in the development of the City's financial plans and programs as a strategic partner with all City departments.
- 3) Evaluate and advise City officials on the impact of long range financial planning, introduction of new programs/strategies, and regulatory actions.
- 4) Maintain the credibility of the City's Finance Department by providing timely and accurate analysis of budgets, financial reports, and financial trends in order to assist the Mayor, the City Council, and other Department directors in performing their responsibilities.
- 5) Enhance and/or develop, implement, and enforce policies and procedures of the City of Fairbanks by way of systems that will improve the overall financial operation and effectiveness of the City.
- 6) Establish and maintain credibility throughout the community and with the City Council as an effective developer of solutions to organizational financial challenges.
- 7) Provide technical financial advice and knowledge to others within the Finance Department and to department directors.
- 8) Continually improve the budgeting process through education of City staff on financial issues impacting department budgets.
- 9) Provide strategic financial input and leadership on decisions affecting the City; i.e., evaluation of potential funding acquisitions and/or grant funding and pension funds and investments.
- 10) Optimize the handling of bank and deposit relationships and initiate appropriate strategies to enhance cash position.

- 11) Develop a reliable cash flow projection process and reporting mechanism that includes minimum cash thresholds to meet operating needs.
- 12) Be an advisor from the financial perspective on any contracts into which the City may enter.
- 13) Evaluate the Finance Department structure and team planning for continual improvement of the efficiency and effectiveness of the group. Provide individuals with professional and personal growth with emphasis on opportunities (where possible) through employee evaluations and feedback.

**MINIMUM REQUIREMENTS**

Persons applying for this position must have the following:

- Yes 1) A bachelor's degree in Public Administration, Management, Finance, or Accounting is required. A master's degree in Business Administration, Finance, or Public Administration is preferred.
- Yes 2) A minimum of five years of management-level finance experience, including supervision, in a business or public agency is required. Seven years of management-level finance experience including supervision is preferred.
- Yes 3) Certified Public Accountant or Certified Public Finance Officer certificate is required.
- Yes 4) Possess and maintain a valid State of Alaska Driver's License throughout the duration of employment.
- Yes 5) Must have ability to be bonded and assured.

I, Carmen Randle, have received, reviewed and completely understand the entire contents of this job description.

Carmen Randle \_\_\_\_\_ 10/16/2015 \_\_\_\_\_  
 Signature of Employee Date

\_\_\_\_\_  
 Signature of Supervisor Date

**The City of Fairbanks is an Equal Opportunity Employer.**

JOHN M. EBERHART  
 City Mayor  
 10/15