

# Memorandum

## Acting Borough Manager George Hays



DATE: July 9, 2020 (for Public Release on July 15, 2020)  
TO: Mayor and Assembly  
FROM: George Hays, Acting Borough Manager  
SUBJECT: Manager's Notes to the Assembly

### **COVID-19 Coronavirus** –

- Links to the most recent updates and information:
  - DHSS website: [www.coronavirus.Alaska.gov](http://www.coronavirus.Alaska.gov)
  - CDC website: [www.cdc.gov/coronavirus](http://www.cdc.gov/coronavirus)
  - MSB website: <https://matanuska-susitna-borough-coronavirus-covid-19-msb.hub.arcgis.com/>
- SBA and Treasury Announce New and Revised Guidance Regarding the Paycheck Protection Program, June 12, 2020
- Alaska Housing Relief Status Report, July 1, 2020

**DEC Water System Excellence Award** – Attached is a letter from the State of Alaska Department of Environmental Conservation (DEC) dated June 18, 2020 awarding and congratulating the Borough operated Talkeetna Sewer and Water utility on achieving Ursa Major status in the Water System Excellence Award. This award is presented for outstanding compliance with DEC Drinking Water and Operator Certification Programs, and reflects highly on staff in the Operations and Maintenance Division of Public Works that operate the utility.

**West Susitna Access Project** – During the Alaska Industrial Development and Export Authority (AIDEA) Board meeting on June 24, 2020, the AIDEA Board unanimously approved the Memorandum of Understanding between the Borough, AIDEA, and AK Operations, LLC for Phase 2 of the West Susitna Access Project. All amendments made to the MOU and approved by the Assembly on June 16, 2020 are agreeable to the AIDEA Board. The final executed agreement dated July 8, 2020 is attached.

**Human Services Community Matching Grants** – On June 30, 2020 we learned we have been awarded Human Services Community Matching Grants grant funds from the Department of Health & Social Services (DHSS) for FY2021. Execution of the grant award is contingent upon available funding and an approved operating budget. DHSS is offering the grant award in the amount of \$294,374.00 for services offered beginning July 1, 2020 through June 30, 2021. This grant is simply being “passed through” the Borough to local non-profits. The Health board is scoring the applications now and the sub grantees/recipients will be determined at the Health and Services Board August 20, 2020 meeting.

**Mat-Su Borough Submission to the Federal Energy Regulatory Commission (FERC) Regarding Errors in Reports from Alaska Gas Development Corporation (AGDC) about the Alaska Liquid Natural Gas (AK LNG) Line** – On May 21, 2020, FERC issued an authorization to AGDC regarding the AK LNG project. Notably, none of the prior errors about Port MacKenzie, the conditions of Cook Inlet, and project viability at Port MacKenzie were corrected. On June 19, 2020 the Matanuska-Susitna Borough

filed a request for rehearing with FERC regarding the AK LNG project. The main points of the request are that FERC look at the fact that a location at Port MacKenzie will allow for all the in-state gas takeoff points needed, and that FERC needs to correct the errors about a Port MacKenzie alternative. Specifically, with regards to locating the liquefaction plant at Port MacKenzie, the request for rehearing focuses on: 1) FERC failed to look at the benefits of a shorter pipeline; 2) FERC ignored the US Army Corps of Engineers who stated that concerns over dredging were “misleading” and no annual dredging was needed; 3) FERC’s wetlands analysis is wrong and contradicts itself. There was one other request for rehearing filed jointly by the Center for Biological Diversity, Earthjustice, Chickaloon Village Traditional Council, Northern Alaska Environmental Center, and Sierra Club. That request seeks to stop the project altogether.

There is no deadline or rule by which FERC must respond to the motions, so there is no estimate of when a ruling on the requests may be issued. A full copy of the Borough’s request can be found at the FERC website under docket CP17-178.

**Grant Opportunity for Pile Sleeves at Port MacKenzie** – On June 26, 2020 the Borough completed an application for a US Economic Development Administration (EDA) Disaster Supplement Grant. This Federal grant program is intended to provide assistance with economic recovery following a disaster. In order to qualify, projects must build or improve infrastructure that will provide area or regional economic opportunity and resiliency. The MSB’s application requested funding for 64 piles sleeves which will improve the resiliency of the deep draft dock as well as funding for modifications that would enable more efficient cargo handling for certain types of ships. If awarded, the grant could bring in \$7.5M in federal funds which would have to be accepted and appropriated by the Assembly. Any funds accepted would require a 20% match. The Assembly appropriated sufficient matching funds in the FY21 budget. The grant application is currently under review with the EDA. We expect to hear the results this fall.

**River Management Grant** – The vast majority of the remaining funds (\$754,295) are committed to the US Army Corps of Engineers (USACE) 205 project for Talkeetna, as the MSB match requirement to complete a study of the complex river systems (Susitna, Chulitna, and Talkeetna). These rivers have changed course following the 2012 flood, and the flood erosion threat is moving toward the community of Talkeetna. The Army Corps of Engineers study and report will analyze this problem and provide three to four solutions for the problem and is expected to take two years to complete.

In May of this year, the Assembly approved entering into an agreement with the Army Corps of Engineers. We expect a public meeting will be held sometime between the end of the summer or late fall 2020. A potential slight remaining amount of the grant may be required to complete the Matanuska River HMGP acquisition project but cannot be confirmed until the project is complete. The HMGP acquisition project has been delayed due to Covid-19, but we are hopeful it can be completed by the end of the calendar year.

**2020 Census Update** – See attached emails from Keisha Lafayette, June 17, and June 24, 2020.

**DOT/MSB** – On June 25, 2020 Wolfgang Junge and I met to talk about various opportunities and challenges on our roads in the Borough:

- The Phase 2 upgrade to Knik Goose Bay Road was discussed with rough timelines for this major project. DOT will be heavily involved in right-of-way acquisition and utility relocates

this year (FY2021) and are also doing some resurfacing of the road this year. The bulk of construction for Phase 2 will be done in FY2022.

- Wolfgang also mentioned that overall some of their projects are coming in well under the estimated bids.
- We discussed the planned move of a portion of DOT to a Mat-Su District office on Seward Meridian Parkway and he said this is still moving along well. He estimated as many as 30 employees may be located there, but they would have to finalize the details of this plan.
- I mentioned to him that in 2018 the Mat-Su voters approved approximately \$20M in transportation bonds that can be used as a match with other money. We would need to have at least six months' notice prior to design work to sell tax-free bonds. **Once the bonds were sold, the State would have to spend at least 80% of the money on the projects, within three years, in order for the Borough to avoid IRS penalties, fines, and loss of tax-free status.** He will look to see if there is possible DOT money and Mat-Su projects that we could use this money on.
- We also discussed that our construction and maintenance employees are working very closely together on projects and we see this as being a much better cooperative effort in the last several years.

**Houston Middle School** – The Borough is working with the secondary insurance provider and FEMA for reimbursement of costs to repair and rebuild the building. An RFP for design was advertised, with BDS Architects being the highest scored architectural firm. The Assembly approved a contract to repair the gymnasium and administrative wings, and to reconstruct the classroom wing in January 2020. The design has progressed to 95% which was approved by the School Board June 17, 2020. The project is expected to advertise for construction September 2020.

**Willow Library** – This project will construct a new library and provide upgrades to the community center. ECI Hyer was awarded the design contract and several public meetings were conducted for input to the design. Design is currently 99% complete and will advertise later this month with construction expected to start early fall 2020.

**MSBEA Negotiations** – The current collective bargaining agreement (CBA) between the Borough and the Matanuska-Susitna Borough Employee Association (MSBEA) expires on December 31, 2020. Both parties have provided notice of their intent to negotiate. The Borough's negotiation team is comprised of George Hays, Acting Borough Manager; Sonya Conant, HR Director; Cheyenne Heindel, Finance Director; Russ Krafft, Acting Deputy Borough Manager; and Shannon Bodolay, Assistant Borough Attorney. The team will have their initial meeting on July 8, 2020. The negotiation kick-off meeting between the Borough's negotiating team and the MSBEA's team is scheduled for July 28, 2020. Borough management will be providing information to and seeking direction from the Assembly as the negotiations process progresses.

**Borough Manager Hiring Status** – The Borough has engaged Baker Tilly Virchow Krause, LLP (Baker Tilly) to assist with recruitment of the next Borough Manager. Baker Tilly has met with the Assembly twice and has worked with staff to develop the attached recruitment brochure which they will send to candidates who have experience leading similar organizations. In addition to sending out the brochure, Baker Tilly has placed ads with the Alaska Municipal League, International City/County Management Association, other local government entities, and LinkedIn. Information on how to apply for the Borough Manager position will also be placed on the Borough's website. Baker Tilly has provided the following target dates: position closing on August 10, 2020; applicant screening, assessment,

recommendation of semi-finalists, and background checks completed by September 9, 2020; and, interview to occur the week of September 14, 2020. Please note these dates are subject to change with consultation and approval of the Assembly.

**Attachments:**

- COVID-19 Coronavirus –
  - SBA and Treasury Announce New and Revised Guidance Regarding the Paycheck Protection Program, June 12, 2020
  - Alaska Housing Relief Status Report, July 1, 2020
- DEC Water System Excellence Award, June 18, 2020
- Memorandum of Understanding between the Borough, AIDEA, and AK Operations, LLC for Phase 2 of the West Susitna Access Project, July 8, 2020
- Emails from Keisha Lafayette, June 17, and June 24, 2020
- Advertising Brochure for Mat-Su Borough Manager



U.S. Small Business  
Administration

# NEWS RELEASE

## PRESS OFFICE

Release Date: June 12, 2020  
Release Number: 20-46

Contact: [Press\\_Office@sba.gov](mailto:Press_Office@sba.gov), (202) 205-7036  
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### SBA and Treasury Announce New and Revised Guidance Regarding the Paycheck Protection Program

WASHINGTON—The U.S. Small Business Administration, in consultation with the U.S. Department of the Treasury, issued new and revised guidance for the Paycheck Protection Program (PPP). This guidance implements the Paycheck Protection Program Flexibility Act (PPPFA), signed into law by President Trump on June 5, 2020, and expands eligibility for businesses with owners who have past felony convictions.

To implement the PPPFA, SBA revised its first PPP interim final rule, which was posted on April 2, 2020. As described in detail in [our announcement on June 8, 2020](#), the new rule updates provisions relating to loan maturity, deferral of loan payments, and forgiveness provisions.

In addition, as an exercise of SBA's policy discretion in furtherance of President Trump's leadership and bipartisan support on criminal justice reform, the eligibility threshold for those with felony criminal histories has been changed. The look-back period has been reduced from 5 years to 1 year to determine eligibility for applicants, or owners of applicants, who, for non-financial felonies, have (1) been convicted, (2) pleaded guilty, (3) pleaded nolo contendere, or (4) been placed on any form of parole or probation (including probation before judgment). The period remains 5 years for felonies involving fraud, bribery, embezzlement, or a false statement in a loan application or an application for federal financial assistance. The application also eliminates pretrial diversion status as a criterion affecting eligibility.

SBA issued revised PPP application forms to conform to these changes. The guidance and revised application forms are available on SBA's and Treasury's websites. SBA will issue additional guidance regarding loan forgiveness and a revised forgiveness application to implement the PPPFA in the near future.

[Click here to view the new Interim Final Rules.](#)

[Click here to view the new Borrower Application.](#)

[Click here to view the new Lender Application.](#)

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#### About the U.S. Small Business Administration

The U.S. Small Business Administration makes the American dream of business ownership a reality. As the only go-to resource and voice for small businesses backed by the strength of the federal government, the SBA empowers entrepreneurs and small business owners with the resources and support they need to start, grow or expand their businesses, or recover from a declared disaster. It delivers services through an extensive network of SBA field offices and partnerships with public and private organizations. To learn more, visit [www.sba.gov](http://www.sba.gov).

Thank you.

Nelida Irvine  
Lender Relations Specialist  
Alaska District Office  
U.S. Small Business Administration  
(907) 271-4027

[nelida.irvine@sba.gov](mailto:nelida.irvine@sba.gov)



U.S. Small Business  
Administration



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## NEWS RELEASE: For immediate release

**Contact:** Stacy Barnes  
Director, governmental relations and public affairs  
(907) 330-8445/301-4556  
sbarnes@ahfc.us

### ALL QUALIFIED ALASKANS WHO APPLIED FOR HOUSING RELIEF TO RECEIVE IT *Payments sent to landlords and lenders starting mid-July*

Anchorage, Alaska, June 30, 2020 – Up to \$1,200 in mortgage and rent relief was made available to eligible Alaskans through the federal CARES Act in response to COVID-19 hardship. Applications were accepted by Alaska Housing Finance Corporation from across the state for a two-week period from June 15-26, 2020.

“When I directed Alaska Housing Finance Corporation to create a \$10 million program to help prevent homelessness, we didn’t know what kind of response we would get. Today, the program is fully subscribed. Thanks to AHFC’s hard work, thousands of Alaskans will be helped, and the resulting data will allow local governments to make the best possible use of their federal CARES funding,” said Governor Mike Dunleavy.

At the time of the application deadline 8,025 were submitted. Each household represents an average of 2.74 members totaling 21,951 individuals applying for relief. Based on applicants’ self-reporting their average annual income loss is \$21,880, with an average monthly housing payment of principal and interest of \$1,417 for homeowners or \$1,110 for renters.

“We’d worked relentlessly to ensure CARES Act funding was flexible enough to work for Alaska’s small businesses, workers, and families,” said U.S. Senator Sullivan. “When we passed the legislation, we envisioned that our state and local governments would use the funds to respond to the needs of their communities. This program is exactly what we had in mind.”

AHFC randomized submissions and notified applicants by email today of their placement. Applicants will next need to provide verification of their loss of income and provide contact information for their mortgage servicer or landlord who will receive payment on the applicants’ behalf. A representative of AHFC will contact the applicant for required information, and [AlaskaHousingRelief.org](https://www.alaskahousingrelief.org) will be updated weekly to show progress. Applicants are encouraged to have required documents available but should also be wary of scammers posing as representatives of the Corporation. Applicants can verify the legitimacy of an inquirer by confirming their unique alphanumeric number.

“From our outreach we heard directly from Alaskans about the difficulty that COVID-19 created in their lives. Some were given almost no notice that their place of employment wasn’t going to be opening the next day and their entire livelihood was suddenly in question. Our Alaska Housing Relief program was designed with those in mind – those who lost hours or were laid off at no fault of their own. We’re getting this money out as quickly as we can so relief can start now,” said Bryan Butcher, CEO/Executive Director of AHFC.

—more—





“COVID-19 has impacted communities across Alaska. The shuttering of businesses and loss of jobs has made making ends meet a struggle for too many families. I am pleased to see that the financial relief for renters and homeowners created under the CARES Act is being disbursed to those in urgent need. I am grateful for the work the Alaska Housing Finance Corporation does to ensure Alaskans have safe housing, and will continue working to ensure that our state comes out of this pandemic stronger than ever before,” said Congressman Don Young.

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*Alaska Housing Finance Corporation is a public corporation providing Alaskans access to safe, quality and affordable housing through residential financing, energy efficiency, public housing and more. Since 1986, Alaska Housing has contributed more than \$2.1 billion to the State of Alaska.*





THE STATE  
of **ALASKA**  
GOVERNOR MIKE DUNLEAVY

Department of Environmental  
Conservation

DIVISION OF WATER  
Capacity Development and Operator Certification Program

P.O. Box 111800  
Juneau, Alaska 99811-1800  
Main: 907.465.1139  
Fax: 907.465.5177

Jennifer Ballinger  
1420 S. Industrial Way  
Palmer, AK 99645

June 18, 2020

Dear Ms. Ballinger,

On behalf of the Department of Environmental Conservation (DEC), we want to congratulate the Talkeetna (PWSID 225032) on achieving Ursa Major status in Water System Excellence for 2019! The work your system has done to demonstrate stellar compliance with both the Drinking Water and Operator Certification Programs has not gone unnoticed.

The Water System Excellence Award is a coordinated effort between ADEC's Drinking Water Program and the Capacity Development and Operator Certification Program to recognize exceptional performance. Drinking Water systems are evaluated for their efforts during the award year and recognized in one of two tiers – Ursa Major and Ursa Minor. The Talkeetna met the following criteria:

Ursa Major: Maintain 4 quarters of Operator Certification compliance and have no open, unresolved, or incurred Drinking Water violations during the award year.

While DEC focuses on assisting system owners and operators with achieving and maintaining compliance, the responsibility for complying with the regulations lies with the system. Your demonstrated expertise and dedication to safety and health is an excellent benefit to your community. Thank you for your ongoing efforts to provide safe drinking water to those served by your water system.

Sincerely,

Handwritten signature of Cindy Christian.

Cindy Christian  
Drinking Water Program Manager

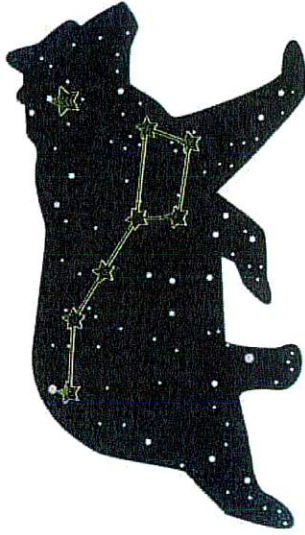
Handwritten signature of Martin Suzuki.

Martin Suzuki  
Operator Certification Program Manager

Enclosure:  
Ursa Major Certificate



# Ursa Major



## Water System Excellence Award

The Department of Environmental Conservation recognizes

*Talkeetna*

for achieving and maintaining stellar compliance with the  
Operator Certification Program

&

Drinking Water Program

in

2019

A handwritten signature in black ink, appearing to read "Cindy Christian".

Cindy Christian  
Drinking Water Program Manager

A handwritten signature in black ink, appearing to read "Martin Suzuki".

Martin Suzuki  
Operator Certification Program Manager



## MEMORANDUM OF UNDERSTANDING PHASE 2

The Memorandum of Understanding Phase 2 ("MOU") is made effective as of this 8<sup>th</sup> day of JULY ~~JUNE~~, 2020, by and between the Matanuska-Susitna Borough ("MSB"), the Alaska Industrial Development and Export Authority ("AIDEA"), and AK Operations LLC ("AKO") each a "Party" and collectively the "Parties." SAB

The Parties recite that:

A. The purpose of this MOU is to clarify rights, roles, responsibilities, and expectations of each Party for the phased feasibility analysis, due diligence and development of the West Susitna Access Road (the "Project").

B. In 2014, the Alaska Department of Transportation and Public Facilities (DOT&PF) Roads to Resources program completed an extensive natural resources inventory and access corridor study known as the West Susitna Reconnaissance Study for Access to Resource Development Opportunities. The purpose of the study was to identify multiple resource development opportunities that can be accessed by one transportation corridor, thereby attracting multiple private sector investments across resources.

C. Under AS 38.04.065, the Commissioner of the Department of Natural Resources, with local, governmental, and public involvement under AS38.05.945, may adopt, maintain, and when appropriate, revise regional land use plans that provide for the use and management of State of Alaska-owned lands, and to identify important land resources that can be used for the maximum public benefit.

D. AIDEA's purpose is to promote, develop, and advance the general prosperity and economic welfare of the people of Alaska. One of the ways in which AIDEA pursues the fulfillment of this purpose is by supporting and encouraging the development of natural resources in Alaska. AIDEA has the statutory authority to finance, develop, and own and operate facilities and improvements, including roads and related infrastructure, that are intended for use in connection with the extraction, transportation and production of timber, metals, minerals, hydrocarbons, petroleum products and other resources (each a "Resource" and collectively known as "Resources").

E. On October 23, 2019, MSB and AIDEA entered into a Memorandum of Understanding for Phase 1 of the Project to identify proposed and alternative transportation corridors, gather digital data, conduct field reconnaissance, and define the next phases of the Project.

F. MSB continues to explore the possibility of building a multi-user transportation corridor within the MSB to the Little Susitna River and further west within the MSB in advancing the work initiated by DOT&PF. The Parties acknowledge that such road(s) and infrastructure could and may be used, subject to the appropriate permits and agreements, to access MSB's Resources, provide public access, as well as enhancing MSB's fire suppression activities.

G. AKO is a Resource owner in the Yentna Mining District area within the MSB seeking to investigate the viability of permitting and constructing an all-season multi-user industrial access road to the area in collaboration with MSB, AIDEA and other Resource owners.

H. The Parties intend to foster partnerships with other Resource owners, both publicly and privately owned, who's commercial and business activities within the MSB will benefit from the development of road(s) and infrastructure. The Parties are committed to an open and transparent public process for all phases of major decision making on the Project.

NOW, THEREFORE, the Parties agree as follows:

**1. COOPERATION.** The Parties will work cooperatively, act in good faith, and use reasonable best efforts to coordinate activities and responsibilities with each other in pursuit of the Project. The parties will cooperate with one another and furnish each other with any information regarding the Project or the planned development of the Project that the other Party may reasonably request. MSB, AIDEA, and AKO are committed to an open public process and stakeholder engagement for the project phases and milestones. No Party, however, shall be obligated to disclose to the other Parties confidential, proprietary information or information that is required to be kept confidential under applicable law.

This MOU is non-exclusive for all Parties. Any Party may cooperate and work with any other third persons and/or entities regarding the Project. This MOU is not intended, and shall not be deemed, to create a partnership or joint venture between the Parties. No Party shall owe a fiduciary duty to any of the other Parties.

Any decision to progress the project forward past Phase II will require the authorization of all Parties and include compliance with AIDEA's statutes and finance regulations.

**2. PHASED DEVELOPMENT.** The Project will be budgeted and progressively pursued in phases to be mutually agreed by the Parties.

The objectives and goals for Phase 2 include:

- a. Investigate the viability of permitting and constructing an all-season industrial and public access road to the Yentna Mining District, terminating near the Whiskey/Bravo airstrip and potentially investigate beyond to AKO's operated Estelle Gold Project.
- b. Facilitate strategies to maximize the local economic benefit and job opportunities in the MSB as a result of responsible development of the Yentna Mining District.
- c. Establish the groundwork and collaboratively develop best management practices for the stewardship of fish and wildlife habitat, cultural and historical sites, and other assets..
- d. Provide a framework for AIDEA, MSB, AKO, and consortium to cooperatively engage with local communities and other project stakeholders to incorporate via public meetings and consultations.
- e. Identify areas requiring federal, state and local permitting, and facilitate support for obtaining such permits.

To assist in accomplishing the objectives and goals, subject to the terms of this MOU, the Parties hereby agree to pursue Phase 2 of the Project and will seek to complete all agreed tasks for Phase 2 by [December 31, 2020]. The tasks for Phase 2 are agreed to be the following:

- f. Compile & review digital/geospatial information and aerial imagery;
- g. Perform preliminary engineering analysis;
- h. Wetlands mapping and field verification of wetlands within corridor;
- i. Develop project communications program; and
- j. Define the next phase(s) of the Project.

The Parties hereby agree that AIDEA engages with HDR Alaska, Inc. (HDR) for Phase 2. The Parties have reviewed and approved detailed scopes of work and contract terms for Phase 2 of the Project and find the timeline acceptable to the Parties. The agreed scope of work are attached as Exhibit B to this MOU.

**3. BUDGET.** The Parties will establish a project budget for each phase prior to the initiation of each phase of the Project.

The budget for Phase 2 of the Project is attached as Exhibit A. The Parties agree that costs for Phase 2 of the Project shall not exceed four hundred, twenty five thousand dollars (\$425,000). The Parties shall share the costs of Phase 2 proportionately based on the following:

- a. MSB will not contribute funds to Phase 2
- b. AIDEA agrees to pay \$155,000, plus a commitment to fund up to \$7,500 in contingency funding,
- c. AKO agrees to pay \$155,000, plus a commitment to fund up to \$7,500 in contingency funding; and
- d. Funding will be raised from third party participants to pay the remaining \$100,000 prior to the commencement of Phase 2, with agreed upon Contribution Agreement form attached as Exhibit C.

Funds from AIDEA, AKO and any third party participants will contribute its share to a designated project account held and controlled by AIDEA for Phase 2 of the Project. No funds will be disbursed from the designated project account, unless otherwise agreed to in writing by the Parties, until a full balance of \$410,000 is achieved.

Any expenditures to be incurred that exceed the Phase 2 Budget will require the written approval of the Parties. Any funded amounts which have not been disbursed from the project account at the end of the term of Phase 2 shall be refunded to the Parties and to any third party participants upon their written request, unless otherwise agreed to in writing by the Parties and the third party participants.

**4. ROLES.** The Parties shall have to the following roles and responsibilities:

- a. MSB will:
  - i. Lead the designation of the proposed and alternative transportation corridors;
  - ii. Promote and communicate to MSB constituents project updates and engage project stakeholders to ensure an open and transparent public process;

- iii. Identify Resources owned by MSB along the proposed and alternative transportation corridors including fish and wildlife habitat, cultural and historical sites, tourists' attractions, and other assets.
- b. AIDEA will:
  - i. Engage HDR as consultant to undertake the agreed Phase 2 scope of work and lead communications between HDR and the Parties;
  - ii. Manage disbursements from the designated project account;
  - iii. Use commercially reasonable best efforts to raise Phase 2 funding from third party Resource owners;
  - iv. Identify and approach other third party Resource owners that will benefit from the Project to participate in future phases of the Project;
  - v. Determine and structure the finance plan for the Project phases.
- c. AKO will:
  - i. Support MSB, AIDEA and any arranged consortium;
  - ii. Provide relevant resources and contribute financier contracts in investigating AIDEA supported financing options;
  - iii. Provide human resources and further synergy by providing aircraft support for Phase 2 studies whilst AKO's exploration programs underway to minimize aircraft utilization costs where directed by MSB and AIDEA
- d. MSB, AIDEA and AKO will jointly prepare and facilitate strategies to maximize the local and regional economic benefits and job opportunities associated with the Project.

5. **RIGHTS.** Except as provided for under Section 9 of this MOU, each Party to this MOU shall have full access and rights to use the data, reports, studies, analysis or any other work product produced under this MOU for any purposes determined at the sole discretion of that Party.

6. **NO COMMITMENT, WAIVER, OR GRANT OF PERMISSION.** Nothing in this MOU obligates the Parties to take any specific action with respect to the Project other than Phase 2. Nothing in this MOU obligates AIDEA to provide any financing for the development of the Project. Likewise, nothing in this MOU waives any provisions of State Law or Borough Code or grants any form of permission under any law which may apply to activities beyond this MOU, including but not limited to, future approvals under MSB platting or land use regulations and governing body approval AS 44.88.095(c).

7. **TERMINATION.** The MOU may be terminated:

- a. By mutual consent of the Parties;
- b. For convenience of one Party, provided that the terminating Party notifies the other Parties of its intent to terminate at least thirty (30) days prior to the effective date of the termination; or
- c. For cause, by either Parties where the other Party fails in any material way to perform its obligations under the MOU. Termination for cause requires the terminating Party to

notify the other Parties of the intent to terminate, stating with reasonable specificity the grounds therefore, and the termination for cause shall be effective only if the other Party fails to cure the failure to perform within (30) days after receiving the notice.

Notwithstanding a termination, each Party will remain obligated to fund its share of the Phase 2 Budget, and any other approved budgets for subsequent phases of the Project, with respect to those costs that cannot be avoided or that must be incurred in closing out a contract or previously approved task order.

8. **THIRD PARTY CLAIMS.** All parties will bear its own costs (including attorney's fees) with respect to any third-party claim brought against such parties or all parties that arises from or is related to this MOU.

9. **CONFIDENTIALITY.** The Parties acknowledge that their records with respect to the Project and matters connected to it are generally available to the public for inspection upon request.

In the event MSB desires AIDEA to keep confidential any information or records that MSB provides to AIDEA, MSB must specifically request that the Executive Director of AIDEA determine that the information or records be treated as confidential and MSB must demonstrate to AIDEA that the information or records are within the categories established in AS 44.88.215 or are confidential under other applicable law. Upon MSB complying with the preceding sentence, AIDEA shall keep all such information and records confidential pursuant to the provisions of AS 44.88.215.

The Parties acknowledge that certain documents and records related to this MOU or the Project may be subject to the attorney-client privilege. Nothing in this MOU is intended or will alter the Parties' ability or authority to maintain the privilege within their own respective organizations.

10. **GOVERNING LAW; FORUM SELECTION.** This MOU and the rights of the parties under it are governed by the law of the State of Alaska. Any judicial proceeding arising out of or related to this MOU shall be filed and heard in the Superior Court for the State of Alaska, Third Judicial at Anchorage, and not elsewhere.

11. **AMENDMENTS.** Any Party may request changes to this MOU. Any changes, modifications, revisions or amendments to this MOU must be in a written instrument, which shall be effective when executed and signed by all of the Parties.

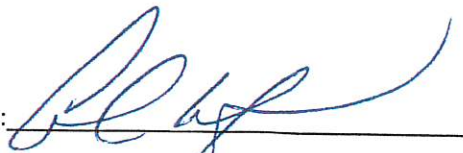
12. **THIRD PARTY BENEFICIARY RIGHTS.** The Parties do not intend to create in any other individual or entity the status of a third-party beneficiary, and this MOU shall not be construed so as to create any third-party rights.

13. **ASSIGNMENT.** No Party may assign its rights or delegate its duties under this MOU to any other person or entity without the prior written consent of the other parties to the assignment or delegation.

14. **EXPIRATION.** Unless sooner terminated as provided for in Section 7, this MOU and the Parties obligations under it expire three years after the effective date first stated above. The Parties, however, may extend this MOU by mutual written consent.

**IN WITNESS WHEREOF,** the parties to this MOU through their duly authorized representatives have executed this MOU effective as of the date first written above.

**ALASKA INDUSTRIAL DEVELOPMENT  
AND EXPORT AUTHORITY**

By:   
Alan Weitzner  
Interim Executive Director

**MATANUSKA-SUSITNA BOROUGH**

By:   
George Hays **HAYS**  
Acting Borough Manager

**AK OPERATIONS LLC**

By:   
Christopher Gerteisen  
North American Director

**From:** Keisha K Lafayette (CENSUS/LA FED) <[keisha.k.lafayette@2020census.gov](mailto:keisha.k.lafayette@2020census.gov)>

**Sent:** Wednesday, June 17, 2020 2:14 PM

**Subject:** 2020 Census Updates-- June 17

The national census response rate is 61.5% and more than 90.9 million households have completed their Census questionnaires.

More good news! There has been an uptick in the response rates across the state, and a slight change in the rankings. Alaska has a response rate of 47.0%. As of this morning, the top 15 boroughs with the highest self-response rates in Alaska are (expressed in percentage): Juneau- 62.8, Anchorage- 60.6, Sitka- 52.2, Ketchikan Gateway- 51.4, Kodiak Island- 49.5, Fairbanks North Slope- 46.4, Petersburg- 41.2, Kenai Peninsula- 37.5, Wrangell- 33.2, Mat-Su- 31.8, Haines- 26.9, Bethel- 24.7, Prince of Wales-Hyder- 22.1, Hoonah-Angoon- 21.1, Aleutians East- 20.8. Please see the response rate dashboard to see your borough's response rate or to get more information here: <https://public.tableau.com/profile/us.census.bureau#!/vizhome/2020CensusSelf-ResponseRankings/RankingsDashboard>

### Operational Timeline Updates

The Census Bureau has announced new dates for counting people who are experiencing homelessness. From September 22 to September 24, we will send specially trained enumerators to service-based organizations, locations where people are known to sleep outside, and 24-hour businesses. For more information, please see the press release here: <https://2020census.gov/en/news-events/press-releases/homelessness.html> Also, between September 3 and September 28, we will be conducting a count of people staying at transitory locations such as campgrounds, RV parks, marinas and hotels, if they do not live elsewhere.

In addition:

- Remote Alaska operations are approximately 78 percent complete (as of June 11, 2020).
- Census enumerators resumed operations in Update Enumerate areas this week. In these areas-- mostly in Southeast Alaska-- enumerators will visit a household in person and update addresses in the system and count members of the household.
- We are working hard to continue to deliver Census packets in Update Leave areas across the state.
- For more information about the different types of enumeration areas, please see the interactive map at: <https://gis-portal.data.census.gov/arcgis/apps/webappviewer/index.html?id=cbf242acb9f849f381090cf144715340>

Nonresponse Followup will begin in certain areas of the country with a soft launch in mid-July. The soft launch geographical areas will be announced soon. For most of the nation, nonresponse followup will begin August 11th and will finish October 31st. During that time, the Census Bureau will followup in person with households that have not already completed their questionnaires online, by mail, or by phone.

Please see the following for more information about the updated timeline:

<https://2020census.gov/en/news-events/press-releases/update-census-operations.html>

As we resume operations, we will comply with local public health officials for the use of PPE and social distancing protocols.

Thank you for your continued hard work to encourage people to respond to the Census. Please let me know if you need more information or if you need additional outreach materials. Our communities are counting on us to ensure a complete and accurate 2020 Census.

Very Respectfully,

**Keisha Lafayette**

Partnership Specialist, Matanuska-Susitna Borough, Alaska

US Census Bureau

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mobile: (907)310-8369

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2020



**From:** Keisha K Lafayette (CENSUS/LA FED) <[keisha.k.lafayette@2020census.gov](mailto:keisha.k.lafayette@2020census.gov)>

**Sent:** Wednesday, June 24, 2020 3:48 PM

**Subject:** June 24 Census Update for CCCs

The national census response rate is 61.7% and more than 91.2 million households have completed their Census questionnaires.

In Alaska, our response rate is 47.5%. As of today, the top 15 boroughs with the highest self-response rates in Alaska are (expressed in percentage): Juneau- 63.2, Anchorage- 60.8, Sitka- 52.4, Ketchikan Gateway- 52.1, Kodiak Island- 49.9, Fairbanks North Star- 46.7, Petersburg- 43.4, Kenai Peninsula- 38.1, Wrangell- 34.2, Mat-Su- 32.4, Haines- 27.7, Bethel- 26.8, Hoonah-Angoon- 24.4, Prince of Wales-Hyder- 24.0, and Yakutat- 22.8. Please see the response rate dashboard to see your borough's response rate or to get more information here: <https://public.tableau.com/profile/us.census.bureau#!/vizhome/2020CensusSelf-ResponseRankings/RankingsDashboard>

### **Census Postcards to be Mailed to P.O. Boxes**

Great News! The U.S. Census Bureau is now sending postcards between June 24 and July 3 to an estimated 1.3 million post office boxes in communities where P.O. boxes are the only mailing address available. The postcards alert households that a census taker may drop off census invitations soon or will visit later to interview them. The postcards also provide information on how to respond to the 2020 Census online or by phone. More information here: <https://2020census.gov/en/news-events/press-releases/po-box-postcard.html>

### **Operational Timeline Updates**

- We have delivered Census packets to about 95% of households in Update Leave areas across the state.
- Update Enumerate operations are continuing. In these areas-- mostly in Southeast Alaska-- enumerators will visit a household in person and update addresses in the system and count members of the household.
- We are still working to complete Remote Alaska operations. We are reaching out to the remaining communities to arrange enumeration.
- For more information about the different types of enumeration areas, please see the interactive map at: <https://gis-portal.data.census.gov/arcgis/apps/webappviewer/index.html?id=cbf242acb9f849f381090cf144715340>
- Nonresponse Followup is scheduled to begin August 11th and will finish October 31st. During that time, the Census Bureau will followup in person with all households that have not already completed their questionnaires online, by mail, or by phone.
- We are still hiring in many areas, with critical need in Cold Bay, Nome, Kotzebue, and Utqiagvik. Applicants must live in the areas in which they want to work. <https://2020census.gov/en/jobs.html>

Please see the following for more information about the updated timeline:

<https://2020census.gov/en/news-events/press-releases/update-census-operations.html>

### **Encouraging Participation**

Phone banking: We are considering ways to encourage Alaskans' participation in the Census. One way that has worked in other states is phone banking. Working with partner organizations, we would ask mayors and other elected officials to help call people to encourage them to participate. We hope that Complete Count Committees will be able to spearhead these regional efforts as well as help make the calls. This is still in the early stages of planning, more details to come.

Parades and other Community Events: If you or your community are hosting an event, please invite community leaders, local celebrities, sports figures, fire trucks, etc., to display Census information on signs, vehicles, floats, or boats. Please also encourage the parade or event to go through low-responding neighborhoods.

Response Rate Challenge: Challenge other communities to see who can get a better response rate. Find the response rate challenge toolkit

here: <https://2020census.gov/content/dam/2020census/materials/partners/2020-01/2020%20Response%20Rate%20Challenge%20Toolkit.pdf>

Other events or ideas? Please let us know how we might be able to support your Census outreach efforts. We look forward to working with you to increase responses.

Thank you for all of your hard work and support for the 2020 Census. There is still much work to be done to get the other approximately 52% of Alaskans to participate. We can do it. Future generations are counting on us!

Respectfully,

**Keisha Lafayette**

Partnership Specialist, Matanuska-Susitna Borough, Alaska

US Census Bureau

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# THE MATANUSKA-SUSITNA BOROUGH, ALASKA

IS SEEKING A HIGHLY EXPERIENCED AND VISIONARY LEADER TO SERVE AS ITS...

## BOROUGH MANAGER

### THE COMMUNITY

The Matanuska-Susitna Borough, with its natural beauty and spectacular vistas, extensive recreational activities, good schools, and welcoming residents, is a great place to raise a family, receive an education, and operate a business. From golfing to mountain climbing, the Mat-Su Borough is a haven for those who not only appreciate a suburban setting but also appreciate an expanse of mountains and vast wilderness.

The Mat-Su Borough is a county level government in the heart of Southcentral Alaska. There are currently three incorporated cities within the Mat-Su Borough: Palmer, the Borough seat (population 6,268), Wasilla (population 8,704), and Houston (population 2,163). There are also several unincorporated communities and 25 recognized community councils. As of 2019, the population for the Mat-Su Borough was estimated at 106,438. The Mat-Su Borough is part of the Anchorage Metropolitan Statistical Area, along with the municipality of Anchorage, located about 35 miles to the south. The Mat-Su Borough is the second largest borough in population and the fastest growing of the Alaska boroughs.



### THE MAT-SU BOROUGH OFFERS:

Scenic Beauty • A Family-Friendly Atmosphere • Abundant Land for Development • Strategic Location and High Quality of Life • World Class Outdoor Recreational Amenities



## THE COMMUNITY *(CONTINUED...)*

Stretching from the Alaska Range in the north to the Talkeetna and Chugach ranges in the east and south, the massive Mat-Su Borough covers an area roughly the size of West Virginia, with a total land area of 25,258 square miles. The Borough is home to the Matanuska and Susitna Rivers. These rivers empty into the Cook Inlet, which is located at the southern border of the Mat-Su Borough. The Borough's Port MacKenzie, located in Upper Cook Inlet, is a young port with goals for the future including a rail loading facility, fuel tank farm, and promoting the creation of a potential petrochemical facility or liquid natural gas plant. In addition to a barge dock and a deep-water dock capable of accommodating Panamax and Cape Class vessels, it boasts over 9,000 acres of land dedicated to commercial and industrial development.

The Borough is one of the few designated agricultural areas in Alaska. Most residents live in the Core Area, home to the towns of Palmer and Wasilla, and nearly one-third of them commute to Anchorage for work. The Mat-Su Borough has big box stores, established subdivisions, and other suburban amenities. The Borough is also home to gorgeous wilderness: craggy mountains, massive glaciers, salmon-filled streams, and endless boreal forests dotted with lakes; it is easy to explore by car or by the Alaska Railroad. The Parks and Glenn Highways run north and east, accessing Denali National Park and the Matanuska Glacier areas.



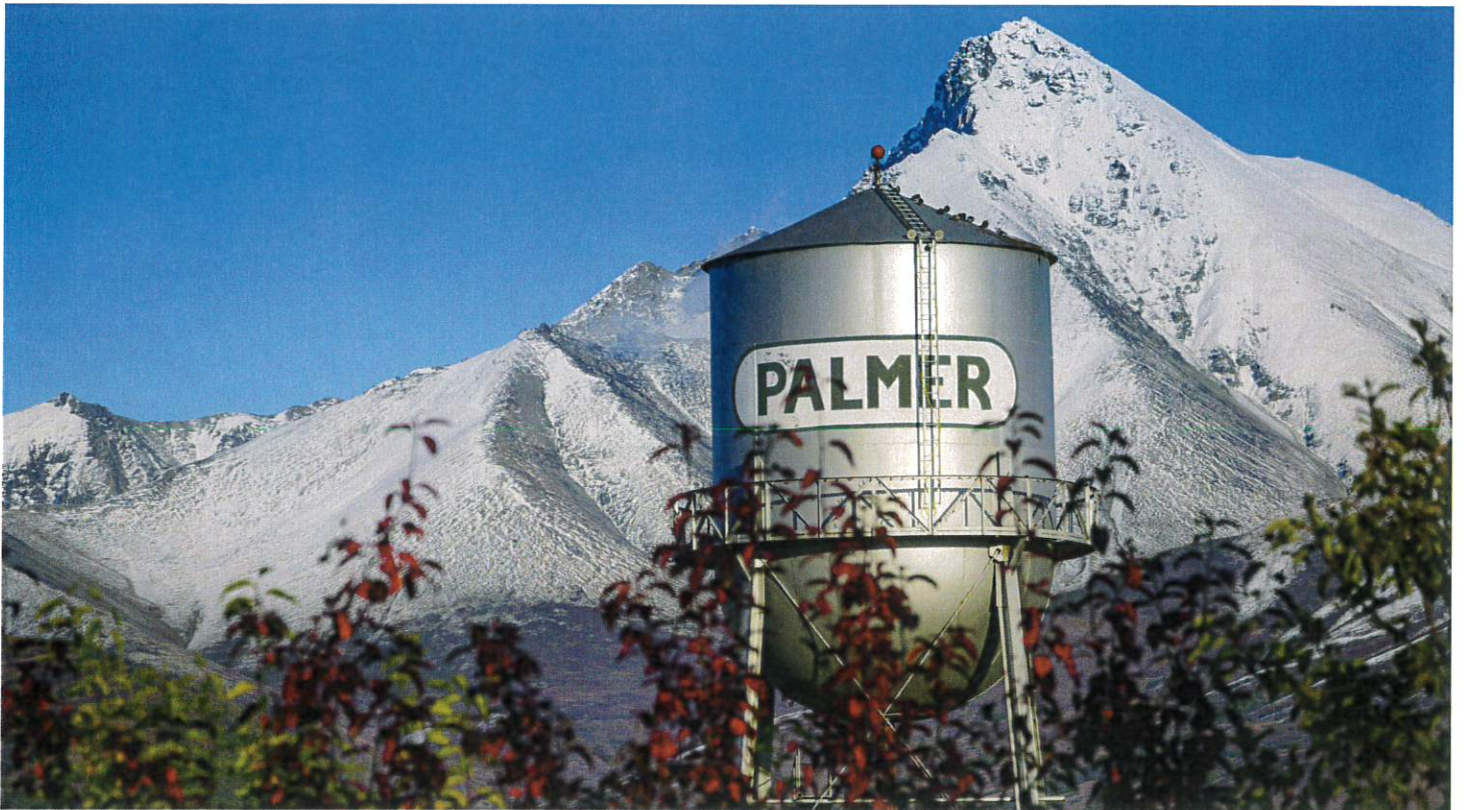
Recreational amenities include fishing, hunting, river rafting, glacier trekking, flightseeing, farm tours, bird watching, canoeing, and more. The Mat-Su Borough is near to the world renowned Denali National Park and Preserve and home to the Denali State Park, among many other splendid outdoor recreational and lake areas. Annual festivals and events include the Alaska State Fair in Palmer, the Iditarod Trail Dog Sled Race restart in Willow, the Iron Dog Snowmobile Race, among many other year-round events.

Educational opportunities include the Matanuska-Susitna Borough School District, serving over 19,000 students in 46 schools, and Matanuska-Susitna College, offering associate degrees and vocational programs. In nearby Anchorage, there are four higher-education facilities that offer bachelor's or master's degrees: the University of Alaska Anchorage, Alaska Pacific University, Charter College, and the Anchorage campus of Wayland Baptist University.

The Mat-Su Borough offers its next Borough Manager an excellent environment for professional challenges, quality of life, and the opportunity to build on these fundamental qualities.

To learn more, visit: <https://www.matsugov.us>.





## BOROUGH ORGANIZATION

The Mat-Su Borough was incorporated as a second-class borough on January 1, 1964. The Borough is governed by a seven-member Borough Assembly, elected from single-member districts, and a Mayor, elected at large. The Borough Assembly appoints the Borough Manager, who serves as chief administrator and directs the Administration of the Borough. The Assembly also appoints the Borough Attorney and the Borough Clerk. There is an appointed Planning Commission, Platting Board, Transportation Advisory Board, and several other advisory committees.

There are three categories of Borough powers: areawide powers (exercised throughout the Borough), non-areawide powers (exercised outside cities only), and powers exercised through a service area (a district in which a tax is levied to finance special services provided within the district). The Borough generally exercises the following areawide powers: general administration, education, property assessment and collection of taxes, planning and zoning, parks and recreation, ports, emergency medical services, transportation and historic preservation. The Borough also generally exercises the following non-areawide powers: solid waste, libraries, septage disposal, animal care and regulation, and economic development. Additionally, following voter approval the Borough is

responsible for 30 active service areas, mostly for fire service and road service. There is one water and sewer service area, and two flood/erosion control districts. Service area boards of supervisors are appointed by the Borough Mayor and confirmed by the Borough Assembly to advise on the affairs of each service area.

The adopted Operating Budget for Fiscal Year 2021 is \$410.1 million, with a total staffing of approximately 750 employees including 350 budgeted FTE and 400 on-call casual employees. The largest component of the annual budget is the operating budget of the Matanuska-Susitna Borough School District comprising approximately \$255.12 million. School construction bond debt comprises an additional \$22.8 million.

The School District is governed by an independently elected, seven-member School Board, and day-to-day operations are supervised by a Superintendent appointed by the School Board. While the School District is generally considered a component unit of Borough government, the Borough has no supervisory authority over the School District's operations. There are also two enterprise funds within the budget; the first is for the operation of Solid Waste, and the second is for the operation of Port MacKenzie.

## ESSENTIAL FUNCTIONS AND OPPORTUNITIES

The next Borough Manager will encounter the following challenges during the first six to twenty-four months on the job. The list is not intended to be all-inclusive but instead representative of what to expect, and their order of listing does not imply their priority.

- Economic Development and diversification of the tax base from the current residential and visitor economy
- There are currently proposals under consideration to place items on the November 2020 ballot to change the form of government to a strong-mayor form, and to move the Borough to a first-class borough under Alaska statutes. Additionally, the Borough is examining police powers and law enforcement within the Borough, which is now largely provided by Alaska State Troopers.
- Completion of the rail line spur from Port MacKenzie to the Alaska Railroad
- Enhancements of the deep-water Port MacKenzie operations and increased revenue production, as well as expanded development in the adjacent industrial district
- Growth management and funding of sustained, rapid development
- Managing school bond debt with limited to no state participation
- Road service area maintenance and development
- Methane gas containment in the landfill
- Enhanced sewage treatment capacity
- Management and delivery of services to a geographically spread and ideologically diverse population
- Potential exposure to unfunded federal mandates based on growth of population in the 2020 Census.



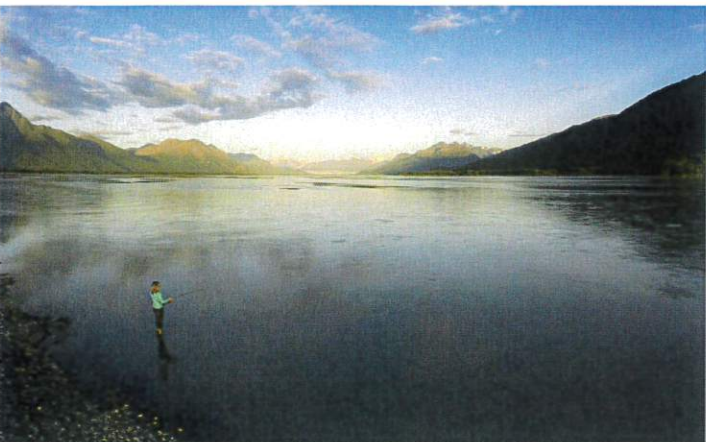
## POSITION AND CANDIDATE PROFILE

This position is responsible for the proper administration of all Borough affairs placed in the Manager's charge by law and ordinance, and implements the policies of the Borough as established by the Borough Assembly. This position manages the day-to-day affairs of the Matanuska-Susitna Borough, integrating the Borough's strategic plan within operations, and ensuring that the mission, vision, and values of a high-performance organization are met by all staff. A complete job description is available by clicking [HERE](#).

Work is performed and duties are carried out in accordance with established policies, procedures, and core values: Accountability, Customer Focus, Dedication, Integrity, Responsiveness, Transparency and Teamwork.

Prepared in consultation with the Mayor and members of the Assembly, the following reflects the leadership, management style and personal characteristics of the ideal candidate:

- A passion for public service and a commitment to leading highly experienced and competent staff committed to outstanding service delivery with a customer focus.
- Highly developed financial management, analytical and budgetary skills.
- The capacity to develop and implement alternative and innovate service delivery mechanisms to stretch available resources, based on informed, data-driven recommendations.
- An interest in and support of innovation and technology.
- An approachable, outgoing, open and participatory management style, with the ability to engage the public in a professional and accessible manner.
- High personal energy and a positive approach.
- Outstanding personal integrity, leadership and management skills.



## POSITION AND CANDIDATE PROFILE *(CONTINUED)*

- The ability to work with and communicate effectively with all levels of the organization and all elements of the community on a straightforward and equitable basis, with sensitivity to the organizational and community cultures. The ideal candidate will understand and appreciate the variety of cultures within the Mat-Su Borough and be comfortable and flexible in dealing with residents and visitors.
- The ability to anticipate problems, identify alternative courses of action, prepare proactive recommendations, and to defend and support those recommendations.
- The ability to be an effective and articulate advocate for the Borough's interests in discussions and negotiations.
- The willingness to accept personal accountability, with the ability to effectively delegate authority and responsibility while maintaining appropriate levels of operational control.
- The ability to maintain effective working relationships with the department directors and other Borough employees while maintaining a high level of accountability and productivity. The Borough Manager must be committed to organizational development and growth.
- A willingness to maintain a high degree of visibility in the community, both on and off the job. The successful candidate must have the desire to enter a long-term relationship with the Borough and the community.

### **Other required personal characteristics include:**

- A visionary approach to the Borough's future.
- An understanding of the political process while avoiding personal involvement in political issues.
- Initiative, resourcefulness, creativity and problem-solving ability.
- Outstanding interpersonal and "people" skills.
- Outstanding written, oral, and presentation communication skills.
- Personal and professional integrity demonstrated in both the candidate's public and private life.



## QUALIFICATIONS AND EXPERIENCE

The successful candidate will hold a bachelor's degree in business or public administration or a related field from an accredited college or university, with a graduate degree in a related field preferred, but not required. A minimum of ten years senior managerial service in a municipality, county, or the equivalent is desired. The ideal candidate will have experience working with a population base of at least 75,000, an employee base of 300, and budget responsibility in excess of \$250 million or more.

Candidates with service as a city/county manager, assistant/deputy city/county manager in an equivalent or larger governmental organization or service as a department head in a large, complex governmental organization also will be considered. Candidates with private sector or nonprofit experience in complex organizations with challenges like those of the Matanuska-Susitna Borough may be considered on a case-by-case basis.

The candidate's background and experience should include a proven track record of managing a full-service city or county, preferably in a similar environment and in a community undergoing substantial redevelopment and revitalization pressure. The Assembly is open to candidates from any region of the nation with experience relevant to the Matanuska-Susitna Borough, with a focus on candidates from growing and involved communities. The Borough Assembly may consider substitutions of successful, related work experience for education on a case-by-case basis.



## COMPENSATION

A highly competitive starting salary based on the successful candidate's qualifications and experience will be offered. The salary range is \$170,000 to \$210,900 DOE. The Borough offers a superior benefits package, including relocation assistance; medical, dental, vision, and life insurances; participation in the Alaska Public Employee Retirement System; a deferred compensation plan; a generous paid day off program; and 11 paid holidays each year.



## APPLICATION AND SELECTION PROCESS

Qualified candidates please submit your cover letter and resume online by visiting our website at:

<https://bakertilly.recruitmenthome.com/postings/2650>

This position is open until filled; first review of resumes occurs on August 10, 2020. Following this date, applications will be screened against criteria outlined in this brochure. Applicants selected as finalists for this position will be subject to a criminal history, credit, driver's license, educational credentials, and personal background check prior to interviews. The final candidate will be required to successfully complete a pre-employment drug screen. The Borough Manager is required to establish residency in the Mat-Su Borough within six months of employment.

For more information about this position, please contact:

**Chuck Rohre**

**[Chuck.Rohre@BakerTilly.com](mailto:Chuck.Rohre@BakerTilly.com)**

**214-608-7477**

**The Matanuska-Susitna Borough is an equal opportunity employer and values diversity at all levels of its workforce.**

While Baker Tilly and the Matanuska-Susitna Borough will endeavor to maintain confidentiality, a candidate's application will be subject to public release.

Photos Credited to MSB Public Affairs & Stefan Hinman



2500 Dallas Parkway, Suite 300 | Plano, TX 75093 | 972-481-1950

<https://bakertilly.recruitmenthome.com/>

