

Introduced by: Bagley at the request of the  
 Borough Clerk  
 Date: 10/13/15  
 Action: Adopted  
 Vote: 9 Yes, 0 No, 0 Absent

**KENAI PENINSULA BOROUGH  
 RESOLUTION 2015-043**

**A RESOLUTION CERTIFYING THE RESULTS OF THE  
 OCTOBER 6, 2015 REGULAR BOROUGH ELECTION**

**WHEREAS**, the Canvass Board of the Kenai Peninsula Borough met on October 13, 2015, and tallied the votes of Questioned, Absentee, and Special Needs ballots and the ballots cast by voters in the by-mail precincts; and

**WHEREAS**, together with votes counted on election night; and

**WHEREAS**, the precinct tallies as recorded by the Canvass Board are as follows:

**ASSEMBLY DISTRICT 1**  
 (3-year term)  
**KNOPP, Gary A. ....269**  
**WARTINBEE, David C. ....265**  
**WOLF, Kelly J. ....180**  
**DAVIS, Robin ....172**  
 Write-Ins .....3

**ASSEMBLY DISTRICT 6**  
 (3-year term)  
**HOLMDAHL, Brandii D. ....402**  
**CARPENTER, Kenn J. ....346**  
 Write-Ins .....3

**ASSEMBLY DISTRICT 9**  
 (3-year term)  
**DUNNE, Willy .....595**  
**SLAUGHTER, Dawson R. ....417**  
 Write-Ins .....5

**BOARD OF EDUCATION DISTRICT 2**  
 (3-year term)  
**NAVARRE, Tim .....628**  
 Write-Ins .....70

**BOARD OF EDUCATION DISTRICT 5**  
 (3-year term)  
**ANDERSON, Marty T. ....612**  
 Write-Ins .....28

**BOARD OF EDUCATION DISTRICT 8**  
 (3-year term)  
**DOWNING, Elizabeth "Liz" .....1087**  
 Write-Ins .....17

**ANCHOR POINT FIRE AND  
 EMERGENCY SERVICE AREA BOARD**  
 (Seat A, 2-year term)  
**PROCTOR, Roberta J. "Robin" .....410**  
 Write-Ins .....14

**CENTRAL KENAI PENINSULA  
 HOSPITAL SERVICE AREA BOARD**  
 (Seat A, 2-year term)  
**KIBLING, Catherine T. "Cathy" .....3764**  
 Write-Ins .....118

**CENTRAL KENAI PENINSULA  
 HOSPITAL SERVICE AREA BOARD**  
 (Seat D, 3-year term)  
**MADISON, Will .....3751**  
 Write-Ins .....90

CENTRAL KENAI PENINSULA  
HOSPITAL SERVICE AREA BOARD  
(Seat E, 3-year term)  
**NELSON, Marion K.**.....3971  
Write-Ins .....92

JOINT OPERATIONS BOARD FOR  
CENTRAL PENINSULA MEDICAL  
SERVICE AREA AND CENTRAL  
EMERGENCY SERVICE AREA  
(Seat C, 3-year term)  
**KAPP, Ryan S.** .....2515  
Write-Ins .....52

JOINT OPERATIONS BOARD FOR  
CENTRAL PENINSULA MEDICAL  
SERVICE AREA AND CENTRAL  
EMERGENCY SERVICE AREA  
(Seat D, 3-year term)  
**CHAMBERS, James E. "Jim"** .....2333  
Write-Ins .....54

KACHEMAK EMERGENCY  
SERVICE AREA BOARD  
(Seat B, 3-year term)  
**BACHRACH, David**.....400  
Write-Ins .....4

NIKISKI FIRE SERVICE AREA BOARD  
(Seat E, 2-year term)  
**ARNESS, Joe**.....757  
Write-Ins .....36

NIKISKI FIRE SERVICE AREA BOARD  
(Seat F, 3-year term)  
**GERHAUSER, Stanley** .....700  
Write-Ins .....22

NIKISKI FIRE SERVICE AREA BOARD  
(Seat G, 3-year term)  
**OLIVA, Jr. Louis F.** .....754  
Write-Ins .....24

NIKISKI LAW ENFORCEMENT  
SERVICE AREA BOARD  
(Seat A, 3-year term)  
**CARPENTER, Ben**.....612  
Write-Ins .....89

NIKISKI LAW ENFORCEMENT  
SERVICE AREA BOARD  
(Seat B, 2-year term)  
**DOOLEY-KROGSENG, Ann E.** .....346  
Write-Ins .....294

NIKISKI LAW ENFORCEMENT  
SERVICE AREA BOARD  
(Seat C, 1-year term)  
**NASH, Phil** .....636  
Write-Ins .....65

NIKISKI LAW ENFORCEMENT  
SERVICE AREA BOARD  
(Seat D, 3-year term)  
**OLSON, Norman** .....586  
Write-Ins .....82

NIKISKI LAW ENFORCEMENT  
SERVICE AREA BOARD  
(Seat E, 2-year term)  
**WHITING, Nancy L.**.....587  
Write-Ins .....71

NIKISKI SENIOR SERVICE AREA  
BOARD  
(Seat A, 3-year term)  
**SOLMONSON, Lois J.**.....600  
Write-Ins .....24

NORTH PENINSULA RECREATION  
SERVICE AREA BOARD  
(Seat C, 3-year term)  
**MARTINEZ, Felix J.**.....756  
Write-Ins .....26

NORTH PENINSULA RECREATION  
SERVICE AREA BOARD  
(Seat D, 3-year term)  
**JOHNSON, Timothy G.** .....711  
Write-Ins .....22

SEWARD/BEAR CREEK FLOOD  
SERVICE AREA BOARD  
(Seat B, 3-year term)  
**REISNER, Robert S. "Bob" .....431**  
Write-Ins .....9

SEWARD/BEAR CREEK FLOOD  
SERVICE AREA BOARD  
(Seat E, 3-year term)  
**STAUFFER, Randy .....433**  
Write-Ins .....9

SEWARD/BEAR CREEK FLOOD  
SERVICE AREA BOARD  
(Seat G, 1-year term)  
**GANSER, Mark .....467**  
Write-Ins .....7

SOUTH KENAI PENINSULA HOSPITAL  
SERVICE AREA BOARD  
(Seat A, 3-year term)  
**LENEW, Jacqueline M. "Jacque" .....1794**  
Write-Ins .....19

SOUTH KENAI PENINSULA HOSPITAL  
SERVICE AREA BOARD  
(Seat B, 3-year term)  
**BAKER, Keri-Ann C.....1801**  
Write-Ins .....22

SOUTH KENAI PENINSULA HOSPITAL  
SERVICE AREA BOARD  
(Seat C, 3-year term)  
**JACKINSKY, Sara L. ....1906**  
Write-Ins .....35

PROPOSITION NO. 1  
REPEAL OF ORDINANCE 2008-28  
**YES .....5186**  
NO .....3755

PROPOSITION NO. 2  
ESTABLISHING THE NIKISKI LAW  
ENFORCEMENT SERVICE AREA  
**NO .....576**  
YES.....454

PROPOSITION NO. 3  
EXPANDING THE BOUNDARIES OF  
THE ANCHOR POINT FIRE AND  
EMERGENCY MEDICAL SERVICE  
AREA TO INCLUDE A PORTION OF  
COOK INLET  
**YES .....337**  
NO .....150

PROPOSITION NO. 4  
CENTRAL EMERGENCY SERVICE  
AREA BONDS  
**YES .....1916**  
NO .....1377

**NOW, THEREFORE, BE IT RESOLVED BY THE ASSEMBLY OF THE KENAI PENINSULA BOROUGH:**

**SECTION 1.** That in Assembly District 1, Gary A. Knopp was elected to a 3-year term, having received the greatest number of votes cast.

**SECTION 2.** That in Assembly District 6, Brandii D. Holmdahl was elected to a 3-year term, having received the greatest number of votes cast.

**SECTION 3.** That in Assembly District 9, Willy Dunne was elected to a 3-year term, having received the greatest number of votes cast.

**SECTION 4.** That in Board of Education District 2, Tim Navarre was elected to a 3-year term, having received the greatest number of votes cast.

**SECTION 5.** That in Board of Education District 5, Marty T. Anderson was elected to a 3-year term, having received the greatest number of votes cast.

**SECTION 6.** That in Board of Education District 8, Elizabeth “Liz” Downing was elected to a 3-year term, having received the greatest number of votes cast.

**SECTION 7.** That in the Anchor Point Fire and Emergency Service Area, Roberta J. “Robin” Proctor was elected to Seat A for a 2-year term, having received the greatest number of votes cast.

**SECTION 8.** That in the Central Kenai Peninsula Hospital Service Area, the following were elected, having received the greatest number of votes cast:

Seat A – Catherine T. “Cathy” Kibling for a 2-year term

Seat D – Will Madison for a 3-year term

Seat E – Marion K. Nelson for a 3-year term

**SECTION 9.** That in the Joint Operations Board for Central Emergency Services and Central Peninsula Emergency Medical Services, the following were elected, having received the greatest number of votes cast:

Seat C – Ryan S. Kapp for a 3-year term

Seat D – James E. “Jim” Chambers for a 3-year term

**SECTION 10.** That in the Kachemak Emergency Service Area, David Bachrach was elected to Seat B for a 3-year term, having received the greatest number of votes cast.

**SECTION 11.** That in the Nikiski Fire Service Area, the following were elected, having received the greatest number of votes cast:

Seat E – Joe Arness for a 2-year term

Seat F – Stanley Gerhauser for a 3-year term

Seat G – Louis F. Oliva, Jr. for a 3-year term

**SECTION 12.** That in the Proposed Nikiski Law Enforcement Service Area, the following received the greatest number of votes cast:

Seat A – Ben Carpenter for a 3-year term

Seat B – Ann E. Dooley-Krogseng for a 2-year term

Seat C – Phil Nash for a 1-year term

Seat D – Norman Olson for a 3-year term

Seat E – Nancy L. Whiting for a 2-year term

Because KPB Proposition No. 2 was defeated, as provided for in Section 18, these candidates will not be seated.

**SECTION 13.** That in the Nikiski Senior Service Area, Lois J. Solmonson was elected to Seat A for a 3-year term, having received the greatest number of votes cast.

**SECTION 14.** That in the North Peninsula Recreation Service Area, the following were elected, having received the greatest number of votes cast:

Seat C – Felix J. Martinez for a 3-year term  
Seat D – Timothy G. Johnson for a 3-year term

**SECTION 15.** That in the Seward/Bear Creek Flood Service Area, the following were elected, having received the greatest number of votes cast:

Seat B – Robert S. “Bob” Reisner for a 3-year term  
Seat E – Randy Stauffer for a 3-year term  
Seat G – Mark Ganser for a 1-year term

**SECTION 16.** That in the South Kenai Peninsula Hospital Service Area, the following were elected, having received the greatest number of votes cast:

Seat A – Jacqueline M. “Jacque” Lenew for a 3-year term  
Seat B – Keri-Ann C. Baker for a 3-year term  
Seat C – Sara L. Jackinsky for a 3-year term

**SECTION 17.** That Proposition No. 1, Repeal of Ordinance 2008-28, was ratified by the voters of the borough.

**SECTION 18.** That Proposition No. 2, Establishing the Nikiski Law Enforcement Service Area, was defeated by the voters of the borough.

**SECTION 19.** That Proposition No. 3, Expanding the Boundaries of the Anchor Point Fire and Emergency Medical Service Area to Include a Portion of Cook Inlet, was ratified by the voters of the borough.

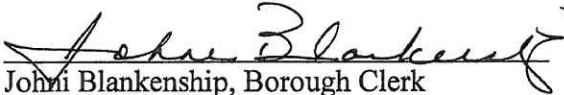
**SECTION 20.** That Proposition No. 4, Authorizing the issuance of up to \$4,400,000 in general obligation bonds for the purchase of emergency response vehicles in the Central Emergency Service Area, was ratified by the voters of the service area.

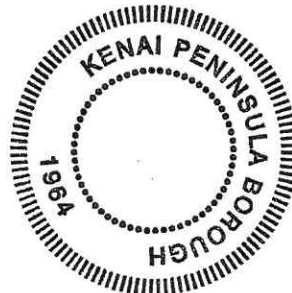
**SECTION 21.** That this resolution takes effect immediately upon its adoption.

**ADOPTED BY THE ASSEMBLY OF THE KENAI PENINSULA BOROUGH THIS 13TH DAY OF OCTOBER, 2015.**

  
\_\_\_\_\_  
Dale Bagley, Assembly President

ATTEST:

  
John Blankenship, Borough Clerk



Yes: Cooper, Haggerty, Gilman, Johnson, McClure, Ogle, Welles, Wolf, Bagley  
No: None  
Absent: None

# Alaska

**Alaska LNG Project**  
3201 C Street, Suite 506  
Anchorage, AK 99503

Docket No. PF14-21-000

January 4, 2017

James Martin, Branch Chief  
Federal Energy Regulatory Commission  
888 First St. NE, Room 61-25  
Washington, D.C. 20426

**Re: Alaska LNG Project Applicants**

Dear Mr. Martin:

The Alaska Gasline Development Corporation ("AGDC"), BP Alaska LNG LLC ("BPALL"), ConocoPhillips Alaska LNG Company ("CALC"), ExxonMobil Alaska LNG LLC ("EMALL"), and TransCanada Alaska Midstream LLP ("TCAM") as the "Applicants" initiated and progressed the pre-filing process for an Alaska Liquefied Natural Gas Project (Project or Alaska LNG Project). By letter of March 2, 2016, AGDC notified the Commission that AGDC had acquired TCAM and that the Applicants would be AGDC, BPALL, CALC and EMALL. The purpose of this letter is to describe further changes in the composition of the Applicants.

The Applicants have filed with the Commission second drafts of Resource Reports 1 through 10 (filed in June and July 2016), a second draft of Resource Report 11 (filed in September 2016) and draft Resource Report 13 (also filed in September 2016).

The BPALL, CALC and EMALL have now decided to withdraw as Applicants under Docket No. PF14-21-000 effective January 1, 2017. Accordingly, the Applicant for Docket No. PF14-21-000 is now AGDC and AGDC has entered into an agreement with ERM (formerly NRG) to support AGDC's work under Docket No. PF14-21-000.


The new contact details for the Applicant are as follows:

Alaska Gasline Development Corporation  
Frank Richards  
Vice President  
Alaska Gasline Development Corporation  
3201 C Street, Suite 200, Anchorage, Alaska 99503  
907-330-6352  
frichards@agdc.us

EHXIBIT S

AGDC's domain address is [www.agdc.us](http://www.agdc.us).

Sincerely,



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Keith Meyer  
President - AGDC



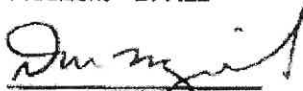
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Steve Bull  
Vice-President - EMALL



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David Van Tuyt  
President - BPALL



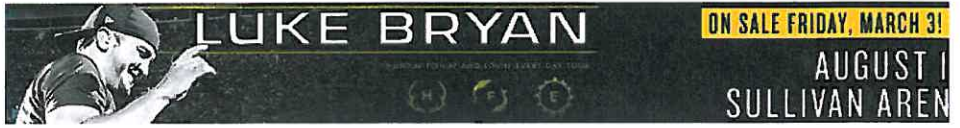
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Darren Mezmarich  
President - CALC

cc: Jennifer Lee (NRG)  
P. S. Metcalf (Alaska LNG Project Team)



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# Persily: LNG Project Unlikely To Move To Valdez

ON AIR NOW - KSRM 920 AM

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by [Catie Quinn](#), March 2, 2017

While there has been a renewed effort from the City of Valdez to move the AK LNG Project terminus from Nikiski to their region, Kenai Peninsula officials – and the Governor – say there's no official plan to change the pipeline's route.

Officials from Valdez submitted a 210-page request to the Federal Energy Regulatory Commission to reconsider Valdez for the project's export terminal.

Kenai Peninsula Borough Chief of Staff Larry Persily says the Governor confirmed last month that Nikiski is still the state's preferred port...

0:00

0:00

*Persily: "Just because the City of Valdez wants it there and the Fairbanks Borough wants the pipeline to go through their taxing jurisdiction doesn't change the economics or the environmental considerations. The Governor has said he supports Nikiski, the President of AGDC told legislators yesterday that he supports Nikiski as the preferred site, so this is a process you've got to go through in an environmental review for federal approval, but it's nothing new and I don't think it's going to change the outcome."*

Alaska Gasline Development Corporation President Keith Meyer says a change to Valdez would delay the project by years.

CATEGORIES: [NEWS](#)

ABOUT AUTHOR

**Catie Quinn**

KSRM News Director - [catiequinn@radiokenai.com](mailto:catiequinn@radiokenai.com)

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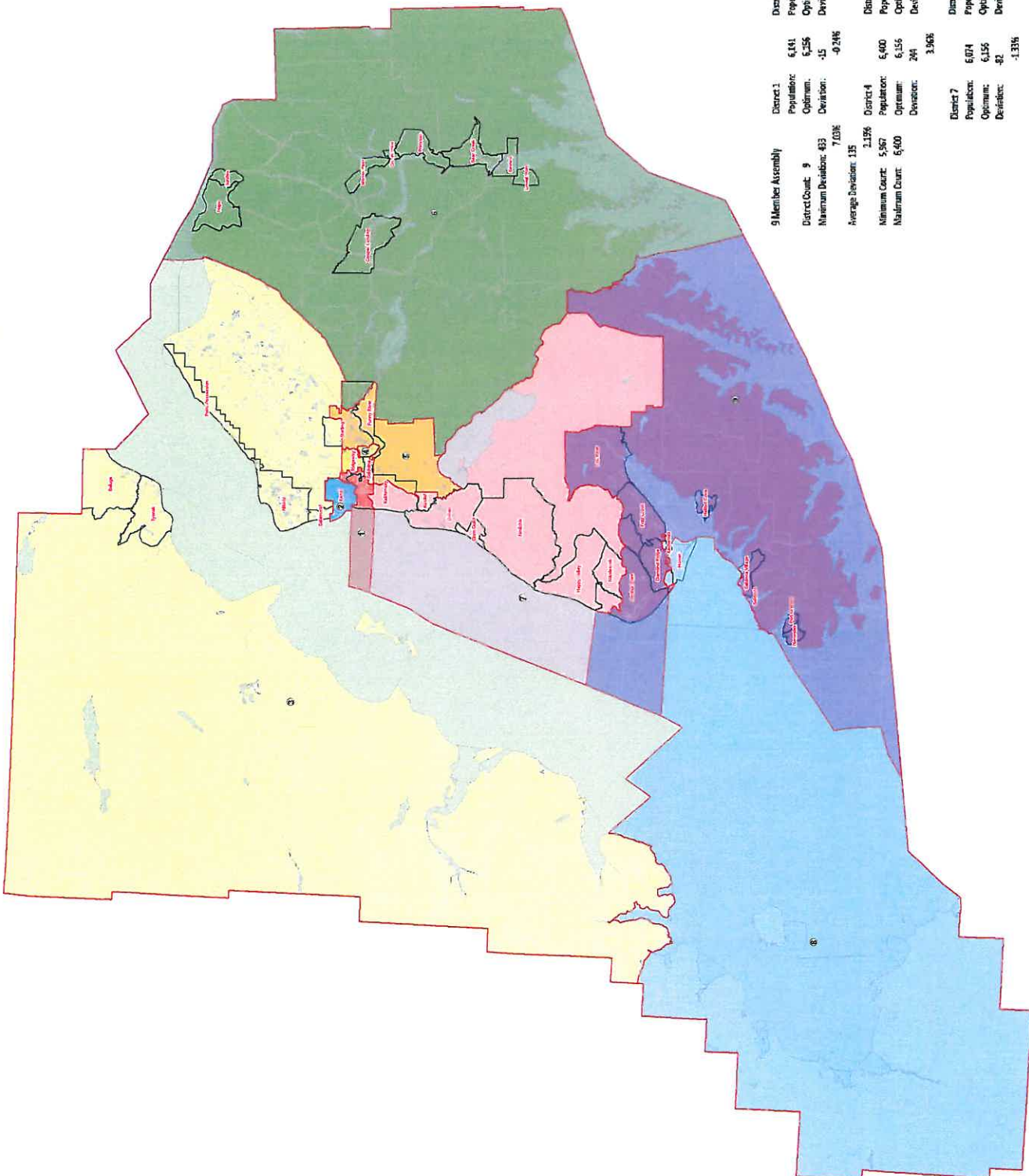


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District	Population	Optimum	Deviation
District 1	6,101	6,256	-155
District 2	6,256	6,156	100
District 3	6,156	6,256	-100
District 4	6,400	6,256	144
District 5	6,156	6,256	-100
District 6	6,156	6,256	-100
District 7	6,074	6,156	-82
District 8	6,156	6,156	0
District 9	6,156	6,156	0

District	Population	Optimum	Deviation
District 1	6,101	6,256	-155
District 2	6,256	6,156	100
District 3	6,156	6,256	-100
District 4	6,400	6,256	144
District 5	6,156	6,256	-100
District 6	6,156	6,256	-100
District 7	6,074	6,156	-82
District 8	6,156	6,156	0
District 9	6,156	6,156	0



## Proposed 9 Member Assembly



Printed on June 2, 2011

The information depicted herein is for informational purposes only and does not constitute an official map. The Kansas Revenue Bureau is not responsible for any errors on this map.

\*TAF= Tax Authority Fund

2016 MILL RATE

\*TAG = Tax Authority Group

TAX YEAR 2016 - FY 2017

TAF	TAG
<b>10 SELDOVIA</b>	
10 Seldovia	7.50
11 Seldovia RSA	0.75
50 Borough	4.50
	<b>12.75</b>

TAF	TAG
<b>11 SELDOVIA RSA</b>	
11 Seldovia RSA	0.75
50 Borough	4.50
67 Road Maint.	1.40
	<b>6.65</b>

TAF	TAG
<b>20 HOMER</b>	
20 Homer	4.50
50 Borough	4.50
52 So. Hospital	2.30
	<b>11.30</b>

TAF	TAG
<b>21 HOMER ODLA</b>	
20 Homer	4.50
21 Homer ODLA	9.9625
50 Borough	4.50
52 So. Hospital	2.30
	<b>21.2625</b>

TAF	TAG
<b>30 KENAI</b>	
30 Kenai	4.35
50 Borough	4.50
51 Cent. Hosp.	0.01
	<b>8.86</b>

TAF	TAG
<b>40 SEWARD</b>	
40 Seward	3.12
43 Sew/Bear Cr. Flood	0.75
50 Borough	4.50
	<b>8.37</b>

TAF	TAG
<b>41 SEWARD SPECIAL</b>	
41 Seward Special	3.12
43 Sew/Bear Cr. Flood	0.75
50 Borough	4.50
	<b>8.37</b>

TAF	TAG
<b>43 SEWARD-BEAR CREEK FLOOD SA</b>	
43 Sew/Bear Cr Flood	0.75
50 Borough	4.50
67 Road Maint.	1.40
	<b>6.65</b>

TAF	TAG
<b>52 SOUTH HOSPITAL</b>	
52 So. Hospital	2.30
50 Borough	4.50
	<b>6.80</b>

TAF	TAG
<b>53 NIKISKI FIRE</b>	
53 Nikiski Fire	2.80
50 Borough	4.50
51 Cent. Hosp.	0.01
54 No. Pen Rec.	1.00
67 Road Maint.	1.40
	<b>9.71</b>

TAF	TAG
<b>54 N. PENINSULA RECREATION</b>	
54 No.Pen.Rec.	1.00
50 Borough	4.50
51 Cent. Hosp.	0.01
58 Cen.Emer.Ser.	2.72
67 Road Maint.	1.40
	<b>9.63</b>

TAF	TAG
<b>55 NIKISKI SENIOR</b>	
55 Nikiski Sen.	0.20
50 Borough	4.50
51 Cent. Hosp.	0.01
53 Nikiski Fire	2.80
54 No. Pen Rec.	1.00
67 Road Maint	1.40
	<b>9.91</b>

TAF	TAG
<b>57 BEAR CREEK FIRE</b>	
57 Bear Creek Fire	3.25
43 Sew/Bear Cr. Flood	0.75
50 Borough	4.50
67 Road Maint.	1.40
	<b>9.90</b>

TAF	TAG
<b>58 CENTRAL EMERGENCY SERVICES</b>	
58 Cen. Emer.Ser.	2.72
50 Borough	4.50
51 Cent. Hosp.	0.01
67 Road Maint.	1.40
	<b>8.63</b>

TAF	TAG
<b>61 CENTRAL HOSPITAL WEST</b>	
50 Borough	4.50
51 Cent. Hosp.	0.01
67 Road Maint.	1.40
	<b>5.91</b>

TAF	TAG
<b>63 CENTRAL HOSPITAL EAST</b>	
50 Borough	4.50
51 Cent. Hosp.	0.01
64 Cent. Pen. EMS	1.00
67 Road Maint.	1.40
	<b>6.91</b>

TAF	TAG
<b>64 CENTRAL PEN. EMERGENCY MEDICAL</b>	
64 Cent Pen. EMS	1.00
50 Borough	4.50
52 South Hosp.	2.30
67 Road Maint.	1.40
	<b>9.20</b>

TAF	TAG
<b>65 SOUTH HOSPITAL/ROADS</b>	
50 Borough	4.50
52 South Hosp.	2.30
67 Road Maint.	1.40
	<b>8.20</b>

TAF	TAG
<b>67 KPB ROAD MAINTENANCE</b>	
50 Borough	4.50
67 Road Maint.	1.40
	<b>5.90</b>

TAF	TAG
<b>68 ANCHOR POINT FIRE/EMERGENCY</b>	
68 Fire/Emergency	2.75
50 Borough	4.50
52 South Hosp.	2.30
67 Road Maint.	1.40
	<b>10.95</b>

TAF	TAG
<b>70 SOLDOTNA</b>	
70 Soldotna	0.50
50 Borough	4.50
51 Cent. Hosp.	0.01
58 Cent. Emer. Ser.	2.72
	<b>7.73</b>

TAF	TAG
<b>80 KACHEMAK*</b>	
80 Kachemak	1.00
50 Borough	4.50
52 South Hosp.	2.30
	<b>7.80</b>

TAF	TAG
<b>81 KACHEMAK EMERGENCY SERV.</b>	
81 Kachemak EMS	2.60
50 Borough	4.50
52 South Hosp.	2.30
67 Road Maint.	1.40
	<b>10.80</b>

50K Borough TAF's and Homer 20K All other City TAF mills do not apply

EMS VOLUNTEER 10,000 EXEMPTION ALL BOROUGH TAF's HOMER (20) & SEWARD (40)

\*Kachemak City TAG 80-No tax on personal property/boats/aircraft

100,000 PERSONAL EXEMPTION ALL BOROUGH TAF's HOMER (20) & SOLDOTNA (70)

AIRCRAFT TAX: FLAT TAX FOR ALL BOROUGH TAF'S, SELDOVIA (10) & SOLDOTNA (70) Borough Flat Portion + City Flat Portion TAG'S 20,40 & 41 Full value X TAF Millrate Plus (+) Borough Flat Portion

BOAT TAX: FLAT TAX FOR ALL BOROUGH TAF'S HOMER(20),SOLDOTNA(70),SELDOVIA(10) Borough Flat Portion + City Flat Portion TAG'S 40 & 41 (Seward ) Full value X TAF Millrate PLUS (+) Borough Flat Portion TAG 30 Class 1 & 2 Exempt and Class 3-7 Full value X TAF Millrate PLUS (+) Borough Flat Portion

Senior Exemptions: Borough 300,000 exempt unless Variable

\*TAF= Tax Authority Fund \*TAG = Tax Authority Group

**BUSINESS DAY**

# A Georgia Town Takes the People's Business Private

By DAVID SEGAL JUNE 23, 2012

SANDY SPRINGS, Ga.

IF your image of a city hall involves a venerable building, some Roman pillars and lots of public employees, the version offered by this Atlanta suburb of 94,000 residents is a bit of a shocker.

The entire operation is housed in a generic, one-story industrial park, along with a restaurant and a gym. And though the place has a large staff, none are on the public payroll. O.K., seven are, including the city manager. But unless you chance into one of them, the people you meet here work for private companies through a variety of contracts.

Applying for a business license? Speak to a woman with Severn Trent, a multinational company based in Coventry, England. Want to build a new deck on your house? Chat with an employee of the Collaborative, a consulting firm based in Boston. Need a word with people who oversee trash collection? That would be the URS Corporation, based in San Francisco.

Even the city's court, which is in session on this May afternoon, next to the revenue division, is handled by a private company, the Jacobs Engineering Group of

Pasadena, Calif. The company's staff is in charge of all administrative work, though the judge, Lawrence Young, is essentially a legal temp, paid a flat rate of \$100 an hour.

"I think of it as being a baby judge," says Mr. Young, who spends most of his time drafting trusts as a lawyer in a private practice, "because we don't have to deal with the terrible things that you find in Superior Court."

With public employee unions under attack in states like Wisconsin, and with cities across the country looking to trim budgets, behold a town built almost entirely on a series of public-private partnerships — a system that leaders around here refer to, simply, as "the model."

Cities have dabbled for years with privatization, but few have taken the idea as far as Sandy Springs. Since the day it incorporated, Dec. 1, 2005, it has handed off to private enterprise just about every service that can be evaluated through metrics and inked into a contract.

To grasp how unusual this is, consider what Sandy Springs does *not* have. It does not have a fleet of vehicles for road repair, or a yard where the fleet is parked. It does not have long-term debt. It has no pension obligations. It does not have a city hall, for that matter, if your idea of a city hall is a building owned by the city. Sandy Springs rents.

The town *does* have a conventional police force and fire department, in part because the insurance premiums for a private company providing those services were deemed prohibitively high. But its 911 dispatch center is operated by a private company, iXP, with headquarters in Cranbury, N.J.

"When it comes to public safety, outsourcing has always been viewed with a kind of suspicion," says Joseph Estey, who manages the Sandy Springs 911 service in a hushed gray room a few miles from city hall. "What I think really tipped the balance here is that they were outsourcing just about everything else."

Does the Sandy Springs approach work? It does for Sandy Springs, says the city manager, John F. McDonough, who points not only to the town's healthy balance

sheet but also to high marks from residents on surveys about quality of life and quality of government services.

But that doesn't mean "the model" can be easily exported — Sandy Springs has the built-in advantage that comes from wealth — or that its widespread adoption would enhance the commonweal. Critics contend that the town is a white-flight suburb that has essentially seceded from Fulton County, a 70-mile-long stretch that includes many poor and largely African-American areas, most of them in Atlanta and points south.

The prospect of more Sandy Springs-style incorporations concerns people like Evan McKenzie, author of "Privatopia: Homeowner Associations and the Rise of Residential Private Government." He worries that rich enclaves may decide to become gated communities writ large, walling themselves off from areas that are economically distressed.

"You could get into a 'two Americas' scenario here," he says. "If we allow the more affluent to institutionally isolate themselves, then the poor are supposed to do — what? They're supposed to have all the poverty and all the social problems and deal with them?"

The champions of Sandy Springs counter that they still send plenty of tax dollars to the county and that race had nothing to do with the decision to incorporate. (The town's minority population is now 30 percent and growing, they note.) Leaders here say they had simply grown tired of the municipal service offered by Fulton County.

"We make no apologies for being more affluent than other parts of the metro area," says Eva Galambos, the mayor of Sandy Springs. And what does she make of the attitude of the town's detractors? "Pure envy," she says.

NOTHING about Sandy Springs hints that it is one of the country's purest examples of a contract city. Even those city hall employees betray no sign that they work for a jumble of corporations. Drive around and you'll see a nondescript upscale suburb, where the most notable features are traffic lights that seem to take five minutes to turn green. There is no downtown, or at least anything that looks like a

main street. Instead, there are strip malls with plenty of usual-suspect franchises — although one strip mall, oddly enough, includes a small museum that tells the story of Anne Frank.

The town is home to offices of United Parcel Service, Hardee's and other corporations, and it also serves as a bedroom community for Atlanta. Residents include Herman Cain, members of the Atlanta Braves and the Atlanta Falcons, and executives at Delta Air Lines, CNN and other companies. This is also home to the rapper and producer Akon, whose opulent tastes were featured in an episode of "Cribs" on MTV.

"A few years ago, I got a call from his head of security," says Kenneth DeSimone, the deputy chief of police, who is giving a tour of the town one May afternoon. It turned out that somebody had stolen a pistol and a laptop from Akon's home.

"He seemed really focused on the laptop and I was looking around this guy's house thinking, 'What is the big deal with this laptop? He can afford another one.' Turns out, there was a bunch of new Lady Gaga demos on it. Worth millions."

That crime was solved when an informant helped lead the police to some young people who, Mr. DeSimone said, had no idea whose home they had entered and what was stored on the computer.

The car driven by Mr. DeSimone says "Sandy Springs" on the side, which is one reason that this town can't claim to be the most outsourced city in the United States. That distinction probably belongs to Maywood, Calif., eight miles southeast of Los Angeles, which in 2010 fired all but one employee, its city manager. Maywood is now operated, from top to bottom, through contracts. The police officers are members of the Los Angeles County Sheriff's Department, paid a combined \$3.5 million a year to patrol the streets, according to Felipe Aguirre, a council member.

But Maywood was pushed to extreme measures after it flirted with bankruptcy and lost insurance coverage for its public work force. Sandy Springs went the public-private partnership route by choice, and it evangelizes about its success.

Few have more zeal than Oliver W. Porter, a founding father and architect in chief.

With his gray beard and thick gray hair, Mr. Porter is a beatnik version of John Updike with a Southern drawl and a pipe. He is sitting one morning in a tiny room in his basement, which has a small desk, a chair and a psychiatrist's couch. A parachute is spread out along the ceiling, like a canopy, and a mural of an ancient Roman landscape — Mr. Porter's handiwork — adorns one wall.

This unassuming nook is where every element of Sandy Springs was conceived and designed. With the title of interim city manager, Mr. Porter drafted requests for proposals and fielded calls here, often from people who imagined him in charge of a small battalion of employees.

“One day a lady called and said: ‘Oh, Mr. Porter, I didn't mean to interrupt you. May I speak to your staff?’ ” he recalls. Reliving the moment, he picks up the phone, puts it to one ear and then switches to the other.

“Staff speaking,” he told the caller, in a slightly deeper voice.

Mr. Porter, a retired AT&T engineer, was an advocate of the town when it was a hopeless cause, during the many years when Democrats blocked efforts to let a largely Republican and white suburb cleave itself from Fulton County. One Democratic legislator vowed that Sandy Springs would incorporate “when pigs fly,” a phrase that Mayor Galambos has since adopted as the name of her blog.

After an election in 2004, both houses of Georgia's legislature were controlled by Republicans for the first time since Reconstruction.

“It was like a dog that's been chasing a train for years and finally catches it,” Mr. Porter says. “The question was, What do I do with it now?”

As a fan of Ronald Reagan and the economist Friedrich Hayek, Mr. Porter came naturally to the notion that Sandy Springs could push “the model” to its nth degree. His philosophical inclinations were formed by a life spent in private enterprise, and cemented by a visit to Weston, Fla., a town that had begun as a series of gated communities.



Mr. Porter tells this and other stories in “Creating the New City of Sandy Springs,” a book that will leave readers with one indelible lesson: incorporating a city is dull. Superduper dull. The book is composed mostly of the codicils, requests for proposals and definitions of duties that were required to jolt Sandy Springs to life. Without a love of minutiae and a very long attention span, forget it. But this is intended as a blueprint, not a gripping narrative. Mr. Porter regards the success of Sandy Springs as a way out of the financial morass that has engulfed so many cities in the aftermath of the Great Recession.

“Many are on the verge of bankruptcy,” Mr. Porter says. “They have significant unfunded liabilities, like pensions and other benefits. It’s almost like a poison that a lot of people are unaware of, and this model could be an answer.”

HOVERING around the debate about privatization is a basic question: What is local government for? For years, one answer, at least implicitly, was “to provide steady jobs with good wages.” But that answer is losing its political tenability, says John D. Donahue of the John F. Kennedy School of Government at Harvard. “A lot of jobs in government are middle-class jobs that in the private sector are not middle-class jobs,” he says. “People aren’t willing to support conditions for public workers that they themselves no longer enjoy.”

In a way, what Sandy Springs and other newly incorporated towns have done harks back to a 19th-century notion of taxation, which was much less about cross-subsidies and much more about fee for service.

“It was normal from around 1830 through the end of the Civil War for cities to be run like businesses,” says Mr. McKenzie, the “Privatopia” author. “When people paid property taxes, it was to get something that benefited them directly — like butchers wanting a certain area cleaned up.”

Sandy Springs residents still send roughly \$190 million a year to Fulton County through property taxes, about half of which goes to schools, including those in Sandy Springs. But by incorporating, the town gets to keep \$90 million in taxes a year to spend as it pleases.

Has this financially hurt the rest of Fulton County? It has, says the county manager, Zachary Williams, who calculates that the incorporation of Sandy Springs, and neighboring towns that incorporated after it, cost the county about \$38 million a year. Mr. Williams described the figure as “significant,” especially given the strains imposed by the economic downturn.

“I would bet that Atlanta is top five in the country in terms of foreclosures,” he says. “I think our vacancy rate is 14 to 18 percent.”

Some Georgia politicians outside Sandy Springs regard it and other breakaway towns as “the first shot in the battle to destroy Fulton County,” as State Senator Vincent Fort, a Democrat whose district includes part of Atlanta, put it.

“What you have is the northern section of the county,” he went on, “which is mostly white, seeking to leave the rest of Fulton County, and doing so with what I think are racially tinged arguments about the corruption and inefficiency of local government.”

Town leaders say race had nothing to do with it. Mayor Galambos said, “A 94 percent vote in favor of incorporation speaks to the broad community support for self-government and a desire to have local dollars remain local.”

BUT leave aside questions of fairness and race. Many cities that have dipped a toe or two into the privatization pool, and others that have plunged in, have had awful results. Recently, the company that has a contract to manage Chicago’s parking meters sent the city a series of bills, totaling nearly \$50 million, to make up for revenue lost from people with disability parking placards and from street closings. Mayor Rahm Emanuel has refused to pay.

New York City’s comptroller released a report in late May that said that Hewlett-Packard, a major contractor in the city’s emergency dispatch service, was paid \$113 million for work considered subpar.

In Maywood, Calif., going private has driven up the cost of running the town, says Mr. Aguirre, the council member, and the quality of municipal service has gone down.

“Let’s say a tree falls on a car,” Mr. Aguirre says. “Previously, we had an employee who would deal with it. Now, you have to make an appointment and they’ll come out when they can. They’re not our people to control any more.”

Mr. McDonough, the Sandy Springs city manager, says the town has sidestepped such problems. The key, he explains, lay in the fine art of drafting contracts.

Initially, and for the first five and a half years of its life, Sandy Springs used just one company, CH2M Hill, based in Englewood, Colo., to handle every service it delivered. Mr. McDonough says CH2M saved the town millions compared with the cost of hiring a conventional public work force, but last year Sandy Springs sliced the work into pieces and solicited competitive bids.

When the competition was over, the town had spread duties to a handful of corporations and total annual outlays dropped by \$7 million. (Representatives of CH2M, which still has a call-center contract, said at the time that they were “deeply disappointed” by the results, but wished the city well, according to a local news report.)

To dissuade companies from raising prices or reducing the quality of service, the town awarded contracts to a couple of losing bidders for every winner it hired. The contracts do not come with any pay or any work — unless the winning bidder that prevailed fails to deliver. It’s a bit like the Miss America pageant anointing the runner-up as the one who will fulfill the winner’s duties if, for some reason, Miss America cannot.

“In most cases, Miss America serves her whole term,” Mr. McDonough says, warming to the analogy. “But every once in a while something happens and they don’t have to run a whole new competition.”

The privatized approach saves money, he continues, because corporations hire superior workers and give them better training. Work handled by 15 public employees can be done by 12 privately employed workers, he says: “It’s all about the caliber of employee and the customer focus that comes out of the private sector.”

During a tour of city hall, Mr. McDonough bumps into Kevin Walter, the deputy director of public works. Mr. Walker has good news. Currently, Sandy Springs pays for two people to operate two road maintenance trucks five days a week — in effect, 10 days of work every two weeks. Well, Mr. Walker has just figured out a way to reduce the number to nine days every two weeks, saving \$50,000 a year.

Does Mr. Walker, or rather his company, URS, get to keep a portion of that \$50,000?

“No,” Mr. Walker says. “But I get to keep my job. Our job is to run all these projects and programs very efficiently.”

And your contract?

“It is renewed every year,” Mr. Walker says.

“It *can* be renewed every year,” Mr. McDonough clarifies.

“It *can* be renewed every year,” says Mr. Walker, correcting himself.

Any anxiety that you will not be renewed?

“No,” Mr. Walker says. He quickly reconsiders. “A little bit,” he says. “Enough so that we do an excellent job. We know we can do an excellent job and we have faith in the city. And we know it would not be easy for them to change so we’d have to really mess up for them to change. But we’re not going to mess up.”

### ***Correction: July 1, 2012***

Because of an editing error, an article last Sunday about privatization of city services in Sandy Springs, Ga., misidentified a consulting firm that provides some of those services. It is the Collaborative of Boston, not Collaborative Consulting of Burlington, Mass. A version of this article appears in print on June 24, 2012, on Page BU1 of the New York edition with the headline: Our Town Inc.

Introduced by: Mayor  
Date: Oct. 9, 1984  
Hearing: Nov. 13, 1984  
Vote: 10 Yes, 3 No  
Action: Enacted as Amended

KENAI PENINSULA BOROUGH

ORDINANCE 84-75

AUTHORIZING THE ESTABLISHMENT OF A NON-AREAWIDE 911 EMERGENCY SERVICE COMMUNICATIONS SYSTEM.

WHEREAS, 911 emergency services communication systems are currently operating independently in three different regions of the Kenai Peninsula Borough; and

WHEREAS, the 911 systems have proven themselves to provide a most effective and speedy method for public contact with emergency for police service agencies and dispatch emergency services where ambulance and fire services areas are available; and

WHEREAS, the current grant funding for the 911 systems will run out after fiscal year 1985 and alternative funding is therefore necessary; and

WHEREAS, unification of the three current 911 systems plus expansion of 911 services to include all areas of the borough would provide a more efficient and cost effective operation; and

WHEREAS, the assembly finds that provision of 911 emergency service communications to all borough areas would be in the best interests of all borough residents;

NOW THEREFORE, BE IT ENACTED BY THE ASSEMBLY OF THE KENAI PENINSULA BOROUGH:

Section 1. That the mayor is authorized to establish an emergency communications system throughout the borough outside of the cities to provide a 911 type communications system.


Section 2. That the services of this system shall be provided to the residents of any city which relinquishes its emergency communications powers to the borough.

Section 3. That this ordinance takes effect immediately upon its enactment.

ENACTED BY THE ASSEMBLY OF THE KENAI PENINSULA BOROUGH ON THIS 22nd DAY OF January, 1985.

ATTEST:

  
Acting Borough Clerk

  
Marilyn Dimmick, Assembly President



# KENAI PENINSULA BOROUGH

BOX 850 • SOLDOTNA, ALASKA 99669  
PHONE 262-4441

STAN THOMPSON  
MAYOR

## MEMORANDUM

TO: Phil Shealy, City Manager  
City of Homer

FROM: *TRB* Thomas R. Boedeker, Borough Attorney

DATE: March 7, 1985

SUBJECT: Transfer of 911 powers to the Borough.

This memorandum is to clear up certain questions that have arisen regarding the proposed transfer of powers for operating a 911 emergency phone number system to the Borough from the cities. The proposed ordinance for the transfer speaks of a non-areawide power adopted by the Borough. Your question is whether the Borough is performing this areawide or non-areawide.

Under Title 29, the Borough has the power to establish a 911-type system without the necessity to go to the vote of the people. However, this power is only non-areawide. Non-areawide, under the statutes, means within the Borough excluding the cities. Upon the Borough's adoption and exercise of a non-areawide power, a city may transfer the same power. Upon transfer by all of the cities within the Borough, the power would become an areawide power. If the power for 911 were to be established areawide without complying with these transfer provisions, it would require a vote of all the people in the Borough to add that additional areawide power to the Borough.

The process being used in this case is the same as that used for the transfer of the solid waste collection and disposal powers from the cities to the Borough. That power was adopted as a non-areawide power by the Borough Assembly and became areawide through the transfer from the cities.

TRB:bl

cc: Rick Ross, Kenai Police Chief  
Ron Garzini, Seward City Manager  
Louis A. Bencardino, Seward Police Chief  
Duane Udland, Soldotna Police Chief  
Carl Hille, Seward City Manager  
Vicke Pugil, Mayor, Kachemak City

Suggested by: Administration

CITY OF KENAI

ORDINANCE NO. 1012-85

AN ORDINANCE OF THE COUNCIL OF THE CITY OF KENAI, ALASKA, RELINQUISHING EMERGENCY COMMUNICATION CENTER POWERS TO THE KENAI PENINSULA BOROUGH.

WHEREAS, pursuant to AS 29.48.020 (9), the Kenai Peninsula Borough has the power to provide for an emergency communications center on a non-areawide basis, and

WHEREAS, the City of Kenai, located within the Kenai Peninsula Borough may relinquish that authority and power to the Borough when it is being exercised by the Borough, and

WHEREAS, the City of Kenai wishes to relinquish that power in order to establish a unified 911 emergency number system within the Kenai Peninsula.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF KENAI, ALASKA, as follows:


Section 1: That the City of Kenai hereby transfers its municipal authority for the operation of a 911 emergency communications system to the Kenai Peninsula Borough. This transfer contemplates transfer of any authority and interest the City has in the existing 911 emergency telephone number communication system.

Section 2: That this transfer of authority shall become effective at midnight on June 30, 1985.

PASSED BY THE COUNCIL OF THE CITY OF KENAI, ALASKA, this 6th day of March, 1985.

  
TOM WAGONER, MAYOR

ATTEST:

  
Janet Whelan, City Clerk

First Reading: February 20, 1985  
Second Reading: March 6, 1985  
Effective Date: (Midnight) June 30, 1985

CITY OF HOMER  
HOMER, ALASKA

ORDINANCE 85-6

AN ORDINANCE RELINQUISHING EMERGENCY COMMUNICATION  
CENTER POWERS TO THE KENAI PENINSULA BOROUGH.

WHEREAS, pursuant to AS 29.48.020 (9), the Kenai Peninsula Borough has the power to provide for an emergency communications center on a non-areawide basis; and

WHEREAS, the City of Homer, located within the Kenai Peninsula Borough, may relinquish that authority and power to the Borough when it is being exercised by the Borough; and

WHEREAS, the City of Homer wishes to relinquish that power in order to establish a unified 911 emergency number system within the Kenai Peninsula Borough;

NOW, THEREFORE, THE CITY OF HOMER ORDAINS:

Section 1.: That the City of Homer hereby transfers its municipal authority for the operation of an 911 emergency communications system to the Kenai Peninsula Borough. This transfer contemplates transfer of any authority and interest the City has in the existing 911 emergency telephone number communication system.

Section 2.: That this transfer of authority shall become effective at midnight on June 30, 1985.

CITY OF HOMER




Wayne Kessler, Mayor

ATTEST:



Kathleen Herold, City Clerk

Reviewed and approved as to form and content.

  
Philip C. Shealy, City Manager

Date: 3/27/85

  
A. Robert Hahn, City Attorney

Date: 3/27/85



CITY OF SEWARD, ALASKA  
ORDINANCE NO. 535

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF  
SEWARD, ALASKA, RELINQUISHING EMERGENCY COMMUNICATION  
CENTER POWERS TO THE KENAI PENINSULA BOROUGH

WHEREAS, pursuant to AS 29.48.020(9), the Kenai Peninsula Borough has the power to provide for an emergency communications center on a non-areawide basis; and

WHEREAS, the City of Seward, located within the Kenai Peninsula Borough, may relinquish that authority and power to the Borough when it is being exercised by the Borough; and

WHEREAS, the City of Seward, wishes to relinquish that power in order to establish a unified 911 emergency number system within the Kenai Peninsula;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SEWARD, ALASKA, HEREBY ORDAINS that:

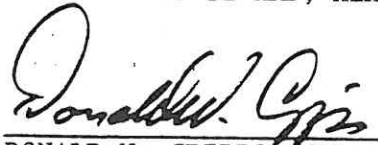
Section 1. The City of Seward hereby transfers its municipal authority for the operation of a 911 emergency communications system to the Kenai Peninsula Borough. This transfer contemplates transfer of any authority and interest the city has in the existing 911 emergency telephone number communication system.

Section 2. This transfer of authority shall become effective at midnight on June 30, 1985.

Section 3. This Ordinance shall take effect ten (10) days following enactment.

ENACTED BY THE CITY COUNCIL OF THE CITY OF SEWARD, ALASKA, this 27th day of March, 1985.

THE CITY OF SEWARD, ALASKA

  
\_\_\_\_\_  
DONALD W. CRIPPS, MAYOR

AYES: Cripps, Gillespie, Hilton, Meehan, Scholl, Simutis, Williams  
NOES: None  
ABSENT: None  
ABSTAIN: None

CITY OF SOLDOTNA

ORDINANCE NO. 368

RELINQUISHING EMERGENCY COMMUNICATION CENTER POWERS TO THE KENAI PENINSULA BOROUGH

WHEREAS, pursuant to AS 29.48.020 (9), the Kenai Peninsula Borough has the power to provide for an emergency communications center on a non-areawide basis, and

WHEREAS, the City of Soldotna located within the Kenai Peninsula Borough may relinquish that authority and power to the Borough when it is being exercised by the Borough, and

WHEREAS, the City of Soldotna wishes to relinquish that power in order to establish a unified 911 emergency number system within the Kenai Peninsula, now therefore

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SOLDOTNA:

Section 1. That the City of Soldotna heretransfers its municipal authority for the operation of an 911 emergency communications system to the Kenai Peninsula Borough. This transfer contemplates transfer of any authority and interest the city has in the existing 911 emergency telephone number communication system.

Section 2. That this transfer of authority shall become effective at midnight on June 30, 1985.

ENACTED this 6th day of March, 1985.

*Dolly M. Farnsworth*  
Mayor

ATTEST:

*Patricia C. Beardick*  
City Clerk

The undersigned hereby certifies that this is a true and correct copy of Ordinance No. 368

Introduced by: Lambert  
First Reading: February 20, 1985  
Effective Date: June 30, 1985  
Enacted: March 6, 1985

*March 85*  
*Patricia C. Beardick*  
City Clerk

ORDINANCE # 85-1

AN ORDINANCE OF THE COUNCIL OF THE CITY OF SELDOVIA RELINQUISHING EMERGENCY COMMUNICATIONS CENTER POWERS TO THE BOROUGH.

WHEREAS, pursuant to AS 29.48.020(9), the Kenai Peninsula Borough has the power to provide for an emergency communications center on a non-areawide basis; and

WHEREAS, the City of Seldovia located within the Kenai Peninsula Borough may relinquish that authority and power to the Borough when it is being exercised by the Borough; and

WHEREAS, the City of Seldovia wishes to relinquish that power in order to establish a unified 911 emergency number system within the Kenai Peninsula;

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF SELDOVIA:

Section 1. That the City of Seldovia hereby transfers its municipal authority for the operation of an 911 emergency communications system to the Kenai Peninsula Borough. This transfer contemplates transfer of any authority and interest the city has in the existing 911 emergency telephone number communication system.

Section 2. That this transfer of authority shall become effective at midnight on June 30, 1985.

ADOPTED by a duly constituted quorum of the Council of the City of Seldovia this 27 day of February, 1985.

  
\_\_\_\_\_  
Darlene Crawford  
Mayor

ATTEST:

  
\_\_\_\_\_  
Elaine M. Giles  
CMC

Introduction 2/13/85  
Public Hearing 2/27/85  
Posting 2/14/85  
Adoption 2/27/85

Introduced by: Mayor  
Date: June 7, 1988  
Vote: Unanimous  
Action: Adopted

KENAI PENINSULA BOROUGH  
RESOLUTION 88-54

APPROVING A CONTRACT BETWEEN THE BOROUGH AND CITY OF SEWARD FOR "911" EMERGENCY TELEPHONE COMMUNICATION SYSTEM SERVICES.

WHEREAS, the Borough's contract with the City of Seward to provide 911 service in the Seward area has expired and needs to be renewed; and

WHEREAS, the continuation of an agreement for provision of 911 services will be beneficial to both the city and borough;

NOW THEREFORE, BE IT RESOLVED BY THE ASSEMBLY OF THE KENAI PENINSULA BOROUGH:

Section 1. That the mayor is authorized to execute the contract for 911 services attached to this resolution and incorporated herein by reference.

Section 2. That this resolution takes effect immediately upon its adoption.

ADOPTED BY THE ASSEMBLY OF THE KENAI PENINSULA BOROUGH ON THIS 7th DAY OF June, 1988.

  
Jonathan W. Sewall, Assembly President

ATTEST:

  
Borough Clerk