

CITY OF UNALASKA
UNALASKA, ALASKA

RESOLUTION 2025-44

A RESOLUTION OF THE UNALASKA CITY COUNCIL AUTHORIZING THE CITY MANAGER TO ENTER INTO A CONTRACT WITH R&M CONSULTANTS, INC. FOR A COMPREHENSIVE PLAN

WHEREAS, UCO 8.04.080 requires the City of Unalaska to have and periodically revise a Comprehensive Plan; and

WHEREAS, the City of Unalaska's current Comprehensive Plan was adopted in 2011; and

WHEREAS, the City of Unalaska requires professional services to update its Comprehensive Plan; and

WHEREAS, the City of Unalaska published a request for proposals from qualified firms on February 25, 2025; and

WHEREAS, R&M Consultants, Inc. is the most qualified and capable responsive firm to provide such services to the City;

NOW THEREFORE BE IT RESOLVED that the Unalaska City Council authorizes the City Manager to enter into contract with R&M Consultants, Inc. for the provision of a Comprehensive Plan.

PASSED AND ADOPTED by a duly constituted quorum of the Unalaska City Council on June 24, 2025.


Vincent M. Tutiakoff, Sr.
Mayor

ATTEST:


Estkaileen P. Magdaong, CMC
City Clerk



MEMORANDUM TO COUNCIL

To: Mayor and City Council Members
From: Cameron Dean, Planning Director
Through: William Homka, City Manager
Date: June 24, 2025
Re: Resolution 2025-44: Authorizing the City Manager to enter into a contract with R&M Consultants, Inc. for a Comprehensive Plan

SUMMARY: Following evaluation of proposals received, Staff recommends that the City enter a contract with R&M Consultants, Inc. for the development of a Comprehensive Plan.

PREVIOUS COUNCIL ACTION: There has been no previous Council action related to the proposed agreement. City Council approved \$250,000 in the Planning Department's FY25 operating budget to fund this project.

BACKGROUND: A Comprehensive Plan assesses current conditions, establishes a vision for the community and identifies strategies to achieve that vision. It guides growth and development and is required by both state statute and city code.

Unalaska's current Comprehensive Plan was adopted in 2011 and was intended to serve until 2020. UCC 8.04.080 states that the plan must be approved by the City Council and should be reviewed and revised periodically.

DISCUSSION: The City issued the attached Request for Proposals (RFP) on February 25. Addenda were subsequently published on April 1 and April 10 to answer questions from interested firms and extend the deadline.

This project is unique in that it includes two additional components that are not typically part of a comprehensive planning process. The first is an economic analysis designed to assess potential future changes in Unalaska's key industries, evaluate the impacts of those changes on the community, and identify opportunities for economic diversification. The second is a transit study, intended to build upon the City's internal 2017 study and explore potential models for a local transit system. Respondents were required to incorporate both components into their overall Comprehensive Plan proposals.

The City received eight proposals. An evaluation team—composed of staff and the Planning Commission Chair—scored each submission and selected the three highest-ranking firms, Agnew::Beck, HDR, and R&M Consultants, for interviews conducted during the week of June 9. Following the interviews, the evaluation team determined that the proposal from R&M Consultants best met the goals of the project.

The RFP includes a draft contract as Attachment C. The final contract may have minor changes as agreed upon by the City and contractor, but it will be substantively the same. Staff expect completion by December 2026, when the final plan will be presented to City Council for adoption.

ALTERNATIVES: Council may choose to cancel this project and continue using the plan adopted in 2011 or reject these proposals and issue a new RFP.

FINANCIAL IMPLICATIONS: \$250,000 was allocated to the Planning Department from the General Fund for this project in FY25. The selected proposal is budgeted at \$246,584.

LEGAL: The City Attorney has reviewed and approved the RFP and contract. Any modifications to the contract must be approved by the City Attorney.

STAFF RECOMMENDATION: Staff recommend approval.

PROPOSED MOTION: I move to adopt Resolution 2025-44.

CITY MANAGER COMMENTS: I concur with the Staff Recommendation. I also want to acknowledge the work of the Planning Commission Chair and department directors who assisted the Planning Department with the review and scoring of the consultant proposals.

ATTACHMENTS:

- Comprehensive Plan RFP
- Scoring Matrix
- Sample Scoring Sheet
- Selected Proposal from R&M Consultants



REQUEST FOR PROPOSALS

For Professional Consulting Services
City of Unalaska Comprehensive Plan

City of Unalaska
Planning Department

Issue Date: February 25, 2025

Proposal Due Date: April 18, 2025

Table of Contents

I. UNALASKA COMMUNITY PROFILE 2

II. PURPOSE OF THE PROJECT 3

III. DEMOGRAPHICS 3

IV. ECONOMY 3

V. SCOPE OF SERVICES FOR COMPREHENSIVE PLAN 4

VI. TIMELINES AND PRESENTATION OF WORK PRODUCT 6

VII. PROPOSAL REQUIREMENTS 7

VIII. PROPOSAL SUBMISSION REQUIREMENTS 8

IX. PROPOSAL EVALUATION AND SELECTION PROCESS 8

X. CONTRACT AND OTHER ITEMS 9

List of Attachments

- Attachment A – Available Planning Resources
- Attachment B – Unalaska Resources and Challenges
- Attachment C – Agreement for Consulting Services
- Attachment D – Insurance

I. UNALASKA COMMUNITY PROFILE

Located just 50 miles from the Great Circle route, Unalaska, the 14th largest incorporated city in Alaska, is 800 miles southwest of Anchorage in the heart of the healthy and robust North Pacific/Bering Sea fisheries. Our community is a vibrant mix of industry and history connected by 40 miles of roads linking our port, harbors and private docks with local businesses and our thriving residential community of 4,120. We work hard to provide steady support to one of the busiest and most prosperous stretches of coastline in Alaska.



Figure 1: Carl E. Moses Boat Harbor, Unalaska AK.

For more than 50 years, Unalaska’s economy has been based on commercial fishing, seafood processing, fleet services and marine transportation. Unalaska’s International Port of Dutch Harbor is the only deep draft, ice-free port from Unimak Pass west to Adak and north to the headwaters of the Bering Straits. Our port has been designated a “Potential Port of Refuge” by the Coast Guard and provides year-round protection for disabled or distressed vessels as well as ground & warehouse storage and transshipment opportunities for the thousands of vessels that fish or transit the waters surrounding the Aleutian Islands.

RFP – CITY OF UNALASKA COMPREHENSIVE PLAN

Annually, more than 1.7 billion pounds of frozen seafood is shipped to domestic and export markets in North America, Europe and Asia, making the Port of Dutch Harbor first in the nation in the quantity of catch landed and first or second in the nation in value of the catch for more than 30 years.

We are the home of a creative, friendly and industrious community, and a Blue Ribbon of Excellence Award school system.

There are unique challenges to construction in Unalaska that include frequent hurricane force winds, strong seismic forces, high snow loads, wind driven precipitation, corrosive marine conditions and geographical remoteness. The possibility of flooding caused by tsunamis is a persistent concern, and a large amount of infrastructure is located within the inundation zone. Additionally, a significant percentage of developable land is privately owned and not offered for sale.

II. PURPOSE OF THE PROJECT

The City of Unalaska's current comprehensive plan was adopted in 2011. The City seeks a new comprehensive plan, with particular emphasis on economic analysis and the study of a potential public transit system.

III. DEMOGRAPHICS

Population: The City of Unalaska has approximately 4,120 permanent residents and supports the largest commercial seafood industry in the United States. Our community is wonderfully multicultural and diverse. According to U.S. Census data, many ethnicities and cultures are represented in Unalaska. During fishing and seafood processing seasons, Unalaska's population swells to more than 10,000 due to the influx of transient employees hired to work for the local industries.

Unalaska's population has decreased over the last few years. In addition to there being fewer residents there has also been a significant reduction in the number of children enrolled in the Unalaska City School District. The 2019-2020 school year had 430 enrolled students whereas the 2022-2023 enrollment was about 350. Reasons for the population reduction include the high cost of living, increasing travel cost between Unalaska and Anchorage, and the low availability of housing. Alaska overall is competing with higher paying job opportunities in the Lower 48.

Housing: The 2020 Census indicates Unalaska had 811 households and an average household size of 4.7 people. The census also reports there were 458 families with an average size of 5.9 people. The home ownership rate is 24.8% while 75.2% of the households are rented.

Income: Unalaska's mean household income was \$116,510 in 2020 and its mean family income was \$128,541. Cost of living is correspondingly high, with Unalaska significantly outpacing Alaskan communities on the road system.

IV. ECONOMY

Unalaska is the anchor for commercial fishing activity in the Bering Sea and the Aleutian Islands. According to NOAA's Fisheries of the United States 2022, the most recent data available, Unalaska's Port of Dutch Harbor is once again the #1 Commercial Fishing Port in the U.S. with the greatest quantity of fish and shellfish harvested for the 26th consecutive year. In 2022, commercial fishermen delivered 613.5 million pounds of seafood at our port, valued at 160 million dollars. That compares to 745 million pounds crossing the docks

RFP – CITY OF UNALASKA COMPREHENSIVE PLAN

valued at \$249 million the previous year. The region with the highest volume and revenue was the North Pacific with 4.8 billion pounds landed and \$2.1 billion in revenue. Approximately 400 vessels fish the Aleutian Islands and the Bering Sea for various groundfish, cod, halibut, salmon, herring, and several species of crab. The fleet utilizes approximately 12,000 feet of City dock space, with an additional 10,000 feet of commercial dock space available within the community.

Unalaska is also the home of the westernmost container terminal in the United States and is one of the most productive ports for the transshipment of cargo in Alaska. In addition to products shipped domestically to and from this regional hub, the product is shipped to ports around the world with weekly shipments headed to Europe and Asia by container ship and freighter. The community has two rail cranes, one at the Unalaska Marine Center and one at a private commercial dock.

Unalaska is unique among Alaska's coastal communities in the support services it provides. In addition to the four seafood processing facilities in Unalaska, the business community provides a wide range of services, including accounting and bookkeeping, banking, cold storage, construction and engineering, diesel sales and service, electrical service and marine electronics, equipment (forklifts, cranes, top picks), freight forwarding, gear replacement and repair, hydraulic services, logistical support, marine pilots and tugs, maritime agencies, stevedoring, trucking, vehicle rental, vessel repair, warehousing, and welding. Because of the wide variety of services provided every day, no other community in the region has Unalaska's capacity to support commercial fishing in the Bering Sea.

V. SCOPE OF SERVICES FOR COMPREHENSIVE PLAN

Respondents must provide a narrative description of the methods proposed to accomplish a Comprehensive Plan including project management and coordination, public input and community engagement, data collection and analysis pertaining to the areas of assessment, the respondent's qualifications to perform the requested scope of services, and the overall output products.

The City of Unalaska's Comprehensive Plan will position the community to meet the needs of residents and visitors for the next ten years and guide the City as it experiences changes in the fishing industry and its economic base.

The selected consultant will be responsible for gathering and analyzing comprehensive demographic, economic, and infrastructure data through both primary and secondary research methods. This could include conducting stakeholder interviews, facilitating focus groups, and administering community surveys to gather qualitative input. The consultant should propose an inclusive and multi-faceted public engagement strategy that reaches diverse segments of the community and includes a mix of in-person and digital outreach methods. Public Engagement must include presentations to the Planning Commission and City Council. All engagement materials and communications should be accessible to the entire community, including appropriate translation of materials based on Unalaska's demographic makeup.

The Scope of Services includes creating a Comprehensive Plan to guide future capital project initiation and development, an economic analysis to understand the impact of changes in the fishing and shipping industries on the community and a transit study to assess the need and potential models for a public transit system. The Comprehensive Plan should consider the community's resources and challenges identified in Attachment B.

RFP – CITY OF UNALASKA COMPREHENSIVE PLAN

At a minimum, the Comprehensive Plan should contain the following:

1. Community Profile:

- a. Conduct a thorough analysis of existing conditions, infrastructure, demographics and land use patterns.
- b. Assess Unalaska's progress achieving the goals of the Unalaska 2020 Comprehensive Plan adopted in 2011.
- c. Assess demographic shifts, including changes in seasonal or permanent residency.
- d. Analyze future growth trends, including migration patterns and industry demands.

2. Economy:

- a. Conduct an economic analysis that assesses current and forecasted industry conditions, including regional and global factors, as they affect Unalaska.
- b. Evaluate economic resilience and suggest strategies for economic diversification.
- c. Perform a fiscal impact analysis to determine the tax burden of current and proposed development and infrastructure.
- d. Assess workforce housing needs and their relationship to economic development.

3. Transit

- a. Evaluate the City's existing roadway and pedestrian network and establish goals and objectives for future improvements.
- b. Study the feasibility of a public transit system in Unalaska. Review past transit studies, evaluate costs, benefits and impacts.
- c. Survey current travel patterns involving all stakeholders, including residents, transient seafood processing industry workers, students, local businesses and nonprofit organizations.
- d. Develop ridership forecasts based on previous transit studies, stakeholder surveys and available demographic data.
- e. Compare possible operating models for a transit system and estimate capital costs.

4. Land Use

- a. Evaluate existing land use patterns, zoning and development regulations.
- b. Conduct a zoning needs assessment that includes a review of current zoning and development regulations and propose changes to reflect the broader goals identified by the Comprehensive Plan.
- c. Identify opportunities for growth and redevelopment with particular emphasis on land with known or potential environmental contamination.
- d. Identify barriers preventing areas from being developed to their highest and best use.

5. Community Vision

- a. Facilitate a visioning process to define Unalaska’s preferred future.
- b. Identify core community values, aspirations and priorities.
- c. Develop consensus around key themes and translate them into clear vision statements to guide the Comprehensive Plan.
- d. Create measurable goals and objectives that align with the community vision and can be tracked over time.

6. Implementation Strategy

- a. Prioritize recommendations across all plan elements.
- b. Develop implementation timeline and identify funding strategies.
- c. Establish metrics for monitoring plan progress.

VI. TIMELINES AND PRESENTATION OF WORK PRODUCT

The Evaluation Team will be appointed by the Director of Planning from among City staff, City Council, Planning Commission and community members. All Evaluation Team members will be required to certify that they have no conflicts of interest and that they will strictly adhere to the procedures herein described.

- 1. The City of Unalaska receives the proposal.
- 2. Evaluation Team evaluates the Proposals according to established criteria.
- 3. The Evaluation Team will interview the two highest scoring responsive proposers.
- 4. Director of Planning forwards evaluation and interview results and the proposed Contract to the City Manager.
- 5. City Manager may seek to negotiate with the selected proposer and shall then forward the manager’s recommendation to the City Council for Contract award.
- 6. The City of Unalaska and the successful proposer execute the Contract, and a purchase order is issued, which serves as notice to proceed.

Anticipated Timeline

- 7. Proposals due: April 18, 2025.
- 8. Interview selected finalists: week of April 28, 2025.
- 9. Award of Contract: May 14, 2025.
- 10. Anticipated performance period: 365 days.
- 11. The project is expected to be complete by May 2026.

RFP – CITY OF UNALASKA COMPREHENSIVE PLAN

The final report should be presented in Unalaska by December 22, 2026. The City may, in its sole discretion, extend any or all timelines set forth herein.

VII. PROPOSAL REQUIREMENTS

It is expected that each respondent will thoroughly review all relevant background materials, plans and policies provided by the City of Unalaska and conduct any additional research necessary to develop a comprehensive understanding of the project context prior to preparing a proposal. Consultants should demonstrate relevant experience and expertise in similar planning efforts, along with a clear methodology for stakeholder engagement and policy development. Creative approaches that demonstrate innovation in public participation, data analysis, or implementation strategies are encouraged. While alternative methodologies may be proposed, they should be presented as supplemental to, rather than replacing, the core engagement and deliverable requirements outlined in the Scope of Work.

Proposals are limited to 20 pages excluding required statements, addendums, and appendices. To achieve a uniform review process and obtain the maximum degree of comparability, it is required that proposals be organized in the manner specified below.

- A. **Title Page:** Show the Request for Proposal subject, the name of the firm, address, telephone number, name of contact person, and the date.
- B. **Executive Summary:** A brief overview of the proposal and the consultant’s approach to the project.
- C. **Table of Contents:** Identify the material clearly by section and page number.
- D. **Consultant Information**
 - 1. Name, address, and contact information.
 - 2. Description of the consultant’s qualifications, experience, and expertise in similar projects.
- E. **Letter of Transmittal:** Limit to no more than two printed pages.

Briefly state the firm’s understanding of the services to be provided and include the names of persons who will be authorized to make representations for the firm, their titles, addresses, and telephone numbers. This letter must be signed by an individual who has the authority to bind the firm.
- F. **Project Team & Experience**
 - 1. Names, qualifications, and experience of key personnel assigned to the project.
 - 2. Roles and responsibilities of each team member.
 - 3. The location of the home office and the scope of services offered there.
 - 4. Any additional information reflecting on the Respondent’s ability to perform on this Project.
 - 5. Optional: Provide a link to another comprehensive plan completed by the projected team.
- G. **Project Approach**

RFP – CITY OF UNALASKA COMPREHENSIVE PLAN

1. Detailed description of the methodology and approach to be used.
2. Timeline and milestones for completing the project.

H. Budget

1. Detailed budget breakdown, including costs for each task and overall project cost.
2. Billing rates of key personnel in tabular format.
3. Any additional costs or expenses that may be incurred.

I. References

At least three references from previous clients for whom the consultant has conducted similar projects.

VIII. PROPOSAL SUBMISSION REQUIREMENTS

Proposals must be submitted to the City Clerk at emagdaong@ci.unalaska.ak.us and aaguilar@ci.unalaska.ak.us by 5:00pm (Alaska Time) on April 18, 2025. Proposals should be submitted via email. It is the respondent's sole and independent responsibility to timely submit proposals.

All questions or inquiries should be directed no later than March 21, 2025 to:

Cameron Dean
Planning Director
cdean@ci.unalaska.ak.us
(907) 581-3100

IX. PROPOSAL EVALUATION AND SELECTION PROCESS

The purpose of the Statement of Qualifications is to evaluate each proposer's capabilities for execution of the Project. Evaluation criteria and weight are as follows:

| Major Factor | Weight |
|--------------------------------|------------|
| 1. Professional Qualifications | 15 |
| 2. Experience & References | 15 |
| 3. Project Approach | 25 |
| 4. Deliverables/Creativity | 35 |
| 5. Price | 10 |
| TOTAL | 100 |

RFP – CITY OF UNALASKA COMPREHENSIVE PLAN

The Evaluation Team will rank each proposal using a successive integer ranking system for each major factor. Evaluators will be assessing the creativity of the proposed solutions as they are applied to the unique circumstances and location of Unalaska. An evaluator score for each proposal will be calculated. The total score for each proposal is an average of all the evaluator scores. Evaluators will rank respondents based on the total score of the written proposal and overall consideration of the interview.

X. Contract and Other Items

Interpretations or clarifications considered necessary by the City of Unalaska in response to such questions will be issued by Addenda. Addenda will be emailed to all registered potential Respondents and posted on the City of Unalaska website: <http://www.ci.unalaska.ak.us/rfps>

The City reserves the right to reject any or all proposals received, or to negotiate a scope of services, project schedule, or fee schedule that may end up substantially different from the initial proposal received. The selection of a successful proposal is the sole discretion of the City of Unalaska. No contract is effective until approved by the Unalaska City Council and signed by the City Manager.

The City is not liable for any costs incurred by proposers in preparing or submitting proposals. In submitting a proposal, each proposer acknowledges that the City shall not be liable to any person for any costs incurred therewith or in connection with costs incurred by any proposer in anticipation of City Council action approving or disapproving any agreement without limitation. Nothing in this request for proposal or in subsequent negotiations creates any vested rights in any person.

Contract: The Contract will be in the form of the Consulting Services Agreement, Attachment C. By submitting a Proposal, Respondent is agreeing to the terms as outlined in Attachment C. The Scope of Services, Project Schedule, and Fee for Services shall be in accordance with the selected proposal, subject to negotiations.

Relationship of Parties: The contractor shall perform its obligations hereunder as an independent contractor of the City. The City may administer the contract and monitor the firm's compliance with its obligations hereunder. The City shall not supervise or direct the firm other than as provided in this section; provided, however, that nothing in this paragraph shall preclude the City from insisting on complete and timely performance of obligations under the contract.

Nondiscrimination: The contractor will not unlawfully discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, age, sex, marital status, or mental or physical handicap. The contractor shall state, in all solicitations for employees to work on contract jobs, that all qualified applicants will receive consideration for employment without unlawful discrimination based upon race, color, religion, national origin, ancestry, age, sex, marital status, or mental or physical handicap.

Permits, Laws and Taxes: The contractor shall acquire and maintain in good standing all permits, licenses, including a City business license, and other entitlements necessary to its performance under this contract. All actions taken by the contractor under this contract shall comply with all applicable statutes, ordinances, rules, and regulations. The contractor shall pay all taxes pertaining to its performance under this contract.

Insurance: Attachment D – Insurance sets forth insurance requirements for the Contract and is incorporated into the Contract.

Attachment A
Available Planning Resources

This attachment lists previous planning documents and other resources produced by the City of Unalaska and other community stakeholders that may aid the development of the Comprehensive Plan.

All listed resources are available on the City of Unalaska website:

<https://www.ci.unalaska.ak.us/planning/page/planning-resources>

- Comprehensive Plan (2011)
- Housing Strategy
- Land Use Plan
- PCR Master Plan
- Unalaska Transit Study
- Airport Master Plan
- Unalaska City School District Strategic Plan
- Utility Master Plans
- Capital and Major Maintenance Plan

Attachment B

Unalaska Resources and Challenges

1. Land Use

a. Resources

- a. Numerous tideland parcels owned by the City are valuable for marine industrial development.
- b. Potential for a military base established on Unalaska Island.

b. Challenges

- a. The vast majority of land is privately owned. The City owns very little developable land.
- b. Very little developable land exists outside tsunami inundation zones.
- c. Zoning code does not realistically address communication tower site selection leading to conditional use permit requests to place towers in residential areas.
- d. Limited ability for the City to enforce code or abate nuisances on restricted deed properties.

2. Health

a. Resources

- a. Healthcare Facilities: Iliuliuk Family Health Services, Aleutian Pribilof Islands Association
- b. Chiropractic and Physical Therapy: Arctic Chiropractic
- c. Emergency Services: City of Unalaska Fire/EMS
- d. Medevac Services: LifeMed Alaska, Guardian Flight, USCG, Medevac Alaska
- e. Dentistry and vision services provided regularly.

b. Challenges

- a. Unreliability and limited capacity for medevac to higher level care. Even if medevac is possible, Anchorage often has limited capacity and limited specialty care.
- b. Lack of diagnostic capabilities
- c. Local clinic's inability to bill appropriately for after-hours emergency care in current facilities leads to financial instability.
- d. Lack of after-hours behavioral health care and dedicated space for behavioral health holds.
- e. Lack of pharmacy. Prescription medications must be shipped or dispensed by a clinic.
- f. Lack of specialized or long-term care.
- g. Infrequent availability of ancillary health services like dental, vision, veterinary and hearing.

- h. Lack of elder care and assisted living.

3. Quality of Life

a. Resources

- a. Expansive, scenic and accessible natural environment.
- b. Numerous opportunities for outdoor recreation and subsistence activities.
- c. Facilities and programs offered by the Parks, Culture and Recreation (PCR) Department including an aquatics center, library, community center and parks.
- d. Existing nonprofits providing an array of health, safety and cultural services, often with financial support from the City.
- e. Unalaska Senior Center providing housing, meals and transportation.

b. Challenges

- a. Weather conditions and darkness often make outdoor activities difficult.
- b. Lack of common indoor commercial entertainment amenities, for example a movie theater or bowling alley.
- c. Lack of public art and poor aesthetics overall within the built environment.
- d. Lack of professional childcare services.
- e. Difficulty maintaining vehicles due to cost of shipping and limited availability of mechanics.

4. Public Safety/Emergency Response

a. Resources

- a. Unalaska Department of Public Safety providing police, corrections, dispatch and animal control services.
- b. Local Division of Motor Vehicles branch.
- c. Unalaska Fire Department providing fire and emergency medical response.
- d. National Weather Service Tsunami Ready community and StormReady certification.
- e. US Coast Guard Marine Safety Unit

b. Challenges

- a. Limited emergency shelter space for tsunami evacuation or other large-scale incidents.
- b. Poor transportation security allows narcotics to be easily imported to the community.
- c. Employee retention and recruitment, particularly for police officers.

RFP – CITY OF UNALASKA COMPREHENSIVE PLAN

- d. Lack of adequate training space/facility for Fire Department
- e. No mutual aid, standalone department for all emergencies/disasters

5. Environment

a. Resources

- a. Ongoing collaboration between City, Tribe and Alaska Native Village Corporation to clean up environmentally contaminated lands.
- b. Varied subsistence resources including fish, birds, marine mammals, berries, seaweed and other plants.

b. Challenges

- a. Challenging weather conditions, including high wind, fog and precipitation, frequently inhibit air travel and other forms of transportation and cause damage to the built environment.
- b. Widespread contamination throughout the community, much of it stemming from WWII military activity.
- c. Coastal erosion affecting transportation and vulnerable marine infrastructure.
- d. Limited and expensive backhaul for scrap metal, junked vehicles and equipment making removal difficult.
- e. Landfill nearing capacity without future planned expansion.
- f. Lack of alternative waste disposal methods, for example gasification or composting.
- g. Limited recycling services.
- h. Disruptive human-wildlife interactions.

6. Energy

a. Resources

- a. City-owned diesel power plant providing most of the community's electricity.
- b. Multiple self-generators producing power for their own industrial loads. There is potential to bring all generators into a single electric co-op.
- c. Potential to develop wind, solar, geothermal and hydroelectric generation.

b. Challenges

- a. Lack of battery energy storage system or similar backups.
- b. Rapid load changes require coordination between industry and City powerplant to avoid outages.
- c. Lack of redundant generation or renewable sources.

RFP – CITY OF UNALASKA COMPREHENSIVE PLAN

- d. Aging electrical distribution system requires upgrades to increase capacity and incorporate new generation.
- e. Space heating is almost exclusively provided by heating oil.

7. Education

- a. Resources
 - a. Pre-K-12 public school system serving students in two separate buildings.
 - b. Unalaska Learning Center offering courses through University of Alaska Fairbanks Bristol Bay Campus.
 - c. Head Start provided by the Aleutian Pribilof Islands Association.
- b. Challenges
 - a. Historically uncertain state funding for the school district that has not kept pace with inflation. While the City contributes additional funding, state law limits how much it can provide.
 - b. Declining student enrollment.
 - c. Teacher retention and recruitment.
 - d. Difficulty consistently providing student transportation.

8. Housing

- a. Resources
 - a. 16 units of City-owned housing provided to employees, with the potential to develop more.
 - b. Many businesses provide housing for their employees.
- b. Challenges
 - a. General lack of available housing, particularly one-bedroom, two-bedroom and studio apartments, reduces affordability for residents without employer-provided housing.
 - b. Very little developable land available for sale.
 - c. Home purchase, rental, construction and utility costs are high, making housing expensive.
 - d. Lack of building inspections.
 - e. Many residential lots are too small to easily expand or add units under current code requirements.
 - f. Limited development of tiny home or accessory dwelling units.

RFP – CITY OF UNALASKA COMPREHENSIVE PLAN

- g. Storage for household goods and boats or other subsistence equipment is very costly and directly competes with land available for housing.

9. Transportation

a. Airport

a. Resources

- State owned airport with City-owned terminal building and single paved runway.

b. Challenges

- Extremely high cost of commercial flights to and from the island. Unalaska does not currently receive an Essential Air Service (EAS) subsidy.
- Unreliable flights due to use of visual flight rules, weather, terrain and runway length. Single runway limits usability in certain wind conditions.

10. Infrastructure

a. Resources

- a. All utilities owned and operated by the City, including water, wastewater and electric, are underground.
- b. High speed Internet via fiber to homes and businesses installed throughout the community.
- c. Approximately 40 miles of road. 9 miles are paved.

b. Challenges

- a. Majority of roads are unpaved. Paving is difficult due to the community's remoteness.
- b. Expensive utility extensions and road safety improvements are needed along Captains Bay Road to serve large industrial users, including a new seafood processing plant under construction at the end of the road.
- c. A single bridge connects Unalaska Island and Amaknak Island areas of the community.
- d. Significant local infrastructure lies within the tsunami inundation zone, including the power plant, bulk fuel storage, both schools, the community center, library, seafood processors and marine industry.

11. Ports

a. Resources

- a. Strategically located ice-free deepwater port.

RFP – CITY OF UNALASKA COMPREHENSIVE PLAN

- b. Multiple docks, including the Unalaska Marine Center, serving a variety of vessels including small fishing boats, catcher-processor ships, cargo, cruise ships, State Ferry, research vessels, the U.S. Coast Guard and Navy, as well as foreign naval vessels
- b. Challenges
 - a. Difficulty accommodating all users with available dock space.
 - b. Lack of available shore power.
 - c. Limited pedestrian infrastructure in port areas to accommodate cruise ship tourists.

Attachment C

AGREEMENT FOR CONSULTING SERVICES

THIS AGREEMENT is entered into on _____, 2025, by and between _____ (“Contractor”), and the CITY OF UNALASKA (hereinafter called “City” or “Owner”).

WHEREAS, the City issued a request for proposals for its Comprehensive Plan Study Project (the “RFP”);

WHEREAS, Contractor submitted a proposal in response to the RFP (the “Proposal”); and

WHEREAS, Contractor was selected to provide the services described in the RFP and the Proposal;

NOW THEREFORE the parties hereto do mutually agree as follows:

1. Engagement of Contractor

Contractor agrees to provide professional services in accordance with the provisions of this Agreement. A written description of the work to be performed and the schedule thereof is set out in the RFP and the Proposal.

2. Contractor’s Fee and Payments

The City agrees to pay Contractor as compensation for the services under this Agreement such sums of money as set forth in the Fee Schedule, attached as Exhibit A to this Agreement.

Contractor shall submit periodic invoices as services are performed. Provided Contractor submits a proper invoice, in such form accompanied by such evidence in support thereof as may be reasonably required by the City, the City shall make payment within thirty days.

3. Personnel

Contractor agrees to furnish all personnel necessary for expeditious and satisfactory performance of this Agreement, each to be competent, experienced, and well qualified for the work assigned. No person objected to by the City shall be employed by Contractor for work hereunder.

4. Independent Contractor Status

In performing under this Agreement, Contractor acts as an independent contractor and shall have responsibility for and control over the details and means for performing the services required hereunder.

5. Indemnification

Contractor shall defend and save harmless City or any employee, officer, insurer, or elected official thereof from and against losses, damages, liabilities, expenses, claims, and demands but

only to the extent arising out of any negligent act or negligent omission of Contractor while performing under the terms of this contract.

City shall defend and save harmless Contractor, its employees and officers from and against losses, damages, liabilities, expenses, claims and demands but only to the extent caused by the negligent acts or omissions of the City while performing under the terms of this contract.

6. Assignment

Contractor shall not assign this Agreement or any of the monies due or to become due hereunder without the prior written consent of City.

7. Subcontracting

Contractor may not subcontract its performance under this Agreement without prior written consent of City.

8. Designation of Representatives

The Parties agree, for the purposes of this Agreement, the City shall be represented by and may act only through the City Manager or such other person as he may designate in writing. Contractor shall advise City in writing of the name of its representative in charge of the administration of this Agreement, who shall have authority to act for and bind Contractor in connection with this Agreement.

9. Termination

Either party shall have the right to terminate this Agreement in whole or in part at any time and for reasonable cause, by delivery of ten days written notice, specifying the extent and effective date thereof. After receipt of such notice, Contractor shall stop work hereunder to the extent and on the date specified in such notice, and deliver to City all designs, computations, drawings, specifications and other material and information prepared or developed hereunder.

In the event of any termination pursuant to this clause, Contractor shall be entitled to be paid as provided herein for direct labor hours expended and reimbursable costs incurred prior to the termination and for such direct labor hours and reimbursable costs as may be expended or incurred thereafter with City's approval in concluding the work terminated, it being understood that Contractor shall not be entitled to any anticipated profit on services not performed. Except as provided in this clause, any such termination shall not alter or affect the rights or obligations of the parties under this Agreement.

10. Ownership and Use of Documents

The City shall own all designs, computations, drawings, specifications and other material and information prepared or developed hereunder

11. Insurance

The Contractor, at its own expense, shall obtain and maintain in force throughout the life of this contract, the insurance coverage and amounts specified in Attachment D: Insurance, incorporated herein by reference.

RFP – CITY OF UNALASKA COMPREHENSIVE PLAN

Services performed under this Agreement will be performed with reasonable care or the ordinary skill of the profession practicing in the same or similar location and under similar circumstances and shall comply with all applicable codes and industry standards in the State of Alaska.

12. Compliance with Applicable Laws

Contractor shall in the performance of this Agreement comply with all applicable federal, state, and local laws, ordinances, orders, rules, and regulations applicable to its performance hereunder, including without limitation, all such legal provisions pertaining to social security, income tax withholding, medical aid, industrial insurance, workers' compensation, and other employee benefit laws. Contractor also agrees to comply with all contract provisions pertaining to grant or other funding assistance which City may choose to utilize to perform work under this Agreement. The Contractor and all subcontractors must comply with state laws related to local hire and prevailing wages.

13. Records and Audit

Contractor agrees to maintain sufficient and accurate records and books of account, including detailed time records, showing all direct labor hours expended and all reimbursable costs incurred and the same shall be subject to inspection and audit by City at all reasonable times. All such records and books of account pertaining to any work performed hereunder shall be retained for a period of not less than six years from the date of completion of services hereunder.

14. Reporting of Progress and Inspection

Contractor agrees to keep City informed as to progress of the work under this Agreement by providing monthly written progress reports and shall permit City to have reasonable access to the work performed or being performed, for the purpose of any inspection City may desire to undertake.

15. Nondiscrimination

Contractor will not unlawfully discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, age, sex, marital status, or mental or physical handicap. The Contractor shall state, in all solicitations for employees to work on contract jobs, that all qualified applicants will receive consideration for employment without unlawful discrimination based upon race, color, religion, national origin, ancestry, age, sex, marital status, or mental or physical handicap.

16. Form of City Approval

Except as otherwise provided in this Agreement, City's requests and approvals, and Contractor's cost estimates and descriptions of work to be performed, may be made orally where necessary, provided that the oral communication is confirmed immediately thereafter in writing.

17. Duration of Agreement

This agreement is effective until completion of the services unless earlier terminated.

18. Inspections by City

RFP – CITY OF UNALASKA COMPREHENSIVE PLAN

The City has the right, but not the duty, to inspect, in the manner and at reasonable times it considers appropriate during the period of this Agreement, all facilities and activities of the Contractor as may be engaged in the performance of this Agreement.

19. Notices

Any official notice that either party hereto desires to give the other shall be delivered through the United States mail by certified mail, return receipt requested, with postage thereon fully prepaid and addressed as follows:

To City:

City Manager
City of Unalaska
Box 610
Unalaska, Alaska 99685

To Contractor:

The addresses specified may be changed by either party by giving written notice thereof to the other party pursuant to this paragraph.

20. Venue/Applicable Law

The venue of any legal action between the parties arising as a result of this Agreement shall be laid in the Third Judicial District of the Superior Court of the State of Alaska and this Agreement shall be interpreted in accordance with the laws of the State of Alaska.

21. Attorney's Fees

In the event either party institutes any suit or action to enforce its right hereunder, the prevailing party shall be entitled to recover from the other party its reasonable attorney's fees and costs in such suit or action and on any appeal therefrom.

22. Waiver

No failure on the part of City to enforce any covenant or provisions herein contained, nor any waiver of any right hereunder by City, unless in writing and signed by the parties sought to be bound, shall discharge or invalidate such covenants or provisions or affect the right of City to enforce the same or any other provision in the event of any subsequent breach or default.

23. Binding Effect

The terms, conditions and covenants contained in this Agreement shall apply to, inure to the benefit of, and bind the parties and their respective successors.

24. Entire Agreement/Modification

This agreement, including the RFP, Proposal, and Fee Schedule, and Project Schedule, constitutes the entire Agreement between the parties with respect to the subject matter hereof, and all prior negotiations and understandings are superseded and replaced by this Agreement and shall

RFP – CITY OF UNALASKA COMPREHENSIVE PLAN

be of no further force and effect. No modification of this Agreement shall be of any force or effect unless reduced to writing, signed by both parties and expressly made a part of this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed or caused to be executed by their duly authorized officials, this Agreement in duplicate on the respective date indicated below.

CONTRACTOR

CITY OF UNALASKA:

Bil Homka, City Manager

**Attachment D
Insurance**

Contractor shall procure and maintain for the duration of the agreement, at its own expense, insurance against claims for injuries to persons or damages to property which may arise from or in connection with services provided by Contractor, its employees, agents or representatives.

A. Minimum Scope and Limit of Insurance: coverage shall be at least as broad as:

- 1. Commercial General Liability** shall have limits not less than \$1,000,000 per occurrence and \$2,000,000 Aggregate, including coverage for Bodily Injury and Property Damage, Premises and Operations Liability, Products and Completed Operations Liability, Contractual Liability, and Personal Injury Liability.
- 2. Professional Liability** with limits not less than \$1,000,000 per claim and \$1,000,000 aggregate., subject to a maximum deductible of \$10,000 per claim. The City of Unalaska has the right to negotiate increase of deductibles subject to acceptable financial information of the policyholder.
- 3. Commercial Automobile Liability** on all owned, hired, non-hired and rented vehicles of not less than \$1,000,000 combined single limit per accident/occurrence for bodily injury and property damage.
- 4. Workers' Compensation** insurance in accordance with the statutory coverages required by the State of Alaska, and Employers Liability insurance with limits not less than the following:

Bodily Injury by accident: \$1,000,000 per accident
Bodily Injury by disease \$1,000,000 policy limit
Bodily injury by disease \$1,000,000 each employee

Since the State of Alaska does not have a reciprocity agreement with any other state or country, Alaska Workers' Compensation insurance is required.

- 5. Additional Coverage** may be required depending upon the final scope of work and activity agreed upon, or if the work or activity changes during the course of this agreement. Some examples, if work involves, drones, aircraft, or watercraft, additional coverage is required.
- 6. Occurrence Basis** all insurance policies described above are required to be written on an occurrence basis. In the event occurrence coverage is not available Contractor agrees to maintain "claims made" coverage for a minimum of three years after the project.
- 7. Available Coverage** if Contractor maintains broader coverage and/or higher limits than the minimums shown above, the City of Unalaska, its officials, employees, volunteers or agents (collectively, "the City"), shall be entitled to the broader coverage and/or the higher limits maintained by the Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the City.

B. Additional Insurance Provisions

- 1. Acceptability of Insurers and Cancellation Notification** Contractor shall place coverage with insurance companies rated A-:VIII by A.M. Best Company, or companies specifically approved

RFP – CITY OF UNALASKA COMPREHENSIVE PLAN

by the City. These policies providing coverage shall contain provisions and endorsements stating that coverage shall not be suspended, voided, canceled, reduced in coverage or in limits except after thirty (30) days' prior written notice.

2. **Additional insureds** the City shall be covered as additional insured as respects liability arising out of services performed by the Contractor. The coverage shall contain no special limitations on the scope of protection afforded to the City and this additional insured status must be endorsed upon the Commercial General and Commercial Auto Liability Policies and any other policy where so applicable. This provision applies regardless of whether or not the City has received an additional insured endorsement from the insurer.
3. **Primary Coverage** for any claims related to the services performed by the Contractor, Contractor's insurance coverage shall be primary coverage as respects the City. Any issuance of self-insurance maintained by the City shall be excess of Contractor's insurance and shall not contribute with it.
4. **Waiver of Subrogation** Contractor grants the City a waiver of subrogation which any insurer of said Contractor may acquire against the City by virtue of the payment of any loss under such insurance. This waiver of subrogation must be endorsed upon the policies where so allowed and Contractor agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation. This provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.
5. **Deductibles and Self-Insured Retentions** any deductibles or self-insured retentions shall be declared to and approved by the City. At the option of the City, either the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the City, or Contractor shall be required to provide some financial guarantee satisfactory to the City, or a bond guaranteeing payment of losses and related investigations, claim administration and defense expense.
6. **Verification of Coverage** before service begins Contractor shall furnish the City with Certificates of Insurance on standard Accord forms evidencing required insurance coverage, including all required amendatory endorsements. Failure to obtain the required certificates and endorsements prior to beginning service shall not waive Contractor's obligation to provide them and shall not affect the coverage provided to the City. Acceptance of Certificates of Insurance with deficient or erroneous coverage does not absolve Contractor from carrying and maintaining the required coverage.

Certificates of Insurance shall be prepared and emailed to:

Certificate Holder Info. City of Unalaska, Dept. of Planning
PO Box 610, Unalaska
Unalaska, AK 99685

Email to: cdean@ci.unalaska.ak.us and risk@ci.unalaska.ak.us

RFP – CITY OF UNALASKA COMPREHENSIVE PLAN

The City reserves the right to request complete, certified copies of full insurance policies including endorsements.

7. **Sub-Contractor Coverage** If the Contractor employs other entities to perform any work hereunder, the Contractor agrees to require such entities to obtain, carry, maintain, and keep in force during the time in which they are engaged in performing any work or service hereunder, policies of insurance which comply with all requirements. This requirement is applicable to entities of any tier. It is further agreed, that upon request by the City, the Contractor will provide copies of any and all entities' certificates of insurance and endorsements for review of compliance.
8. **Maintenance of Coverage** failure by the Contractor to maintain the required insurance coverage or to comply with the above, may, at the option of the City, be deemed a breach of contract.
9. **Notification of Change in Requirements** the City reserves the right to modify these insurance requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other circumstances, after 30 days written notification to Contractor.

| | Adams | Blakely | Dean | Hatfield | Average |
|-------------------|-------|---------|-------|----------|----------------|
| Able City | 15.2 | 9.65 | 9.25 | 13.75 | 11.9625 |
| Agnew::Beck | 13.15 | 10 | 16.9 | 17.25 | 14.325 |
| Clarion | 14.8 | 10.5 | 15.4 | 16.35 | 14.2625 |
| HDR | 15.6 | 10.15 | 16.2 | 17.2 | 14.7875 |
| Kuna Engineering | 12.2 | 10.9 | 15.15 | 12.4 | 12.6625 |
| R&M Consultants | 12.35 | 13.4 | 16.85 | 17.25 | 14.9625 |
| Redroot Cosulting | 7.95 | 10.55 | 7.35 | 5.3 | 7.7875 |
| RESPEC | 12 | 10.55 | 16.65 | 15.05 | 13.5625 |

Proposer:\n
 Evaluator Name:\n
 Date of Evaluation:

Signature: _____

Instructions for Evaluators

1. Review the complete RFP and proposal before beginning your evaluation
2. Score each major factor in the blue cells using a successive integer system (eg, 1-5 with 5 being highest)
3. Sign when complete

| | (1-5) | Raw Score | Weighted |
|---|-------|-----------|----------|
| Professional Qualifications (15%) | | 0 | 0 |
| Expertise in comprehensive planning | | | |
| Expertise in economic analysis | | | |
| Expertise in transit planning | | | |
| Overall team expertise aligns with project needs | | | |
| | | | |
| Experience & References (15%) | | 0 | 0 |
| Experience with comprehensive plans in comparable communities | | | |
| Experience with remote or Alaska-specific planning challenges | | | |
| Experience with maritime/coastal communities | | | |
| Feedback from provided references | | | |
| | | | |
| Project Approach (25%) | | 0 | 0 |
| Data collection and analysis methodology | | | |
| Public engagement strategy | | | |
| Approach to economic analysis | | | |
| Approach to transit study | | | |
| Realistic timeline and project management approach | | | |
| | | | |
| Deliverables/Creativity (35%) | | 0 | 0 |
| Quality and completeness of proposed deliverables | | | |
| Implementation strategy practicality and effectiveness | | | |
| | | | |
| Price (10%) | | 0 | 0 |
| Competitive overall project cost | | | |
| Clear and reasonable budget breakdown | | | |
| Value of proposed services | | | |
| | | | |
| Total | | 0 | 0 |

City of Unalaska

COMPREHENSIVE PLAN

Submitted by

R&M CONSULTANTS, INC.

9101 Vanguard Dr.

Anchorage, AK 99507

907.522.1707

Beth McKibben, AICP

Project Manager

bmckibben@rmconsult.com



May 2, 2025



EXECUTIVE SUMMARY

R&M CONSULTANTS INC. (R&M) will work with the City of Unalaska to develop an actionable, community-centered Comprehensive Plan that reflects the changing needs of the Unalaska community. Our multi-discipline team, including **McKinley Research Group, LLC. (MRG)** for economic and socioeconomic analysis and **Alta Planning + Design, Inc. (Alta)** for transit expertise, brings decades of combined experience in Alaska’s unique geographic, economic and cultural context. Together, we have collaborated on successful community planning and plan-design-build projects for more than a decade, offering deep expertise in all facets of planning, public engagement, economic resilience and transportation systems.

We understand the City is seeking a visionary yet pragmatic plan that not only charts a long-range course for the next 10 years, but also addresses near- and mid-term implementation, particularly in the areas of economic diversification and transit feasibility. R&M is fully prepared to meet this challenge through a robust, transparent public process; data-driven analysis; and carefully crafted strategies that integrate local context, state and federal standards, and Unalaska’s long-term vision.

We will develop a public review draft of the Comprehensive Plan collaboratively with the City of Unalaska, including the integrated Transit Study, within one calendar year of Notice-to-Proceed, and present the final Plan to the Planning Commission and City Council for adoption before December 22, 2026. We will accomplish this through the following tasks:

| Task | Lead | Deliverables | Distinct Qualifications |
|--------------------------------------|--------------------|---|---|
| 1 Project Management | R&M | Kick-off meeting agenda • Project Schedule • Monthly progress reports • Project Management Plan | Experienced Alaska-based team with proven track record in managing complex, multi-stakeholder planning projects under tight timelines. |
| 2 Public Engagement and Outreach | R&M | Creation and execution of a Public Involvement Plan • Project website | Carefully crafted engagement strategy, including an in-person, multi-day “Futures Conference,” tailored to reach underrepresented voices. |
| 3 Existing Conditions and Plan Audit | R&M MRG | Existing Conditions Report and Plans Audit | Recent local experience through OC Lands Plan and extensive Unalaska-specific data compiled by MRG, providing a meaningful head start. |
| 4 Economic Analysis | MRG | Economic Analysis and Tax Impact Assessment | Decades of Alaska-specific economic research, including seafood, shipping, healthcare, and tourism sectors, plus recent work on workforce needs and resilience planning |
| 5 Vision, Goals and Objectives | R&M | Draft vision, goals, objectives and indicators • Final vision, goals, objectives and indicators | Skilled facilitators with a track record of creating community-supported, actionable frameworks through participatory processes. |
| 6 Land Use Plan | R&M | Land Use Plan • Future Land Use Designations Map | Current land use inventory and GIS work completed for OC, plus planners with deep knowledge of local zoning and development codes. |
| 7 Transit Study | Alta | Transit Feasibility study, including desired travel patterns, seasonal ridership estimates, ownership structure comparison, benefits and costs summaries | Alta brings national expertise in rural transit development, multimodal network optimization, and innovative data modeling, tailored to Alaskan contexts. They, and R&M, have helped stand up new transit systems in rural communities. |
| 8 Implementation Strategies | R&M MRG Alta | Draft Recommendations and Implementation Strategy • Final Recommendations Implementation Strategy | Integrated, multi-discipline approach combining planning, economic forecasting and transit expertise to develop prioritized, fundable actions. |
| 9 Plan Development and Approvals | R&M | Public review draft of Comprehensive Plan, including vision, goals, objectives, indicators, future land use designations map and transit study • Presentation of the draft plan to the Planning Commission and City Council for adoption • Final Comprehensive Plan and supporting documents hand-off | Proven experience navigating complex approval processes, including presentations to multiple boards, commissions, and partner agencies. |

Our team is committed to supporting the City of Unalaska in creating a Comprehensive Plan that validates the community’s values, addresses pressing needs and positions Unalaska for a vibrant, resilient future. With a deep understanding of local dynamics, strong project management and innovative analytical tools, we are well-positioned to deliver a plan that is visionary and achievable.



TABLE OF CONTENTS

EXECUTIVE SUMMARY

CONSULTANT INFORMATION..... I

| | |
|-----------------------|----|
| Qualifications..... | I |
| Similar Projects..... | li |

LETTER OF TRANSMITTAL

PROPOSAL

PROJECT TEAM & EXPERIENCE..... 2

| | |
|--|---|
| Key Personnel | 2 |
| Location..... | 6 |
| Ability to Perform on this Project | 7 |
| Example Plans..... | 8 |

PROJECT APPROACH.....9

| | |
|------------------|----|
| Approach..... | 9 |
| Methodology..... | 9 |
| Timeline..... | 17 |

BUDGET..... 19

REFERENCES.....20

SUPPLEMENTAL BUDGET BREAKDOWNS

RESUMES



CONSULTANT INFORMATION

R&M CONSULTANTS, INC. (R&M) is an Alaskan professional services firm with a long and successful history on a variety of projects throughout the state. Founded in 1969, on the cusp of our state's infrastructure boom, R&M has been involved in some of Alaska's most significant projects. With 116 professional, technical and administrative staff members, all of whom are based in Alaska, our firm is truly 100% committed to the state. From offices in Anchorage, Juneau and Fairbanks, we provide quality professional services focused on improving the lives of Alaskans, ensuring we remain adaptable and continue to thrive.

Qualifications

R&M has supported communities across Alaska since our founding, with extensive experience in coastal cities such as Seward, Valdez, Unalaska, Anchorage, Homer, Kodiak and more. We understand the evolving challenges these diverse communities face and emphasize context-sensitive approaches in every planning effort. Our planning team is experienced in all facets of community, transportation and land use planning, public involvement, and stakeholder engagement, with expertise in:

- Long-Range Comprehensive Planning
- Land Use Analysis and Planning
- Transportation, Active Transportation and Transit Planning
- Site Development Planning and Permitting
- Parks, Open Space, Trails and Recreation Facilities Planning
- Area-Specific and Master Planning

Integrated, Multi-Discipline Team

R&M's planners work within a multi-discipline firm environment, collaborating closely with engineers, GIS professionals and environmental specialists who specialize in transportation systems, public facilities and utilities. This integrated approach ensures recommendations are realistic, implementable and tailored to local infrastructure capacities and timelines. Our team's structure enables us to produce high-quality deliverables grounded in technical rigor and firsthand knowledge of Alaska's unique planning environments.

To strengthen our capabilities, R&M has partnered with transit and active transportation planning experts at **Alta Planning + Design, Inc.** (Alta) and economists and professional researchers at **McKinley Research Group, LLC** (MRG) who specialize in Alaskan fishing industry research.

Expertise in Public Involvement and Engagement

Public involvement is central to our planning process. Our team applies thoughtful and adaptable engagement

strategies to gather valuable input, build community trust and create momentum around shared goals. We believe in authentic engagement, not predetermined outcomes, and use participatory methods to shape projects based on real community concerns and aspirations. Our public involvement strategies include:

- Collecting primary and secondary data.
- Building community capacity and identifying project champions.
- Educating the public on key issues.
- Matching engagement strategies to specific community issues and project milestones.

We are experienced in designing iterative, flexible engagement processes that blend in-person and virtual methods. Recognizing that each community has unique preferences, we work collaboratively with city staff and stakeholders from the outset to identify and adapt to local engagement needs. This approach allows us to remain responsive and ensure broad participation throughout the planning process.

Key Teaming Partners

Alta is a sustainable transportation consulting firm committed to creating active, healthy communities through planning, engineering, landscape architecture and education. Founded in 1996, Alta pioneered active transportation planning and has evolved into a global leader in multimodal mobility innovation. Alta's work addresses social justice, safety and environmental resilience, tailored to the unique context, history and culture of each community they serve. They have significant experience working in Alaska, where they have delivered projects in challenging climates and remote regions, helping communities enhance transit access, walkability and bikeability despite environmental and logistical constraints. Their projects range from small, rural communities to large urban centers, always driven by active public participation.

MRG is a full-service, research-based consulting firm with more than 2,000 projects completed since 1972. Their team provides meaningful, data-driven insights for state and federal agencies, municipalities, tribes, universities, private businesses and nonprofits across Alaska and beyond. MRG specializes in sectors such as tourism, natural resources, transportation, education, health care, housing and economic development, with a deep understanding of Alaska's industries, workforce dynamics and community needs. Their work often bridges economic analysis, public policy and stakeholder engagement, helping clients make informed, practical decisions. Known for delivering high-quality, actionable research, MRG has earned a reputation as one of Alaska's most respected firms for providing insights that shape regional planning, infrastructure investment and economic resilience strategies.



Local Knowledge and Proven Expertise

Together, R&M and our trusted partners bring a comprehensive, well-rounded team with the capacity, experience and commitment to successfully deliver Unalaska’s Comprehensive Plan. Our direct work in Unalaska, strong multi-discipline foundation and proven public involvement expertise uniquely position us to understand and address the City’s needs. We are prepared to deliver a plan that is actionable, community-driven and fully aligned with Unalaska’s goals for the future.

Similar Projects

Fairbanks North Star Borough (FNSB) Regional Comprehensive Plan Update

Scope: R&M is leading the development of a new Regional Comprehensive Plan. This multi-year effort includes a Borough-wide existing conditions assessment, needs analysis, audit of existing plans and policies, and the creation of a framework to guide the development of distinct, community-driven sub-area plans. The plan will provide clear strategies to address land use, infrastructure, and community services across the Borough’s diverse communities. Public engagement efforts are focused on ensuring meaningful



outreach to the Borough’s natural communities and building recommendations on a foundation of inclusive, authentic participation.

Relevance: This comprehensive planning process mirrors Unalaska’s goals of community-centered planning and robust engagement. It features Borough-wide stakeholder coordination, an advisory committee, community surveys and an adoption process through local government, demonstrating R&M’s capacity to manage large-scale, participatory planning efforts across complex geographies.

City of Houston Comprehensive Plan Revision and Community Impact Assessment (CIA)



Scope: R&M led development of the City of Houston’s Comprehensive Plan Revision and CIA, providing long-range planning guidance for the next 20 years. The project included a re-evaluation of existing plans, population projections, needs assessment, community visioning, land use and build-out analysis, and GIS-based scenario planning. The CIA

| PROJECT | APPLICABLE EXPERIENCE | | | | | | | | | | | | | | | | |
|--|------------------------|-----------------|-------------------|---------|----------------------|----------------|----------------------------------|--------------------------|----------------------|--------------------------|----------------------|------------------|-----------------|--------------------|------------------|-----------------------|--------------------------|
| | Comprehensive Planning | Master Planning | Land Use Analysis | Housing | Roads/Transportation | Sustainability | Environmental Issues/Constraints | Public Facility/Services | Parks and Recreation | Non-Motorized Facilities | Economic Development | Local Government | Quality of Life | Public Involvement | Project Websites | Community Open Houses | Stakeholder Coordination |
| FNSB Regional Comprehensive Plan | ✓ | | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| City of Houston Comprehensive Plan and CIA | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Ounalashka Corporation Comprehensive Lands Plan | ✓ | | ✓ | | ✓ | ✓ | ✓ | | | | ✓ | | ✓ | | | | ✓ |
| Kenaitze Indian Tribe Fixed Route Bus Service | | | ✓ | | ✓ | | | ✓ | | ✓ | | | ✓ | ✓ | ✓ | ✓ | ✓ |
| FAST MACS Transit Plan/Coordinated Human Service Plan Update | | ✓ | ✓ | | ✓ | | | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| AMATS Metropolitan Plan 2050 | | ✓ | | | ✓ | ✓ | | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| FNSB Comprehensive Recreational Trails Plan | ✓ | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Alaska Marine Highway System Long Range Plan | | | | | | | | | | | ✓ | | | | | | |
| Alaska Seafood Processing Re-Shoring Baseline Study | | | | | | | | | | | ✓ | | | | | | |
| Southwest Alaska Recovery and Resiliency Plan | | | | | | ✓ | | | | | ✓ | | | | | | |

TABLE 1: Relevant Project Experience



assessed the economic, physical and social impacts of regional transportation infrastructure projects within city limits.

MRG conducted a Borough-wide mail survey with a 25.3% response rate (365 households), gathering data on economic development, land use, public facilities and transportation needs. MRG also prepared the population and economic conditions assessment and conducted stakeholder interviews to inform planning priorities.

The project included Steering Committee facilitation, resulting in consensus on the Plan's Vision and Goals. R&M also responded to changes in local and statewide regulations, such as the legalization of marijuana, by updating policy and land use recommendations without impacting schedule or budget. The plan was adopted in 2016, on time and under budget.

Relevance: This community-wide comprehensive plan included a full demographic and socioeconomic update, future land use planning, a build-out analysis and a responsive policy development process. It reflects R&M's ability to integrate economic planning, land use and infrastructure needs while working collaboratively with stakeholders to prepare for growth and development.

Ounalashka Corporation (OC) Comprehensive Lands Plan



Scope: R&M is leading development of a Land Use and Management Plan for OC lands on Unalaska Island. This ongoing project includes an existing conditions assessment, site visits, socioeconomic updates, land ownership mapping and land feasibility analysis to support future residential, commercial, industrial and recreational development. The final plan will guide long-term use, management and investment on OC-owned lands, serving the mutual needs of OC shareholders and the broader Unalaska community.

The planning process is being guided by a Steering Committee composed of OC Board Members and a Real Estate Committee. R&M is facilitating visioning sessions, goals and objectives development, and trends analysis to ensure the plan reflects long-term community and shareholder priorities.

Relevance: This effort closely mirrors the structure and intent of a comprehensive plan update. It includes baseline conditions analysis, socioeconomic and land use data, stakeholder engagement, GIS-based land suitability mapping and the development of goals and strategies to guide future land use decisions. The planning framework and tools developed

through this project directly inform our ability to support the City of Unalaska's Comprehensive Plan.

Kenaitze Fixed Route Bus Service

Scope: R&M partnered with the Kenaitze Indian Tribe to develop a plan for Kahtnu Area Transit (KAT), a new fixed-route bus service designed to expand transportation access within the Kenai Peninsula Borough (KPB). KAT complements the Tribe's existing transportation offerings and aims to reduce barriers to essential services, including health care, education, employment and recreation. The plan focused on designing a culturally responsive, accessible and efficient transit program tailored to the needs of tribal members and the broader KPB population.

Relevance: This project demonstrates R&M's experience in rural and tribal transportation planning, with a focus on equity, inclusion and mobility for underserved and vulnerable populations. The KAT planning process aligns with Unalaska's goals to evaluate the feasibility of public transit and ensure community-wide access to essential services through inclusive planning.

Fairbanks Area Surface Transportation (FAST) Short- and Long-Range Transit Plan and Coordinated Human Services Plan Update (CHSTP)

Scope: R&M and Alta collaborated with FAST Planning and FNSB Transportation to update the Short- and Long-Range Transit Plan and CHSTP. Combining both plans under a single contract created efficiencies by integrating MACS Transit's fixed-route system with human services transportation to better serve the region's residents and visitors.

As part of the planning process, our team developed an Existing Conditions Report that included a transit system and human services transportation gaps analysis, along with a socioeconomic profile and land use context. We facilitated a transit needs workshop with the project Steering Committee to assess system performance, identify barriers and align recommendations with stakeholder priorities. The final plans were approved by the FAST Technical Committee and Policy Board in November 2024 and completed in December 2024.

Alta led several technical analyses to inform transit recommendations. This included a Level of Traffic Stress and pedestrian/bicycle connectivity analysis to evaluate the comfort and quality of routes to transit stops. Alta also developed a custom GTFS editor to model service improvements and tested proposed changes through an access analysis measuring job, park and service access improvements across the region under the new network.

Equity and accessibility were central to both plans. Each plan was developed with a strong focus on vulnerable populations and equity, ensuring that transportation barriers were identified and addressed in the context of limited resources and staffing capacity.

Relevance: This project is directly relevant to the Unalaska Comprehensive Plan update. The Existing Conditions Report offers a transferable framework for socioeconomic, land use and transit service analysis. R&M led development of the vision, goals and objectives in close collaboration with the Steering Committee, and helped shape a transit network that emphasizes access, inclusion and equity, core themes for Unalaska’s future transportation planning.

Anchorage Metropolitan Transportation Solutions (AMATS) 2050 Metropolitan Transportation Plan (MTP)



R&M, along with MRG, completed the comprehensive AMATS 2050 MTP to support and develop a transportation network that effectively moves people and goods, maintains residents’ high quality of life and a strong economy, and reflects community priorities. In addition to meeting all federal requirements for MPO transportation plans, the MTP emphasized network optimization, system flexibility and long-range adaptability. The planning process was guided by inclusive and robust public engagement to ensure a balanced approach across all modes of transportation.

Relevance: This Plan serves as a federally-required multimodal transportation plan that integrates land use, air quality and congestion management. Its land use assumptions were grounded in the Anchorage Comprehensive Plan, an approach directly aligned with Unalaska’s planning goals.

FNSB Comprehensive Recreational Trails Plan Update



Scope: R&M led development of a new system-wide Recreational Trails Plan for the FNSB, designed to guide trail development and management over the next 10–20 years. The plan defines goals, policies and strategies for establishing and preserving trail corridors, managing recreational uses and responding to land use changes. It was informed by the latest

available data and shaped by extensive public engagement, including an online survey that generated more than 1,800 responses, stakeholder meetings and collaboration with the FNSB Trails Advisory Commission.

Relevance: This project functioned as a focused comprehensive plan update, incorporating broad public outreach, interdepartmental coordination and a future-focused implementation strategy, relevant to Unalaska’s need for a data-informed, community-driven planning process.

Alaska Marine Highway System (AMHS) Long Range Plan

Scope: MRG contributed to the first Long Range Plan for the AMHS, which outlines service levels, infrastructure needs and financial projections for the 2025–2045 period. MRG led the demographic and economic trends analysis, assessing travel demand drivers across Alaska’s coastal communities and forecasting how factors such as population change, industry shifts and tourism trends may impact system use. MRG also helped develop the financial plan, identifying capital needs, operating costs and projected revenue sources.

Relevance: This project highlights MRG’s capacity to analyze multimodal transportation, regional economics and public infrastructure needs in remote, coastal Alaskan communities—directly applicable to Unalaska’s transit and economic planning goals.

Alaska Seafood Processing Re-Shoring Baseline Study

Scope: MRG is conducting a comparative cost study to evaluate the feasibility of relocating seafood processing from China and Washington back to Alaska. The analysis examines processing costs across key categories, including labor, energy, transportation and insurance, while also describing the structure and operations of processing businesses in each location.

Relevance: This work aligns with Unalaska’s interest in strengthening local industry competitiveness and economic resilience, particularly in the seafood sector.

Southwest Alaska Recovery and Resiliency Plan

Scope: MRG developed a regional recovery and resiliency plan in response to the COVID-19 pandemic. The plan included a background profile of Southwest Alaska’s economy, a summary of lessons learned and a targeted action plan to enhance long-term economic resilience. MRG conducted socioeconomic data analysis, executive interviews and a regional survey to inform strategies related to workforce, infrastructure, supply chains and economic diversification.

Relevance: This plan reflects MRG’s ability to lead resilience-focused planning in rural, coastal Alaska, skills and tools that can directly support Unalaska’s efforts to adapt and diversify its economy in response to future shocks and long-term shifts.



May 2, 2025

R&M No. 0001.00 (25-20)

Estkarlen Magdaong, City Clerk
City of Unalaska
43 Raven Way
Unalaska, AK 99685

RE: City of Unalaska Comprehensive Plan

Dear Ms. Magdaong and Evaluation Committee Members:

The City of Unalaska stands at a pivotal moment—balancing its rich maritime heritage and global economic role with the evolving needs of a dynamic, close-knit community. Rooted in commercial fishing, seafood processing, and marine transportation, Unalaska’s economy and infrastructure must remain resilient and adaptive to ensure long-term vitality. The City is seeking a new Comprehensive Plan that not only reflects its unique geographic and economic conditions, but also prepares for future challenges and opportunities, particularly in the areas of economic diversification and public transit. **R&M CONSULTANTS, INC.** (R&M) recognizes the complexities of planning in a remote, weather-challenged and highly industrialized environment—and we are prepared to partner with Unalaska in developing a forward-thinking, community-driven plan that serves its residents, workforce and future generations.

R&M has been a trusted partner to Alaska communities for more than 56 years, offering planning services that reflect local values, regional challenges and statewide realities. Our experienced team works within a multi-discipline environment that allows us to take a holistic view of each project, carefully considering physical, social, economic and environmental impacts to create well-rounded, community-centered solutions. We understand the complexities of planning in remote and coastal areas, and our planners are skilled at navigating municipal, state and federal processes to help move critical initiatives forward.

Our planning team includes experts in land use and transportation planning, public involvement, transportation engineering, GIS and graphic design. To complement our in-house strengths, we’ve teamed with **Alta Planning + Design, Inc.** for transit planning and **McKinley Research Group, LLC** for economic analysis and forecasting. Together, we offer a collaborative, innovative team with the experience and capacity to support the City’s goals. Key strengths we bring include:

- **Direct, Relevant Experience in Unalaska.** R&M is leading a Land Use and Management Plan for the Ounalashka Corporation (OC) for lands on Unalaska Island, an effort closely aligned with the goals of the City’s Comprehensive Plan. Working in close collaboration with a Steering Committee composed of OC Board Members and a Real Estate Committee, we are helping to define a shared vision, development priorities and long-term strategies that serve OC shareholders and the broader Unalaska community. Our direct, on-the-ground experience with Unalaska’s land use patterns, economic drivers and community dynamics provides valuable insight and an active stakeholder network we will bring to this effort.
- **Extensive Alaskan Planning Experience.** Our Project Manager, **Beth McKibben, AICP**, has 36 years of comprehensive and community planning. She has developed comprehensive plans for several Alaskan communities, including Yakutat, Juneau, Homer and Talkeetna. Having worked as a former city planner for

City of Unalaska - Comprehensive Plan - 05/02/25

numerous Alaskan boroughs and cities, Beth understands the perspective and need for a comprehensive plan from the agency side.

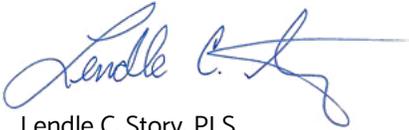
- **Commitment to Collaboration.** We are passionate about meaningful engagement. Our team thrives on collaboration, with clients, stakeholders and the public, to develop plans that reflect diverse perspectives and foster shared ownership. We aim to be true partners in planning, working alongside the City to co-create a plan that is visionary and achievable.
- **Innovative Public Involvement Techniques.** Our Public Involvement Specialists use tested, creative outreach strategies that go beyond standard engagement methods. From tailoring presentations for community groups and decision-makers to using a range of communication tools that accommodate different learning styles, we ensure the planning process is inclusive, accessible and effective, especially for complex or potentially controversial issues.
- **Small Alaskan Community Specialization.** R&M has supported planning and public outreach in communities across the state, including Unalaska, Haines, Seward, Homer, Kenai, Seldovia, Yakutat, Valdez, Newtok/Mertarvik, Port Graham, Nanwalek, Dillingham, Wasilla, Knik, Big Lake, Houston, Chugiak-Eagle River/Eklutna, Turnagain Arm, Girdwood, Sterling, and Moose Creek. Notably, we worked with the City of Houston on a Comprehensive Plan Revision and Community Impact Assessment, including a visioning workshop to guide the community's growth for the next 20 years, and are currently updating the Fairbanks North Star Borough Regional Comprehensive Plan.
- **Strong Multi-Discipline Team.** Project success depends on integrated expertise. Our planners and public involvement specialists are supported by engineers, GIS analysts and graphic designers, providing the technical rigor, creativity and coordination needed to develop implementable, community-focused plans.

R&M acknowledges addenda #1 (4/1/25) and #2 (4/10/25).

R&M focuses on providing superior, innovative professional services emphasizing accessibility, responsiveness, commitment, quality and integrity in all we do. Our team enjoys working on plans like this that focus on improving the day-to-day lives of Alaskans and are committed to partnering with the City to achieve a plan that is a reflection of the community's needs and desires. If you have questions with regard to this proposal, or the qualifications of the R&M team, please contact me or Project Manager Beth McKibben at the numbers on this letterhead or via e-mail at lstory@rmconsult.com or bmckibben@rmconsult.com. As Chief Executive Officer at R&M, I am authorized to make representations on behalf of the firm.

Sincerely,

R&M CONSULTANTS, INC.



Lendle C. Story, PLS
Chief Executive Officer

LCS:caw



Proposal



The livability of a community can be best attributed to how well it provides for its residents, how welcoming it is to visitors and how open it is for business. Like livability, good planning is essential for public investment in community quality of life and what is great for residents is good for business. Community and economic development are related. Public investment in solid planning for infrastructure and utilities expansion will serve to grow a community's commercial and industrial base, while benefiting residents through additional revenue for services. Good planning situates a community to anticipate and accommodate change. A plan will answer questions and offer solutions for anticipated growth and change that reflects the community's values, while meeting identified needs. It provides the opportunity to integrate community development (public investment in infrastructure and services) with economic development (private investment in local businesses and wealth building) to create new approaches for a vibrant and resilient future.

R&M CONSULTANTS, INC. (R&M) is in the quality-of-life business for Alaskans, developing actionable plans in partnership with communities, designing effective public infrastructure projects, and assisting in their funding and construction. Our multi-discipline team brings the expertise needed to assist the City of Unalaska in developing its comprehensive plan, including specific implementation actions and a consistent framework for evaluating future opportunities and measuring successes and challenges. R&M has a clear understanding of the scope, schedule and deliverables necessary to complete an updated comprehensive plan that emphasizes economic considerations and evaluates the viability of a public transit service. We have assembled a highly skilled team of planners, public engagement specialists, economists, transit and active transportation experts, GIS professionals and graphic designers to effectively perform the contracted services and deliver a plan that is actionable, community-focused and forward-looking. The Plan will:

- Be developed by the community through an inclusive, robust and transparent public process.
- Present a vision for the future with mid-to long-range goals.
- Define actionable strategies for accomplishing goals to advance the community's vision.
- Guide community leaders, City staff, residents, businesses and investments over the next 10 years.

We have a deepening understanding of just how unique Unalaska is. R&M is currently working with the Ounalashka Corporation (OC) to finalize its lands plan, for which our proposed project manager, **Beth McKibben, AICP**, and Department Manager, **Van Le, AICP**, spent multiple days in the community conducting fieldwork and stakeholder engagement. Their time on the ground provided firsthand insight into Unalaska's infrastructure, development patterns, community priorities and logistical challenges, knowledge that is critical to shaping a realistic, responsive and locally grounded plan. In addition, **McKinley Research Group, LLC** (MRG) recently compiled demographic and economic indicators for Unalaska as part of existing conditions studies for Alaska Department of Transportation and Public Facilities (DOT&PF) planning efforts. MRG also has extensive experience analyzing the industries critical to Unalaska's economy, including seafood processing, shipping, health care and tourism, and brings a strong foundation of socioeconomic research and forecasting expertise specific to Southwest Alaska.

Our transit and active transportation planning partner, **Alta Planning + Design, Inc.** (Alta), adds national expertise in sustainable and multimodal transportation planning, with a strong focus on improving first- and last-mile access to transit, active transportation connectivity and performance-based analysis. Their experience working in remote and Alaskan communities, paired with innovative GIS tools and a people-focused outreach approach, ensures that transit planning is grounded in technical rigor and community needs.

The R&M team will work collaboratively with City staff, stakeholders and residents to craft an updated Comprehensive Plan that validates the community's core values and provides clear, achievable goals and strategies to help realize Unalaska's vision for the future.

PROJECT TEAM & EXPERIENCE

The R&M team is uniquely positioned to work with the City of Unalaska and its residents to update their Comprehensive Plan. R&M’s planning team includes seven planners, three of whom are certified through the American Institute of Certified Planners (AICP). Our work consists primarily of supporting public governments and quasi-governmental entities with current and long-range planning efforts and community infrastructure development projects. As former Municipality of Anchorage (MOA), City and Borough of Juneau, and Fairbanks North Star Borough (FNSB) planning staff, we understand the constraints local government agencies and organizations have in their day-to-day jobs. We have applied familiarity with local, regional, state and federal requirements for planning and permitting efforts, land use code interpretation, writing and reviewing development proposals, and serving as an extension of public sector staff for review and approval of applications within the Alaskan context.

Key Personnel

The extensive experience of our talented team, including decades of providing planning, public involvement, transportation engineering, economist analyses, GIS and graphic design services to clients throughout Alaska, will allow our team to provide the City with timely, cost effective services and products to update the City’s Comprehensive Plan. Our team’s experience and qualifications are summarized below and provide in more detail in their resumes attached to this proposal.

PROJECT MANAGER
Beth McKibben, AICP

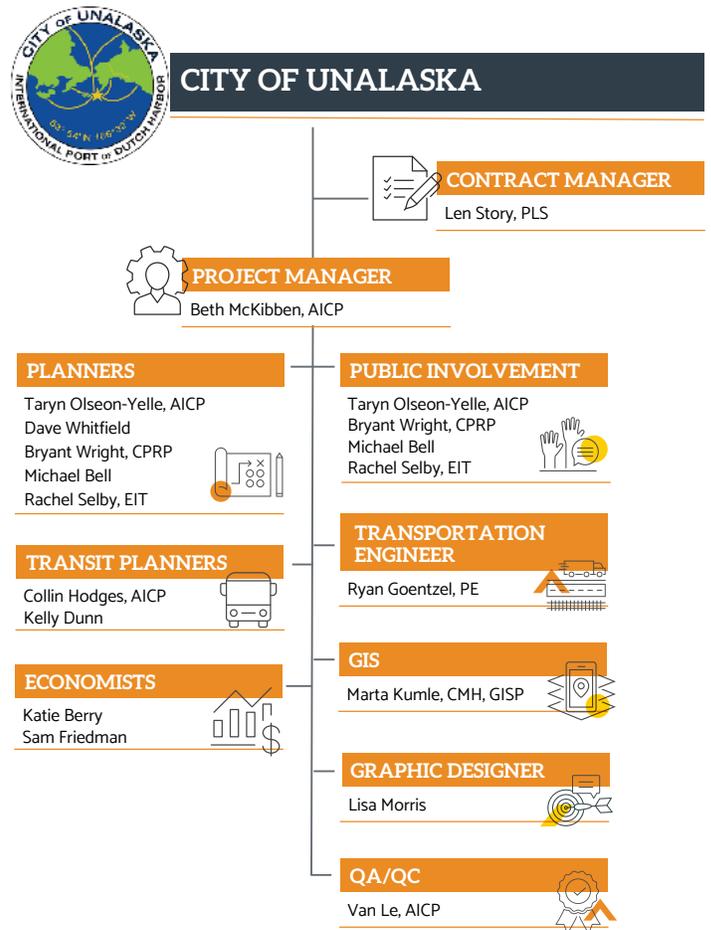


Role

Beth will serve as Project Manager and be the primary point-of-contact with City of Unalaska. She will be responsible for the operational aspects of the project, including project coordination, scheduling, day-to-day QC and overall performance of project tasks. Beth will ensure coordination of the project team and serve as the connection between the R&M team and City. She will ensure deliverables are developed to City standards, and that the project schedule and budget are maintained.

Qualifications and Experience

With more than 30 years of experience in community planning, working for a variety of Alaskan communities, Beth has a passion and a skill set for helping communities position themselves for positive and meaningful change. She is experienced in project management, public outreach, meeting coordination and facilitation, and consensus building among stakeholders. Beth has also successfully applied for, received, and administered many different grants. She has extensive experience researching, writing, and applying local land use regulations, and possesses the ability to research and evaluate state and local legislation.



A former municipal and borough planner, Beth guided comprehensive plans for the City and Borough of Yakutat, City of Palmer, and City of Homer to successful adoption, as well as the Homer Town Center Plan, Juneau Housing Action Plan, Juneau Energy Strategy and numerous Matanuska-Susitna Borough (MSB) Lake Management Plans. She was the lead for the Blueprint Downtown Area Plan and the not yet adopted Douglas/West Juneau Area Plan. At R&M, Beth is currently the Project Manager for the FNSB Regional Comprehensive Plan update and the Lead Planner for the Kenai Peninsula Borough (KPB) Safe Streets for All (SS4A) plan, both of which involve extensive public outreach. She is also supporting Ounalashka Corporation’s (OC) Lands Plan in Unalaska, MSB Comprehensive Safety Action Plan, Fairbanks Area Surface Transportation (FAST) Transit Planning, MSB Transit Continuity Plan and Mat-Su Inter-Regional Corridor Study.

CONTRACT MANAGER
Len Story, PLS



Role

Len will provide administrative oversight and ensure R&M’s work adheres to the contract. He gives the City a neutral party with whom to discuss contract issues.

Qualifications and Experience

An employee of the firm for 46 years, Len has served as contract manager on many planning projects, including the AMATS MTP 2050, FNSB Comprehensive Plan Update, OC Lands Plan, FAST Short- and Long-Range Transit Plan and Coordinated Human Services Transportation Plan (CHSTP), and more. He clearly understands municipal requirements and personnel, and has excellent conflict resolution and personnel management skills critical to guiding projects to successful completion.

LEAD PLANNER

Taryn Oleson-Yelle, AICP

**Role**

Taryn will be the lead planner and lead public engagement, supporting Beth and the R&M team with plan development.

Qualifications and Experience

Taryn is a senior planner with 11 years of experience working with Alaskan communities, agencies and organizations to improve quality of life through land use, transportation, recreation and community planning. As a long-range and current (short-term development) planner, Taryn has applied experience in effective visioning and goal setting which results in supported, permitted, and constructed capital projects. She is responsible for the research and analysis of adopted plans and policies, conducting land use and community impact assessments, the composition of comprehensive, multi-modal, and area-specific master plans, and ensuring projects are compliant with site development and land use regulations. Effective stakeholder engagement is essential to her work. Taryn is a skilled facilitator who successfully communicates complex technical concepts to and with the public, reviewing agencies, and decision-making bodies to develop accurate, actionable plans and approved site development applications. Her public involvement programs use a mix of print, digital, in-person and virtual engagement methods with a focus on approachability. She tailors messages and selects engagement formats, including public meetings, design charrettes, and informational materials to best fit the engagement's purpose and target audience.

Taryn is the Lead Planner for the OC Lands Plan, AMATS and MOA Recreational Trails Plan, and multiple public planning and design projects under a term contract with the City of Seward. She led or supported planning public engagement for the FNSB Comprehensive Recreational Trails Plan Update, the City of Houston Comprehensive Plan Revision, CIA and Multi-Modal Transportation Plan, FAST Planning's Short- and Long-Range Transit Plan and CHSTP, and the Kenaitze Indian Tribe Kahtnu Transit Plan, all of which included extensive stakeholder coordination and development of short and long-term implementable recommendations. Taryn is also providing planning and public engagement for the AMATS Complete

Streets Plan, Metropolitan Transportation Plan 2050 and AMATS Safety Plan, FNSB Comprehensive Plan Update.

SENIOR PLANNER

Dave Whitfield

**Role**

Dave will provide land use planning and plan implementation support services.

Qualifications and Experience

Dave has 20 years of experience in land use planning, subdivision and platting, code analysis, private development, code compliance and implementation for public and private development projects. Prior to joining R&M, Dave was the MOA Planning Manager and Platting Officer. He specializes in community and economic development through comprehensive review of local and regional projects, including site planning, subdivisions, conditional uses, variances, and dedication of public facilities such as new roadways. Dave has additional expertise in land development regulations, including drafting ordinances, project management and collaborating regularly with multi-discipline teams of engineers, developers, planners and the Anchorage business community. He was staff to the Platting Board, Planning and Zoning Commission, Urban Design Commission, Zoning Board of Examiners and Appeals and was also technical support staff to the Anchorage Assembly. He is also a regular presenter on development projects to agencies, Community Councils and community stakeholder groups. Dave supported the Lands Plan for OC in Unalaska, the land use analysis for the Minnesota and I/L Streets Corridor Plan and is managing the City of Valdez Comprehensive Subdivision Code Update.

LEAD TRANSIT PLANNER

Collin Hodges, AICP

**Role**

Collin will be the lead transit planner, leading all transit planning tasks for the Comprehensive Plan.

Qualifications and Experience

Collin is a certified urban planner with 13 years of experience in public transportation, active transportation, shared mobility and land use planning. He is a former senior planner for the MOA Planning Department and Public Transportation Department, People Mover. Collin's diverse background includes projects in Alaska, New York and communities across the country, giving him a strong understanding of how land use policies and transportation systems interact to shape vibrant, equitable and sustainable communities. His expertise includes transit system planning, multimodal network design, GIS analysis, public engagement and project management.

Collin has led public transportation projects such as the FAST Planning Transit Plan Update, “Anchorage Talks Transit” visioning project and the redesign of Anchorage’s bus network, which significantly improved ridership. He also brings experience managing transit-related elements for major corridor and downtown studies, such as the Anchorage Downtown Streets Engineering Study and Baltimore Regional Bike Network Vision Plan.

In addition to technical planning, Collin is skilled in facilitating public outreach programs, conducting transit propensity analyses, and aligning transit planning strategies with broader land use goals. His ability to communicate technical information to the public and stakeholders ensures collaborative, actionable results aligned with community needs.

TRANSIT DATA ANALYST

Kelly Dunn



Role

Kelly will serve as a data analyst, providing technical support for demographic, socioeconomic and transit-related data analysis throughout the Comprehensive Plan process.

Qualifications and Experience

Kelly is a civic data analyst with 13 years of experience specializing in statistical analysis, geospatial analysis, public transit planning and data visualization. She brings a strong background in analyzing transportation and mobility systems to support informed, equitable planning outcomes.

Kelly has extensive experience applying GIS, Python, R Studio and Power BI for transportation planning and performance evaluation. She led data analytics for projects such as the FAST Planning Transit Plan Update in Fairbanks, Caltrans Bay Area Transit Plan and Pima Association of Governments Regional Active Transportation Plan. Her work includes connectivity analyses, Level of Traffic Stress analyses, safety assessments, predictive modeling and the development of custom data tools such as GTFS editors and equity dashboards.

Prior to joining Alta, Kelly worked at Sound Transit where she was responsible for service planning, equity studies and the development of performance dashboards for transit projects. She is skilled at using data to inform strategic decision-making and crafting accessible communication materials that translate technical insights into actionable strategies for agencies and communities.

PLANNER

Bryant Wright, CPRP



Role

Bryant will support transit and community planning, and public involvement tasks, including data collection and analysis, report and plan writing.

Qualifications and Experience

Bryant has 10 years of experience in planning, agency coordination and public outreach. He previously worked for the FNSB as the Trails Coordinator, where he oversaw trail development. Bryant regularly collaborated across disciplines and agencies to review land use plans, subdivision designs and right-of-way history throughout the Borough. His experience also includes public outreach, meeting facilitation, agency review meetings, and code and plan compliance. Bryant has been involved in countless community development processes that require respect and understanding to achieve programmatic goals.

Bryant is currently serving as the lead planner for the FNSB Regional Comprehensive Plan, a 20-year policy document being developed through an inclusive, borough-wide public process. His role includes leading public engagement across diverse communities, coordinating with the Comprehensive Plan Advisory Committee and Planning Commission, and ensuring the plan reflects the unique identities and needs of all regions within the Borough.

In addition to this work, Bryant was the lead planner for the Kenaitze Transit Route Development Plan and Borough project manager for the FNSB Comprehensive Recreational Trails Plan update, working with R&M. He managed the project, prepared and evaluated the trail inventory, managed the GIS trail database and facilitated work sessions with the Trails Advisory Commission. He also led public engagement for the FAST Short- and Long-Range Transit Plan and CHSTP, and supporting planning and engagement tasks for the Alaska Long Trail Reconnaissance Engineering Study (Anchorage to Mat-Su section) and AMATS Recreational Trails Plan.

PLANNER/PUBLIC INVOLVEMENT

Michael Bell



Role

Michael will support comprehensive planning tasks, including public involvement, data collection and analysis, graphics to support data reporting, research and plan development.

Qualifications and Experience

Michael has one year of planning and public involvement experience. This includes multiple land use and transportation planning projects in Anchorage and communities within the Kenai Peninsula, Kodiak and Unalaska. Michael is supporting the KPB SS4A Plan, where he is assisting with plans and code review, public involvement and transportation analysis of crash and traffic data. He is also assisting with the MSB Comprehensive Safety Action Plan, providing public involvement and stakeholder outreach; OC Land Plans for Unalaska; and the AMATS Recreational Trails Plan, where he is assisting with development of the user typology and demographic analysis and level of service analysis, including the equity analysis.



PLANNER/PUBLIC INVOLVEMENT

Rachael Selby, EIT

**Role**

Rachael will support comprehensive planning tasks, including public involvement, data collection and analysis, graphics to support data reporting, research and plan development.

Qualifications and Experience

Rachael joined R&M in July 2022, and transitioned to the firm's Planning Department in 2024. She has demonstrated strong organizational skills, experience with technical reviews and a commitment to completing tasks in a timely manner. Rachael has actively contributed to drafting public involvement plans and materials for public and stakeholder meetings on several projects, including the KPB Transportation Safety Plan, Ounalashka Lands Plan, MOA Recreational Trails Plan, and the AMATS Regional Household Travel Survey. She is currently providing public involvement assistance on the DOT&PF Minnesota and I/L Street Corridor Plan, AMATS Climate Action Plan and AMATS Complete Streets Plan.

LEAD ECONOMIST

Katie Berry

**Role**

Katie will lead economic analyses to assess existing conditions, barriers and solutions.

Qualifications and Experience

Katie has significant experience in analyzing the current demographics and economic composition of communities in Alaska and articulating the factors impacting their trajectory. Her recent experience includes projecting demographic shifts across coastal Alaska at the community level and articulating industry conditions impacting these diverse economies for the Alaska Marine Highway System demand planning. Katie's experience includes economic planning for regions as diverse as the Northwest Arctic Borough, Prince William Sound, and Wasilla. She worked on development of the 2022 Economic Recovery and Resiliency Plan prepared for Southwest Alaska Municipal conference, a plan addressing the region's resiliency to economic shocks following the start of the COVID-19 pandemic. Katie recently contributed to the Alaska Workforce Career Needs Assessment and has a deep understanding of how housing availability can impact a community's workforce and broader economic development.

ECONOMIST

Sam Friedman

**Role**

Sam will serve as the team's seafood and mariculture specialist, leading analyses in these areas.

Qualifications and Experience

Sam has extensively studied the Alaska seafood and mariculture industries in his five years at MRG. This work has given him a deep understanding of how these industries operate in Alaska and the global dynamics of markets for Alaska products. Sam's current projects include: a study for Genuine Alaska Pollock Producers on the pollock industry's role in southwest Alaska shipping; an analysis of the cost competitiveness of Alaska shoreside seafood processors as compared to Chinese plants for the Alaska Fisheries Development Foundation; and a three-year project to chart the growth of Alaska seaweed and oyster farming for the Alaska Mariculture Cluster. Other relevant work includes the 2023 Wholesale Market Profiles for Alaska Groundfish and Crab for the National Marine Fisheries Service; the 2022 Assessment of Alaska Seaweed Processing Locations; and the 2022 Wild Alaska Pollock 2040 report on the potential global market for Alaska pollock.

TRANSPORTATION ENGINEER

Ryan Goentzel, PE

**Role**

Ryan will provide technical engineering expertise for vehicular and nonmotorized network evaluation, including infrastructure readiness for transit.

Qualifications and Experience

Ryan has more than 17 years of experience in all aspects of project development. His focus has been leading and coordinating the design of highways, pathways, grading, drainage, and signing and striping plans. Ryan works closely with R&M's planning team to review planning, non-motorized, complete streets and context sensitive design transportation projects. He is familiar with municipal and state standards and project intricacies and has been involved in numerous transportation projects that included coordination among multiple functional groups, agencies and stakeholders.

Ryan is currently providing technical engineering expertise for the AMATS Minnesota Drive & I/L Streets Corridor Plan and the KPB SS4A CSAP, where he is assisting with data collection, crash analysis and development of project recommendations to enhance roadway safety. He is also supporting transportation engineering tasks for the Kenaitze Indian Tribe's fixed-route bus service project, providing technical input on infrastructure readiness and operational feasibility.

Additionally, Ryan has contributed to a variety of pedestrian and roadway improvement projects across Alaska. He developed concept-level design solutions to improve pedestrian and bicycle mobility and safety for the Big Lake Pedestrian Study and Fairview Loop Road Rehabilitation and Safety Improvements, addressing roadway safety through alignment corrections, shoulder widening, and the addition of separated pathways. His broader experience includes road

improvement projects such as the Nome Center Creek Road Rehabilitation, Kodiak ADA Improvements, Ketchikan Water Street No. 1 and Dalton Highway MP 18-37.

GIS SPECIALIST

Marta Kumle, CMH, GISP



Role

Marta will support planning with GIS data analytics and map visualizations to assist decision making and enhance public involvement.

Qualifications and Experience

Marta has 18 years of experience in GIS, including using ESRI ArcGIS products and other GIS software for data geoprocessing, interactive web applications, as well as desktop map composition. She regularly provides GIS support for multi-discipline projects involving survey, geotechnical, planning, civil and environmental services. She is providing GIS support for the OC's Lands Plan for Unalaska, which included development of a comprehensive database on land ownership and use, KPB Comprehensive Safety Plan and the Minnesota Corridor Plan. This work includes developing on-line interactive survey maps and comment platforms to engage the public, as well as interactive GIS-based dashboards to facilitate review and examination of information. Marta also provided GIS work for the FNSB Recreational Trails Plan, the AMATS MTP 2050, and the Eklutna Hydroelectric Recreation Study which included development of similar GIS web maps and dashboards.

GRAPHIC DESIGNER/GRAPHIC COMMUNICATIONS

Lisa Morris



Role

Lisa will support public involvement and planning tasks by developing the concepts and creating graphic assets to communicate key information with stakeholders. This includes infographics to convey data or technical information, branding, flyers, report outlines and graphic layouts of reports and plans.

Qualifications and Experience

Lisa has 24 years of professional graphic design experience in Alaska. Her skills include corporate and project branding, print and digital collateral design, report design and layout, infographic design, copywriting and editing. Lisa has designed on brand marketing material packages for a variety of corporate clients. She has supported public involvement campaigns by designing visual presentation tools for stakeholder meetings and public reviews. Lisa has developed strategic visual materials for programming and concept design projects such as land development options and technical design details. Her experience includes the FNSB Recreational Trails Plan, where she designed the project logo, several collateral pieces, final stakeholder report and 2022 Recreational Trails Plan document. She was also the graphic

designer for the FAST Transit Plans, which updated the FNSB Short- and Long-Range Transit Plan and CHSTP. Lisa's other graphic design work includes the KPB SS4A Plan; AMATS Safety Plan; UMED Travel Demand Model Study; and Mat-Su Intra-Regional Corridor Plan. Lisa is also well-versed in creating accessible documents that conform to Section 508 Standards. She successfully integrated these standards into the Final AMATS MTP 2050 Plan document, FAST Transit Plans and KPB Safety Plan.

QA/QC

Van Le, AICP



Role

Van will provide independent peer review and technical planning assistance to ensure our services and work products meet the needs of our clients.

Qualifications and Experience

Van is R&M's Planning Department Manager and a senior level planner with 22 years of comprehensive planning experience, including downtown revitalization and economic development, district planning, exurban community planning, comprehensive transportation planning, parks and open space, area specific planning studies and functional step-down plans. Van is also a former Municipality of Anchorage Community and Land Use Planner. She has been involved in all aspects of local and regional planning, including zoning and regulatory compliance for project implementation and inter-agency coordination at the local, regional, state and federal level. Van's familiarity with municipal and borough planning standards and project intricacies, experience and high attention to detail will help support the success of this Comprehensive Plan development.

Van was the Project Manager for the FNSB Comprehensive Recreational Trails Plan, the City of Houston's Comprehensive Plan Update, FAST Planning's Short- and Long-Range Transit Plan and CHSTP and is currently QA/QC for the FNSB's Comprehensive Plan Update, providing technical support to the R&M Planning team. She was the Project Manager for the Kenaitze Indian Tribe's Transit Development Plan and the MSB's Transit Continuity Plan. She is also managing the Kenai KPB SS4A Plan and supporting the MSB Comprehensive Safety Plan. Van's other project experience includes serving as Project Manager and Planning Lead for the AMATS MTP 2050, AMATS Non-Motorized Plan and OC's Lands Plan for Unalaska.

Location

R&M

R&M is headquartered in Anchorage at 9101 Vanguard Drive, approximately a two-hour flight to Unalaska. We also have offices in Fairbanks and Juneau. Our scope of services offered through our offices consists of a range of planning, engineering, earth sciences, geomatics and construction services that include:



- Airports
- Construction Administration
- Contaminated Sites
- Geology
- Geotechnical
- GIS
- Grant Writing
- Hydrographic
- Hydrology
- Land Development
- Land Surveying
- Materials Testing
- NEPA
- Parks and Trails
- Permitting
- Planning
- Public Involvement
- Remote Sensing
- Right of Way
- Site Development
- Special Inspections
- Surface Transportation
- Utilities
- Waterfront

Our team will use the Anchorage office as a base when traveling to Unalaska for project meetings, site visits and public involvement presentations, meetings and workshops. All R&M staff, with the exception of Bryant Wright and Beth McKibben, will perform the required services in Anchorage. Bryant will work out of our Fairbanks office, located at 212 Front Street #150, and Beth will work out of our Juneau Office, located at 801 West 10th Street, Suite 100B.

Alta

Alta's headquarters is located at 101 SW Main Street, Suite 2000, Portland, OR 97204. Kelly and Collin, respectively, work out of the following branch offices:

- Seattle: 2101 4th Ave Suite 340, Seattle, WA 98121
- Baltimore: 800 S. Broadway, Baltimore, MD 21231

They provide planning, engineering, landscape architecture and education from each of these locations.

MRG

MRG maintains offices in Anchorage (3800 Centerpoint Drive, Suite 1100) and Juneau (801 W. 10th Street, Suite 100B). All economic and social research services offered by the MRG team – economic impact assessments, market demand and financial feasibility, survey research, and more – are performed by teams from both offices.

Ability to Perform on this Project

Established Presence and Strong Local Advantage

R&M is uniquely positioned to hit the ground running on this project. We already have key team members actively engaged in Unalaska through our current work with the OC, giving us

a meaningful head start and deep familiarity with the local context, geography, stakeholders, and land use priorities. The trends and existing conditions analysis developed for the OC Land Use Plan is directly applicable to the broader Unalaska community and can be readily leveraged to inform the Comprehensive Plan from the outset. MRG further strengthens this advantage, bringing recent, detailed demographic and economic indicator analysis for Unalaska developed through DOT&PF planning efforts, along with decades of experience studying key industries such as seafood, shipping, health care, tourism and emerging sectors like mariculture.

Robust GIS Database and Mapping Expertise

As part of our work with OC, R&M GIS Specialist Marta Kumle developed and managed a detailed GIS database of existing land ownership, integrating and reconciling data from multiple sources to address long-standing inaccuracies. This custom database has provided a reliable foundation for planning and has supported the creation of high-quality maps for data visualization, decision-making and public communication. Complementing this work, Alta brings advanced GIS-based network analysis tools that can support connectivity assessments, transit accessibility evaluations and multimodal infrastructure planning, helping to inform data-driven decision-making throughout the comprehensive planning process.

Plans Built on City-Compatible Frameworks

The OC Land Use Plan was developed using professional planning best practices and closely aligned with the City's existing zoning and land use plans. As a result, our recommendations are realistic, grounded in local policy, and compatible with the City's adopted goals and codes, ensuring a seamless integration with the Comprehensive Planning process. MRG's economic planning expertise, including recent regional resiliency planning across Southwest Alaska and work assessing housing, workforce and economic diversification challenge, ensures the plan's economic strategies will be pragmatic, future-focused and responsive to Unalaska's unique conditions.

Full-Service Team with Capacity to Deliver

We have the advantage of a fully mobilized team with recent, relevant experience in Unalaska. Our planners are well-versed in working under tight schedules, can travel from Anchorage as needed, and are equipped to deliver comprehensive community engagement through in-person and virtual platforms. Alta enhances our team with national expertise in transit planning, active transportation network design and accessibility analysis, ensuring future transit solutions are realistic, equitable and supportive of multimodal mobility. Alta also brings specialized public involvement strategies designed to reach linguistically and culturally diverse communities, aligning closely with Unalaska's demographics.

Together, R&M, MRG and Alta offer the technical depth, local insight and innovative tools necessary to develop a



comprehensive plan that is visionary, actionable and fully aligned with Unalaska’s needs. Our team also brings targeted expertise in housing and workforce challenges, economic resiliency, multimodal transportation access and inclusive community engagement, ensuring the planning process and resulting strategies are implementable, data-driven and grounded in Unalaska’s vision for the future

Example Plans

R&M has included links below to several work samples for projects with similar tasks and goals.

City of Houston Comprehensive Plan Revision and CIA
<https://matsugov.us/plans/city-of-houston-comprehensive-plan>



FNSB Regional Comprehensive Plan
<https://www.fnsb.gov/1169/Comprehensive-Plan-Update>



KPB Comprehensive SS4A Plan
<https://kpb-ss4a-comprehensive-safety-plan-kpb.hub.arcgis.com/>



FAST Short- and Long-Range Transit Plan and CHSTP
<https://fastplanning.us/transit/>



PROJECT APPROACH

Approach

Unalaska is one of Alaska's most distinctive communities, remote and resilient, with rich cultural and historical roots, a strong creative spirit, and a critical role in the state's economy and logistics network. Like many Alaskan communities, Unalaska is navigating a period of transition. Population projections from the Alaska Department of Labor and Workforce Development (DOLWD) suggest minimal growth (less than 1%) in the Aleutians West Census Area through 2050. Concurrently, the Unalaska School District has experienced a decline in enrollment and the community continues to face mounting challenges tied to the high cost of living, limited housing availability, extreme weather conditions and reductions in state funding.

In the face of these challenges, the City of Unalaska is looking ahead and asking essential questions about the future: Where will residents live and work in the coming decade? What infrastructure and services will they need? How can Unalaska meet housing demand while preserving the community's access to nature, subsistence areas, and recreational spaces? And how can the community remain resilient, economically, socially and environmentally, through this ongoing change?

An update to the Comprehensive Plan will provide a framework to answer these questions. It will serve as a community-driven policy document that establishes a shared vision for the next 10 years, grounded in local values and informed by data, trends and community input. The plan will define long-range goals and outline specific, actionable strategies for achieving them, giving City staff, leadership, residents and the development community a clear roadmap for the future. It will:

- Guide planning, development and funding for the next 10 years.
- Reflect the voice of the community by accurately describing community needs, goals and priorities.
- Focus resources toward community priorities.
- Serve as a decision-making tool for City leaders, staff, residents and developers.
- Include a clear action plan with strategies aligned to community goals.

This update will go beyond compliance or documentation. It will build a resilient and responsive foundation for Unalaska's future, ensuring the community is well-positioned to navigate demographic shifts, economic transitions and infrastructure needs. A key component of this planning effort will be a supporting transit study to assess the feasibility of a public transit system and explore operational models that could improve mobility for residents and visitors alike.

Our team understands the importance of this moment for Unalaska and is prepared to deliver a comprehensive, implementable plan that reflects local identity, supports economic vitality and prepares the community to thrive in the face of change.



Methodology

▶ TASK 1: PROJECT MANAGEMENT AND COORDINATION

Upon Notice-to-Proceed (NTP), Project Manager **Beth McKibben, AICP** and Planner/Public Engagement Lead **Taryn Oleson-Yelle, AICP** will schedule a virtual kickoff with City Manager Bill Homka, Project Manager and Planning Director Cameron Dean, and key team members. The kick-off meeting will consist of project team introductions, project outcomes review and task discussions.

Project Management Plan (PMP)

Following the kick-off meeting, R&M will develop a detailed PMP based on industry best management practices. The PMP will be a "living document" on a shared server, such as Microsoft Teams or another platform as preferred by the City. This will ensure all members of the R&M team and City staff maintain a current project understanding and allows the PMP to be updated and reviewed in real time by all parties. We will review the PMP at each team progress meeting to ensure expectations are clear and met on time and within budget. At a minimum the PMP will include:

- Team member roles and responsibilities.
- Project task descriptions, including responsibility allocation between R&M and the City, and preparation and organization of all activities related to data collection and analysis.
- Project schedule, including draft and final deliverable dates, project review timeframes for city staff, other identified reviewers and contingency planning for delays.
- Document management practices, including review processes, document version control, file transfer approaches and work product document changes.
- Communication protocols, including project team and city lead contact designations, and external communications management approaches (detailed in the PIP - Task 2).

Progress Reports

We will provide monthly progress reports to the City's Project Manager throughout the project. In these reports, we will document travel and expense receipts, completed tasks, upcoming tasks or milestones, status of the project's scope and schedule, and potential issues that may arise.

Project Coordination Meetings

We will have monthly project coordination meetings to include Beth, Taryn, the City's Project Manager and supporting City staff. We will invite additional task-specific staff on an as needed basis to keep meetings focused, effective and efficient.

Transit Study Management

Alta will engage in regular project management activities to support this task and coordinate Task 7 work with the

wider Comprehensive Plan. As part of this subtask, Alta will attend project check-in and other team meetings virtually in accordance with the budgeted fee.

✉ **TASK 1 DELIVERABLES**

- Kick-off meeting agenda
- Project Management Plan and Schedule
- Monthly project reports

▶ **TASK 2: PUBLIC ENGAGEMENT**

Taryn Oleson-Yelle, AICP will lead public engagement with topic-specific support from Alta and MRG. Taryn and R&M's planners will provide a robust, inclusive, approachable engagement strategy designed to reach as many residents and community stakeholders as possible. We will develop a Public Involvement Plan (PIP) after the kickoff meeting and follow-up initial work session with Unalaska Project Manager and Director of Planning, Cameron Dean, to review potential outreach and engagement tools to ensure our approaches fit the needs of City staff, members of the Tri-lateral agreement, stakeholders and the public. The PIP will detail the "who, what, when, where, why and how" of public engagement throughout Plan development. To successfully achieve desired outcomes, community members must be involved at all stages of the process. Our PIP will seamlessly integrate the scope of work, including the Transit Study and Economic Analysis, and schedule while creating a rounded strategy that easily engages stakeholders, avoids missteps and focuses on answering key questions. We will provide language translation services as needed, including, but not limited to, the proposed survey and public workshop notices, using a translator recommended by Unalaska City staff with a preference for a local contractor (we have included expenses for this service in the attached budget).

Whether seated together around a table or as a grid of faces in a virtual meeting space, we are skilled communicators. Our team's innovative and interactive community engagement strategies have helped gain public, city and tribal support for many projects. Pending feedback from staff, we will implement the following methods and tactics for outreach and engagement:

Advisory Body

A cohesive and inclusive planning process requires a committed group that can learn, follow and champion the process. To that end, we recommend a committee be formed to steer the planning process. We will work with the City to determine the best process for establishing the group, selecting members and facilitating work sessions with the body. The body should be comprised of a representative mix of community interests and knowledge to provide a dynamic, well-balanced, and informed group to guide Plan development in a way that ensures fairness, transparency and an effective process. We recommend forming a project-specific advisory body or steering committee instead of relying on an existing commission who have quasi-judicial responsibilities. Additionally, an advisory

body may provide flexibility in scheduling and hosting meetings, soliciting more varied participating members, and encouraging more open conversations during the meetings compared to established commissions. Members of the Advisory Body should represent business, personal, cultural and environmental perspectives. We will prepare agendas and send supporting materials to members one week prior to meetings. To protect budget, schedules and increase accessibility to participants, we will host meetings virtually or using hybrid methods when practical. We will record meetings for improved documentation and to share with members who may miss a milestone meeting.

We will meet with the Advisory Body four times to inform key milestones in the process:

1. **Meeting 1 (virtual):** Project introduction and Visioning, Asset and Issue Identification (Tasks 2 & 4)
2. **Meeting 2 (in-person):** Future Trends/Growth, Community Goals and Objectives (present results of Tasks 2 and 3, Task 4) during Futures Conference Week
3. **Meeting 3 (virtual):** Land Use Plan and Future Land Use Designations Map (Task 5)
4. **Meeting 4 (virtual):** Implementation Strategies (Task 8)

Focus Groups

Focus groups are a valuable public engagement tool for gathering in-depth insights on specific topics from a small group of stakeholders. They can help ensure the perspectives of traditionally underrepresented or underserved communities are heard and considered in the planning process. R&M will work with the City to identify and invite participants to a series of in-person, topic-focused sessions. These focus groups will be facilitated by R&M during the Futures Conference. We envision a strengths, weaknesses, opportunities and threats (SWOT) analysis with discussion, exploring each topic to understand stakeholder perspectives and corroboratively identify potential solutions.

The survey and direction from City staff will inform focus group topics, but we anticipate including:

- Zoning and development regulations
- Housing
- Industry, tourism, business and economic development
- Transportation and infrastructure
- Health and human services
- History, culture and the arts

Public Workshops; Futures Conference; and Community Recommendations and Priorities

As part of our in-person engagement strategy, R&M will organize a Futures Conference, a three-day series of interactive events designed to help the Unalaska community envision its future, articulate shared goals and begin shaping the core elements of the Comprehensive Plan. This event will take place during a multi-day visit to Unalaska and serve as a cornerstone of the public engagement process. The Futures Conference will include:



- **Public Workshop 1:** on Day 1 we will host the first public workshop to gather ideas that become the community's vision and goals.
- **Focus Groups:** on Days 1, 2 and 3 as needed.
- **Stakeholder Meetings:** on Days 2 and 3, as needed to support Task 4 Economic Analysis and engage key perspectives that may not be able to participate in focus groups.
- **Public Workshop 2:** in the evening of Day 3, we will gather for a public workshop to validate goals and objectives and present preliminary action items and ideas that surfaced throughout the Futures Conference. This will kick start the Land Use Plan and Implementation Strategies (Tasks 6 and 8).

Public Workshop 3 will be virtual and focus on reviewing and refining draft implementation strategies. This workshop will take place after Task 4 is completed (vision, goals and objectives have been defined). We will include a "penny jar" activity where participants are asked to allocate resources (spend pennies) towards options to fund. We will use this information to understand the community's priorities on conceptual implementation strategies, including transit options to inform Tasks 6 and 7.

Other Public Outreach

We will collaborate with City staff to identify outreach methods best suited for the community of Unalaska. They may include:

- **Physical Flyers:** Posted at community gathering places, including City Hall, Community Center, Library, Aquatics Center, Museum of the Aleutians, Hardware Store, Safeway, restaurants, etc..
- **Electronic and Radio Announcements:** Through Unalaska Community Broadcasting (KUCB 89.7 FM), postings on their community calendar.
- **Digital Notifications:** Website, social media and emailed notifications from City, OC and Q-Tribe.
- **Pop-Up Events:** A booth hosted by the City with simple prompts for the survey for people to actively participate at the following events: 4th of July, Heart of the Aleutians Festival in August and September's blueberry festival.
- **Student Outreach:** Coordination with the school for outreach and student involvement.

Project Website

R&M will work with Unalaska staff to develop a "one-stop-shop" website specific to the Comprehensive Plan Update and Transit Study. With the two correlated efforts having multiple components, providing a single digital resource will improve overall public communications and messaging. The website will host background information, project scope and objectives, a regularly updated schedule, participation opportunities, meeting information, contacts, reference documents, and plan document drafts and updates. The website will be the starting point for additional online participation tools such as online open houses, interactive maps, or surveys, and provide access to agendas, meeting

packets and summaries of engagement activities, and public review deliverables. We recommend the City host the website and we will provide content. All content will fully conform to Web Content Accessibility Guidelines 2.1 Level AA for the visually impaired. R&M's Graphic Designer, **Lisa Morris**, is skilled and practiced at making website and project documents attractive and accessible.

Surveys

Surveys are an effective and accessible way to gather quantitative and limited qualitative measures of public opinion. They can help us understand who is participating to ensure engagement is meeting metrics mirroring the demographic profile of the city, can be made available wherever stakeholders are located and can be taken at the convenience of the participant. The survey will provide meaningful and authentic engagement, ensuring the plan is influenced by public input from the onset. Survey participants can elect to join a contact list, leading to increased response rates and participation as the plan process moves on.

Survey: Alta and R&M will administer a survey early in the Comprehensive Plan process focused on surveying travel patterns for the Transit Study. We will include a few strategic questions to inform development of an updated community vision and goals. We will release and complete this survey prior to the Futures Conference. We will present information gathered from the survey at Day 1 of the conference, which initiate the conversation on community values, vision and goals. We will present the survey results at Meeting 1 of the Advisory Body prior to the Futures Conference to help develop conference content.

We will administer the survey online using Esri Survey123 or Survey123 Connect, which allows for highly customizable and mobile-friendly questionnaires, including interactive maps to generate geographic data compatible with ArcGIS. To improve equitability, we will make online surveys available in multiple languages upon request to reach Low English Proficiency groups and have City staff distribute a paper survey at public locations for those with limited or no access to the internet.

Interactive Online Tools and StoryMaps

Digital storytelling with maps, images, text and other exhibits on interactive platforms can be effective ways to express information and collect feedback. Esri StoryMap (Figure 1) is a tool we have used to curate project information in a visually intuitive way and encourages users to engage with pieces of information through various interactive components, including maps, videos, surveys and comment forms directly within the StoryMap. We can develop the StoryMap or other Esri products for embedding within a project website platform to expand upon narratives with engagement content on targeted topics, such as current and proposed land uses, environmental remediation sites, or transit routes. Interactive comment maps are a highly effective tool for displaying and collecting geolocated information, which have an added value of effectively digitizing public input into GIS datasets. We have used this tool, as well as Miro (Figure 2), a flexible digital



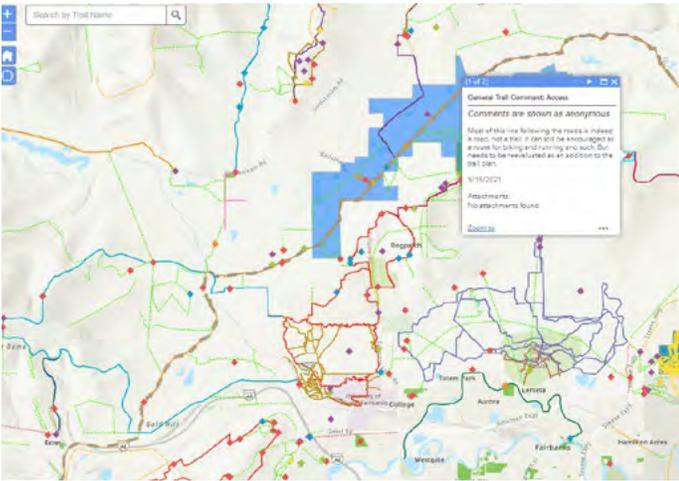


FIGURE 1: Interactive Comment Map Example

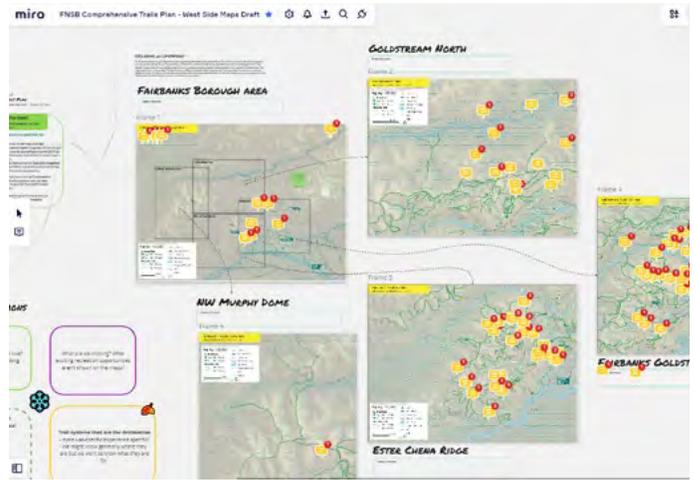


FIGURE 2: Miro Board Map Comments

whiteboard platform, to aid in meeting facilitation, execute public comment periods, collaborate with stakeholders, and more accessibly share draft and final recommendations.

✉ TASK 2 DELIVERABLES

- Creation and execution of a PIP
- Project website

▶ TASK 3: EXISTING CONDITIONS AND PLANS AUDIT

A foundational understanding of current and historic conditions is essential to crafting a comprehensive plan that responds to Unalaska’s unique challenges and opportunities. Our team will develop a detailed Existing Conditions Report and Plan Audit to provide the baseline for plan development, inform future tasks and support the City’s goal of producing a forward-looking, action-oriented plan that reflects current realities and long-term aspirations.

Building on Local Knowledge and Recent Work

R&M will leverage insights gained from our ongoing work in Unalaska, particularly the recently completed Existing Conditions Report prepared for the OC Lands Plan. That effort included assessments of social services, transportation infrastructure, public facilities, utilities, recreation, environmental conditions (including contaminated sites, natural hazards, cultural resources and critical habitat), and current land use. It also involved a detailed review of the City of Unalaska Code of Ordinances, specifically Titles 8 (Planning and Land Use), 10 (Public Utilities), 15 (Streets and Public Places) and 17 (Buildings and Construction).

We will build on this work to complete the Existing Conditions Report for the Comprehensive Plan, expanding our analysis to include updated demographic and economic data, land use and housing trends, environmental factors, infrastructure systems, governance structure and cultural context. This comprehensive understanding will serve as a basis for developing goals, strategies and recommendations in later phases.

Socioeconomic Trends and Industry Shifts

Given the Comprehensive Plan’s emphasis on economic analysis and diversification, MRG, who brings decades of experience tracking demographic and economic trends in Alaska’s coastal communities, will lead key components of this task. Methods described below and in Task 4: Economic Analysis will provide data essential to complete an economic analysis and identify actionable recommendations in Tasks 5 and 6.

MRG will curate and analyze key indicators to highlight the most important socioeconomic trends impacting Unalaska. Data will be drawn from sources such as the Alaska departments of Labor and Workforce Development, Commerce and Education; U.S. Census Bureau; and others. Where possible, we will present indicators at the community level. For regional metrics like employment by industry, we will use Aleutians West Census Area data.

This analysis will also include:

- Seasonal workforce dynamics, using data from Alaska Permanent Fund Dividend applications and nonresident worker files.
- Migration patterns and population projections, including custom adjustments based on local findings.
- Insights into housing availability, workforce constraints and the local cost of living.
- The evolving role of seafood, mariculture, healthcare and tourism in the regional economy.

MRG’s recent work on DOT&PF Southwest Alaska regional planning and the Alaska Marine Highway System Long Range Plan provides relevant background that we will use to streamline this analysis and maximize the value of existing resources.

Existing Plans and Policies Review

R&M will conduct a progress audit of the 2011 Unalaska Comprehensive Plan in collaboration with City staff,



evaluating the effectiveness and relevancy of its goals and recommendations. We will identify which items remain actionable, have been completed, or may need refinement or replacement.

In addition, we will review other adopted plans and policies from the past 15 years, including the newly completed 2025 Parks and Recreation Comprehensive Master Plan. Given the depth of recent work in this area and its public process, we will treat the Parks Master Plan as an adopted element of the updated Comprehensive Plan, with no need for additional recreation planning under this contract.

Where appropriate, we will carry forward key recommendations from other plans to ensure consistency and continuity across the City's planning framework.

Community and Military Planning Resources

Our team has also reviewed planning resources beyond those listed in the RFP, including materials provided by the OC and the Unalaska Innovative Readiness Training (IRT) Report completed by the 351st Civil Affairs Command in 2020. Initiated by the Qawalangin Tribe (Q-Tribe), this report offers relevant assessments and recommendations on economic diversification, infrastructure capacity, security, communications and environmental remediation. The challenges identified in the IRT Report, including gaps in connectivity and resilience, remain consistent with current community needs and will inform our existing conditions analysis and future recommendations.

Deliverables and Outcomes

The Existing Conditions Report and Plan Audit will:

- Provide a detailed snapshot of Unalaska's current demographic, economic, environmental and infrastructure conditions.
- Incorporate relevant regional data and existing planning efforts.
- Reflect lived realities through quantitative indicators and stakeholder-informed insights.
- Establish a baseline for identifying trends, prioritizing actions and guiding policy recommendations.
- Support development of early chapters and maps for the updated Comprehensive Plan.

With the benefit of prior work, detailed local knowledge and an understanding of Unalaska's planning landscape, our team is well-positioned to efficiently deliver a high-quality Existing Conditions Report and Plan Audit that meets the City's expectations and sets the stage for the work ahead.

✉ TASK 3 DELIVERABLES

- Existing Conditions Report and Plans Audit

▶ TASK 4: ECONOMIC ANALYSIS

A central focus of the Comprehensive Plan update is understanding how changes in the regional economy, particularly in the fishing and shipping industries, will affect the community's future. This economic analysis, led by MRG, will provide data-driven insight into Unalaska's key industries, workforce conditions and economic resilience. The findings will directly inform goals, strategies and actions in later phases of the plan.

Industry Assessment and Growth Trends

MRG will prepare an analysis of current conditions and anticipated trends for a set of key industries critical to Unalaska's economic future. Given Unalaska's role in the global seafood commodity market, the city is particularly impacted by factors such as U.S. trade policy, currency exchange rates and international competition. Other forces, including national consumer sentiment, changes in federal funding and global market shifts, affect local industries such as tourism, health care, construction and tribal services.

To support a comprehensive understanding of these dynamics, MRG will compile data from federal sources such as the Bureau of Economic Analysis, Bureau of Labor Statistics and Bureau of Transportation Statistics; Alaska state agencies, including the DOWLD, Fish and Game, Revenue and Commerce; Alaska Housing Finance Corporation; and local sources, including the City of Unalaska and tribal governments. Where needed, MRG will supplement data with interviews from key industry contacts to identify emerging trends, risks and growth opportunities

They will evaluate the following industries at a minimum:

- Seafood processing and commercial fishing
- Mariculture
- Tourism (cruise and independent travel)
- Health care
- Transportation and shipping

MRG will provide additional insights on education, municipal services, tribal governance, and corporate activity as they relate to workforce development and economic activity.

Economic Resilience Evaluation

MRG will assess Unalaska's economic resilience by examining its ability to anticipate, absorb and recover from economic disruptions. This includes analyzing potential impacts from global economic shocks and identifying responsive capacity within the local economy. Areas of exploration will include workforce development, broadband access and reliability, infrastructure vulnerabilities, and opportunities to diversify into emerging industries.

MRG will engage businesses and stakeholders to gather perspectives on economic strengths, vulnerabilities and opportunities for long-term resilience. Particular emphasis will be placed on emerging industries such as mariculture and tourism, including cruise visitation and independent travel. MRG



will coordinate closely with R&M and Unalaska staff to identify infrastructure or other supports that may be required to facilitate industry development or growth.

Fiscal and Development Impact Analysis

MRG will collaborate with the consultant team to assess tax revenue implications and fiscal impacts associated with current and proposed development scenarios. This will support the financial feasibility of plan recommendations and inform prioritization strategies. This component of the analysis will be integrated with Task 8: Implementation Strategies and scaled to the size and scope of the proposed actions.

Workforce Housing Assessment

MRG will conduct executive interviews with major employers and stakeholders to assess whether current housing options meet workforce needs, particularly during peak employment periods. This qualitative assessment will supplement broader housing and land use strategies developed in other components of the plan.



FIGURE 3: Community Livability Example

✉ TASK 4 DELIVERABLES

- Economic Analysis and Tax Impact Assessment

▶ TASK 5: VISION, GOALS AND OBJECTIVES

Vision and Goals Development

Through the first phase of public engagement (Task 2), our team will learn about community values, needs, issues and opportunities across the community (Figure 3). City staff has already provided a strong foundation for facilitating community conversations (RFP Attachment B, Unalaska Resources and Challenges).

Our team will compile additional data and comments received from stakeholders and community members through a survey, focus groups and workshops, and apply a thematic analysis approach to identify common themes, topics, ideas and patterns of meaning that emerge repeatedly. These themes will become a set of core values. Our team will workshop with the Advisory Body (see Task 2) and City staff to craft a vision statement to set the Plan’s direction and tone along with

VISION: Articulates how we collectively imagine the future of our community.

GOAL: Articulates the aim or desired outcomes in service to the vision.

OBJECTIVE: Articulates time outcomes that can be achieved through actions or strategies. They are Specific, Measurable, Achievable, Relevant, Time-bound outcomes that help achieve higher-level goals and principles.

supporting goals. For each goal, we will identify objectives and/or strategies (depending on content provided by the community) that will advance the plan.

Progress Indicators

What gets measured gets done. To be an action-oriented plan, we will include key indicators as initial measures of progress. These indicators should be chosen with care. Specifically, they should identify readily available, measurable data to evaluate progress made towards Plan goals. This minimizes the burden on staff to collect data while enabling the community to make data informed decisions and track progress. We will review information in Task 3 to identify indicators for monitoring progress to present to the Advisory Body.

✉ TASK 5 DELIVERABLES

- Draft & Final Vision, Goals, Objectives

▶ TASK 6: LAND USE ASSESSMENT AND PLAN

R&M will evaluate existing land use patterns and progress on the 2015 Land Use Plan, which will include review of the Infill Development Analysis, and discuss with City staff limitations they have experienced or observed in actualizing recommendations in the plan. Identifying implementation obstacles will inform our approach to develop an updated Land Use Plan and other recommendations. In 2024, R&M completed a land use inventory of OC lands within city limits. With permission from OC, we will use applicable information to build up the city’s database on existing land use, as well as inform development of an updated land use plan.

Development Potential Analysis

R&M will conduct an analysis of the potential for development of necessary and desired public facilities, housing and other land uses in Unalaska, working with City staff to determine parameters. The analysis will serve as a technical bridge



between community concerns, conceptual opportunities and implementable land use recommendations. It will analyze:

- Current vacant, underused and redevelopable property (private and public) and barriers to development.
- Zoning districts.
- Features that limit or impose special considerations for land development, including tidewater parcels, sensitive environmental or culturally significant features, tsunami inundation or hazardous development areas, and known or potential environmental contamination.
- Transportation and utility infrastructure needs, including availability, condition and expansion opportunities, such as:
 - » Energy generation and storage facilities.
 - » Utility and access expansion to encourage development of private property and support seafood industry in Captains Bay.
 - » Transit Study information to inform transportation considerations.
- Housing stock and needs.
- Public facility infrastructure needs, including emergency response, health care, educational and recreational facilities, the landfill, etc.

Land Ownership and Land Use Analysis

We will update land ownership and land use plan maps to reflect current conditions and future development priorities identified through stakeholder interviews, Advisory Board meetings and outreach strategies detailed in Tasks 2 and 4. These maps will be integrated directly into the Comprehensive Plan and inform the Land Use Plan and Implementation Strategies (Task 8).

Zoning and Development Regulations

As part of the public engagement process (Task 2), we will host a focus group on zoning and development regulations. This session will include City Planning and Public Works staff, local developers and other stakeholders to collaboratively identify regulatory barriers and opportunities for improvement. We will assess the alignment between current zoning regulations and the newly developed community vision and recommend updates where needed. While zoning code amendments fall outside the scope of this project, our recommendations will provide a strong foundation for future implementation efforts.

Transportation Infrastructure

Transportation infrastructure will be a second focus group topic, supporting coordination between the Land Use Plan, Transit Study and broader transportation recommendations. We will facilitate conversations around the roadway and pedestrian network to identify areas for enhancement and ensure land use decisions are supported by accessible, multimodal transportation options.

Redevelopment

The land use analysis will also identify areas well suited for redevelopment based on existing infrastructure, proximity to services, underutilized land use and community priorities. We will highlight these sites in the Land Use Plan as opportunity areas for revitalization or infill development.

✉ TASK 6 DELIVERABLES

- Land Use Plan and Future Land Use Designations Map

▶ TASK 7: TRANSIT STUDY

Alta will lead the Transit Study, with support from R&M, to study the need, feasibility and potential models of a public transit system in Unalaska. The Transit Study will be a separate, but supporting effort to the Comprehensive Plan, informing transportation and other adjacent recommendations that may emerge through the plan development process. Alta will complete the Transit component of the project through the following methodology.

Feasibility Study

Setting Assumptions: To set assumptions for analysis required as part of this subtask, Alta will evaluate and compare possible service models for a transit system, including fixed route, demand-response or a flexible service area. In close coordination with the project team and City of Unalaska, Alta will use this evaluation to develop a high-level service plan for the system to inform assumptions needed for later tasks, which may include headways, routing and an overall recommended service model.

This high-level service plan may include headways, routing, and an overall recommended service model, which could be fixed-route, flexible service area, or demand-response. The plan will not recommend specific stop locations if a fixed route service is recommended but will indicate general areas that are assumed to be served.

Considering Costs and Benefits: After assumptions are set, Alta will conduct research to update the cost, benefits and impacts identified in the 2017-2018 transit study, and identify new costs and benefits to consider. Subject to available data, Alta will analyze benefit topics that may include:

- *Access:* Alta will estimate the number of people and jobs in Unalaska who will be within $\frac{1}{4}$ mile of the new transit system.
- *Travel Time:* Alta will provide estimated travel times between up to three key origin-destination pairs identified in Task 3.2 and compare them to the time required to walk.
- *Other Benefits:* Subject to available data, which may include economic development, safety and/or health.



Alta will also provide high-level cost estimates by category to update the numbers cited in the 2017-2018 Transit Study. Costs to consider could include maintenance, operations, staffing, supplies, insurance and capital costs.

Alta will also contact representatives of Sitka and Ketchikan to learn from their experience in implementing transit systems in small cities in Alaska. They will incorporate any lessons learned into our analysis.

Survey Travel Patterns

Alta will conduct an online survey through Qualtrics on existing and desired travel patterns to understand where there may be latent demand for public transportation. This is especially important considering most residents (particularly seasonal residents) do not have vehicles in Unalaska and may not have driver's licenses. The survey will ask about current travel patterns and modes, car ownership and driver's license status, perceived barriers to using the bus, and places that people would most like to travel to by bus. The survey could be distributed in partnership with seafood processing companies, University of Fairbanks Bristol Bay Campus (at the Unalaska Learning Center), Unalaska City High School, Ounalashka Corporation, cruise ship operators, terminal operators, the Qawalangin tribe, and local community and nonprofit organizations.

Alta will coordinate survey distribution with parallel Comprehensive Plan outreach efforts for efficiency and to maximize participation through joint messaging. This will include co-hosted public meetings, general Comprehensive Plan questions embedded in the same survey, cross-promoted communications (social media, newsletters, press releases, etc.), and unified branding to reduce confusion and increase participation.

To be as accessible as possible, the survey will be made available in English, Spanish and Tagalog because 63% of Unalaska residents speak a language other than English at home (ACS 2023).

In addition, to supplement the survey, Alta will identify top current origins and destinations using Replica Places (2024).

Ridership Forecasts

Using ridership from the transit pilot week in the 2017-2018 study and the ridership estimates provided in that study, Alta will update ridership estimates based on changes to employment, seasona, and permanent population since that time. They will also update literature about changes to transit ridership since the pandemic (specific to Alaska if possible). Alta will consider seasonal variation in population to develop high and low estimates. Ridership forecasting software will not be used for this analysis.

Operating Models

Alta will compare possible ownership structures for a transit system, including directly operated, contracted or an alternative such as a transit authority. They will

estimate capital costs associated with up to three potential models based on the recommended service plan from the Feasibility Study.

✉ TASK 7 DELIVERABLES

- Feasibility Study Report
- Travel Pattern Summary Memo
- Ridership Forecasts Summary Memo
- Operating Model Summary Memo
- Transit Study

▶ TASK 8: IMPLEMENTATION STRATEGIES

A successful Comprehensive Plan depends on its ability to be implemented. Implementation translates the plan's vision, goals and objectives into actionable steps, guiding policy, regulatory updates, capital improvements and programmatic changes that bring the community's vision to life.

Actionable Recommendations

R&M will develop a series of targeted recommendations anticipated to address key plan elements, including transportation (including transit), land use, public infrastructure, housing, environment, economy and quality of life. These strategies will provide the organizational, regulatory and programmatic framework needed to advance the plan's vision. We will coordinate with City staff and other key implementation partners to ensure recommendations are realistic, supported and actionable.

Progress Tracking and Performance Evaluation

Creating a list of recommended actions is an important first step, but the real work is putting ideas into motion and knowing if course corrections are needed. To help the City track progress and adjust course when needed, R&M will develop a monitoring and evaluation framework. This will include:

- Annual performance tracking aligned with the Plan's goals and objectives.
- Recommendations for public reporting and performance dashboards.
- Tools to recognize and support community partners contributing to implementation.

We will integrate progress indicators developed in Task 4 directly into this framework to enable consistent and meaningful measurement over time.

Prioritization and Phasing

Not all strategies can be implemented at once. We will work with the Advisory Body and use input from Public Workshop 3 to prioritize recommended actions across all plan elements.

Implementation Matrix

To support long-term success, R&M will develop a comprehensive Implementation Matrix. This tool will clearly identify actionable strategies, their implementation time frame, responsible parties, potential partners and possible funding



sources or methods. We will collaborate with the City to tailor the format and level of detail to their needs. Recommended capital improvement projects will include high-level cost estimates and be evaluated for potential tax burden impacts, in coordination with Task 4.

✉ **TASK 8 DELIVERABLES**

- Draft Implementation Strategy
- Final Implementation Strategy

▶ **TASK 9: PLAN DEVELOPMENT AND APPROVALS**

Comprehensive Plan Development

The culmination of all tasks will be a draft Comprehensive Plan that integrates the findings, priorities and strategies developed throughout the planning process. Drawing from the Existing Conditions Assessment, Economic Analysis, Land Use Plan and Implementation Strategy, we will prepare a document that is visually compelling, easy to navigate and useful to a wide range of audiences. Therefore, the Plan will comprise of three components:

1. **Summary:** A graphic, condensed version of the full plan document, which emphasizes goals and actionable strategies for each theme/element/focus area (dependent on final plan organization). It will be the quick reference for the public and decision makers and serve as an effective “Pocket Plan” that features an implementation matrix defining timelines and responsible parties for recommended actions.
2. **Comprehensive Plan:** Includes in-depth information about process, planning framework, key topics used to inform goals and actions, and essential context for implementation.
3. **Appendix:** Includes all background information and white papers developed through the process and context used to develop the Plan.

We will develop all components and drafts with approachability in mind and use infographics, maps and other visual elements as much as possible to enhance overall comprehensive of content. R&M’s graphic designer is also well-versed in creating accessible documents that conform to Section 508 Standards. These standards were successfully integrated into the Final AMATS MTP 2050 Plan document.

We will present the preliminary draft to City staff and the Advisory Body for feedback and inter-agency review. We will incorporate edits from this phase into the Public Review Draft, which will be released for a recommended 45-day comment period.

We will distribute the draft plan through the project website, with hard copies available at the Planning Department. We will define the public review period in the PIP (Task 2) after discussion with City staff to ensure we provide adequate time

to comply with statutory requirements, as well as community calendar considerations. A media campaign will announce the draft’s release and provide clear instructions for how the public can submit comments.

Our team will support City staff in presenting the draft plan to key boards and commissions, and we will work with staff to identify additional stakeholders who should receive formal presentations or work sessions.

We will log all public comments in a Comment Response Matrix, organized by theme for clarity. The matrix will indicate whether a change was made in response to each comment and will be published alongside the final draft for transparency. Based on input received, R&M will work with City staff to determine appropriate amendments prior to finalization. The final draft Comprehensive Plan will then undergo the approval and adoption process.

Comprehensive Plan Adoption

The Comprehensive Plan must be reviewed and approved through public hearings before the Planning Commission and City Council. R&M regularly prepares required applications and presents planning and design projects before a range of boards, commissions and assemblies/councils for approvals. We will present the updated plan for adoption to those required, as well as to the Q-Tribe Council and OC Board as they are signing members to the Tri-lateral Agreement. We will present in-person at the public hearings for the Planning Commission and City Council.

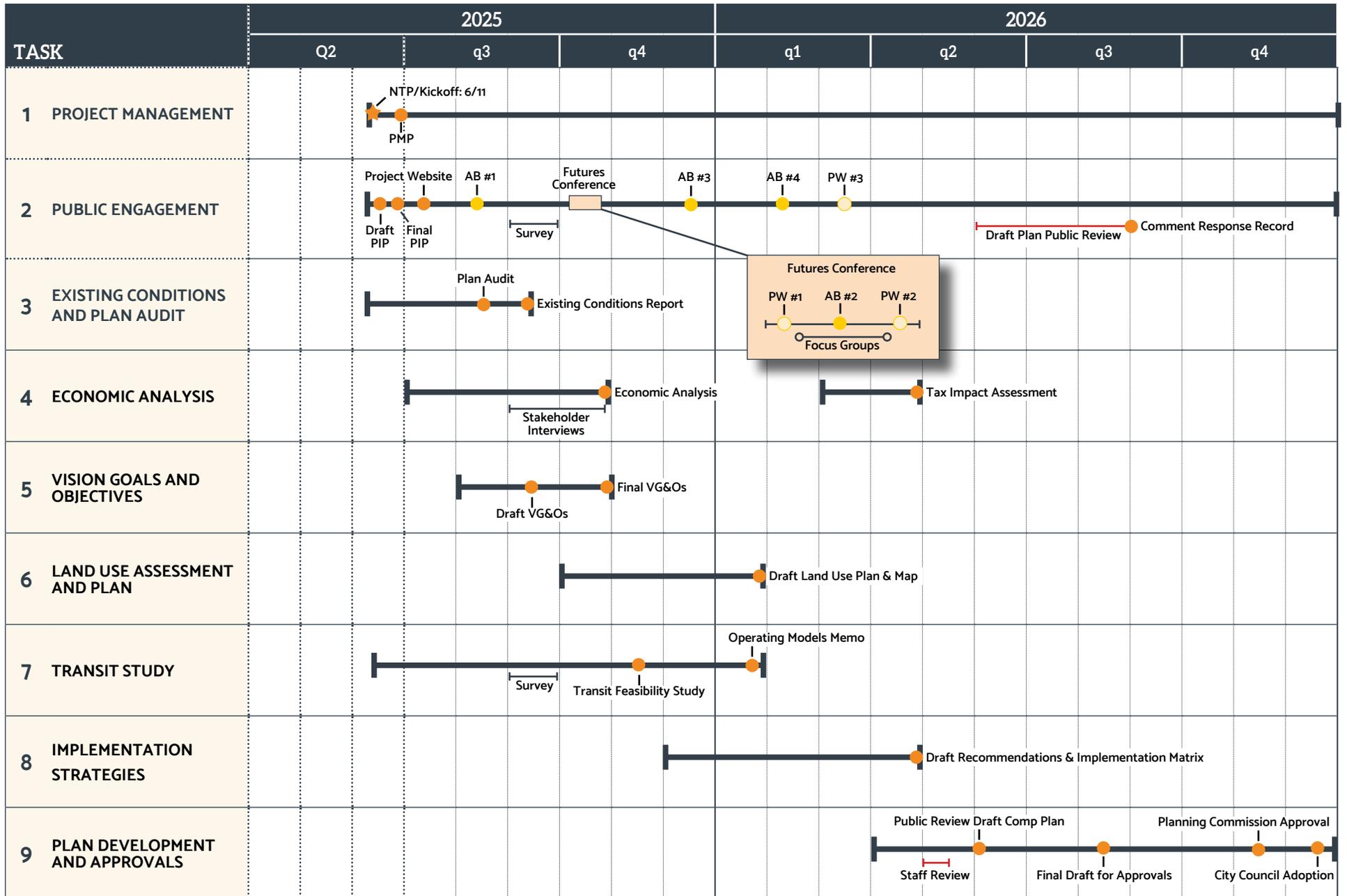
✉ **TASK 9 DELIVERABLES**

- Draft Plan (staff and public review drafts)
- Final Plan

Timeline

The schedule proposed in the RFP is shorter than we would recommend for a robust comprehensive plan update, especially when considering assumed ideal windows of opportunity for engaging the public and fishing industry stakeholders. Therefore, we propose completing a public review draft of the updated comprehensive plan within a calendar year of contract initiation, with the formal review and adoption process to follow. Based on the anticipated timeline language in the RFP, the City will be supportive of this approach, stating ‘the project is expected to be complete by June 2026...and the final report should be presented in Unalaska by December 22, 2026.’





- ★ Milestone
- Deliverable
- Advisory Board (AB) Meeting
- Public Workshop (PW)



BUDGET

COST BREAKDOWN PER TASK

Detailed budget breakdowns are provided in the Supplemental Budget Breakdowns Attachment.

| TASK | | LABOR (OR FP) | EXPENSES | SUB FEE | SUB-CONTRACTS | FIRM'S TOTAL PRICE |
|--------------|--------------------------------|---------------|----------|---------|---------------|--------------------|
| 1 | Project Management | \$12,552 | - | - | - | \$12,552 |
| 2 | Public Engagement and Outreach | \$30,786 | \$6,034 | - | - | \$36,820 |
| 3 | Existing Conditions | \$9,499 | - | - | - | \$9,499 |
| 4 | Economic Analysis | \$2,139 | - | \$1,500 | \$51,655 | \$55,344 |
| 5 | Vision, Goals and Objectives | \$4,623 | - | - | - | \$4,623 |
| 6 | Land Use Plan | \$14,093 | - | - | - | \$14,093 |
| 7 | Transit Study | \$2,898 | - | \$2,168 | \$72,263 | \$77,329 |
| 8 | Implementation Strategies | \$7,360 | - | - | - | \$7,360 |
| 9 | Plan Development and Approvals | \$24,880 | \$4,084 | - | - | \$28,964 |
| TOTAL | | | | | | \$246,584 |

HOURLY RATES

| Name | Job Classification | Rate |
|--------------------------|--------------------|----------|
| R&M | | |
| Len Story, PLS | Contract Manager | \$346.20 |
| Beth McKibben, AICP | Project Manager | \$196.18 |
| Taryn Oleson-Yelle, AICP | Senior Planner | \$161.56 |
| Dave Whitfield | Senior Planner 2 | \$201.95 |
| Bryant Wright | Staff Planner 1 | \$147.14 |
| Michael Bell | Staff Planner 2 | \$109.63 |
| Rachel Selby | Staff Planner 2 | \$109.63 |
| Ryan Goentzel, PE | Senior Engineer | \$207.72 |
| Marta Kumle, CMH, GISP | GIS Specialist | \$184.64 |
| Lisa Morris | Graphic Designer | \$147.14 |
| Van Le, AICP | QA/QC | \$227.92 |
| ALTA | | |
| Collin Hodges, AICP | Transit Planner | \$189.18 |
| Kelly Dunn | Data Analyst | \$203.27 |
| MRG | | |
| Katie Berry | President | \$220 |
| Sam Friedman | Senior Consultant | \$205 |



REFERENCES

R&M focuses on providing innovative professional services with superior client service, emphasizing accessibility, responsiveness, commitment, quality and integrity in all we do. We offer the following references to attest to this:

- **LARESA SYVERSON**
Technical Lands Manager, Ounalashka Corporation
907.581.1276
lsyverson@ounalashka.com

Services: R&M is leading a Land Use Plan for OC-owned lands on Unalaska Island that includes existing conditions report, site visit, socioeconomic updates, land ownership mapping and feasibility analysis for future projected residential, commercial, industrial and recreational needs on OC-owned lands.

- **KELLEN SPILLMAN**
Community Planning Department Director, FNSB
907.459.1266
kellen.spillman@fnsb.gov

Services: R&M is leading the effort to update the Borough's Regional Comprehensive Plan, which will present a vision for the future with long-range goals and action-oriented strategies for achieving the goals for a 20-year horizon. The plan will also establish a framework for sub-area planning that will provide a consistent process for undertaking these plans and prioritizing their development while respecting community identities.

- **ROBERT RUFFNER**
Planning Department Director, Kenai Peninsula Borough
907.714.2200
rruffner@kpb.us

Services: R&M is leading the KPB SS4A CSAP under the SS4A grant program that includes the partner cities of Seldovia, Kenai, Soldotna, Homer and Seward. The plan will incorporate several data sources in establishing existing conditions, including crash data for fatal and non-fatal bicycle, pedestrian and motorcycle crashes over a five-year timeframe. The plan will also present a set of metrics that KPB and the partner cities can use moving forward to track progress in reducing transportation fatalities.



Supplemental Budget Breakdowns

COST ESTIMATE PER TASK

| FIRM: R&M Consultants, Inc. | | PROJECT TITLE: Unalaska Comprehensive Plan Update | | | | | | | | | |
|---|-------------------------|---|----------------|-----------------|---|----------------|-------------------------------|---------------------------|---|-----------------------|---|
| TASK NO.: 8 | | TASK DESCRIPTION: Implementation Strategies | | | | | | | | DATE: 5/1/2025 | |
| GROUP: A | | METHOD OF PAYMENT: FP <input checked="" type="checkbox"/> FPPE <input type="checkbox"/> T&E <input type="checkbox"/> CPFF <input type="checkbox"/> | | | | | | PREPARED BY: V. Le | | | |
| SUB-TASK NO. | SUB-TASK DESCRIPTION | LABOR HOURS PER JOB CLASSIFICATION | | | | | | | | | |
| | | Project Manager | Senior Planner | Staff Planner 1 | Staff Planner 2 | GIS Specialist | Senior Engineer | QA/QC | | | |
| 8.1 | Recommendations | 1 | 8 | | 6 | | 4 | | | | |
| | Work session with Staff | 2 | 6 | | | | | | | | |
| 8.2 | Prioritization | 2 | 8 | | | | | | | | |
| 8.3 | Implementation Matrix | 2 | 6 | | | | | | | | |
| TOTAL LABOR HOURS | | 7 | 28 | — | 6 | — | 4 | — | — | — | — |
| * LABOR RATES (\$/HR) | | \$195.50 | \$161.00 | \$146.63 | \$109.25 | \$184.00 | \$207.00 | \$227.13 | — | — | — |
| LABOR COSTS (\$) | | \$1,368.50 | \$4,508.00 | — | \$655.50 | — | \$828.00 | — | — | — | — |
| EXPENSES | | | | | COMMENTS | | | | | | |
| SUB-TASK NO. | EXPENSE DESCRIPTION | QUANTITY | UNIT PRICE | TOTAL PRICE | 1. Assumes 2025/2026 Rates for Fixed Price 2. Assumes informing content gathered in Tasks 2-7 3. Assumes work session with Unalaska staff will be virtual | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | FIRM'S TOTAL LABOR COST (or Fixed Price): | | \$7,360.00 | | | | |
| | | | | | IF CPFF, TOTAL INDIRECT COST @ | | — | | | | |
| | | | | | TOTAL EXPENSES: | | FIRM'S TOTAL EXPENSES: | | | | |
| | | | | | | | — | | | | |
| SUB-CONTRACTORS: Firm and Price Per Task | | | | | FIRM'S TOTAL COST (No Sub-Contracts or Fee): | | \$7,360.00 | | | | |
| FIRM: | | | | | | | | | | | |
| PRICE: | | | | | TOTAL SUB-CONTRACTOR PRICES: | | | | | | |
| | | | | | — | | | | | | |

* Labor Rates shall be direct labor (base pay) only if Method of Payment is CPFF; otherwise, Labor Rates shall be total rates (i.e. base pay + benefits + overhead + profit.)

Project Budget

City of Unalaska Comprehensive Plan

0

| Phase | Alta Planning + Design, Inc. | | | | | | | | | | Alta's Hours | Alta's Sub Total | Total Task Hours | Total Task Fee | |
|-------------------------------------|------------------------------|------------------|------------------|-----------------|----------------------|-----------------------|------------------------|------------------------|-----------------------|------------|--------------|------------------|------------------|----------------|---------------|
| | Associate Civic Data | | | | | | | | | | | | | | |
| | Principal - Planner | Analyst | Project Manager | Planner II | Associate TDM I | Civic Data Analyst II | Civic Analytics Leader | Project Accountant III | Civic Data Analyst II | | | | | | |
| Derek Abe | Kelly Dunn | Collin Hodges | Trevor Luu | Jordyn Jones | Isabel (Izzy) Youngs | David Wasserman | Brandy Conner | Cyrus Chimento | | | | | | | |
| 3 Transit Study | 11 | 170 | 72 | 56 | 30 | 44 | 24 | 16 | 50 | 473 | \$ | 88,035 | 473 | \$ | 88,035 |
| 3.01 Project Management | 2 | 0 | 30 | 0 | 0 | 0 | 0 | 16 | 0 | 48 | \$ | 8,115 | 48 | \$ | 8,115 |
| 3.02 Feasibility Study | 2 | 40 | 16 | 40 | 0 | 0 | 8 | 0 | 40 | 146 | \$ | 25,967 | 146 | \$ | 25,967 |
| 3.03 Survey Travel Patterns | 2 | 30 | 6 | 0 | 30 | 36 | 2 | 0 | 0 | 106 | \$ | 19,277 | 106 | \$ | 19,277 |
| 3.04 Ridership Forecasts | 2 | 40 | 10 | 16 | 0 | 0 | 10 | 0 | 0 | 78 | \$ | 15,684 | 78 | \$ | 15,684 |
| 3.05 Operating Models | 2 | 50 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 62 | \$ | 12,803 | 62 | \$ | 12,803 |
| 3.06 OPTIONAL: Interactive Flow Map | 1 | 10 | 0 | 0 | 0 | 8 | 4 | 0 | 10 | 33 | \$ | 6,189 | 33 | \$ | 6,189 |
| Staff Hours | 11 | 170 | 72 | 56 | 30 | 44 | 24 | 16 | 50 | 473 | | | 473 | | |
| Labor Total | \$ 3,132 | \$ 35,105 | \$ 13,753 | \$ 8,095 | \$ 5,266 | \$ 6,805 | \$ 6,319 | \$ 1,817 | \$ 7,744 | | \$ | 88,035 | | \$ | 88,035 |
| Project Total | \$ 3,132 | \$ 35,105 | \$ 13,753 | \$ 8,095 | \$ 5,266 | \$ 6,805 | \$ 6,319 | \$ 1,817 | \$ 7,744 | | | | | \$ | 88,035 |

GENERAL NOTES:
 * This fee proposal is valid for 90 days from the date submitted.
 * Hours and staff assignments can be adjusted by the consultant as needed to implement the tasks described during the course of the project.
 * Hourly rates will be adjusted if work is continued into subsequent year(s).



Resumes

With 36 years of experience in community planning, working for a variety of Alaskan communities, Beth has a passion and a skill set for helping communities position themselves for positive and meaningful change. She is experienced in project management, public outreach, meeting coordination and facilitation, and consensus building among stakeholders.



BETH MCKIBBEN, AICP
PROJECT MANAGER



Education

1989 B.A. Urban and Regional Planning, Western Washington University



Certifications

AICP, American Institute of Certified Planners #018694



Professional Affiliations

American Planning Association

Relevant Project Experience

FNSB Regional Comprehensive Plan – Fairbanks

Beth is the project manager for this action-oriented comprehensive plan that will provide broad, regional goals and strategies to reach community goals. The plan will establish a framework for community driven sub-area plans. Plan development includes robust public outreach, designed to reach all corners of the community, and an advisory committee of community representatives.

Ounalashka Corporation Lands Plan – Unalaska

Beth has been leading the existing conditions report, including development of the OC's first comprehensive land ownership and lease inventory. The inventory will be cross referenced with the City of Unalaska's Comprehensive Plan future land use maps and current zoning maps where appropriate. The inventory will also describe access and utility status, and whether the site is contaminated. This will provide OC with a tool to guide Corporation development decisions and provide the foundation for a robust GIS database to serve as the basis for their Land Management Department.

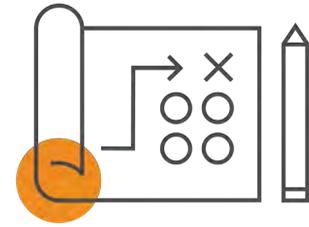
Yakutat Comprehensive Plan – Yakutat

Beth was the project manager, working closely with the consultant team in development of the Yakutat Comprehensive Plan. The plan was the first created after the incorporation of the City and Borough of Yakutat. Areas outside the previous city boundaries are especially important to the community as the traditional home of the Yakutat Tlingits and heavily relied on for subsistence use. Community outreach and events were scheduled around seasonal fishing and subsistence activities and other important community events to ensure public participations inclusion.

Homer Comprehensive Plan – Homer

Beth was the project manager for the update to the City of Homer Comprehensive Plan. This was the first plan after a significant and contentious annexation. As the City Planner, she worked closely with consultants in plan document development and public outreach. Beth facilitated a City Council appointed steering committee, which included a broad representation of the community.





Talkeetna Comprehensive Plan – Talkeetna

Beth was a team member of the Borough, leading the planning process. She was responsible for development of the Natural and Physical Environment chapter. Beth supported the team in development of the Land Use and Public Facilities chapters. She assisted in public meetings and community outreach. Once adopted, this plan has guided development and been instrumental in shaping state land disposals in the planning area.

Kenaitze Fixed Bus Route Service - Kenai Peninsula Borough

Beth is providing planning support. Kenaitze Indian Tribe is working with R&M to develop a plan for Kenaitze's new fixed-route bus service, Kahtnu Area Transit (KAT). The bus service will provide expanded transportation services, complementing Kenaitze Tribe's existing transportation program and other existing services in the Kenai Peninsula Borough. The KAT service aims to lower barriers to opportunities for healthcare access, education, work and recreation through transportation access for all.

MSB SS4A Comprehensive Safety Action Plan – Mat-Su

The MSB SS4A Comprehensive Safety Action Plan will provide a comprehensive transportation safety plan for the expanded core area of the MSB. Beth is assisting with planning and public involvement.

KPB Comprehensive Safety Action Plan – Kenai Peninsula

Beth is the lead planner and public involvement lead for this plan that will provide a long-term strategy for enhancing the safety of the KPB's roads for all users. She is leading stakeholder and agency coordination, public workshops and extensive community outreach. Beth will also lead the plan approval process.

Borough and Municipal Plans - Alaska

Beth has developed comprehensive, master, capital improvement, management and other plans for a variety of Alaskan communities, including:

- MSB Transit Continuity Plan
- Kenaitze Fixed Route Bus Service
- FAST Planning Transit Plans Update
- Homer Town Center Master Plan
- City of Palmer Comprehensive Plan
- Juneau Housing Action Plan
- Juneau Climate Action Plan
- Juneau Safe Routes to Schools Plan
- Matanuska-Susitna Capital Improvement Plan
- MSB Lake Management Plans
- Yakutat Coastal Management Plan
- Yakutat Capital Improvement Plan
- Yakataga Area State Management Plan (community liaison)

Blueprint Downtown Juneau: Area Plan - Juneau

Beth was the project manager and lead planner for development of this plan. She oversaw and guided the year-long public outreach and visioning process, which was completed with a team of consultants. This awarding-winning public process identified broad community sentiment and refined it to define and guide the more detailed Area Plan. Following completion of the visioning process, Beth facilitated a steering committee representing a wide variety of stakeholders, including business, personnel, environmental and cultural perspectives, ensuring fairness and transparency. Blueprint Downtown is a long-term area plan for the downtown Juneau area that reflects current public desires and incorporates past work from relevant existing plans. It includes an implementation framework that integrates new ideas from the visioning process and steering committee and recommendations from previous plans.

Douglas/West Juneau: Area Plan - Juneau

Beth was the project manager and lead planner for this plan that is the primary decision-making tool guiding future community development and infrastructure projects. This plan included a robust, inclusive public process, with participation from a wide range of stakeholders, leading to development of a shared community vision, themes, goals and recommendations. Beth facilitated an appointed steering committee representing businesses, personal, environmental and cultural perspectives who guided document development.

An R&M employee since 1979, Len worked his way up from field surveyor to Vice President with responsibility for management of the surveying and Mapping Department, to COO, to his current position as CEO. He offers strong leadership and operational knowledge. Serving as Contract Manager, Len gives our clients a neutral party to discuss contract issues, ensures consistency in the firm's services, and allows our project managers to focus on managing technical aspects of their projects.



LEN STORY, PLS
CONTRACT MANAGER



Education

1983 A.A.S. Engineering/Survey Technology, Oregon Institute of Technology



Professional Registration

1989 Professional Land Surveyor, Alaska #LS7843



Certifications

FAA Part 107 Certified Remote Pilot



Professional Affiliations

American Council of Engineering Companies

National Society of Professional Surveyors

Alaska Society of Professional Land Surveyors

International Right of Way Association

American Society for Photogrammetry and Remote Sensing

Society for Marketing Professional Services

Relevant Project Experience

City of Seward On-Call Services Contract – Seward

Len is the Contract Manager for a term contract with the City of Seward to provide on-call professional engineering services on an as-needed basis for Capital Improvement Projects. Services include civil, structural, waterfront and geotechnical engineering; environmental services; permitting; hydrology; planning; public involvement; land surveying; GIS services; construction administration; construction inspection; and materials testing.

Municipal Plans – Alaska

Len is or has served as the Contract Manager for numerous municipal comprehensive, transportation and recreational plans, including:

- MOA AMATS MTP 2050
- MOA AMATS/PRD Recreational Trails Plan
- FNSB Regional Comprehensive Plan
- FNSB Comprehensive Recreational Trails Plan
- KPB Comprehensive Safety Action Plan

MOA PRD Professional Services Term Contract – Anchorage

Len served as Contract Manager for consecutive term agreements (2016-2019, 2019-2022) with the PRD to provide multi-discipline assistance for park development projects. R&M was assigned 19 task orders under the initial term contract.

DNR TLO Professional Services Term Contract –Alaska

Len is Contract Manager for this term agreement that provides the Trust Land Office with access to a multi-discipline professional services team with resources to efficiently analyze Trust lands and their revenue generating potential, develop practical development plans, provide concept and final design services, and perform technical evaluations for facilities to be renovated, repaired, constructed or purchased.



Taryn has 11 years of experience working with Alaskans to improve their quality of life through transportation, land use, recreation and community planning. She is a skilled facilitator and educator who successfully works with communities on complex technical projects to develop accurate, actionable plans and implement them effectively. Her comprehensive approach and experience in current and long-range planning, transportation design and capital improvements makes her an asset to any team.



TARYN OLESON-YELLE, AICP
LEAD PLANNER



Education

2014 B.S. Environmental Policy and Planning, University of Wisconsin - Green Bay



Certifications

AICP, American Institute of Certified Planners #31670

Public Participation, IAP2

Systematic Development of Informed Consent, Institute for Participatory Management and Planning



Professional Affiliations

American Planning Association



Community Involvement

Alaska Chapter of the American Planning Association Board Member

Relevant Project Experience

Ounalashka Corporation Lands Plan – Unalaska

Taryn is leading the development of a Land Use Plan. The final lands plan will guide future development, management and strategic investments on, and within, lands owned by the Corporation that serves shareholders and the City of Unalaska's mutual benefits and needs. R&M is working with a Steering Committee, including Board Members for vision, goals and objectives and trends analysis.

Kenaitze Fixed Bus Route Service – Kenai Peninsula Borough

Taryn is providing planning and public involvement support. Kenaitze Indian Tribe is working with R&M to develop a plan for Kenaitze's new fixed-route bus service, Kahtnu Area Transit (KAT). The bus service will provide expanded transportation services, complementing existing transportation program and other existing services in the Kenai Peninsula Borough. The KAT service aims to lower barriers to opportunities for healthcare access, education, work and recreation through transportation access for all.

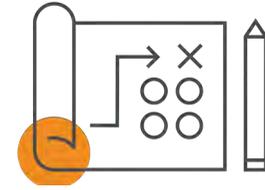
City of Houston Community Impact Assessment and Comprehensive Plan Revision – Houston

Taryn assisted with land use planning, community involvement and steering committee facilitation. She conducted a reevaluation of the previous comprehensive plan, lead narrative writing of the revised plan and conducted the Community Impact Assessment, which analyzed potential impacts major transportation projects may have on the community and their quality of life. Taryn also performed a city-wide land use assessment, which guided development of a land use plan, led public open house planning and facilitation, and managed a project website and public noticing.

FNSB Comprehensive Recreational Trails Plan Update – Fairbanks

Taryn is the Lead Planner for this borough-wide comprehensive plan that will be the primary decision-making tool guiding future development, management and resource allocation to local trails. Taryn is working closely with FNSB staff to update the 1985 Plan to reflect current residents' needs and develop actionable strategies to provide what they desire in the future. Throughout the two-year project, she has





facilitated work sessions with the Trails Advisory Commission, managed a project specific website, held public work sessions virtually, and used interactive online tools to collect essential data from the public. In collaboration with trail building experts, she conducted technical analysis of existing and proposed trail alignments for viability and guided priority development and routed identification. Taryn researched land use, subdivision and development regulations, policies, and engaged consistently with landowners and stakeholders to develop a representative, contemporary and implementable recreational plan.

Mat-Su Intra-Regional Corridor Study – Matanuska-Susitna Borough

Taryn is supporting land use and transportation planning for the Intra-Regional Corridor Study, which is analyzing the future need and potential solutions for efficient and well-planned travel within the urbanized area of the Mat-Su Borough. She is researching current corridor conditions, land use regulations, development patterns, and future growth projections to provide information essential to evaluating intra-regional beltway alternatives. Taryn will also be provided technical writing and applying national planning best practices at the local level.

AMATS 2050 Metropolitan Transportation Plan – Anchorage

Taryn is providing planning and public engagement services for the AMATS 2050 MTP in partnership with DOT&PF and MOA. As part of plan development, she is responsible for implementing the public involvement plan with a focus

on accessibility. Taryn is developing and analyzing results from community surveys, virtual and in person open houses and interactive online comment maps. She built and is managing the project-specific website and facilitates meetings using a variety of visual tools, including the online whiteboard Miro. As a planner, Taryn assisted with developing updated goals and objectives, scoring criteria for project nominations and will contribute to scenario and recommendation development for the 2050 MTP.

AMATS Comprehensive Non-Motorized Plan Update – Anchorage

The comprehensive non-motorized plan update identifies opportunities to increase and expand multi-modal facilities for recreation and transportation, considering future land use developments and major origins and destinations within the AMATS boundaries and works to create an interconnected multi-modal network for residents and visitors. Taryn assisted with planning and public involvement. She organized and facilitated public workshops, outreach with user groups and identified agencies and distributed community notices.

AMATS Safety Plan – Anchorage

Taryn is providing community and stakeholder engagement assistance for the new AMATS Safety Plan, in coordination with Fehr & Peers. The Plan will identify areas with highest safety risks, explore modal differentials, and develop recommendations for reducing risk and improving safety through

projects, policies, and organization-led programs.

City of Seward Housing Feasibility Study and Conceptual Development – Seward

Taryn is the lead planner on two feasibility studies and is providing pre-development services for potential housing development and future lot sales. She is assessing housing density and lot size options per city land use code, providing zoning recommendations and merging utility, engineering, geotechnical and survey assessments to determine feasibility of development. Taryn submitted a replat and rezone application for an 11.57-acre Hemlock Subdivision and presented it to the Planning & Zoning Commission and assembled and presented the feasibility study for a large subdivision on the east side of Resurrection Bay on a bench near the Seward Marine Industrial Center to the City Council.

City of Seward On-Call Services Contract: Planning Assistance – Seward

Taryn is providing planning assistance on an as needed basis. She has served as their staff planner, conducting pre-application meetings, reviewing and presenting applications to the Planning and Zoning Commission when the department did not have capacity and regularly conducts code assessments and provides best-practices research to inform current and future department actions including code updates. Taryn is supporting pre-development of a new Public Works Facility and assisting with a City Utility Master Plan.

Dave has 20 years of land use planning, subdivision and platting, code analysis, private development, code compliance and implementation for public and private development projects. He specializes in community and economic development through comprehensive review of local and regional projects, including site planning, subdivisions, conditional uses, variances, and dedication of public facilities such as new roadways.



DAVE WHITFIELD
PLANNER



Education

2003 B.S. Geography, Southern Oregon University



Professional Affiliations

American Planning Association
International Right of Way Association

Relevant Project Experience

Ounalashka Lands Plan – Unalaska

Dave is supporting this Lands Plan to determine development feasibility for future industrial, commercial and mixed use, including for hydroelectric, wind farms and geothermal energy needs of the region. He led the land use designations and development suitability analysis, working collaboratively with R&M’s planners and GIS professionals.

Anchorage Municipal Code Title 21 Updates – Anchorage

Dave worked on a team with other Municipal planners on several iterations of Anchorage’s Title 21 Land Use regulations update (under previous employment). He was instrumental in Unit Lot Subdivision Regulations as an alternative subdivision type. He also worked on amendments to Accessory Dwelling Units (ADU) regulations and the 3 and 4 plex ordinance which provided flexible regulations to incentivize infill development of multi-family development. The code revisions also included alternatives for Open Space requirements for multi-family development to increase the available footprint for residential development.

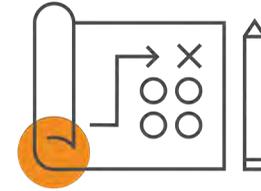
Anchorage and Chugiak-Eagle River Subdivision Plats – Municipality of Anchorage

As the MOA’s Platting Officer, Dave has overseen hundreds of subdivisions within the MOA in the past 12 years. Some of his more notable residential development projects include the Sky Ridge Subdivision with 32 units of new housing in 2024, Carol Creek Subdivision in Eagle River, Anchorage Hillside Woodhaven Preserve Cluster Housing Development with 13 units of new housing, Resolution Pointe Subdivision, and Eagle Crossing Subdivision.

Sky Ridge Subdivision Plat and Rezone – Anchorage

Dave was the Platting Officer working closely with the private development team of surveyors and engineers to design a new 32-lot residential development on the lower Anchorage Hillside. He assisted the process through a controversial rezone, an amendment to the adopted Hillside District Plan and a replat that required Planning





and Zoning Commission approval and Anchorage Assembly adoption.

Resolution Pointe Residential Subdivision – Anchorage

Dave was the MOA's Project Manager on this 100+ lot subdivision in West Anchorage that was a multiple phase development spanning ten years.

Dave worked closely with the private developer to coordinate all requirements including an easement reservation for a future extension to the Tony Knowles Coastal Trail. He also worked with the builder to design and provide pedestrian facilities, street lighting and public access to the Anchorage Coastal Wildlife Refuge.

Woodhaven Preserve Cluster Housing Development – Anchorage

Dave was the Platting Officer and the MOA's project manager on this 13-lot residential cluster housing development in Anchorage's lower hillside. Dave worked with the developer on this alternative subdivision due to the area's unique environmentally sensitive features that include wetlands, poor soils and a high-water table. Dave coordinated with other municipal departments including Watershed Management, Private Development, Right-of-Way, On-Site and Traffic to ensure a compliance with their requirements while meeting Title 21

subdivision regulations. During the subdivision development process, Dave identified the opportunity for a non-motorized connection from the subdivision to a neighboring elementary school and park that required a dedicated 10' pedestrian walkway easement.

MOA Zoning and Planning Manager – Anchorage

As Zoning and Planning Manager, Dave was responsible for the daily operations of the Planning Division. This included staff assignments, review and approval of staff reports, code interpretations, and approval of staff leave and timecards.

Dave also:

- Coordinated private and public project development with other Municipal departments, including Project Management and Engineering, Traffic, Port of Alaska, Real Estate Services, Parks and Recreation and other agencies such as DOT&PF and the Alaska Railroad Corporation.
- Assisted and provided support to proposed projects by the private development community and non-profits.
- Presented to stakeholders, Community Councils, organizations, agencies and elected officials.
- Authored Title 21 amendments for adoption by the Anchorage

Assembly.

- Served as staff to the Planning and Zoning Commission, Urban Design Commission, Zoning Board of Examiner's and Appeals, and Platting Board.

MOA Land Use Plan Reviewer – Anchorage

Dave was a land use plan reviewer for the MOA. In this role, he:

- Reviewed and commented on platting, zoning, conditional use and site plan review cases decided by various boards and commissions
- Worked with Municipal agencies in reviewing and issuing business, liquor, child/adult care, and animal facility licenses for compliance with Anchorage Municipal Code, Title 21.
- Researched properties for nonconforming status, use determinations, and zoning verification.
- Reviewed and decided administrative tower and bed and breakfast permits.
- Performed Officer of the Day duties to include answering code questions, taking in administrative permit applications, nonconforming determinations, and resolving other Title 21 related issues.

Bryant has 10 years of experience in planning, agency coordination, public outreach, and recreation research and management. A former Borough Trails Coordinator, he has been responsible for project management, code compliance, and planning, developing and programming for parks and trails. Bryant is passionate about Alaska and making our state more livable through better and more equitable public spaces and infrastructure. He believes that good planning gives us the direction we need to improve life in Alaska.



BRYANT WRIGHT, CPRP
PLANNER



Education

2019 M.S. Natural Resources Management, University of Alaska Fairbanks

2010 B.A. Art History and Studio Art, Trinity University, San Antonio



Certifications

2021 Certified Park & Recreation Professional, NRPA

2019 Leave No Trace Master Educator, LNT

2017 Sustainable Trail Layout & Design



Professional Affiliations

American Planning Association

Society of Outdoor Recreation Professionals

Northern Alaska Packrafts, LLC (Owner/Operator)



Community Involvement

Alaska Trails, Board Member/Secretary

Relevant Project Experience

FNSB Regional Comprehensive Plan – Fairbanks

Bryant is the lead planner and public engagement specialist for this plan update. As a former Borough employee tasked with implementing plans under the Comp Plan, Bryant knows how important it is to have an action-oriented plan. The Plan will provide clear strategies to achieve broad regional goals including establishing a framework for distinct, community-driven sub-area plans. Bryant is leading efforts to reach out to the many natural communities in the Borough and ensure planning recommendations are based on robust, meaningful and authentic public participation.

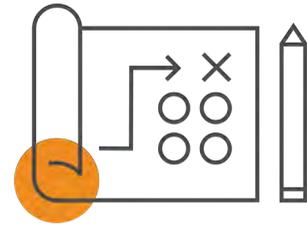
Kenaitze Fixed Bus Route Service - Kenai Peninsula Borough

Bryant is the planning and public involvement lead. Kenaitze Indian Tribe is working with R&M to develop a plan for Kenaitze’s new fixed-route bus service, Kahtnu Area Transit (KAT). The bus service will provide expanded transportation services, complementing Kenaitze Tribe’s existing transportation program and other existing services in the Kenai Peninsula Borough. The KAT service aims to lower barriers to opportunities for healthcare access, education, work and recreation through transportation access for all. Bryant has developed relationships with local transportation stakeholders and developed a deeper understanding of the unique challenges and opportunities in the central peninsula transportation network.

FAST Planning Transit Plans Updates – Fairbanks

Bryant is leading public engagement for the update of two transportation planning documents for the FNSB: the Short- and Long-Range Transit Plan and Coordinated Human Services Transportation Plan. The plans are necessary for the community to receive federal appropriations through the Bipartisan Infrastructure Law, Infrastructure Investment and Jobs Act, FAST Act and Federal Transit Administration Sect. 5310 funding programs. Through evaluating the level of coordination between providers, the planning process simultaneously facilitates and improves coordination. Bryant has designed and administered staff and rider surveys, coordinated and facilitated focus groups, interviews, and steering committee and public workshops to provide an accurate picture of stakeholder perspectives and feedback about the current transit system.





AMATS 2050 Metropolitan Transportation Plan – Anchorage

Bryant is providing planning and public engagement services and community impact assessment support. He supported planning visualizations and public engagement by updating the geospatial project database and developing interactive project area maps for public review and feedback.

Alaska Long Trail Reconnaissance and Engineering Study – Anchorage to Mat-Su

This is the first project formally funded as part of the Alaska Long Trail, a concept of connecting existing trail systems for a continuous recreational trail route between Seward and Fairbanks. Bryant is assisting in planning and public engagement to help Anchorage bowl and Mat-Su area communities identify a feasible, non-motorized trail route between the two largest populations in Alaska, roughly from Eagle River to the Parks & Glenn Highways Interchange. Work involves workshoping with a diversity of regional trail user stakeholders to establish visions and goals for the trail, and close coordination with land owners and managers to evaluate route feasibility.

MOA AMATS/PRD Recreational Trails Plan – Anchorage

Bryant is the Trails Planner for the AMATS Recreational Trails Plan update, involved in all stages of plan development. Bryant is designing and administering a public survey, supporting

steering committee and stakeholder engagement, and auditing the current plan to see what's been accomplished and what still needs done. He will also take on lead and support roles in inventorying and evaluating the current trails systems and developing a framework for prioritizing trail projects. A goal of the planning process is to reach the entire community, paying special attention to those who may not currently use local trails to understand what barriers are preventing them from accessing a valuable public resource.

FNSB Comprehensive Recreational Trails Plan – Fairbanks

Hamstrung by the age of the Comprehensive Recreational Trails Plan, Bryant was able to leverage ongoing planning efforts around Eielson Air Force Base to gain funding for a long-overdue update of the Trails Plan. As the guiding document for the Borough's involvement with recreational trails, the Trail Plan functions primarily to prioritize and direct Borough resources to trails needing access protection. Bryant was the Borough project manager and worked closely with R&M at all stages of the project. In addition to contract management, Bryant took on the technical tasks of preparing and evaluating the trail inventory, managing the GIS trail database, and facilitating work sessions with the Trails Advisory Commission. After joining R&M, Bryant was contracted by FNSB to shepherd the

plan through the approval and adoption process during a politically tumultuous time at the Borough.

AMATS 2050 Metropolitan Transportation Plan – Anchorage

Bryant is providing planning and public engagement services and community impact assessment support. Bryant supported planning visualizations and public engagement by updating the geospatial project database and developing interactive project area maps for public review and feedback.

FNSB Trails Coordinator – Fairbanks

Bryant led the Borough's recreational trails program, maintaining and implementing the Borough's Comprehensive Recreational Trail Plan (>1,000 miles of trails). He oversaw every step of trail development for the FNSB from beginning to end: planning and public outreach; coordination with other departments, agencies, and landowners; grant writing; design and construction; contract management; monitoring resource use and conditions; and education, outreach and programming.

Bryant worked closely with the public as the front-line for trail inquiries and conflicts, including facilitating monthly public meetings for the Borough Trails Advisory Commission and representing FNSB in front of Assembly and news media. He also reviewed local land development and subdivision proposals to ensure code and plan compliance.

Michael has one year of planning and public involvement experience on multiple land use and transportation planning projects in Anchorage and communities within the Kenai Peninsula, Kodiak and Unalaska. He also has experience in GIS, CADD design and drafting that complements the communication tools for planning.



MICHAEL BELL
PLANNER/PUBLIC
INVOLVEMENT SPECIALIST



Education

2023 B.S. Environmental Policy and Planning, University of Wisconsin Green Bay

Relevant Project Experience

Ounalashka Corporation Lands Plan – Unalaska

Michael is supporting this lands plan for OC owned lands in Unalaska. He is reviewing adopted plans and policies, and providing feasibility analysis to ensure that future development plans are compatible with local regulations and meet OC's mission and vision.

FAST Planning MACS Transit Plan and CHSTP Updates – Fairbanks

Michael is supporting the plans. He is assisting with data gathering, plan draft, as well as creation of visual aids for public involvement.

MSB Comprehensive Safety Action Plan – Mat-Su

Michael is providing planning and public involvement support for the MSB SS4A Comprehensive Safety Action Plan. This Plan will provide a comprehensive transportation safety plan for the expanded core area of the MSB.

KPB Comprehensive Safety Action Plan – Kenai Peninsula

Michael is supporting the Kenai Peninsula Borough Comprehensive Safety Action plan through plans and code review, public involvement and transportation analysis of crash and traffic data.

AMATS/MOA Recreational Trails Plan Update – Anchorage

Michael is supporting the comprehensive public involvement efforts and plan development tasks, including the user typology and demographic analysis. He is also assisting with the level of service analysis, including the equity analysis to ensure Anchorage's community health and recreation needs are met and gaining a better understanding of who is not currently being served and what barriers to entry exist.

Kodiak ADA Improvements Segment 5, Rezanof Drive – Kodiak

Michael established the public involvement portion of this engineering project by actively researching and reaching out to stakeholders, as well developing the initial public involvement schedule.



Rachael is a highly organized and motivated individual with a positive attitude. She has provided administrative and public involvement support to planning projects throughout Alaska. Rachael has a background in civil engineering, having worked for Alyeska Pipeline Company for six years after graduating with her degree in civil engineering from the Colorado School of Mines.



RACHAEL SELBY, EIT
PLANNER/PUBLIC
INVOLVEMENT SPECIALIST



Education

2002 B.S. Civil Engineering,
Colorado School of Mines



Professional Registration

Engineer-in-Training, Alaska



Community Involvement

Anchorage Youth Court Board
Member

Relevant Project Experience

Ounalashka Corporation Lands Plan – Unalaska

Rachael is supporting land use planning for this comprehensive Land Use Plan for Ounalashka Corporation lands in Unalaska. Rachael is supporting planning work sessions with industry stakeholders, internal stakeholders and the planning team for the trends and opportunities tasks. She is supporting land use analysis and development feasibility for future land uses that benefit Unalaska and OC.

AMATS Minnesota and I/L Street Corridor Plan – Anchorage

Rachael is supporting planning and public involvement for a comprehensive corridor plan for Minnesota and I and L Streets in Anchorage. She is providing socio-economic research for the Peer City Review Report and Current Conditions Report including land use, plans review and corridor traffic data. She assisted with planning and facilitating the public workshop that included a mobile tour component.

AMATS/MOA PRD Recreational Trails Plan – Anchorage

Rachael is facilitating support to the lead planners for the update to the 1997 Anchorage Trails Plan, which is a collaborative effort with MOA Parks and Recreation and AMATS. In addition to her technical planning responsibilities, Rachael is also helping with public engagement efforts essential to the Plan update. This includes documentation for the citizens advisory group and technical working group meetings, as well as preparing materials for the public workshops.

Public Involvement Plans- Anchorage

Rachael supported development of several Public Involvement Plans recently for the AMATS Complete Streets Plan, AMATS Climate Action Plan, AMATS Regional Household Travel Survey and MOA 120th Ave Context Sensitive Solutions design project. She is supporting implementation of these plans through stakeholder work sessions, advisory committee meetings and site audits.



Ryan has more than 16 years of experience in all aspects of project development process, from the planning and environmental phase, through design and construction. He has led and coordinated the design of roadways, pathways, grading, drainage and signing and striping plans. Ryan has developed strong relationships with agency staff and stakeholders. He has been involved in several projects with substantial public involvement and alternatives analysis components and has considerable experience developing and reviewing PS&E packages for roadway design projects. Ryan works with R&M's planning staff providing engineering input as a technical expert.



RYAN GOENTZEL, PE
TRANSPORTATION ENGINEER



Education

2008 B.S. Civil Engineering,
University of Alaska Fairbanks



Professional Registration

2012 Professional Civil Engineer,
Alaska #CE13648



Professional Affiliations

American Society of Civil Engineers
American Public Works Association
Institute of Transportation
Engineers

Relevant Project Experience

KPB SS4A Comprehensive Safety Action Plan – Kenai Peninsula Borough

Ryan is providing technical expert support for this project. This project is developing a plan that will provide a long-term strategy for enhancing the safety of the Borough's roads by identifying opportunities to improve policies to prioritize transportation safety, identifying priority projects, strategies and countermeasures to allocate resources effectively.

AMATS: Minnesota Drive & I/L Streets Corridor Plan – Anchorage

Ryan is providing QA/QC and technical expert support for this project. The project's objective is to develop a plan that better integrates land use, context, and mobility choices into roadway investments for Minnesota Drive and I/L streets. It is taking a corridor planning approach by defining deficiencies, analyzing data, and developing potential solutions.

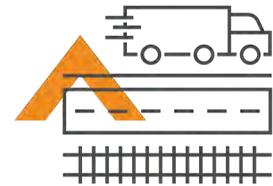
Big Lake Pedestrian Study – Big Lake

Ryan assisted in developing concept level design solutions to improve pedestrian and bicycle mobility and safety along Big Lake Road and the nearby Big Lake area. Ryan performed site visits and observed existing travel behavior and demand. Solutions included installing pedestrian traffic signals, constructing paved, separated pathways, improving signage and lighting, consolidating driveways, and improving driveway and roadway alignments.

Seward Highway MP 100-105 Improvements – Bird Creek and Indian

Ryan was a Project Engineer and was involved in all aspects of the design. He developed plan sheets, completed cost estimates, assisted in specification writing and assisted in environmental activities. The project included the design of a new bridge over Indian Creek, riprap layout, one mile of new pathway including an undercrossing at the Indian Creek bridge, roadway profile changes, and driveway improvements. Another major component of the design was the drainage considerations along the 5-mile project corridor.





Campbell Creek Trail: Lake Otis Overpass – Anchorage

Ryan assisted in the development of design alternatives and recommendations for this project. He also developed cost estimates for each alternative. The challenge with this project was to design a solution that would shorten the length of trail required to cross Lake Otis Parkway for the Campbell Creek Trail. One alternative consisted of constructing a pedestrian bridge over Lake Otis. This posed a difficult challenge given the constraints of raising the trail and minimizing grades in a condensed residential area. Another alternative was constructing an at-grade crossing near Campbell Creek and using a pedestrian traffic signal to alert motorists and improve safety.

MLK Avenue Extension – Anchorage

Ryan was the lead civil engineer for this project and developed plans, specifications and estimates. The Tudor-Elmore Development on the southwest quadrant of the Tudor Road and Elmore Road intersection will increase traffic levels and congestion in the area. This project involved coordination with DOT&PF and MOA to construct new roadway facilities that will relieve traffic congestion in the area. Multiple alignment and design alternatives were analyzed. Other major considerations include impacts to nearby residential properties, wetlands, park lands, fish streams and recreational facilities.

Big Lake Pedestrian Study – Big Lake

Ryan assisted in developing concept level design solutions to improve pedestrian and bicycle mobility and safety along Big Lake Road and the nearby Big Lake area. Ryan performed site visits and observed existing travel behavior and demand. Solutions included installing pedestrian traffic signals, constructing paved, separated pathways, improving signage and lighting, consolidating driveways, and improving driveway and roadway alignments.

Seward Highway and Alyeska Highway Improvements – Girdwood

Ryan is the lead civil engineer for this project. He is responsible for the development of the plans, specifications, and estimates. This project reconstructs the intersection of the Seward Hwy and Alyeska Highway. Proposed design elements include an overpass over the Seward Hwy, off-ramps and on-ramps, driveway connections to the nearby commercial developments and a roundabout. The proposed improvements are intended to address safety and traffic congestion issues at the current intersection. This project has an extensive alternatives analysis project that includes several design alternatives and scoring criteria with the goal of selecting the design that provides the best balance among several factors while still meeting the purpose and need.

Fairview Loop Rehabilitation – Wasilla

Ryan is assisting in all aspects of the design of the rehabilitation of 11 miles of Fairview Loop. The purpose of the project is to improve safety along the roadway by improving alignment geometry at specific locations, adding shoulders to the roadway width, and adding a separated pathway. Other details include adding guardrail, improving drainage, improving signage, and determining right-of-way and utility impacts. This project includes a significant public involvement program, traffic analysis and coordination with various utilities. The project also involves coordination with the City of Wasilla's South Mack Drive Extension project due to the project's influence of the realignment of Fairview Loop. Ryan is developing the roadway corridor design, driveway grading, signing, and potential right-of-way and utility impacts.

Collin is an urban planner with 13 years of experience in active transportation, public transportation, shared mobility and land use planning. His diverse professional experiences in a variety of locations, from New York to Alaska and several places in-between, have given him a thorough understanding of how our land use policies and transportation systems interact to influence fundamental aspects of our lives. He especially enjoys working on projects that improve our multimodal transportation networks and encourage more efficient uses of our limited urban land resources.



COLLIN HODGES, AICP
TRANSIT PLANNER



Education

MURP, University at Albany, SUNY
B.A. New York University

Relevant Project Experience

Alaska DOT Fairbanks Area Surface Transportation Transit Plan Update – Alaska

Alta, as a subconsultant to R&M, supported the Fairbanks Area Surface Transportation (FAST) Planning Transit Plan Update. The project aimed to update the agency’s Short- and Long-Range Transit Plan and Coordinated Human Services Transportation Plan, to better provide services to the region’s growing and changing demographics. Collin was Alta’s Project Manager on this effort.

AKDOT Alaska Traffic Manual Update – Alaska

Alta is a subconsultant supporting work to prepare an update to the Alaska Traffic Manual Supplement. Alta is assisting in researching and reviewing applicable regulations, standards, and local requirements for the update, and is leading the development of the sections on Traffic Control in School Areas; Traffic Control for Light Rail/Transit; and Traffic Control for Bicycle Facilities and Signals. Collin is Alta’s Project Manager.

Anchorage Talks Transit Visioning Project – Anchorage

Collin was the Lead Project Planner on a comprehensive visioning effort that resulted in the redesign of Anchorage’s fixed route bus network. Anchorage had been experiencing declining bus ridership for years due to changing employment, demographics, and travel patterns. In response, the Municipality of Anchorage launched a visioning project to determine public priorities for the public transportation network and identify how it should change to accommodate residents’ needs. Through the visioning project, Collin led public engagement efforts through a major kickoff event, open houses, information tables, social media outreach, an online survey, community meetings, and public hearings. Collin also developed a “Transit Propensity” analysis that allowed the public to consider the potential for bus ridership in different parts of the Municipality. The results of the visioning process indicated that the community wanted a bus network that was higher frequency, more direct, simpler to understand, and provided more service on weekends and outside of peak commuting hours. In exchange, most people were willing to walk further to a consolidated route network that focused fewer resources on circuitous neighborhood routes.

Anchorage Bus Network Redesign – Anchorage

For the bus network redesign that implemented priorities the public identified in the “Anchorage Talks Transit” visioning process, Collin used GIS to assess the access and equity impacts of changes to the existing bus network. He also assisted in developing final route alignments and cost estimates for varying levels of service. Collin led the public outreach effort and refined the proposed network using feedback received. The full network redesign was implemented in 2017 and contributed significantly to reversing the decline in ridership that had been experienced over the previous decade. The network redesign also coordinated with the Anchorage 2040 Land Use Plan to support areas targeted for future growth.

Anchorage Downtown Streets Engineering Study – Anchorage

Alta is part of a team working with the Municipality of Anchorage to develop improvements to Downtown Anchorage’s transportation and circulation system, in order to strengthen and support the area as a vital and welcoming place for the community to live, work, shop, visit, and invest. The study will make recommendations for the Municipality to adopt and implement that will help make downtown Anchorage safer and friendlier to people walking and biking, while alleviating the

impacts of speeding one-way traffic on downtown streets. Collin is Alta’s Project Manager on this effort.

Baltimore Regional Bike Network

– **Maryland** Collin is the Project Manager working with the Baltimore Metropolitan Council on the Baltimore Regional Bike Network Vision (the “Bikeable Baltimore Region” project). The project is identifying a regionally significant bicycle network through data analysis, community and stakeholder input, and an assessment of planned facilities throughout the region.

Teton County SS4A Safety Action Plan – Wyoming

Alta is leading a team to develop a Comprehensive Safety Action Plan for the Town of Jackson and Teton County. Alta is leading work on a systemic safety analysis, a new multimodal mobility network, and updates to Town/County design guidelines with the intent of seeking SS4A implementation funding in the 2025 funding cycle. In addition to cultivating local partnerships through a strong community engagement effort, this SS4A Safety Action Plan incorporates a variety of crash data analyses, including a High Injury Network and crash profiles, that will provide insights on the County’s most pressing safety needs. Collin is the Project Manager of this effort.

Kelly is a senior staff member on the Civic Analytics team and one of Alta's leaders in the public transit domain. She brings specialized knowledge in statistical analysis, geospatial analysis, and five years of prior experience in the public transit industry. She led the development of a predictive safety analysis and many other safety analyses such as High Injury Networks and crash profiles, pioneering the use of statistical clustering algorithms at Alta. Additionally, she also leads specialized studies to better understand travel behavior with analysis such as active trip potential and level of traffic stress.



KELLY DUNN
CIVIC DATA ANALYST



Education

Certificate in Statistical Analysis with R Programming, University of Washington

MCRP, Rutgers University

B.A. International Studies, Seattle University

Relevant Project Experience

DOT&PF Fairbanks Area Surface Transportation Transit Plan Update - Alaska

Alta, as a subconsultant to R&M, supported the Fairbanks Area Surface Transportation (FAST) Planning Transit Plan Update. The project aimed to update the agency's Short- and Long-Range Transit Plan and Coordinated Human Services Transportation Plan, to better provide services to the region's growing and changing demographics. As a Data Analyst on this effort, Kelly led a connectivity analysis to assess connectivity of bus stops throughout the Fairbanks area and completed a Level of Traffic Stress analysis. Kelly also implemented Alta's deployment of a custom GTFS editor to edit the FAST GTFS feed, which was crucial in the access analysis.

Sound Transit Transit Network Plan - Seattle

As a service planner at Sound Transit, Kelly contributed to the 2025 network plan to reimagine transit service after key light rail extension openings. She was the lead on coordination with the community outreach team to ensure equitable and effective engagement to passengers.

Anaheim Transit Benefits Analysis - Anaheim, CA

Kelly completed a benefits analysis to estimate the economic, environmental, and health benefits of a proposed Bus Rapid Transit line in Anaheim. Her work included analyzing travel demand model outputs, applying USDOT benefit cost guidance, and researching the link between transit availability and walking trips. The research informed a brochure and video that were shared publicly to garner support for the BRT line.

Caltrans Bay Area Transit Plan - California

Alta is working with Caltrans to develop a Transit Plan that will prioritize programmatic and capital improvements to the state transportation network in the Bay Area to improve transit service as well as enhance access to and integration between transit modes. Kelly leads the analytics portion of this project, which included an access to transit plan for all transit stops on state ROW. Kelly performed extensive mapping and analysis of route- and stop-level frequencies by combining GTFS data with other data sources collected from member agencies.

**Pima Association of Governments
Regional Active Transportation
Plan – Arizona**

Kelly is the Assistant Project Manager and Analytics lead for the PAG ATP project, leading a team of three production staff delivering several large analytics tasks. These analyses include the Level of Traffic Stress, an activity-based model analysis, and analyses for equity and public health, safety, and connectivity. These analyses combine a variety of public and private data sources to evaluate travel behavior, infrastructure conditions, crash history and demographics in this large and diverse county.

**SCAG Regional Transportation
Plan Technical Support – California**

Kelly was both the Project Manager and Analytics Lead on this project. She developed methodologies to quantify the greenhouse gas reduction benefits of microtransit and electric vehicles in Southern California. She also led the team authoring four literature review memos regarding the benefits of microtransit, EVs, car share, and parking management.

**SR 522 Bus Rapid Transit Service
Planning and Design – Shoreline/
Kenmore, WA**

As a service planner at Sound Transit, Kelly was the lead planner for the conceptual stage of the BRT project. This phase included initial public outreach and service design.

**I-90 Bus Service Restucture –
Seattle**

As a service planner at Sound Transit, Kelly led the implementation of a service restructure for two of the busiest bus routes in the region, impacting over 13,000 daily riders. The purpose of the project was to accommodate roadway closures necessary for light rail construction, and to reduce the impact on passengers.

**Souder South Equity Analysis –
Seattle**

As a Project Manager for Data & Research at Sound Transit, Kelly conducted a study about the demographics of Souder commuter rail riders. The purpose was to confirm that privileged communities were overrepresented among riders, investigate possible contributing factors, and suggest strategies to improve representation of riders of color and riders with low-incomes. The study recommended service design changes such as mid-day service which are currently being considered by Sound Transit.

**Sound Transit Equity Dashboards
– Seattle**

As a Project Manager for Data & Research at Sound Transit, Kelly designed two PowerBI dashboards that allow staff to easily access data about Sound Transit customers as well as the communities the agency serves. The purpose of the project was to build a data culture by putting data in staff's

hands, and teaching them to use it. Kelly also led various trainings on how to use the dashboards to answer questions, whether for outreach, equity analyses, communications, or project planning.

Katie is a lifelong Alaskan and President of MRG. She leads teams focused on economic and social research related to the industries, communities, and people of Alaska. Katie works on a broad range of economic projects across nearly all sectors of the Alaska economy, including financial analysis, economic forecastings, market demand assessments, and economic planning.



KATIE BERRY
ECONOMIST



Education

Master of Science, Finance and Economics, University of Wyoming
Bachelor of Science, Economics, University of Wyoming

Relevant Project Experience

Alaska Marine Highway (AMHS) Long Range Plan - Alaska

Katie is currently engaged as a subcontractor on the AMHS Long Range Plan team for which she is providing demographic and socioeconomic baseline and forecasting, AMHS financial history and planning for capital and operating expenditures proposed in the LRP.

Alaska DOT&PF Regional Plans - Unalaska and Dillingham

Katie has contributed to teams establishing existing conditions for DOT&PF regional plans, and socioeconomic and financial analysis related to rural Alaska airport master plans in Unalaska and Dillingham.

Transportation Economic Forecasting and Economic Impact Studies - Alaska

Katie's transportation-related work includes detailed socioeconomic baselining and forecasting, as well as economic impact studies. Both of these efforts required detailed data analysis using narrow units of geography.

- AMTS MTP 2050 Plan Update
- MSB Intra-Regional Corridor Study Planning

ADEC Anchorage Annual Employment and Economic Forecasts - Anchorage

Katie oversees MRG's economic forecast research prepared for the Anchorage Economic Development Corporation. This series of forecasts includes sector-specific employment outlook and key indicators such as population, cargo volume, housing construction, building permits, and more. Population and labor force implications have been a key component of the forecast for the last several years.

Northwest Arctic Borough CEDS and Prince William Sound CEDS - Alaska

Katie worked on project teams developing the Northwest Arctic Borough CEDS (2019) and Prince William Sound CEDS (2021). Workforce development was identified as a key barrier to economic growth in both economic planning processes. She was a

key contributor to the 2022 Recovery and Resiliency Plan developed for the Southwest Alaska Municipal Conference (SWAMC).

The Economic Benefits of Alaska's Construction Industry and Construction Spending Forecast – Alaska

Katie leads annual statewide construction spending forecasts and economic impact of the construction industry in Alaska. The annual forecast provides estimated construction activity for the coming year by funding source and type of project, including transportation infrastructure, health care, utility, residential and others. The assessment includes a 10-year trend analysis of construction by federal and state funding.

Pioneer Park Master Plan – Fairbanks

Katie prepared portions of a sustainable business plan for the borough-owned attraction. This work includes preparing a financial growth model of operating revenues and expenses associated with the park, including recommended facility improvement costs. Investment options were presented along with anticipated capital investments.

Unalaska Airport Master Plan – Unalaska

Katie led the financial plan development as part of the Unalaska Airport Master Plan team. This project included assessing the federal, state and local revenue available to meet capital needs of recommended short-term projects.

Sam manages McKinley Research Group's seafood team. His strengths include primary source interviews and data analysis. Sam has extensively studied the Alaska seafood and mariculture industries in his five years at McKinley Research Group.



SAM FRIEDMAN
ECONOMIST



Education

Bachelor of Arts in Spanish
Carleton College

Graduate Student in Geographic
Information Systems (GIS),
Pennsylvania State University

Relevant Project Experience

ASMI's Seafood Market Information Service - Alaska

Sam is project manager and lead consultant for this contract held by MRG for nearly two decades. In this capacity, he manages compilation of harvest analyses, international seafood trade reports, and other research products.

2023 National Marine Fisheries Service report on Wholesale Markets for Alaska Groundfish and Crab - Alaska

Sam was project manager for the report on Wholesale Markets for Alaska Groundfish and Crab, a comprehensive report on the markets for species including Alaska pollock, Pacific cod, flatfish, rockfish, king crab, and snow crab. McKinley Research Group (formerly McDowell Group) completed two previous editions of this report.

Wild Alaska Pollock 2040 project - Alaska

Sam was lead analyst for this project for the Genuine Alaska Pollock Producers. This work involved using socioeconomic indicators and foreign market industry interviews to identify 20 key national markets for Alaska pollock.

Mariculture Research - Alaska

Sam has contributed to MRG's body of mariculture research over the past five years, including current three-year mariculture indicators tracking for the Alaska Mariculture Cluster, the 2021 Alaska Seaweed Market Assessment, the 2022 Alaska Seaweed Processor Assessment, and the 2023 Prince of Wales Mariculture Processing Landscape Analysis.

Alaska Community Projects - Alaska

Sam supports the work of project teams working on coastal Alaska community projects across MRG, providing information about Alaska commercial fishing data sets and context about how the industry operates. Sam's other recent seafood, and coastal Alaska project work includes contributions to: the 2022 Kenai Waterfront Revitalization Assessment, the 2022 Kodiak Island Housing Needs Assessment, and the 2022 Sitka Economic Trends report.



Formerly McDowell Group

Marta has 18 years of experience in GIS. She is adept in using an array of the Esri ArcGIS products and other GIS software for data geoprocessing, web applications, geospatial database design, and desktop map composition. Marta's expertise includes implementation of GIS standards, data quality review, and even includes raw elevation and imagery data collection.



MARTA KUMLE, CMH, GISP
GIS SPECIALIST



Education

2019 Master GIS and Sustainability Management, University of Washington

2005 B.S. Oceanography, University of Washington



Certifications

Certified Master Hydrographer, National Society of Professional Hydrographers/The Hydrographic Society of America #273

Certified GIS Professional #161128

Part 107 Certified Remote Pilot, Federal Aviation Administration #4626312



Professional Affiliations

The Hydrographic Society of America

Alaska Arc Users Group (board member)

Alaska Geospatial Council Coastal & Ocean Working Group

Relevant Project Experience

FAST Planning MACS Transit Plan and CHSTP Updates – Fairbanks

Marta performed GIS services to gather available data and created maps to describe existing conditions and visualize transit needs analysis. In this project Marta worked closely with other GIS professionals to ensure all project maps conformed to the project styles and utilized design practices to meet document accessibility standards.

Ounalashka Corporation Lands Plan – Unalaska

Marta is performing GIS services for this lands plan for OC-owned lands on Unalaska Island. She is providing mapping services, visualizations and data analysis for existing conditions, desirable land uses, future land uses and land use recommendations.

KPB Comprehensive Safety Action Plan – Kenai Peninsula

Marta is part of the GIS and Hub site teams for the KPB SS4A Comprehensive Safety Action Plan. This plan will provide a long-term strategy for enhancing the safety of the KPB's roads for all users. Marta is providing GIS mapping services for collection and presentation of existing mapping and visuals to support project planning efforts, aid in understanding collected data and convey project findings.

FNSB Comprehensive Recreational Trails Plan – Fairbanks

Marta was the GIS specialist on this plan that guides future development, management and resource allocation to local trails in the Borough. She created public online maps.

AMATS MTP 2050 Update – Anchorage

The 2050 MTP guides transportation decision making for the Anchorage-Eagle River-Chugiak-area MPO over a minimum 20-year planning horizon. The plan considers competing interests and transportation modes, as well as anticipated funding to inform an implementable, fiscally-constrained plan. To enrich the information gathered from the public, Marta developed an on-line interactive map based survey and summarized results in a dynamic GIS project dashboard for the team's review and integration of public comments.



Lisa is an imaginative and solution-focused graphic designer with 23 years of professional design experience in Alaska, with 19 of those years spent serving the A/E/C industry. She has been involved in all aspects of business and project development, including strategic design, marketing strategies and branding initiatives. Her experience includes designing infographics, project branding, presentations and reports for local, national and international development projects.



LISA MORRIS
GRAPHIC DESIGNER



Education

1995 B.A. Journalism, University of Oregon



Professional Affiliations

American Institute of Graphic Arts

Relevant Project Experience

FAST Planning MACS Transit Plan and CHSTP Updates – Fairbanks

Lisa designed various project infographics, flyers and community meeting materials to support stakeholder education and participation during the information gathering/study phases of this project. Deliverables were cohesive with the client's established brand. Lisa created and populated the word template for the Transportation Plan and CHSTP draft submittal reports. For the final submittal of both these 80+ page reports, she created a new InDesign template and populated, arranged and finalized content for the public facing document. To address the ADA accessibility requirement for public facing documents, Lisa took a focused approach in designing and formatting the document to meet the specific and particular requirements of WACTAG and screen reader compatibility.

Mat-Su Intra-Regional Corridor Study – Matanuska-Susitna Borough

Lisa worked with the engineering team to design a detailed presentation map of the project for the purpose of stakeholder engagement and education.

AMATS MTP 2050 Update – Anchorage

As graphic designer, Lisa designed the 100+ page Metropolitan Transportation Plan report for publication. This included designing the report template, coordinating submissions, creating various infographics and formatting dozens of tables, icons and graphs. All design was conducted with accessibility in mind and follows Web Content Accessibility Guidelines (WCAG) and ADA accessibility. In addition to the report, Lisa developed and designed the logo for the 2050 AMATS project along with a variety of public stakeholder materials including posters and advertisements. These pieces were designed to engage the public and initiate participation in data polls and transportation user feedback.

FNSB Comprehensive Recreational Trails Plan – Fairbanks

Working with the planning team, Lisa designed the project logo and several collateral pieces for the Recreational Trails Plan. Focusing on gathering information from and engaging trail users on use, conditions and trail system needs throughout the





Borough, the initial deliverables included postcards, fliers and questionnaires. Lisa designed the final published report, which presented the stakeholder data obtained and the 2022 Recreational Trails Plan.

KPB Comprehensive Safety Action Plan – Kenai Peninsula

Lisa designed the collateral tools used by the planning group to support stakeholder engagement and education. Deliverables included the project logo, a public fact sheet and a project timeline for stakeholder presentation.

Chugach Foothills NE Trail Connector – Anchorage

Lisa was the graphic designer who supported the public involvement phase. She created a project postcard for the public meeting and created several infographics, along with map figures of proposed routes.

AMATS Safety Plan – Anchorage

Lisa designed the web banner for the project website as well as an infographic depicting the public involvement schedule.

Eklutna Hydroelectric Recreation Study – Eklutna

As Graphic Designer, Lisa created a new logo for the Eklutna Hydroelectric Project. She developed three preliminary concept designs and then delivered a final schematic to Matanuska Electrical Association to carry through to final design. In addition, she created a

branded theme and designed the public survey flyer used to solicit information from the general public on how they use the land for recreational purposes.

St. Paul Harbor Planning and Grant Application – St. Paul

Lisa supported the engineering team by providing concept presentation posters for the client. As the graphic designer, she created a realistic artistic representation of the proposed harbor modification concept inclusive of land mass manipulation and harbor facilities.

Lisa also designed and populated the layout for the Post Infrastructure Development Program Grant application. The application was a 30-page document that included a project and vicinity maps, tables, various images schedule and narrative.

Lutak Dock Grant Support – Haines

Lisa designed graphic presentations of Phase 1 and Phase 2. Design and implement page layout, covers, tables, images etc for grant application.

Van is a Certified Planner with more than 21 years of Alaskan experience. She is passionate about helping Alaskan communities realize their future vision for transportation and safety needs. Van specializes in comprehensive multi-modal transportation, district, land use compatibility and community development planning. As a former Municipality of Anchorage planner, Van has been involved in all aspects of local and regional planning.



VAN LE, AICP
QA/QC



Education

2003 M.S. Environmental Science, Alaska Pacific University
1997 B.A. Urban Geography, University of British Columbia



Certifications

AICP, American Institute of Certified Planners #026915
Public Participation, International Association for Public Participation
Systematic Development of Informed Consent, Bleiker Method; Institute for Participatory Management and Planning



Professional Affiliations

American Planning Association
Institute of Transportation Engineers
International Association for Public Participation



Community Involvement

Rush Soccer Club Board Member
Alaska Youth Soccer Association Board Member
Alaska Animal Rescue Friends Volunteer

Relevant Project Experience

Ounalashka Corporation Lands Plan – Unalaska

Van is the project manager for this Land Use Plan for the OC for OC-owned lands on Unalaska Island. The plan is currently underway and includes an existing conditions report, site visit, socioeconomic updates, land ownership mapping and feasibility analysis for future projected residential, commercial, industrial and recreational needs on OC-owned lands. The final lands plan will guide future development, management and strategic investments on, and within, lands owned by the Corporation that serves OC shareholders and the City of Unalaska’s mutual benefits and needs. Van is working with a Steering Committee, including Board Members for vision, goals and objectives and trends analysis.

City of Houston Comprehensive Plan Revision, Community Impact Assessment and Multi-Modal Transportation Plan – Houston

Van was the project manager and lead planner for the update of the City of Houston’s Comprehensive Plan, which included economic, physical and social impacts assessment of several transportation infrastructure projects. As part of the public involvement program for the plan revision, Van facilitated a steering committee that included City Council and Planning Commission members and residents. The public involvement program included a Visioning and Futures Workshop and GIS-based scenario planning charrette.

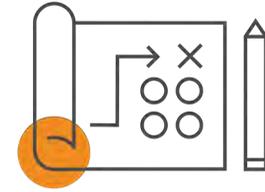
Kenaitze Fixed Bus Route Service - Kenai Peninsula Borough

Van is the project manager. Kenaitze Indian Tribe is working with R&M to develop a plan for Kenaitze’s new fixed-route bus service, Kahtnu Area Transit (KAT). The bus service will provide expanded transportation services, complementing Kenaitze Tribe’s existing transportation program and other existing services in the Kenai Peninsula Borough. The KAT service aims to lower barriers to opportunities for healthcare access, education, work and recreation through transportation access for all.

FNSB Regional Comprehensive Plan – Fairbanks

Van is providing QA/QC for this action-oriented comprehensive plan that will provide broad, regional goals and strategies to reach community goals. The plan will establish a framework for community driven sub-area plans. Plan development includes robust





public outreach, designed to reach all corners of the community, and an advisory committee of community representatives.

AMATS 2050 Metropolitan Transportation Plan – Anchorage

Van is the project manager for the AMATS 2050 MTP. As part of plan development, she is leading the 2050 MTP public involvement plan development and implementation to ensure equitable engagement opportunities for all through a variety of tools, such as community surveys; workshops and open houses; virtual tools such as Zoom and Miro; and project branding, including logos and infographics. Van works closely with AMATS committees, including AMATS Technical Advisory Committee and Policy Committee, elected officials and community stakeholders.

MSB SS4A Comprehensive Safety Action Plan – Mat-Su

Van is providing planning and public involvement support for the MSB SS4A Comprehensive Safety Action Plan. This Plan will provide a comprehensive transportation safety plan for the expanded core area of the MSB.

KPB SS4A Comprehensive Safety Action Plan – Kenai Peninsula Borough

Van is providing planning and public involvement support for the plan. This plan will provide a comprehensive transportation safety plan for the expanded core area of the KPB.

Big Lake Pedestrian Safety Improvements Study – Big Lake

Van was the project manager for this

study to identify and plan for pedestrian and other non-motorized user safety within Big Lake. This study identified safety needs for increasing pedestrian and bicycle movements along Big Lake Road within the emerging Town Center and commercial core. Efforts included analyzing current conditions and making recommendations for solutions, including prioritizing capital projects that enhance safety for non-motorized users to support walkability and economic development.

Mat-Su Intra-Regional Corridor Study – Mat-Su

Van is the project manager and leading planning and public involvement for this that study seeks to explore the feasibility of new approaches and strategies for preserving intra-regional travel in the MSB's core area - the urbanized area roughly from Palmer to Wasilla. The key strategy explored was a beltway surrounding this core area. Four future scenarios will be tested to provide certainty to major changes to the Borough, including trend lines or baseline projections, prosperity through a mega infrastructure project such as the gas pipeline, climate migration and adaptation where planning is emphasized with focused growth, reduced public costs and modal options.

AMATS Safety Plan – Anchorage

Van is working with AMATS and Fehr & Peers to develop the first Safety Plan for the Anchorage Bowl and Chugiak-Eagle River within the AMATS boundary. The plan uses the Safe System Approach (SSA) to structure the plan around safe roads, safe road users, safe speeds,

safe vehicles, post-crash care, equity, and culture. The plan is compliant with the Safe Streets for All (SS4A) grants to ensure that all agencies in the region are eligible to apply for implementation grants in the future.

AMATS Anchorage Comprehensive Non-Motorized Plan Update – Anchorage

The MOA developed a comprehensive update to three existing non-motorized plans - the Anchorage Bicycle Plan, Pedestrian Plan and Trails Plan. The update identifies opportunities to increase and expand multi-modal facilities for recreation and transportation, considering future land use developments and major origins and destinations within the AMATS boundaries, and work to create an interconnected multi-modal network for residents and visitors. As part of the community outreach, R&M facilitated an Agency Advisory Committee to address maintenance, funding and priority projects and a Citizen's Advisory Committee to address community vision, goals and future user needs. Van served as R&M's project manager.

FNSB Comprehensive Recreational Trails Plan Update – Fairbanks

Van is the project manager for this borough-wide comprehensive plan that will be the primary decision-making tool guiding future development, management and resource allocation to local trails. Since the last Plan updated in 2006, FNSB communities have experienced considerable changes in local plans, ordinances, land uses, demographics, recreational tastes and use patterns within the changing climate.

Thank you for considering R&M's Proposal

