

CITY OF UNALASKA  
UNALASKA, ALASKA

RESOLUTION 2025-58

A RESOLUTION OF THE UNALASKA CITY COUNCIL AUTHORIZING THE CITY MANAGER TO ENTER INTO A CONTRACT WITH AGNEW::BECK CONSULTING FOR THE UNALASKA HEALTHCARE PLANNING ASSESSMENT

WHEREAS, on May 27, 2025, the Unalaska City Council issued a directive to the City Manager to "seek proposals from one or more qualified firms to evaluate and present recommendations to the City Council regarding sustainable, high-quality health care options for Unalaska;" and

WHEREAS, the City of Unalaska published a request for proposals from qualified firms on July 11, 2025; and

WHEREAS, the proposals received were evaluated by a team comprised of City Staff and representatives from Iliuliuk Family and Health Services and the Aleutian and Pribilof Islands Association; and

WHEREAS, Agnew::Beck Consultants 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 Agnew::Beck Consultants for the Unalaska Healthcare Planning Assessment project.

PASSED AND ADOPTED by a duly constituted quorum of the Unalaska City Council on September 9, 2025.

  
Alejandro Tungul  
Vice Mayor

ATTEST:

  
Marjie Veeder  
Acting City Clerk



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## MEMORANDUM TO COUNCIL

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To: Mayor and City Council Members  
From: Cameron Dean, Planning Director  
Through: William Homka, City Manager  
Date: September 9, 2025  
Re: Resolution 2025-58: Authorizing the City Manager to enter into a contract with Agnew::Beck Consultants for the Unalaska Healthcare Planning Assessment

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**SUMMARY:** Following evaluation of proposals received, Staff recommends that the City enter into a contract with Agnew::Beck Consultants to evaluate and provide recommendations regarding sustainable, high-quality health care options for Unalaska.

**PREVIOUS COUNCIL ACTION:** Council issued the following directive on May 27, 2025: “I move to direct the City Manager to seek proposals from one or more qualified firms to evaluate and present recommendations to the City Council regarding sustainable, high-quality health care options for Unalaska.”

**BACKGROUND:** City Council regularly grants funding to Iliuliuk Family and Health Services (IFHS) and the Aleutian Pribilof Islands Association (APIA) to support various healthcare services. In 2023 IFHS expanded the area it leases from the City to facilitate an expansion project. APIA has additionally requested a lease of City Land to construct a new clinic.

**DISCUSSION:** The City issued the attached Request for Proposals (RFP) on July 11. An addendum was subsequently published on July 22 to answer questions from interested firms.

The City received four proposals. An evaluation team comprised of the Planning Director, Fire/EMS Chief, and representatives from IFHS and APIA scored each proposal and selected the two highest scoring, Agnew::Beck and Ascendent, for interviews conducted the week of August 25.

Following the interviews, the evaluation team determined that the proposal from Agnew::Beck best met the goals of the project.

The RFP includes a draft contract as Attachment A. 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 March 2026, when the final report will be presented to City Council.

**ALTERNATIVES:** Council may choose to cancel this project or reject these proposals and issue a new RFP.

**FINANCIAL IMPLICATIONS:** The proposed budget is \$84,120, which would come from the General Fund and funding is included in FY26 Budget Amendment No. 1.

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

**STAFF RECOMMENDATION:** Staff recommends approval.

**PROPOSED MOTION:** I move to adopt Resolution 2025-58.

**CITY MANAGER COMMENTS:** I concur with the Staff Recommendation.

**ATTACHMENTS:**

1. [Unalaska Healthcare Planning Assessment RFP](#)
2. [Selected Proposal from Agnew::Beck](#)
3. [Scoring Matrix](#)
4. [Sample Scoring Sheet](#)



## **REQUEST FOR PROPOSALS**

For Professional Consulting Services  
Unalaska Healthcare Planning Assessment

City of Unalaska  
Planning Department

Issue Date: July 11, 2025

Proposal Due Date: July 31, 2025



# RFP – UNALASKA HEALTHCARE PLANNING ASSESSMENT

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Attachment A – Agreement for Consulting Services

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## 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. Annually, more than 1.7 billion pounds of frozen seafood is shipped to domestic and export markets in North

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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 is seeking qualified consulting services to conduct a healthcare planning assessment focused on evaluating sustainable healthcare delivery models and partnerships for our rural community.

Currently healthcare services are provided through Iliuliuk Family & Health Services (IFHS), a federally qualified health center, and Aleutian Pribilof Islands Association, a tribal health organization, with support from the City's Emergency Medical Services and private air ambulance firms. The community recognizes the need for a broader, more strategic approach to healthcare planning that considers possible delivery models, partnerships, funding sources and long-term sustainability.

## III. PROJECT OBJECTIVES

The City seeks to:

- **Assess Current Healthcare Landscape:** Evaluate existing healthcare infrastructure, services, providers and capacity across all healthcare entities serving the community.
- **Identify Sustainable Models:** Explore various healthcare delivery models suitable for rural, isolated communities.
- **Develop Partnership Strategies:** Investigate potential collaborations between entities.
- **Address Workforce Challenges:** Examine provider recruitment, retention, and workforce development strategies.
- **Engage Community:** Ensure community input and stakeholder engagement throughout the planning process.
- **Create Strategic Roadmap:** Develop actionable recommendations for achieving long-term healthcare sustainability.

## IV. 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.

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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.

### V. SCOPE OF SERVICES

Respondents must provide a narrative description of the methods proposed to accomplish the stated services including project management and coordination, stakeholder engagement, data collection and analysis, the respondent's qualifications to perform the requested scope of services and the overall output products.

1. Community Healthcare Inventory
  - a. Evaluate current service gaps and unmet healthcare needs, including pre-hospital emergency care capacity.
  - b. Assess existing plans and strategic documents, with particular emphasis on current expansion plans for IFHS and APIA.
2. Financial and Operational Analysis
  - a. Conduct a financial sustainability assessment of existing healthcare entities.
  - b. Analyze funding sources, revenue streams and cost drivers.
  - c. Explore structural or partnership models, for example hospital, emergency department or critical access designations, and collaboration with other organizations.
3. Market and Environmental Analysis
  - a. Assess the impact of factors affecting rural healthcare delivery and sustainability, particularly in Alaska.
  - b. Assess the impact of specific local factors affecting Unalaska's patient base, including Medicaid rates and seasonal population fluctuations.
  - c. Identify broader funding trends and external threats and opportunities.
  - d. Examine issues affecting healthcare provider recruitment and retention.
4. Stakeholder Engagement
  - a. Consult with all local healthcare entities, conducting interviews with providers, administrators and support staff.
  - b. Engage community members, City and Tribal officials and industry representatives.
  - c. Conduct at least one visit to Unalaska for on-site stakeholder engagement.
5. Scenario Planning
  - a. Outline possible financial scenarios (growth, stability, decline).

- b. Consider possible future service models and assess mission impact for each alternative.
6. Final Report
  - a. Draft and finalize a comprehensive written report summarizing findings, scenarios and recommendations.
  - b. Present the final report either virtually or in-person to a joint meeting of the Unalaska City Council and representatives of local healthcare entities with time for discussion.

## VI. TIMELINES AND PRESENTATION OF WORK PRODUCT

The Evaluation Team will be appointed by the Director of Planning from among City staff and representatives from local healthcare entities. 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. Evaluation Team interviews the two highest scoring responsive proposers.
4. Director of Planning forwards evaluation 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

1. Non-mandatory pre-proposal meeting: July 21, 2025.
2. Proposals due: July 31, 2025.
3. Interviews: Week of August 4, 2025.
4. Award of Contract: August 8, 2025.
5. Anticipated performance period: 184 days.
6. The project is expected to be completed by February 18, 2026.

The final report should be presented by February 18, 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. Particular attention will be paid to experience working with rural Alaskan

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communities. 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 15 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.
- G. **Project Approach**
  - 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@unalaska.gov](mailto:emagdaong@unalaska.gov) by 5:00pm (Alaska Time) on July 31, 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 July 21, 2025 to:

**Cameron Dean**  
Planning Director  
[cdean@unalaska.gov](mailto:cdean@unalaska.gov)  
(907) 581-3100

A non-mandatory pre-proposal conference will be held on July 21, 2025 at 11:00am (Alaska Time). It may be attended at the link or phone number below:

### [Join the meeting now](#)

[https://teams.microsoft.com/l/meetup-join/19%3ameeting\\_MTc0ZjYjltMDM3OS00YzhmLTlhODktYTAwNDE1MTE1NWU5%40thread.v2/0?context=%7b%22Tid%22%3a%22dc5c2b99-13bf-4dd3-ae7-39daf98e9d6f%22%2c%22Oid%22%3a%22a0125216-7483-4f17-afba-9c0c29b38d75%22%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_MTc0ZjYjltMDM3OS00YzhmLTlhODktYTAwNDE1MTE1NWU5%40thread.v2/0?context=%7b%22Tid%22%3a%22dc5c2b99-13bf-4dd3-ae7-39daf98e9d6f%22%2c%22Oid%22%3a%22a0125216-7483-4f17-afba-9c0c29b38d75%22%7d)

Meeting ID: 277 472 054 090 8

Passcode: xX3Nt94b

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### Dial in by phone

[+1 332-249-0602,,409414283#](tel:+13322490602409414283) United States, New York City

[Find a local number](#)

Phone conference ID: 409 414 283#

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

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## 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:

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Major Factor	Weight
1. Experience & References	25
2. Project Approach	35
3. Deliverables/Creativity	25
4. Price	15
<b>TOTAL</b>	<b>100</b>

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.unalaska.gov/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 A. By submitting a Proposal, Respondent is agreeing to the terms as outlined in Attachment A. 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

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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 B – Insurance sets forth insurance requirements for the Contract and is incorporated into the Contract.



**Attachment A**

**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 Unalaska Healthcare Planning Assessment 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. Unless otherwise agreed to, expense shall be reimbursed at Contractor’s actual cost and per diem, if any, shall be paid based on the City’s per diem rate.

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

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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

## RFP – UNALASKA HEALTHCARE PLANNING ASSESSMENT

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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.

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.

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### 17. Duration of Agreement

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

### 18. Inspections by City

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.

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### 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 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:

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William Homka, City Manager

**Attachment B**  
**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 – UNALASKA HEALTHCARE PLANNING ASSESSMENT

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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@unalaska.gov](mailto:cdean@unalaska.gov) and [risk@unalaska.gov](mailto:risk@unalaska.gov)

## RFP – UNALASKA HEALTHCARE PLANNING ASSESSMENT

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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.





# Unalaska Healthcare Planning Assessment

City of Unalaska

July 31, 2025

## Proposal for Professional Services from Agnew::Beck Consulting

Address: 645 G St., Anchorage, AK 99501

Phone: 907-277-5515

Contact: Tanya Iden, [tanya@agnewbeck.com](mailto:tanya@agnewbeck.com)

Submitted July 31, 2025, to the City of Unalaska



# Executive Summary

The City of Unalaska is navigating a complex healthcare landscape shaped by geographic isolation, limited emergency care capacity, and seasonal shifts in population. Services are currently offered by multiple organizations (IFHS, APIA, and the City's EMS). Through a healthcare planning assessment, the City is seeking practical, community-informed options for delivering essential healthcare services in a way that is financially viable, responsive to local needs, and realistic given existing resources.

## Why Agnew::Beck?

- Trusted partner of community and Tribal health organizations for over 20 years.
- Proven tools for financial modeling and service design.
- Strong understanding of the unique challenges of healthcare delivery in Alaska.
- Experience and knowledge of Unalaska from our current behavioral health systems work.

Unalaska Healthcare Planning Assessment									
Schedule and Budget		Aug	Sep	Oct	Nov	Dec	Jan	Feb	
August 2025 - February 2026		2025	2025	2025	2025	2025	2026	2026	Total
Tasks									
Management and Engagement									\$6,180
Weekly team meetings, monthly updates to the city, ongoing stakeholder engagement									
Phase 1: Discovery				■					\$35,920
Inventory and assess current healthcare infrastructure, market, and need, conduct case study research on sustainable models. Compile into a healthcare landscape snapshot.									
Phase 2: Analysis					●		■		\$27,440
Reflect on information gathered in discovery phase, develop financial scenarios and service models, share with community leaders for reactions and insight. Compile into a PowerPoint for sharing during site visit.									
Phase 3: Recommendations								■	\$9,840
Draft and finalize a report to summarize findings, scenarios, and recommendations. Present to community leadership.									
Travel and Expenses									\$4,780
● = milestone or meeting    ■ = product or deliverable									
TOTAL									\$84,160

## Project Team



Agnew::Beck offers more than just planning—we bring the ability to listen deeply, analyze rigorously, and guide communities toward practical, shared solutions. We understand Unalaska's unique context and are committed to delivering a roadmap that is clear, actionable, and grounded in reality. Let's work together to ensure the future of healthcare in Unalaska is both responsive and resilient.

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# Letter of Transmittal



July 31, 2025

City of Unalaska Planning Department  
Attention: Cameron Dean, Planning Director and  
Estkarlen Magdaong, City of Unalaska Clerk  
Email: [cdean@ci.unalaska.ak.us](mailto:cdean@ci.unalaska.ak.us) and [emagdaong@ci.unalaska.ak.us](mailto:emagdaong@ci.unalaska.ak.us)  
RFP Title: Unalaska Healthcare Planning Assessment

Dear Mr. Dean,

We are pleased to submit our team's proposal for the City of Unalaska Healthcare Needs Assessment. Our firm is passionate about improving and expanding access to healthcare for Alaskans. It aligns with our firm's vision to work alongside our clients to build healthy, thriving, equitable communities.

We understand that healthcare services in Unalaska are currently provided by three primary entities: Iliuliuk Family & Health Services (IFHS), the City of Unalaska, and the Aleutian Pribilof Island Association (APIA). IFHS is an FQHC providing urgent, emergent and primary care services, APIA is a tribal health primary care provider and the local behavioral health provider, and the City of Unalaska Fire Department/Emergency Medical Services responds to crisis to provide field evaluations and transportation assistance. It's in this landscape of several healthcare providers that the community would like to explore a broad, strategic approach to healthcare delivery to include partnership, creative funding, and a plan for long-term sustainability.

The City of Unalaska needs a trusted partner to conduct a comprehensive healthcare assessment to include analyses of sustainable healthcare delivery models that determine how to provide services to meet community needs while being financially sustainable. This process includes investigating community healthcare gaps, understanding the healthcare market and patient volume, engaging stakeholders to understand key challenges, and proposing business models for consideration and implementation.

Agnew::Beck brings deep expertise in public health, community health, and behavioral health operations in Alaska and a decades-long record in project management. Combined with a project we recently initiated, funded by the Alaska Mental Health Trust to support service providers in Unalaska to collaboratively design improved behavioral health crisis care, we are uniquely situated to support the City of Unalaska's Healthcare Planning Assessment.

Agnew::Beck Consulting qualifies for the Alaska Bidder preference and holds Alaska Business License number 291349. Agnew::Beck is a women-owned business and a certified Disadvantaged Business Enterprise (DBE). Our Vendor Tax ID Number is 54-2076437.

By submitting this proposal, we affirm that Agnew::Beck will comply with all provisions and terms in this request for proposals. The signatory is one of four firm owners authorized to make representations for the firm. We do not anticipate any conflicts of interest with this project. This proposal is open and valid for ninety (90) days from the proposal receipt deadline.

Thank you for the opportunity to propose on the healthcare needs assessment for Unalaska. I welcome any comments, questions, or requests for clarification – and I'm excited by the prospect of working with the city and its partners to support your goals for this project.

Sincerely,



Tanya Iden, Principal::Owner

Agnew::Beck Consulting | 645 G Street, Suite 200 | Anchorage, AK 99501  
tanya@agnewbeck.com | 907.222.5424 | www.agnewbeck.com

## Firm Overview

### Who We Are

Agnew::Beck is an award-winning, multidisciplinary consulting firm driven by **working alongside our clients to grow healthy, equitable, thriving communities**. From our offices in Anchorage, Boise, Soldotna and Truckee, we collaborate with Tribes, organizations, and communities of all sizes to foster positive systemic change throughout Alaska and the West.

Since 2002, Agnew::Beck has acted as a committed, passionate, practical partner for our clients, working to identify and tackle important issues with effective solutions. We are skilled in planning, communications, policy, public engagement, and project implementation. We put participants, community members, and our clients at the center of processes that move beyond ideas, meet goals, and improve communities for everyone.



### What We Do

We support positive community change by providing tailored services to our clients.



# Project Team and Experience

## Roles and Responsibilities of Key Team Members

For this project we have assembled the following team.

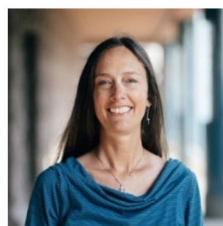
Name	Title	Proposed Role	Location
Tanya Iden, AICP	Principal, Owner   Strategic Advisor	Tanya will serve as project advisor to guide strategy and ensuring alignment between project goals and deliverables.	Anchorage, AK
Shanna Zuspan	Principal, Owner   Financial Feasibility Advisor	Shanna will provide financial oversight and technical expertise, advising on healthcare funding models, cost structures, and sustainability strategies.	Anchorage, AK
Lauren Rocco	Project Manager	Lauren will serve as project manager and lead facilitator, coordinating schedules, team communications, deliverables, and client liaison to ensure timely and high-quality execution.	Anchorage, AK
Julia Chester	Stakeholder Engagement	Julia will lead community engagement and visual communications, facilitate interviews and help to translate findings into accessible, public-facing materials.	Anchorage, AK
Holly Smith, AICP	Analyst and Data Collection	Holly will lead data collection and analysis, compiling healthcare service data, demographic trends, and policy context to inform needs assessment and scenario development.	Bellingham, WA

## Project Team



### *Tanya Iden | Principal and Co-owner | Strategic Advisor*

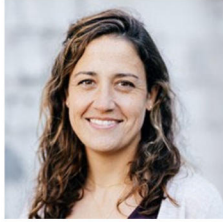
Tanya is an established planner and facilitator with over 20 years of experience supporting public health, strategic planning, and needs assessments across Alaska. As a principal at Agnew::Beck, she has led numerous health-related initiatives, including needs assessments for Maniilaq Association and Cook Inlet Tribal Council, support for the Anchorage Health Department's COVID-19 response, and long-term technical assistance to the Alaska Department of Health. Tanya brings deep knowledge of rural and Tribal contexts, skill in weaving together community input with quantitative data, and a proven ability to guide collaborative, action-oriented planning processes that improve health outcomes in Alaska's diverse communities.



### *Shanna Zuspan | Principal and Co-owner | Financial Feasibility Advisor*

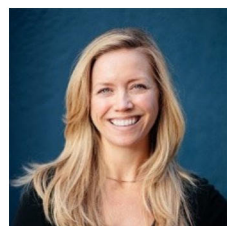
Shanna Zuspan is a principal and co-owner of Agnew::Beck with 24 years' experience working with the public, nonprofit and private sectors to support affordable housing and community development. Whether working with local governments, tribal entities, state agencies, or the private sector, Shanna provides objective facts and analytical tools to help organizations find common solutions to critical issues. She is skilled at translating complex technical data so that it is understandable and transparent. Shanna leads financial feasibility projects on behalf of Agnew::Beck.





**Lauren Rocco | Project Manager**

Lauren specializes in research projects that target improvement of long-term health and social outcomes for Alaskans through systems change. She has a knack for synthesizing complex data into accessible information, prioritizes engaging stakeholders with lived experience, and is a recognized leader in project management. Her approach is practical, grounded in hands-on experience in the social services sector as an operations director, program director, and educator. She has worked with Tribal and non-Tribal entities throughout Alaska to build organizational capacity, develop social services programming, and expand access to health care. Lauren grew up living in the U.S., Europe and Asia; she is proud to claim Alaska as home. Lauren lives in Anchorage with her husband and sons. She loves to spend time cross-country skiing, trying not to kill plants in her garden, and taking her little boys on hikes. Lauren joined Agnew::Beck Consulting as a Senior Associate in 2021 and was promoted to Senior Manager in 2023.



**Julia Chester | Stakeholder Engagement Associate**

Julia is a Marketing Associate at Agnew::Beck. During her ten years in the field, Julia has worked in multiple aspects of marketing. She has performed SWOT analyses to help companies launch new products and services, crafted compelling copy, facilitated focus groups, and performed interviews to understand customer and patient needs and pain points. She has experience in the healthcare, technology, and rural emergency services industries. Julia uses her background in social psychology and research to inform her approach to deconstructing complex problems and clearly conveying key takeaways. Julia is a California transplant who is deeply fond of the life she's built in both McCarthy and Anchorage, Alaska with her husband and their wild and wonderful toddler son.



**Holly Smith, AICP | Analyst**

Holly is an associate at Agnew::Beck based in Bellingham, Washington, with a background in community planning and data analysis. She previously worked as a planner in Haines, Alaska, and as an associate planner for the City of Fairview, Oregon. Drawing on her roots in Southeast Alaska and experience in rural communities, Holly brings a strong understanding of how geographic, social, and economic factors intersect to shape local health outcomes. She uses GIS and other analytical tools to visualize trends, assess needs, and support decision-making. Her strengths lie in selecting the right data and methods to inform public health planning, particularly in underserved and remote communities.

**Graphic Design team member, Savannah Alfieri will support the project throughout.**

*Resumes available in Appendix A.*

## Logistics and Resources

Agnew::Beck occupies a fully functioning office, served by all necessary office equipment to complete tasks in a timely and professional manner. We have all hardware, software, equipment, and licenses necessary to perform the contract.

The majority of work will be performed in Anchorage. Agnew::Beck's office is located at 645 G Street, Suite 200, Anchorage, Alaska 99501. Agnew::Beck staff are available to attend project meetings at the client site and other locations as required by project circumstances and as allowed for by the project budget.

## Relevant Projects

***Anchorage Neighborhood Health Center Market Assessment | 2024-2025*** | Agnew::Beck analyzed unmet healthcare needs in ANHC's service area to inform potential expansion of this Federally Qualified Health Center's facilities and services. Working alongside design firm SALT, our team gathered quantitative market data, analyzed revenue and service costs by payer, and conducted stakeholder interviews to ensure any expansion meets community needs while maintaining financial sustainability and quality of care.

***Kodiak Community Health Center Behavioral Health Expansion Feasibility | 2023 - 2024*** | Agnew::Beck worked with KCHC to explore the feasibility of residential substance use disorder (SUD) treatment services. Agnew::Beck interviewed KCHC administrative and clinical staff as well as community partners to understand different perspectives on community demand and service needs. KCHC data, prevalence data from the National Survey on Drug Use and Health, the Behavioral Risk Factor Surveillance System and the US Census supported quantifying the estimated demand for services. Findings from this work lead to a phase 2 in which Agnew::Beck explored opportunities for expanding and optimizing outpatient behavioral health services.

***Tanana Chiefs Conference Treatment Center Feasibility Assessment | 2023*** | Agnew::Beck partnered with SALT to assess the feasibility of a 90-day residential substance abuse treatment center in Tok, Alaska. Our work included facilitating planning sessions with TCC leaders and Elders, analyzing treatment needs in the area, researching facility options, developing cost estimates, and modeling reimbursement structures to create a business plan.

***New Alaskans Hub Feasibility Assessment | 2023-2024*** | Agnew::Beck supported the Alaska Literacy Program in exploring the possibility of establishing a Welcome Hub for refugees and immigrants in Anchorage. The project involved multilingual community engagement activities, data collection through surveys and interviews, and the financial analysis of potential space needs and costs to assess the feasibility of this specialized service center.

***Mountain View Health Services Strategic Planning and Financial Modeling | 2022-2023*** | Agnew::Beck facilitated staff, management team and community partners as they developed a three-year strategic plan. Agnew::Beck assisted the clinic in clarifying their vision, identifying the financial models that best sustain their mission, and distinguishing the work their clinic is best suited to provide from the work they are able to support through their community partners.

***Pioneer Homes Staffing Plan and Cost Impact Analysis | 2018*** | Agnew::Beck analyzed operations across Alaska's six Pioneer Homes to develop a staffing plan and cost impact analysis. Our team examined demographic, income, care level, and payment data to develop staffing scenarios and financial models with multiple variables. The analysis demonstrated how adjusting staffing models could allow the Homes to serve higher-acuity residents within budget constraints.

***Alaska Native Tribal Health Consortium Statewide Behavioral Health Treatment Services: Financial Feasibility Assessment | 2018*** | Agnew::Beck assessed the feasibility of expanding ANTHC's services to include higher acuity behavioral health treatment. The project included analyzing the prevalence of substance use and mental health disorders among Alaska Native people to estimate service demand, followed by financial feasibility analyses for mental health crisis stabilization, substance use intervention, and residential treatment services throughout the state. The analysis was presented to the ANTHC Board of Directors for consideration of next steps.



An additional selection of Agnew::Beck projects meeting the City of Unalaska's key areas are listed below. The following codes represent which key areas identified in the RFP on page 4 and 5 were demonstrated for each project:

- A. Experience working with rural Alaskan communities.
- B. Public Participation/stakeholder engagement.
- C. Data Analysis.
- D. Implementation strategies.

Selected Agnew Beck Projects, with recipient organization and location	Timeframe	RFP Key Areas			
		A	B	C	D
Crisis Now Project Management Alaska Mental Health Trust Authority   Alaska (statewide)	2019-present	✓	✓	✓	✓
Healthcare Service Market Expansion Assessment Anchorage Neighborhood Health Center   Anchorage	2024-2025		✓	✓	✓
Behavioral Health Services Expansion, Strategic Planning, and Business Plan Girdwood Health Clinic   Girdwood	2024-present		✓	✓	✓
S'eenáa Hít Financial Modeling and Feasibility Assessment Ketchikan Indian Community   Ketchikan	2024-present	✓	✓	✓	✓
Child Care Needs Assessment Arctic Slope Native Association   North Slope	2024	✓	✓	✓	✓
Discharge to Post-Acute Care Data Analysis Alaska Hospital and Healthcare Association   Alaska (statewide)	2024	✓	✓	✓	✓
HB 172 Psychiatric Patient Rights Report Alaska Mental Health Trust Authority   Alaska (statewide)	2023- 2024	✓	✓	✓	
Anchorage School District Needs Assessment Anchorage School District   Alaska (urban)	2023-present		✓	✓	✓
Treatment Center Feasibility Study Tanana Chiefs Conference   Fairbanks	2023-2024	✓	✓	✓	✓
Mental Health Impact Assessment North Slope Borough   Alaska (rural)	2023-present	✓	✓	✓	✓
Kodiak Community Health Center Behavioral Health Planning Alaska Mental Health Trust Authority TA   Alaska (rural)	2023-2024	✓	✓	✓	✓
Interpersonal Violence Needs Assessment and Strategic Plan Maniilaq Association   Alaska (rural)	2023-2024	✓	✓	✓	✓
Valdez Medical Center Master Plan City of Valdez   Valdez	2022-2023		✓	✓	✓
Acute Adolescent Behavioral Health Care Improvement Project Alaska Hospital and Healthcare Association   Alaska (statewide)	2022	✓	✓	✓	✓
Crisis Stabilization Center Planning and Development Bartlett Regional Hospital   Alaska (rural)	2022-2023	✓	✓	✓	✓
Behavioral Health Services Review Norton Sound Health Corporation   Alaska (rural)	2021	✓	✓	✓	✓
1115 Medicaid Waiver Technical Assistance Alaska Mental Health Trust Authority   Alaska (statewide)	2021	✓	✓	✓	✓
Behavioral Health Plan Review Maniilaq Association   Alaska (rural)	2021-present	✓	✓	✓	✓
Crisis Stabilization Center Planning and Development Providence Alaska Medical Center   Alaska (urban)	2021-present		✓	✓	✓
Substance Use Disorder (SUD) Preventative Services Program Alaska Department of Corrections   Alaska (statewide)	2021-2022		✓	✓	✓

Selected Agnew Beck Projects, with recipient organization and location	Timeframe	RFP Key Areas			
		A	B	C	D
MIECHV and Title V Grant Needs Assessment Alaska Division of Public Health   Alaska (statewide)	2020-2021	✓	✓	✓	✓
Primary Care Business Planning Girdwood Health Clinic   Girdwood	2019-2020		✓	✓	✓
Behavioral Health Treatment Services Feasibility Assessment Alaska Native Tribal Health Consortium   Alaska (statewide)	2018	✓	✓	✓	✓
Pioneer Homes Staffing Plan and Cost Impact Analysis Alaska Mental Health Trust Authority (AMHTA)   Alaska (statewide)	2018	✓	✓	✓	✓
Forensic Psychiatric Hospital Feasibility Study Alaska Division of Behavioral Health   Alaska (statewide)	2018-2019	✓	✓	✓	✓
Acute Behavioral Health Improvement Project Alaska State Hospital and Nursing Home Association   Alaska (statewide)	2018-2019	✓	✓	✓	✓
U.S. Dept. of Housing and Urban Development Continuum of Care (CoC) Grant Application Support and Facilitation Anchorage Coalition to End Homelessness   Anchorage (urban)	2015-2019		✓	✓	✓
Medicaid Redesign and Expansion (Agnew::Beck and Milliman) Alaska Department of Health   Alaska (statewide)	2015-2017	✓	✓	✓	✓
Alaska Behavioral Health Systems Assessment Alaska Mental Health Trust Authority   Alaska (statewide)	2014-2016	✓	✓	✓	

## Project Approach

### Scope of Services and Methodology

#### Project Management and Administration

Agnew::Beck will manage the project to ensure timely and effective execution. We will facilitate a project kick-off to confirm goals, scope, and schedule, and coordinate ongoing communications with the City of Unalaska and local partners. Our team will provide regular progress updates, maintain shared task tracking, and adapt flexibly to evolving needs.

#### Phase I. Discovery

In this phase of the project, Agnew::Beck will inventory and assess the current healthcare system in Unalaska, including infrastructure, market, and need. Agnew::Beck will also conduct case study research on sustainable models. At the end of phase 1, the consultant team will have compiled a complete snapshot of Unalaska's healthcare landscape..

**Task 1a. Summarize Current Services and Healthcare Landscape.** Agnew::Beck will document the current healthcare service environment in Unalaska, including IFHS, APIA, EMS, and private air ambulance providers. This task will identify existing services, delivery structures, funding and revenue streams, and facility use, with special attention to current IFHS and APIA expansion plans.

    | **Deliverables:** Summary of current healthcare services, facilities, delivery model, and expansion plans

**Task 1b. Outline Existing Community Healthcare Needs.** We will compile and review existing data to identify service gaps and unmet needs, including EMS capacity. This includes population health indicators, Medicaid eligibility and reimbursement rates, and seasonal population dynamics.

| **Deliverables:** Summary of unmet needs and service gaps; Environmental scan of local healthcare context

**Task 1c. Case Studies / Comparative Rural Health Delivery Models.** Agnew::Beck will research and present examples of successful healthcare models from other remote or coastal Alaskan communities. These may include hub-and-spoke systems, critical access hospitals, or integrated tribal/non-tribal partnerships. Case studies will also reflect how these models respond to common challenges such as workforce recruitment and retention, high transportation costs, or reliance on federal and state reimbursement.

| **Deliverables:** 2–3 brief case studies of comparative rural healthcare models

**Task 1d. Conduct Key Stakeholder Interviews.** We will conduct interviews with healthcare providers (clinical and administrative), tribal representatives, EMS leadership, City officials, and seafood industry reps to gain insight into local priorities, constraints, and opportunities to add detail and nuance to the information gathered through the tasks outlined in Phase 1.

| **Deliverables:** Summary of up to 8-10 interviews with key Unalaska stakeholders

## Phase 2. Analysis

The second phase of the project will reflect on and analyze information gathered in discovery phase, develop financial scenarios and service models, share what's been learned with community leaders for reactions and insight. The analysis and initial findings will be compiled into a PowerPoint to share during a site visit.

**Task 2a. Scenario Development.** Based on findings from Phase 1, we will outline and assess future healthcare scenarios, ranging from minimal change to expanded infrastructure or partnerships. Each scenario will include cost implications, workforce requirements, and community impact. A high-level review of cost drivers and potential revenue sources will be included to help assess financial feasibility. This may include consideration of factors such as billing structures, reimbursement rates, grant eligibility, and operational scale. Where applicable, we will identify structural models—such as designation as a critical access hospital, rural health clinic, or freestanding emergency department—that could support long-term service delivery.

| **Deliverables:** Summary of 2–3 healthcare delivery scenarios with pros, cons, and implementation considerations, including a narrative overview of key financial and structural takeaways.

**Task 2b. Site Visit and Community Engagement.** Agnew::Beck will conduct a three- or four-day site visit to Unalaska to meet in person with healthcare leaders, City and Tribal representatives, and members of the public at a time that works well for the rhythms of the community. The focus of the visit will be to share the healthcare landscape snapshot developed in Phase 1, and the healthcare delivery models to gather community feedback and tailor the scenarios as needed. Activities may include interviews, focus groups, and/or open house formats tailored to community context. The site visit and community engagement will also be an opportunity meet in person with stakeholders interviewed during the discovery phase, as community engagement runs the duration of the project with multiple connection points.

| **Deliverables:** Site visit summary memo and engagement notes

## Phase 3. Recommendations

In the final Phase of the project the consultant and community teams will work iteratively to draft and finalize a report to summarize findings, scenarios, and recommendations into an actionable roadmap for the community. The consultant team will present to the community for dialogue and to build understanding and excitement for next steps.

**Task 3a. Draft and Final Report.** Agnew::Beck will prepare a final report summarizing all findings, scenario analyses, and strategic recommendations for Unalaska’s future healthcare delivery system. The report will identify sustainable delivery models, funding opportunities, partnership structures, and implementation steps.

| **Deliverables:** Draft and final report (PDF); Executive summary version; Recommendations table

**Task 3b. Present to City Council.** We will present findings and recommendations to a joint session of the Unalaska City Council and local healthcare leaders. This may occur virtually or in-person, depending on preference and logistics. The presentation will include time for discussion and Q&A, as requested in the RFP, to support shared understanding and dialogue among decision-makers.

| **Deliverables:** Presentation slide deck and public-facing talking points

## Project Schedule

The project is anticipated to begin in mid-August 2025 and conclude by the second week of February 2026. While the schedule outlines key milestones and deliverables, the timing of activities (particularly community engagement and meetings) may be adjusted to align with the availability and seasonal dynamics of Unalaska. Flexibility is built into the schedule to ensure the process is responsive to local needs and timing considerations.

Unalaska Healthcare Planning Assessment							
Schedule of Project Tasks August 2025 - February 2026	Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026
Ongoing Project Management							
Phase 1: Discovery			■				
Phase 2: Analysis				●		■	
Phase 3: Recommendations							■
● = milestone or meeting    ■ = product or deliverable							
Ongoing							
Weekly Core Team Meetings   Monthly Updates to the City   Connections with Community   Stakeholder Engagement							

# Budget

Unalaska Healthcare Planning Assessment Cost Estimate from Agnew::Beck Consulting, Inc. Submitted July 31, 2025		Principal Tanya Iden + Shanna Zuspan, Advisor Financial Modeling		Senior Manager/PM Lauren Rocco		Analyst/ Data Collection Holly Smith		Associate/ Stakeholder Engagement + Graphic Design Julia Chester/ Savannah Alfieri		Total
Project Dates August 2025 - February 2026		hours	rate \$225	hours	rate \$175	hours	rate \$140	hours	rate \$140	
Task										
<b>Project Administration + On-Going Management</b>		6	\$1,350	18	\$3,150	6	\$840	6	\$840	\$6,180
<b>Phase 1. Discovery:</b> Inventory and assess current healthcare infrastructure, market, and need, conduct case study research on sustainable models. Compile into a healthcare landscape snapshot.										\$35,920
<b>Ia. Summarize Current Services and Healthcare Landscape</b>		8	\$1,800	24	\$4,200	40	\$5,600	8	\$1,120	\$12,720
<b>Ib. Outline Existing Community Healthcare Needs + Market</b>		8	\$1,800	12	\$2,100	24	\$3,360	8	\$1,120	\$8,380
<b>Ic. Case Studies/Comparative Rural Health Delivery Models</b>		4	\$900	12	\$2,100	16	\$2,240	12	\$1,680	\$6,920
<b>Id. Conduct Key Stakeholder Interviews</b>		4	\$900	8	\$1,400	8	\$1,120	32	\$4,480	\$7,900
<b>Phase 2. Analysis:</b> Reflect on information gathered in discovery phase, develop financial scenarios and service models, share with community leaders for reactions and insight. Compile into a PowerPoint for sharing during site visit.										\$27,440
<b>2a. Scenario Development</b>		24	\$5,400	24	\$4,200	24	\$3,360	12	\$1,680	\$14,640
<b>2b. Site Visit + Community Engagement</b>		32	\$7,200	32	\$5,600		\$0		\$0	\$12,800
<b>Phase 3. Recommendations:</b> Draft and finalize a report to summarize findings, scenarios, and recommendations. Present to community leadership.										\$9,840
<b>3a. Draft + Final Report</b>		8	\$1,800	8	\$1,400	24	\$3,360	12	\$1,680	\$8,240
<b>3b. Present to City Council</b>		4	\$900	4	\$700		\$0		\$0	\$1,600
Travel *										\$4,530
Expenses **										\$250
<b>TOTAL ***</b>		<b>98</b>	<b>\$22,050</b>	<b>142</b>	<b>\$24,850</b>	<b>142</b>	<b>\$19,880</b>	<b>90</b>	<b>\$12,600</b>	<b>\$84,160</b>
EXCLUSIONS + TERMS										
* Travel - Roundtrip from Anchorage										
** Other Expenses - Include costs for phone and related equipment and services required in the normal performance of the contract. Costs for services required to produce informational, advertising or meeting materials are included in this budget; however, costs for printing, mailing or otherwise distributing these materials, or for paid advertising or other public notices are not included in this budget and would be paid for directly by client, as needed. Digital versions of all final materials will be submitted in an organized manner to the client for future editing, use and reproduction. Rights to final versions of all materials are transferred to the client upon conclusion of the project. A::B reserves the right to use any and all project materials for educational and marketing purposes. A::B reserves the rights to any draft or conceptual materials developed in the course of the project,										
This estimate is good for 90 days from the date of the estimate.										

# Agnew::Beck Rate Sheet

Effective January 1, 2025

Position	Rate/hour
Principal	\$225
Senior Manager	\$175 to \$200
Senior Analyst	\$135 to \$165
Senior Associate	\$145 to \$155
Associate	\$135 to \$145
Project Assistant	\$125
Administrative	\$125

## References

**Myrna Chaney | Housing Director, Ketchikan Indian Community (KIC)**

Office 907.228.9459 | [mchaney@kictribe.org](mailto:mchaney@kictribe.org)

Agnew::Beck worked closely with KIC on the S'eenáa Hít Navigation Center Planning project to support the development of a navigation center to serve individuals experiencing homelessness. Activities included developing an operations manual, facilitating a public meeting and an Elder gathering, and modeling program finances.

**Janet Johnston, PhD, MPH | Health Center Operations and Quality Director, Alaska Primary Care Association**

Main (907) 929-2722 | Direct: (907) 929-8109 | [janetj@alaskapca.org](mailto:janetj@alaskapca.org)

Janet oversaw Agnew::Beck's work to evaluate the most pressing maternal healthcare needs in Alaska, the best practices nationwide to address these needs, and to create Alaska-specific marketing materials to address these needs statewide. Agnew::Beck engaged key stakeholders via multiple gatherings of clinic leaders and individual interviews, conducted a nationwide landscape assessment of best practices surrounding care and developed Alaska-specific marketing materials for each clinic

**Lisa Aquino, MHS | Chief Executive Officer, Anchorage Neighborhood Health Center (ANHC)**

Office 907.743.7305 | Cell 907.602.6995 | [laquino@anhc.org](mailto:laquino@anhc.org)

Agnew::Beck worked with the ANHC to answer the primary question of unmet need in the FQHC's service market area. The assessment informed possible expansion plans and growth trajectory for the organization to meet the needs of the community in a financially sustainable way without sacrificing quality of care.

Agnew::Beck gathered and analyzed quantitative data and as well as conducted qualitative data collection including interviews with key staff and patients.

# Appendix A: Resumes





## TANYA IDEN, AICP, PRINCIPAL AND OWNER

Tanya's dedication to her community is galvanized by deep Alaska roots, as a third generation Alaskan raising her family in Anchorage. She loves helping people articulate shared strengths and values and find solutions that maintain our economic, environmental, and cultural integrity for future generations. Tanya applies her understanding of strategic planning, community development, and communications in projects ranging from revitalizing neighborhoods to helping agencies and communities be more efficient, effective, and mission driven. Tanya's training and experience as a project manager complements her natural skill as a community-minded facilitator, developing a harmonious rapport with diverse teams and stakeholders.

### EDUCATION

*Master of Science in Urban Development Planning. University College London, University of London, England, 1999*

*Bachelor of Arts in Anthropology University of Washington, Seattle, WA, 1995*

### PROFESSIONAL EXPERIENCE

*Agnew::Beck, Anchorage:  
Principal and Owner, 2017-present  
Managing Associate, 2013-2016  
Senior Planner, 2007-2013*

*URS, San Diego:  
Environmental Specialist, 2005-2006*

*Group 70 International, Honolulu:  
Planner, 2003-2005*

### CERTIFICATIONS AND AFFILIATIONS

*American Institute of Certified Planners (AICP)*

*Charrette System™ Certificate, National Charrette Institute (2011)*

*President, Partners for Progress Board of Directors (2019-present)*

*Secretary, STAR (Standing Together Against Rape) Board (2018-2022)*

*Member Anchorage Library Board (2008-2009)*

*Recipient, Anchorage Park Foundation Challenge Grant (2008)*

### SELECTED PROJECT EXPERIENCE

#### *Anchorage Neighborhood Health Center Market Assessment*

**2024-present** | Overseeing team conducting a market assessment for expanding clinical services at ANHC. The assessment is prioritizing ANHC customers in Anchorage, and includes primary care, behavioral health, and pharmacy services.

#### *Assets, Inc. Employee Transportation Study*

**2025-present** | Guiding team working to with Assets to develop sustainable funding for employee transportation services to Joint Base Elmendorf-Richardson (JBER). Project seeks to maintain essential transportation for 50 employees with disabilities to get to their jobs at JBER.

#### *Healthy Alaskans Structural Determinants of Health Convening*

**2024-2025** | Worked alongside ANTHC and AK DOH co-chairs of Healthy Alaskans to coordinate, facilitate and convene partners across many sectors (housing, healthcare, environment, education, public health) to explore the concept of the structural determinants of health and consider action steps that can be taken together to address the root causes of health disparities.

#### *Alcohol Tax Strategic Plan*

**2023-2024** | Supported development of the Municipality of Anchorage's strategic plan for alcohol tax revenue distribution. Led in-person community engagement events and worked alongside a community steering committee to develop recommendations. Presented findings at Assembly work sessions to build support for the final strategic plan that improved transparency and accountability for tax fund allocation.

#### *Alaska Mental Health Trust Authority Rural Outreach Trip Support*

**2023** | Planned and co-lead the Alaska Mental Health Trust Authority 2023 Rural Outreach Trip to the Yukon Kuskokwim region. Alongside staff from Agnew::Beck and The Trust, helped lead a group of participants to Bethel and four smaller YK communities to speak and visit with clinics, Tribal councils, schools, housing authorities, residents, elders, and several other local organizations who work with Trust beneficiaries.

#### *Maniilaq Interpersonal Violence Needs Assessment and Planning*

**2022-2023** | Conducted literature review, individual interviews, and facilitated focus groups for a regional needs assessment. Products included data interpretation and visualization, identifying interview themes, and final report development. Facilitated strategic planning effort to determine next steps following assessment.



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**Alaska Native Tribal Health Consortium: Good Health and Wellness in Indian Country 2022** | Oversaw staff engaged in qualitative analysis of Talking Circles according to Indigenous evaluation principles. Co-creator of the summary report of results.

**Cook Inlet Tribal Council, Community and Participant Needs Assessment**

**2021-2022** | Conducted a community wide needs assessment to explore impacts of the pandemic on CITC's service population and ensure participant perspectives guide expansion opportunities. Responsible for developing and implanting a community-wide survey and analysis of regional, organizational, and departmental data.

**Alaska Department of Corrections (DOC) Substance Misuse Prevention Project**

**2021 -2022** | Conduct needs assessment to understand and recommend substance use prevention, evidence-based practices for DOC implementation. Research involved extensive interviews with corrections departments outside of Alaska, Alaska DOC staff, formerly incarcerated individuals, and AK Division of Juvenile Justice.

**Anchorage Health Department COVID-19 Support**

**2020 -2022** | Manage contract to provide an array of services to the Anchorage Health Department's ongoing response to the COVID-19 pandemic.

**Maternal Infant Early Childhood Home Visiting + Title V Grant Needs Assessment**

**2020** | Oversaw 6 person staff team that assessed and summarized Alaska's needs for two federally-mandated program grants for the Section of Women's, Children's and Family Health: Maternal Infant Early Childhood Home Visiting (MIECHV) + Title V Block Grant. Methodology included: reviewing and analyzing statewide data to identify communities of high risk, conducting environmental scans, conducting key informant interviews and qualitative data analysis, and administering a statewide community and healthcare provider survey.

**State Division of Public Health Technical Assistance and Facilitation**

**2010 – Current** | Since 2010, Tanya and Agnew::Beck have provided services to the State of Alaska Department of Health, Division of Public Health, Section of Chronic Disease Prevention and Health Promotion to support efforts to reduce health disparities and improve public health in Alaska. The foundation of every project Agnew::Beck has engaged in with the Section involves facilitating groups to agree on goals and strategies, informing those strategies with available data to define and understand the issue, and evaluating progress toward achieving the goal. Projects with the Section of Chronic Disease include:

- *Healthy & Equitable Communities Plan* | 2021-2022. Healthy & Equitable Communities Unit.
- *Alaska Statewide Violence and Injury Prevention Partnership (ASVIPP)* | 2020-present. Injury Prevention Program.
- *Alaska Cancer Partnership Facilitation, Support + Alaska Cancer Plan Update* | 2019 – Present. Alaska Comprehensive Cancer Program
- *Take Heart Alaska + Alaska Diabetes Coalition Facilitation + Support* | 2019-Present. Alaska Heart Disease & Stroke Prevention Program
- *Alaska Alliance for Healthy Kids Planning + Organizational Support* | 2013 – 2014. Alaska Obesity Prevention and Control Program (OPCP)
- *Leadership to Eliminate Alaskan Disparities (LEAD) Strategic Plan Update* | 2010 – 2012. Alaska Tobacco Prevention and Control (TPC) Program
- *Technical Assistance, Strategic Planning, and Materials Support* | 2010 – 2017. Alaska Tobacco Prevention and Control (TPC) Program





## SHANNA ZUPAN, AICP

Shanna is a Principal and Co-owner of Agnew::Beck Consulting with a background in financial and economic analysis, and community planning. Born and raised in McCarthy and Anchorage, Shanna is passionate about helping communities find solutions to the critical issues facing Alaska's future. Whether working with local governments, Tribal entities, state agencies, or the private sector, Shanna provides objective facts and analytical tools to help organizations find common solutions to critical issues. She is skilled at translating complex technical data so that it is understandable and transparent.

### EDUCATION

Master of City Planning, Housing Community + Economic Development  
Massachusetts Institute of Technology, Cambridge, MA. 2001

Bachelor of Arts in Political Science + Economics. University of Northern Colorado, Greeley, CO. 1997

### PROFESSIONAL EXPERIENCE

Principal, Agnew::Beck, 2010 to present

Public Finance Manager + Redevelopment Planner, City of West Sacramento, 2004 to 2010

Senior Associate, Economic & Planning Systems, Inc., 2001 to 2004

### CERTIFICATIONS AND AFFILIATIONS

Treasurer, South Anchorage Baseball Booster Club

### SELECTED PROJECT EXPERIENCE

#### Anchorage Neighborhood Health Center

2024-25 | Preparing a financial analysis and demographic forecast to assess expansion options for the Anchorage Neighborhood Health Center. *Role: Financial Analyst*

#### Alaska Botanical Gardens Expansion Feasibility Study

2024-25 | Prepared a feasibility study to expand the botanical gardens by estimating earned revenue, developing financial scenarios, and forecasting potential funding sources. *Role: Financial Analyst and Principal-in-Charge*

#### St. Mary's Episcopal Church Campus Expansion

2022-2024 | Provided technical assistance, economic analysis, and capacity building to support the process to add supportive housing at their Anchorage campus. *Role: Financial Analyst*

#### Girdwood Health Clinic Expansion Business Planning

2019 | Prepared a business plan to assess the expansion opportunities of the Girdwood Health Clinic. *Role: Financial Analyst and Principal-in-Charge*

#### Redevelopment Technical Assistance

2017-2024 | Provided technical assistance to Anchorage Community Development Authority as they evaluate a range of mixed-use redevelopment projects in the downtown area. Prepares pro forma financial analysis to evaluate project feasibility. *Role: Financial Analyst and Technical Assistance Provider*

#### Tanana Chiefs Conference Elder Care Facility Business Plan

2018 | Led the process to prepare a business plan to transform existing patient hostel into an elder care facility. Presented options to the TCC Executive Board and other stakeholder and partner groups. *Role: Principal-in-Charge*

#### North Slope Borough Substance Use Disorder Treatment Facility Feasibility Study

2016 | Analyzed demographics, behavioral health and utilization rates to determine needs, demand and feasibility for a treatment center in Barrow, Alaska. Client: North Slope Borough. *Role: Project Manager*

#### Maniilaq Elder Services Business Plan

2016 | Developed financial pro forma and business plan for expanded elder services in the Kotzebue region. Facilitated an 80-person

community workshop to develop a plan to better serve elders. *Role: Project Manager and Facilitator*

***King Cove Senior Housing Center Business Plan***

**2015** | Developed a pro-forma to determine viability of the renovation of the existing community center to four-unit senior housing addition with a caregiver unit and shared community facilities. Client: Eastern Aleutian Tribes. *Role: Project Manager*

***Eastern Aleutian Tribes, King Cove Senior Housing Center Business Plan***

**2015** | Developed a program plan and financial pro forma to determine viability of renovating existing community center to a four-unit senior housing addition with a caregiver unit and shared community facilities. *Role: Project Manager*

***Wasilla Area Seniors Incorporated (WASI) Continuing Care Feasibility Study***

**2014-15** | Preparing a financial feasibility assessment for WASI to help them assess whether to add additional senior services to their campus in Wasilla. *Role: Project Manager*

***Juneau Senior Housing and Services Demand Study***

**2014** | In collaboration with Northern Economics, prepared a market demand assessment for senior housing and services with a focus on assisted living. *Client: Juneau Economic Development Council; Role: Project Manager*



## EDUCATION

*Master's in educational studies,  
University of Michigan, 2014,  
Summa Cum Laude*

*Bachelor's in government, Dartmouth  
College, 2008, Magna Cum Laude*

*Internship, Hong Kong Human Rights  
Monitor, Hong Kong, China 2007*

## AFFILIATIONS

*Board Member, President-Elect, YWCA  
Alaska, 2018-present*

## LAUREN ROCCO

Lauren specializes in research projects that target improvement of long-term educational, social, and health outcomes through systems change. She has a knack for synthesizing complex data into accessible information, prioritizes engaging stakeholders with lived experience, and cares about developing authentic relationships with clients. Her approach is practical, grounded in hands-on experience in the social services sector as an operations director, program director, and educator. Lauren grew up living in the U.S., Europe, and Asia. Lauren joined Agnew::Beck Consulting as a Senior Associate in 2021 and was promoted as a Senior Manager in 2023.

## SELECTED PROJECT EXPERIENCE

### *Anchorage School District – Needs Assessment*

**2023-present** | Managed comprehensive needs assessment—including extensive community engagement via three surveys, focus groups, and interviews; analysis of primary and secondary data sources, and management of public information—aimed at understanding regional and school priorities to develop services and support the ASD's diverse communities.

### *Maniilaq Health Association – Behavioral Health Services Review*

**2021-present** | Assessed behavioral health operations across the organization and developed recommendations for program development and implementation, staff supervision, roles and responsibilities, and workforce development. Currently supporting planning and implementation of a Crisis Center, including program development and financial modeling.

### *Alaska Mental Health Trust Authority – Crisis Now Implementation Support*

**2019-present** | Support statewide community and system-level implementation of Crisis Now. Lead for Anchorage Crisis Collaborative.

### *Maniilaq Association – Interpersonal Violence Needs Assessment & Strategic Planning*

**2022-2023** | Conducted literature review, individual interviews, and focus groups for regional needs assessment. Led analysis and compilation of over 50 data indicators. Developed summary materials with data interpretation and visualization, themes, and recommended next steps. Facilitated strategic planning effort to determine next steps following assessment.

### *Cook Inlet Tribal Council – Community and Participant Needs Assessment*

**2021-2022** | Led a communitywide needs assessment to explore impacts of the pandemic on CITC's service population and ensure participant perspectives guide expansion opportunities. Developed and implemented communitywide outreach strategy including interviews, focus groups, and survey. Analyzed regional, organizational, and departmental data. Compiled results into actionable report.

## PRIOR PROFESSIONAL EXPERIENCE

### *Operations Director, Alaska Family Services (AFS)*

**2020-2021** | Supervised 12 program managers overseeing 23 public-facing programs including a behavioral health treatment center; domestic violence shelter; Alcohol Safety Action Program (ASAP); childcare assistance; Women, Infants & Children (WIC); and work services job development. Directed information technology for AFS and managed 2020 adoption of Voice over Internet Protocol telephone system and workstation overhaul to support remote work.



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## JULIA CHESTER

Julia is a Marketing Associate at Agnew::Beck. During her ten years in the field, Julia has worked in all aspects of marketing. She has performed SWOT analyses to help companies launch new products, crafted compelling copy, facilitated focus groups, and performed interviews to understand customer and patient needs and pain points. She has experience in the healthcare, technology, and rural emergency services industries. Julia uses her background in social psychology and research to inform her approach to deconstructing complex problems and clearly conveying key takeaways. Julia has crafted copy for a wide swath of audiences in topics ranging from the deeply technical to the highly personal. Julia grew up in California but is deeply fond of the life she's built in both McCarthy and Anchorage, Alaska with her husband and their wild and wonderful toddler son.

### EDUCATION

Bachelor of Arts in Sociology. University of California at Berkeley, Berkeley, CA 2010

Scuola Leonardo da Vinci  
Italian language proficiency, Florence, Italy

### PROFESSIONAL EXPERIENCE

Marketing Associate, Agnew::Beck.  
2024-present

Marketing Manager, BEMO Corporation 2020-2023

Grants Administrator and Program Coordinator, Kennicott-McCarthy Volunteer Fire Department 2015-present

Market Research and Content Manager 2017-2020, VenAdvisory

### VOLUNTEER ACTIVITIES

Secretary and Wildland Firefighter, Kennicott-McCarthy Volunteer Fire Department, 2015-present

Search and Rescue Volunteer, 2017-present

### SELECTED PROJECT EXPERIENCE

#### *Alaska Native Tribal Health Consortium (ANTHC) Website Redevelopment*

**2024** | Created a new site map and direction for the ANTHC website based on user pathways defined during interviews with ANTHC. Used data-driven decisions to craft or cut content to provide the best user experience. Edited or created new content across the entire site.

#### *Artic Slope Native Association Childcare Needs Assessment*

**2024** | Collected and analyzed data pertaining to the need for childcare and how it should be delivered to communities in the North Slope Borough. Facilitated and supported focus groups in 8 communities across the Borough to develop a needs assessment for the residents and an action plan to meet those needs.

#### *Boise Department of Parks and Recreation Department*

**2024** | Helped to define the city's Mission, Vision, and Values through review of their site and their sessions with Agnew::Beck's Boise office.

### PRIOR PROFESSIONAL EXPERIENCE

#### *Marketing Manager, BEMO Corporation*

**2020-2023** | Started as the first marketing hire on a team of six and grew Marketing Department to an international team of four (and company team from 6 to 50). Increased company revenue by fivefold and won multiple awards for customer interviews and reporting. Created short and long-form highly technical content, evaluated and created marketing plans based on reporting metrics, and trained team to utilize internal tools and improve their skills.

#### *Market Research and Content Manager, VenAdvisory*

**2017-2020** | Helped to create the Go-To-Market framework and consulting services including customer needs and jobs-to-be-done, SWOT analyses, competitive landscapes, and more. Hired, trained, and oversaw a team of three Market Research Associates through a multitude of campaigns for clients ranging from Johnson & Johnson and Kaiser Permanente to many tech startups. Developed campaigns by discovering a client's product-market fit, ideal customer profiles, beachhead markets and pricing, and appropriate marketing channels for a successful Go-To-Market strategy.



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## EDUCATION

Bachelor of Environmental Science in Land Use Planning, Southern Oregon University, 2015.

## SOFTWARE + PROGRAMS

Proficient in Adobe and Microsoft products

Strong knowledge of geospatial software and applications, including ESRI products, GPS, and Google Earth Studio

General familiarity with AutoCAD, Remote Sensing tools, and SketchUp

## VOLUNTEER ACTIVITIES

Regional Vice President, 2017-2019.  
American Planning Association – Alaska Chapter

Grant Writer 2015  
Southern Oregon Land Conservancy

Campaign Assistant, 2011  
Coastal Zone Management Initiative

## HOLLY SMITH, AICP

Holly is an associate at Agnew::Beck based in Bellingham, Washington, with a background in community planning and data analysis. She previously worked as a planner in Haines, Alaska, and as an associate planner for the City of Fairview, Oregon. Drawing on her roots in Southeast Alaska and experience in rural communities, Holly brings a strong understanding of how geographic, social, and economic factors intersect to shape local health outcomes. She uses GIS and other analytical tools to visualize trends, assess needs, and support decision-making. Her strengths lie in selecting the right data and methods to inform public health planning, particularly in underserved and remote communities.

## SELECTED PROJECT EXPERIENCE

### Ketchikan Gateway Borough Comprehensive Plan Update

**2024-present** | Lead in land use, cartography and meeting facilitation.

*Client: Ketchikan Gateway Borough*

### City of Homer Comprehensive Plan Rewrite

**2024-present** | Lead in land use, assist with cartography and growth scenario analysis.

*Client: City of Homer*

### Lake & Peninsula Borough Comprehensive Plan Revision

**2024-present** | Lead in land use and cartography.

*Client: Lake & Peninsula Borough*

### Chignik Subregional Watershed Plan

**2023-2025** | Lead cartographer, assisted with stakeholder outreach and plan development.

*Client: Chignik Bay Tribal Council*

### Bureau of Land Management Alaska Strategic Plan

**2023-2025** | Assist with small group discussions, emerging themes analysis, and drafting a strategic plan.

*Client: Department of the Interior, Bureau of Land Management Alaska*

### Gulkana Community Master Plan

**2023-2024** | Lead cartographer, assist with draft development and action planning.

*Client: Gulkana Village Council*

### Haines Borough Comprehensive Plan Revision

**2023-2024** | Conduct interviews for stakeholder outreach, draft land use chapter, create various land use maps and overlays.

*Client: Haines Borough*

### Aleknagik Coordinated Transportation Plan

**2023** | Drafting a plan, resolutions, and other materials necessary to secure and retain grant funding for transportation services in Aleknagik, Alaska.

*Client: City of Aleknagik*

	Knowles	Rukovishnikoff	Dean	Johnson	Average
Ascendent	69.1	70.6	60.6	87	71.825
Agnew::Beck	85	80	87.8	86.5	84.825
Community Link Consulting	55.6	71.5	46.2	37.5	52.7
Nokomis Strategies	82.4	70.1	85	36.7	68.55

Selected for interview

Proposer:

Evaluator Name:

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
<b>Experience &amp; References (25%)</b>		0	0
Experience with healthcare planning in comparable communities			
Experience with remote or Alaska-specific healthcare challenges			
<b>Project Approach (35%)</b>		0	0
Community healthcare inventory approach			
Financial and operational analysis approach			
Market and environmental analysis approach			
Stakeholder engagement strategy			
Realistic timeline and project management approach			
<b>Deliverables/Creativity (25%)</b>		0	0
Quality and completeness of proposed deliverables			
Adaptation to Unalaska's unique context			
<b>Price (15%)</b>		0	0
Competitive overall project cost			
Clear and reasonable budget breakdown			
Value of proposed services			
<b>Total</b>		0	0