



REQUEST FOR QUALIFICATIONS

Response to the Request for Qualifications (RFQ) issued
by the City and Borough of Sitka, Alaska, for Visit Sitka:
Convention & Visitor Services



NOVEMBER 12, 2025

To the City & Borough of Sitka,

Element Agency is pleased to submit our qualifications and express our interest in providing administrative and marketing services for Visit Sitka. As a team that has supported this work for many years, we're excited for the opportunity to continue and expand our partnership.

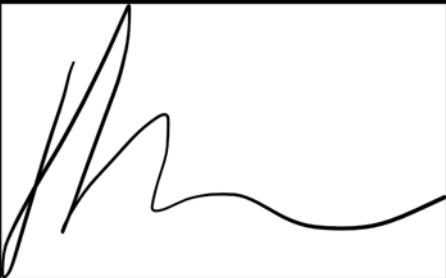
I was born and raised here, and the years Element was based in Sitka helped shape who we are as a company. This town has a way of teaching you how to show up. Sitka is a place built by hardworking people who care deeply about the community, and that same spirit has always guided the way we work at Element.

Element is a full-service, Alaska-based communications and design firm with over a decade of experience supporting Alaska's visitor industry. For the past seven years, we've been proud to serve as Visit Sitka's marketing partner. Together, we've helped build an award-winning brand that has shared Sitka's story with independent visitors around the world.

Our proposed team includes myself; Katie O'Neill (Contract Manager), who is Juneau-based; and Shelby Ellingsen (Project Director and Strategist), who is Sitka-based, along with our full creative team led by Nora Gecan (Design Director). We're a staff of nine, supported by a trusted network of Alaska-based contractors, and every member of our team has worked with a Sitka organization or business during their time at Element. We are a team with one foot in Sitka and an ear to the ground in Alaska. This structure gives us both a statewide perspective and a local presence.

Thank you for the opportunity to submit our qualifications. Our team would be thrilled to help guide Visit Sitka into its next chapter.

Sincerely,



Brit Galanin



Table of Contents

LETTER OF INTEREST	2
SERVICES PROVIDED	4
EXPERIENCE AND QUALIFICATIONS	5
a. Firm's Background	5
b. Local Knowledge	5
c. Organizational Structure	6
d. Contract Manager	7
e. Staff Experience and Assignments	7
f. Reporting and Record Keeping	9
APPROACH TO PROVIDING SERVICES	10
a. Relevant Work Experience and References	10
b. Overall Approach	10
c. Challenges and Solutions	10
d. Subcontracting	13
e. Minimum Acceptable Contract Term	13
RESUMES & LETTERS OF SUPPORT	14



VISIT SITKA RFQ

Appendix B1: Services Provided Template for Single Firm SOQs

Instructions: Please indicate all services (as described in Appendix A: Scope of Services) your Firm is interested in providing by checking the box under the "Service Provided?" column for each. Leave this box blank for services your Firm is not interested in providing. In accordance with RFQ section C(2), Firms may indicate their interest in, and qualifications for, as many (or few) of the services as they would like. For the services your Firm is interested in providing, please also indicate in the "Anticipated Delivery Method" column whether your Firm will be directly providing the service by checking the "Direct Service" box, the "Subcontracted" box if it is anticipated that your Firm will wholly subcontract for the service, or the "Combination" box if the service will be provided by your Firm in combination with a subcontractor(s). If the service delivery is indicated as "Subcontracted" or "Combination", please also provide the name(s) of the prospective subcontractor(s) your Firm intends to utilize if known.

Service (Letter)	Service Description	Service Provided?	Anticipated Delivery Method
A	Administration	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s):
B	Service Delivery Coordination	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s):
C	Promoting Sitka	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s):
D	Meeting, Convention, & Event Services	<input type="checkbox"/>	<input type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s):
E	In-Person Visitor Information	<input type="checkbox"/>	<input type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s):
F	Visitor Information Resources	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s):
G	TBMP	<input type="checkbox"/>	<input type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s):
H	Economic Data Collection and Analysis	<input type="checkbox"/>	<input type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s):
I	Downtown Pedestrian Safety	<input type="checkbox"/>	<input type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s):



5. Experience and Qualifications

a. FIRM'S BACKGROUND

Element is an Alaska-based strategic communications and design firm that helps organizations navigate complex challenges with clear strategy and compelling design. Founded in 2015 and headquartered in Anchorage, we bring together brand strategy, creative design, and communications expertise to help clients connect meaningfully with the people they serve.

Our team thrives in collaborative, high-stakes environments where clarity and trust matter most. We listen deeply, think strategically, and design with precision. We have a decade of experience in developing visual identities, managing statewide campaigns, and supporting multi-year initiatives. Our work spans healthcare, natural resource governance, community development, and Alaska's visitor industry, with a shared goal of helping people and organizations show up with integrity and communicate with purpose.

We have led creative and strategic campaigns for Visit Sitka, Discover Valdez, the Alaska Travel Industry Association, and Visit Southeast—where we partnered with Spruce Root to launch a regional regenerative tourism campaign that supported communities across Southeast Alaska with shared assets and digital storytelling tools.

Element has been the marketing partner for Visit Sitka for seven years, helping shape the destination's brand, tell the stories of Sitka, and connect with independent visitor audiences. Last year, our team helped develop the Visit Sitka 2025–2027 Strategic Marketing Plan, which established a guiding vision for the next three years. That vision is one we are proud to stand behind. *By 2027, Sitka will be a steady, year-round destination supporting local jobs, businesses, and community well-being.*

b. LOCAL KNOWLEDGE

Element's connection to Sitka runs deep. Our founder and CEO, Brit Galanin, was born and raised in Sitka, where she also co-owned the local business Galanin + Klein. For several years, Sitka served as Element's headquarters. One of our Project Directors, Shelby Ellingsen, was also born and raised in Sitka and continues to live there full-time. Katie O'Neill, another Project Director and Account Lead for Visit Sitka, has worked on the account for the past five years, serving as lead contact for the last three. She maintains close ties to Sitka through her family; her in-laws live locally, and she visits often. Rachel Klein, Element's Social Media Strategist and photographer, also lives in Sitka full-time and has managed Visit Sitka's social media presence for

b. (cont) more than six years. During that time, she has organically grown the audience by over 15,000 followers and continues to lead photography for the Visit Sitka magazine. Rachel has also been a local business owner as the other half of Galanin + Klein.

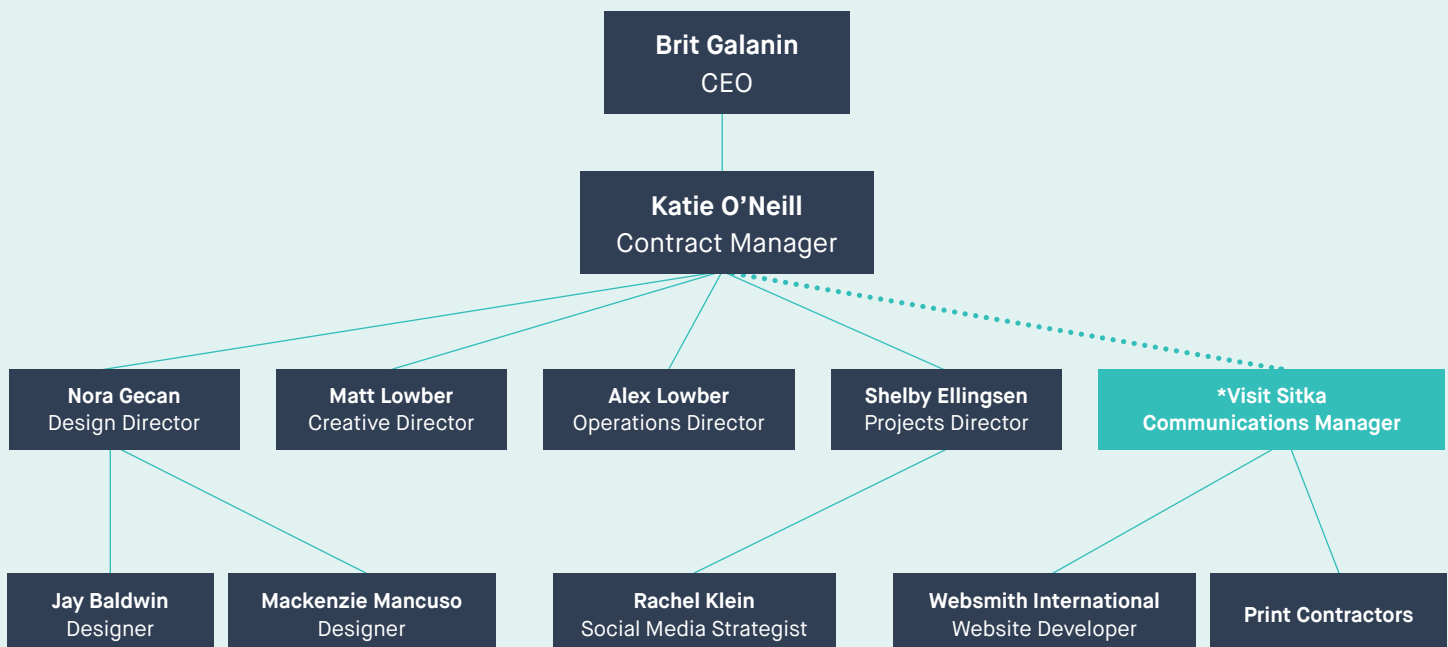
Being Visit Sitka's marketing partner, our team has an intimate understanding of Sitka's community, visitor economy, and the balance between local life and the realities of visiting Sitka. Our firsthand knowledge of Sitka's culture, businesses, and environment informs how we approach marketing the community.

Over the past decade, our team has worked with many Sitka-based partners, including Visit Sitka, Sitka Tribe of Alaska, Shee Atiká, Spruce Root, City and Borough of Sitka, Sitka Economic Development Association, The Alaska Raptor Center, Sitka Sound Science Center, Sitka Trail Works, and Sitka Counseling.

We've worked with several local businesses, including Sitka Tours, Sitka Travel, Resurface Studios, Alaska Pure Sea Salt Co., Fish & Family, Fisheye, Sitka Bazaar, Galanin + Klein, Salmonberry Tours, Wayfinder Wealth, and Stone Lantern House.

Our familiarity with Sitka and Southeast Alaska is both personal and professional. We understand the opportunities and challenges of building a sustainable, year-round visitor economy, and, more than anything, we are dedicated to the well-being and success of Sitka!

c. ORGANIZATIONAL STRUCTURE



*If awarded, Element will create a Sitka-based position of Visit Sitka Communications Manager.



d. **CONTRACT MANAGER**

Katie O'Neill

Contract Manager / Projects Director, Element Agency (Juneau-Based)

Katie O'Neill will serve as the Contract Manager and primary point of contact for CBS. Based in Juneau, Katie has worked on the Visit Sitka account for five years, serving as Account Lead for the past three. She is a primary strategist and project director at Element, supporting organizations and businesses across Alaska, including Visit Sitka, the Native Village of Eyak, Shee Atiká, LifeMed Alaska, Discover Valdez, Sitka Sound Science Center, and the Haines Economic Development Corporation.

Katie will oversee all Visit Sitka administrative and marketing functions, ensuring contract delivery, financial management, and coordination between CBS, the Tourism Commission, and Element's creative and local teams. As Contract Manager, she will work closely with the Sitka-based Communications Manager and Project Director.



e. **STAFF EXPERIENCE AND ASSIGNMENTS**

Our team collaborates seamlessly across Anchorage, Sitka, and Juneau, bringing together decades of combined experience in strategy, design, communications, and operations. We are proud to have set an award-winning creative standard for the Visit Sitka brand and to have helped shape and share the new Visit Sitka 2025–2027 Strategic Marketing Plan. We all come from diverse backgrounds in art, policy, conservation, travel, and business. Element has always been Alaska-based with roots in Sitka, and that shows in the way we work together.

All but one of the positions listed below are existing roles within Element's team.

Key Personnel



Brit Galanin | CEO and Owner | Anchorage, AK

A lifelong Alaskan born and raised in Sitka, Brit combines a background in sociology and economic research with more than fifteen years of leadership in strategic communications, community engagement, and project management. Known for her ability to bring clarity and momentum to complex initiatives, she has led statewide campaigns, facilitated multi-sector partnerships, and advised Tribal, corporate, and nonprofit leaders on brand, strategy, and storytelling. She oversees Element's statewide portfolio. Brit will provide executive oversight for the Visit Sitka contract, ensuring accountability and high-level partnership support for CBS and the Tourism Commission.



Shelby Ellingsen | Project Director / Strategist | Sitka, AK

Shelby has worked on the Visit Sitka account for four years, overseeing magazine production, campaign implementation, and coordination between Sitka-based partners and Element's creative teams. Born and raised in Sitka, she brings a deep understanding of the community and its visitor industry. Shelby also brings a wealth of experience in branding, web design, project management, and production. She has supported projects with Sitka Tribe of Alaska, Discover Valdez, and the Rasmuson Foundation.

Shelby will help manage the marketing strategy, production schedules for design deliverables, and reporting in partnership with the Sitka-based Communications Manager.

***Visit Sitka Communications Manager | New Sitka-Based Role**

If awarded, Element will create a full-time, Sitka-based Communications Manager position to serve as the local lead for day-to-day Visit Sitka administrative tasks, communications, and community coordination. This position will act as the boots on the ground liaison for CBS and the Tourism Commission.

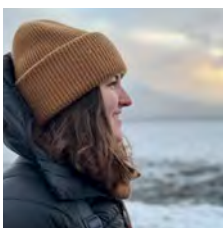
This role will manage local operations, oversee information resource distribution, support event coordination, and collaborate with Element's creative and strategy teams.



Rachel Klein | Social Media Strategist & Photographer | Sitka, AK

Rachel has led Visit Sitka's social media and photography for more than six years, helping shape the brand's voice and visual style. A talented writer, she also supports Visit Sitka's copywriting and storytelling, contributing articles and editorial content for the annual magazine.

Rachel will support social media, copywriting, photography, and content planning for Visit Sitka's ongoing campaigns and annual magazine.



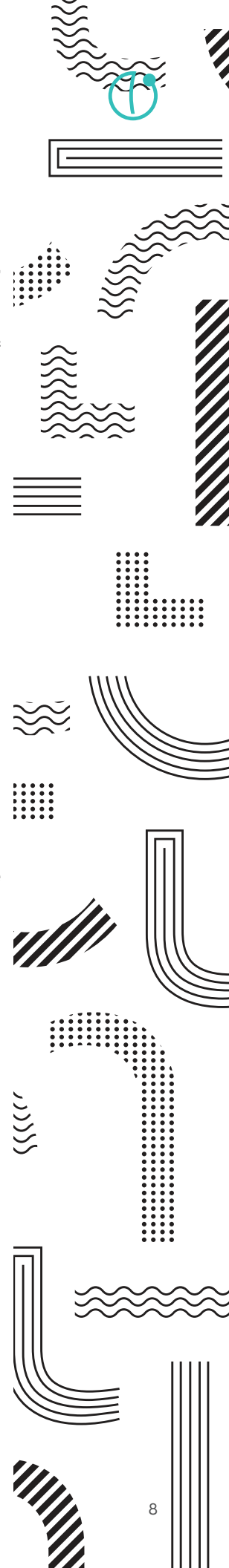
Nora Gecan | Design Director | Anchorage, AK

Nora brings over fifteen years of design experience and has led design for the Visit Sitka brand since 2021, including the annual Visitors' Guide and destination collateral. A graduate of Parsons School of Design, she has also designed major projects for Sitka Tribe of Alaska, Shee Atiká, and Discover Valdez. Nora will ensure visual consistency and brand quality across all Visit Sitka materials and direct the design team.



Katie O'Neill | Contract Manager | Juneau, AK

Katie will serve as Contract Manager and a primary strategist for Visit Sitka, overseeing administration, marketing, reporting, and coordination between CBS and Element's creative teams.





Alex Lowber | Operations Director | Homer, AK

Alex oversees project management systems, vendor coordination, and production logistics. With extensive experience in creative operations and integrated marketing for national brands, Alex ensures Element's projects run efficiently and meet all deliverable standards. She will support Visit Sitka through internal systems management and reporting. Helping keep projects organized, on schedule, and aligned with contract goals.



Matt Lowber | Creative Director | Homer, AK

Matt brings more than a decade of experience in campaign development and brand storytelling, with a focus on connecting creative concepts to measurable outcomes. Matt will support creative strategy and campaign execution for Visit Sitka across all marketing platforms.

Design Support Staff

Element's in-house designers will provide ongoing design and production support for all Visit Sitka deliverables, including print collateral, signage, and digital assets.

f. REPORTING AND RECORD KEEPING

Element maintains robust systems for financial tracking, project management, and reporting. Our team uses integrated digital tools to document staff and subcontractor time, project expenses, and campaign metrics. We are equipped to provide regular financial and activity report requirements, including the ability to attribute expenditures specifically related to cruise passengers.

g. CONFLICTS OF INTEREST

Element has no known or potential conflicts of interest in providing administrative, marketing, or related services to the City and Borough of Sitka.





6. Approach to Providing Services

a. RELEVANT WORK EXPERIENCE AND REFERENCES

Over the past ten years, Element has supported destination marketing, brand development, and strategic communications for communities and organizations across Alaska. Three relevant examples and references include:

1. Visit Sitka – Marketing, brand management, and strategic communications (2017–present)

Reference: Rachel Roy, Executive Director, Greater Sitka Chamber of Commerce, director@sitkachamber.com, (907) 747-8604

2. Discover Valdez – Visitor Guide concept, design, and production (2021–2025)

Reference: Faith Harris, Executive Director, Valdez Convention & Visitors Bureau, executivedirector@valdezalaska.org, (907) 835-2984

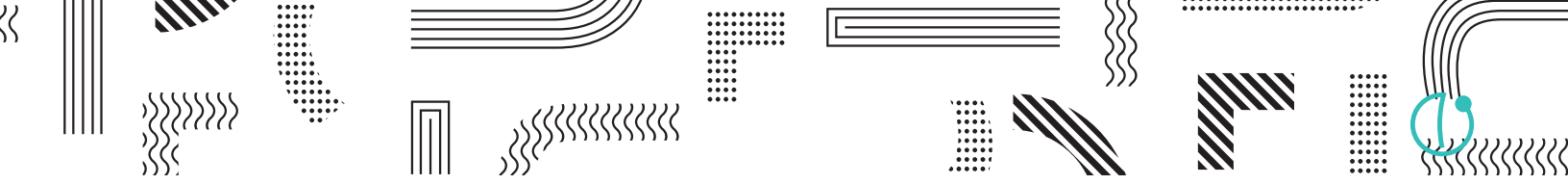
3. Visit Southeast – Regional regenerative tourism campaign and website (2021)

Reference: Alana Peterson, Executive Director, Spruce Root, alana@spruceroot.org

In addition to the primary work listed above, Element has supported marketing, branding, and communications work for the Alaska Travel Industry Association (ATIA), Haines Economic Development Corporation, Sitka Travel, Sitka Tribe of Alaska (STA), Shee Atiká Incorporated (SAI), North Slope Borough, and Sitka's Economic Development Association (SEDA).

b. OVERALL APPROACH

Element's approach builds on seven years of direct experience supporting Visit Sitka's marketing, brand, and communications. We have an intimate understanding of Sitka as a destination and community, of its visitor audiences, and of the current Visit Sitka systems already in place. Our team is ready and excited to build on that foundation.

- 
- b. (cont)** To achieve this, Element would oversee Administrative and Marketing Services directly, supported by the creation of one additional Sitka-based position as outlined in *section 5 subsection (c)*.

Our team will manage marketing, reporting, and brand consistency, ensuring cohesive execution across all Visit Sitka activities.

In subsection (c) Challenges and Solutions, we outline recommendations for coordination, capacity development, and local role creation to support the full scope of Visit Sitka services.

A. Administrative Services

Element will provide full administrative oversight for Visit Sitka, including:

- Management of brand assets, style guides, and visual identity.
- Regular performance reporting to CBS on tourism and destination management KPIs.
- Oversight of all contracts, vendor coordination, and data collection systems.
- Direct liaison with the CBS Tourism Commission, providing reports, presentations, and professional guidance.

B. Service Delivery Coordination

If CBS selects multiple firms for Visit Sitka services, Element will serve as the lead coordinating agency. Having been a contractor with the current contract holder since 2017, our team already manages the Visit Sitka brand and communications platforms, making us well-positioned to:

- Transition existing data, materials, and assets efficiently.
- Maintain brand consistency across all partners.
- Prevent duplication of services.
- Serve as the primary liaison to CBS and the Tourism Commission for reporting and accountability.

C. Promoting Sitka

Element already leads marketing and creative development for Visit Sitka, and we're prepared to expand that work. Building on the current three-year Strategic Marketing Plan developed in partnership with Element, we will continue to manage the development, implementation, and annual review process alongside the CBS Tourism Commission. Our in-house team will deliver the following core marketing functions:

- Comprehensive Marketing Plan Management: Establish measurable goals and strategies to promote Sitka across all travel segments and seasons.

- Creative and Digital Marketing: Manage the Visit Sitka website, social media channels, digital campaigns, print collateral, and paid media.
- Content Development and Storytelling: Produce photography, video, articles, and visitor guide features that authentically represent Sitka and the community.
- Performance Reporting: Track marketing metrics, web analytics, and social engagement to measure reach, awareness, and visitor conversion.

Element will also provide coordination support for trade shows, media hosting, and industry relations. These functions would be managed collaboratively, with Element leading creative materials and follow-up communications, while the Visit Sitka Communications Manager could provide on-site coordination, local insight, and support for visiting media.

F. Visitor Information Resources

Element will continue to lead the creation and design of Visit Sitka's printed and digital visitor information resources, including the annual Visit Sitka Visitors' Guide, maps, brochures, and signage. We will collaborate closely with CBS to expand wayfinding and mapping initiatives, ensuring consistency across digital platforms and physical installations throughout Sitka's downtown and port areas.



c. CHALLENGES AND SOLUTIONS

Coordination and Recommendations for Remaining Scopes (D, E, G, H, I)

Element is committed to collaborating with CBS and community partners to ensure all Visit Sitka services are coordinated and locally supported. We recognize ongoing conversations about the future structure of Sitka's visitor services and are prepared to work alongside any designated partners to ensure a smooth transition and long-term success.

Events & Conventions (D)

Manage through Harrigan Centennial Hall as a central hub for meetings and events. A part-time Event Coordinator could oversee logistics and outreach, with Element providing marketing and design support.

Visitor Services (E)

A Visitor Services Lead, employed by CBS or a partner organization, would manage the Visitor Center, seasonal desks, volunteers, and materials distribution. Element would support with design, training, and brand consistency.

TBMP & Data Collection (G & H)

Engage a single research firm to oversee TBMP, data analysis, and community feedback. Element would integrate findings into reports and marketing strategy.

Pedestrian Safety (I)

Remain a City-led function, with Element assisting on wayfinding and visitor communication.

d. SUBCONTRACTING

All subcontractors are well-established partners of Element.

Website Hosting, Maintenance, and Updates:
WebSmith International (Vern Smith) – Element has partnered with Vern for over a decade; he has hosted and maintained the Visit Sitka website for the past eight years.

Printing and Shipping: PIP (Anchorage) and VistaPrint provide quick-turn collateral printing and shipping support. Journal Graphics manages print production and distribution of the annual Visit Sitka Visitors' Guide.

e. MINIMUM ACCEPTABLE CONTRACT TERM

Element's minimum acceptable contract term is three (3) years, with an ideal term of five (5) years and an option to renew.

A multi-year agreement ensures the stability, efficiency, and long-term planning necessary for a destination marketing organization to be successful.





Resumes & Letters of Support



Letter of Support for Element Agency

To City of Borough of Sitka,

Agnew::Beck Consulting is pleased to provide this letter of support for Element Agency in their proposal to provide services under items A (Administration), B (Service Delivery Coordination), C (Promoting Sitka) & F (Visitor Information Services) for Visit Sitka. At the same time, Agnew::Beck is submitting to provide services under items G (manage the Tourism Management Best Practices Program) and H (Economic Data Collection and Analysis) and we welcome the opportunity to coordinate our work.

Element Agency is a talented group of creative communicators with strong Sitka and Alaska roots, along with a clear understanding of the needs for Visit Sitka. Element Agency brings destination marketing, communications, brand management, and visitor-facing strategy, including their lead role in developing Visit Sitka's adopted Strategic Marketing Plan (2025–2027), which centers Sitka's future on regenerative tourism, visitor education, and strong community alignment. We are excited about the opportunity to serve the CBS and work alongside Element Agency.

The collaboration between Element Agency and Agnew::Beck Consulting is intentional and complementary and ensures that visitor-facing services (Element) and community- and data-driven management systems (Agnew::Beck) reinforce one another. In this way, Sitka receives destination management that is grounded in community priorities, is measured economically, and invites responsible tourism practices. We believe our combined approach offers a responsive, and community-aligned Visit Sitka model that is envisioned in this RFQ.

Sincerely,



Shanna Zuspan, Principal::Owner
645 G Street, Suite 200, Anchorage, AK 99501
shanna@agnewbeck.com | 907.222.5424



Inger Deede, Senior Manager
35571 Kenai Spur Hwy, Suite 4, Soldotna, AK 99669
inger@agnewbeck.com | 907.252.5051

Agnew::Beck Consulting | www.agnewbeck.com

BRIT GALANIN

ABOUT

Strategic communications and brand development expert with over 15 years of experience helping businesses and mission-driven organizations craft impactful, research-based messaging. As CEO of Element Agency, I lead comprehensive branding, digital marketing, and strategic communications efforts that build authentic connections between organizations and their stakeholders. My expertise spans public policy, economic development, and corporate communications, with a focus on positioning clients for long-term success through clear, compelling narratives. I bring a unique blend of creative insight and sociological understanding to every project, ensuring strategies are deeply aligned with audience needs and organizational goals.

EXPERIENCE

CEO, Element Agency

Anchorage, AK | 2015 to present

Element Agency is an award-winning strategic communications and design firm headquartered in Anchorage, Alaska. We lead high-level strategy and brand communications for clients such as Rasmuson Foundation, Mat-Su Health Foundation, Arctic Winter Games, McKinley Alaska Growth Capital, and the Alaska Travel Industry Association. Highlights include delivering multi-faceted communication strategies that drive stakeholder engagement.

CoFounder, The Boardroom

Anchorage, AK | 2013 to present

The Boardroom is a shared workspace and meeting venue with locations in downtown and midtown Anchorage. We provide a dynamic, high-end workspace and powerful community for 300+ members, focusing on entrepreneurs, startups, investors, and partners. The Boardroom spearheads partnerships that advance innovation and economic development in Alaska.

Owner, Galanin + Klein

Sitka, AK | 2019 — Present

Galanin + Klein is a retail and style consultancy concept offering curated products with a focus on Alaska-handmade items and well-designed functional goods from across the world. Our brick-and-mortar location grew to be the largest retail storefront in Sitka before closing in 2024 due to relocation of owners.

Partner, Alyeska Venture Management

Anchorage, AK | 2013 — 2015

A venture capital firm headquartered in Alaska, AVM managed and invested a portfolio of public and private funds into local startups and young companies poised for growth. AVM also managed the first seed angel fund in Alaska, the

Alaska Accelerator Fund, established to support early-stage Anchorage entrepreneurs. In addition to capital, we provided executive management services for companies in our investment portfolio.

Director of Public Affairs & Business Development, Port of Anchorage

Anchorage, AK | 2012 — 2013

Developed and executed public affairs and business development strategies for Alaska's largest cargo hub, focusing on stakeholder communications and government relations. Managed key public communications during critical infrastructure development.

Operations Manager, State of Alaska, Division of Public Health, MCH-Epi

Anchorage, AK | 2010 — 2012

Managed the operations and data collection for two statewide public health surveillance systems: the Pregnancy Risk Assessment Monitoring System (PRAMS) and the Childhood Understanding Behavior Survey (CUBS).

Principal, Baranof Consulting & Associates

Anchorage, AK | 2009 — 2010

Consulted on a variety of projects concerning Alaska public policy issues.

Research Analyst, Institute for Social and Economic Research

Anchorage, AK | 2007 — 2009

Conducted sociological and economic research, translating findings into strategic policy recommendations for stakeholders. Specialized in survey operations, human migration patterns in the Arctic, and Arctic Indigenous education.

EDUCATION

University of Alaska Anchorage, Honors College; BA Sociology, 2009

MacDonnell Certified Port Executive Program; CPE, 2013

Northeast Asia Economic Forum Emerging Leaders Program; 2012

Leadership Anchorage; 2012

BOARD SERVICE

External Relations & Development, Alaska Community Foundation, 2023 – Present

Vice Chair, Sitka Legacy Foundation, 2018 – 2023

Board Member, Institute of the North, 2012 – 2018

Board Member, State of Alaska Board of Certified Real Estate Appraisers (Appointed by Governor Parnell), 2014 – 2016

President, Anchorage Federation of Community Councils, 2012 – 2014

AWARDS

PRSA Aurora Awards, Grand Award of Excellence — 2020

Alaska's Top Forty Under 40 — 2015

Heart of Anchorage Dena'ina Award — 2015

Katie O'Neill



EXPERIENCE

Element Agency, Remote — Strategist/Projects Director

NOVEMBER 2023 - PRESENT

Promoted to Projects Director in 2023. Leads multi-year communications and marketing initiatives for Alaska-based clients, specializing in strategy, project management, and stakeholder engagement. Oversees reporting and client relationships across agency accounts.

Element Agency, Remote — Strategist/Project Manager

MARCH 2020 - OCTOBER 2024

Specializes in strategic communications, project management, client relationship management, marketing, and content writing. Works in community and economic visioning/development, Tribal governance, organization mission outreach, and private sector marketing.

North Star Borough School District, Fairbanks — Substitute Teacher

AUGUST 2019 - MARCH 2020

Primarily subbed in high school English classrooms and for English Language Learning programs while finishing a Bachelor's of English at UAF.

EDUCATION

University of Alaska, Fairbanks — BA English

2015 - 2020

Received a Bachelor of Arts Cum Laude from the University of Alaska Fairbanks with a primary focus in world literature. Katie is a member of the English Honors Society and a People to People Student Ambassador Alumni.

PROFESSIONAL SKILLS

- Strategic Communications
- Project Management
- Client Relationship Management
- Marketing & Campaign Development
- Writing & Editing

PERSONAL STRENGTHS

- Dedicated
- Impact-driven
- Skilled listener
- Collaborative
- Adaptable
- Efficient
- Problem-solver

WORK VALUES

- Purpose & Impact
- Integrity & Authenticity
- Collaboration & Listening
- Adaptability & Growth
- Excellence & Efficiency
- Stewardship & Responsibility

Shelby Ellingsen

Projects Director

Experience

Element Agency / Project Manager

JUNE 2021 - PRESENT, Sitka

Maintains organization and strategic execution to drive projects forward while upholding Element Agency's high standards for quality and creativity.

Fisheye Coffee / Shop Manager

2018-2021 Sitka

Responsibilities included scheduling, ordering, and receiving freight, drafting and implementing employee handbooks, onboarding and training of new employees, as well as greeting and serving customers with top notch service.

Harrington & Huff CPA Offices / Administrative Assistant

SEASONALLY 2015-2018, Sitka

Served as Administrative Assistant at Harrington & Huff CPA Offices, where I supported day-to-day operations and client communications. Responsibilities included processing payroll, organizing records, and assisting with document preparation for accounting staff.

Education

Metropolitan State University of Denver // BA International Relations

2014-2018

Received a Bachelor of Arts Summa Cum Laude from the Metropolitan State University of Denver with a minor in Non Profit Management.

References

Rachel Roy

Executive Director / Sitka Chamber of Commerce
director@sitkachamber.com

Anne Davis

COO / Sitka Tribe of Alaska
anne.davis@sitkatriben-sn.gov

Angela Cox

COO / MSHF
acox@healthymatsu.org

NORA GECAN | CV

WORK HISTORY

ABOUT

Nora Gecan is a visual communicator who is committed to listening to clients, creating work based on research and collaboration, and providing a high level of professionalism and creativity.

TECHNOLOGICAL SKILLS

Proficiency in the Adobe Creative Suite

Microsoft Excel, Word, and PowerPoint

Basic knowledge of Squarespace platform

Basic knowledge of Wordpress platform

Proficient in Mac operating systems and comfortable within Windows operating systems

CONTACT

██████████
██████████████████
██████████████████████
██████████
██████████

Element Agency | Design Director May 2021—present
Anchorage, AK | elementagency.co

Provides creative vision, design work, and collaborative leadership support to Element Agency. Lead designer for Visit Sitka since 2020. Lead designer for Valdez CVB since 2021. Lead designer for Visit Southeast. Lead designer for Sitka Travel. Lead designer for Haines Economic Development Corporation. Lead designer for the Mat-Su 2024 Arctic Winter Games. Designer for the ATIA Ready Together campaign.

NJG Design Co. | Art Director & Graphic Designer, 2009—2021
Anchorage, AK | noragecan.com

Freelance contractor offering an array of graphic design services to a wide variety of clients.

Fresh Ale Pubs | Graphic Designer, 2015—18
Anchorage, AK | beartooththeatre.net

Designer in a four-person, in-house art department at one of the most beloved sets of companies in Alaska: Bear Tooth Theatrepub and Grill, Moose's Tooth Pub & Pizzeria, and Broken Tooth Brewing.

University of Alaska Anchorage | Adjunct professor, 2015—16
Anchorage, AK | uaa.alaska.edu

Taught Intermediate and Advanced Typography to undergraduate students

Northwest Strategies | Graphic Designer, 2013—15
Anchorage, AK | nwstrat.com

Art department team member in a fast-paced agency environment, providing creative and production work to clients ranging in size from small businesses to national corporations to government contracts.

EDUCATIONAL BACKGROUND

The New School

New York, NY

Eugene Lang College | BA in Environmental Studies

Parsons School of Design | BFA in Communication Design

Alex Lowber

Integrated Marketing, Creative Operations + Project Management

~~404.668.4886~~
~~alexlowber@gmail.com~~
~~vimeo.com/alexlowber~~
~~linkedin.com/in/alexlowber~~
~~Homer, AK~~

- Expert brand marketing team leader with over 10 years experience in advertising and marketing.
- Adept at developing and owning Go to Market strategy and execution to increase brand awareness and drive sales.
- Creative team manager with proven success in developing and executing on outstanding campaigns and creative work.
- Well practiced at defining scope, schedule, resource allocation and budget for teams of all sizes.
- Excellent communicator skilled at motivating and supporting teams, clients, and vendors to reach established objectives and key results.
- Skilled at creating calm in chaos.
- Highly organized, flexible, and timely. Able to make informed decisions in high-pressure, time-sensitive situations.

NOTABLE CLIENTS

Homesick Candles, QALO, MiHIGH, B Corp, Wild Basin/Oskar Blues, Charlotte's Web, PopSockets, Bond Pet Foods, First Bank, Church's Chicken, Clayton Homes, TGI Fridays, Bright Health

SKILLS

- Multi-channel brand marketing
- Creative operations
- Go to Market strategy
- Project management + marketing tools: training + implementation
 - Google Suite, Asana, ClickUp, Figma, Basecamp, Brandfolder, Slack, etc.
- Clear verbal + written communication
- Analytical abilities + strategic thinking
- Detailed organization
- Effective cross-functional leadership + team management
- Budgeting + scope management
- Integrated marketing strategy
- Video, photo + audio production
- Vendor + client relations

EXPERIENCE

Operations Director
Element Agency

August 2025 - Present | Homer, AK

- Owns agency-wide operational processes, internal systems and SOPs.
- Partners with CEO and Project Directors on strategic communications and planning projects

Contract Creative Producer
Various Clients

February 2018 - Present | Various Locations

- Handles all aspects of pre-production, production and post-production. Sources and manages vendors, timelines and budgets. Works with creative teams and clients to bring concepts to life.

Sr Manager, Integrated Marketing
WIN Brands Group

June 2023 - July 2025 | Remote

- Developed, briefed, and actioned the go to market strategy for five DTC brands to drive brand awareness and brand engagement.
- Managed the internal creative team and served as creative director and producer on all marketing content, design and copy for eCom, CRM, social, paid media, and SEM channels.

Director of Operations
NOTA (Formerly The Doe)

April 2020 - February 2023 | Remote

- Managed strategic business growth planning, including budget forecasting and tracking, OKR creation, and tactical execution of concurrent business priorities.
- Ensured organizational efficiency and employee satisfaction through owned process planning, inter-departmental workflows, and company-wide communications.

Creative Producer
PopSockets

June 2019 - March 2020 | Boulder, CO

- Produced all still photography productions for new product launches and quarterly campaigns.
- Managed creative team on all day to day assignments for Go to Market campaigns.

Producer
Coupe Studios

October 2018 - June 2019 | Boulder, CO

- Produced all aspects of audio production including casting, in-studio recording, remote recording, music production and band recordings, and budget management.
- Actively pursued business development, maintained client relations, and implemented streamlined processes and workflows.

Associate Producer
Made Movement

November 2014 - January 2018 | Boulder, CO

- Managed scheduling and budgeting for a variety of broadcast, print and digital projects.
- Produced tri-annual retail campaigns, including still shoots, OOH and print marketing, live broadcast shoots and online content.

PROFESSIONAL SUMMARY

Dynamic and results-driven creative professional with over a decade of experience revitalizing brands, developing winning strategies, and producing impactful creative work. Expertise in strategic visioning, award-winning storytelling, and creative leadership. Proven success in managing multi million-dollar projects and diverse teams across industries. Honest, reliable, and collaborative team player with excellent communication and interpersonal skills. Maintains a DIY ethos and technical prowess and expert eye in videography, photography, and graphic design. I am a born and raised Alaskan, passionate about public lands and wild foods, and improving opportunity and quality of life for Alaskans.

EXPERIENCE

OWNER & CREATIVE DIRECTOR

Lobo Brand Shop, Homer, AK
June 2023 - Present

- Oversee strategic marketing initiatives for Alaska-based businesses, enhancing market position and customer reach.
- Focus on branding & content for a variety of brands, both Alaska-based and national with Alaska ties.

CREATIVE DIRECTOR

Element Agency, Anchorage, AK
August 2021 - December 2023 (full-time), April 2025 - Present (fractional)

- Directed creative operations for Alaska-based clients, leading product and brand strategy development in tourism, healthcare, and outdoor industries.
- Revitalized legacy brands and developed marketing plans, aligning initiatives with evolving customer expectations.
- Led internal creative team and mentored developing talent.

MARKETING DIRECTOR

Monster Brewing Company, Longmont, CO
June 2018 - July 2021

- Led product and marketing strategy for a \$60M+ portfolio, integrating cross-functional input and market insights to deliver high-performing initiatives.
- Guided the rebranding of Dale's Pale Ale, resulting in a 32% sales increase, and launched innovative products with strong market reception.
- Managed and mentored eight-person marketing team, unifying internal culture and building confidence among stakeholders.
- Ensured compliance in product and marketing in a highly regulated industry.

SENIOR ART DIRECTOR

Made, Boulder, CO
July 2015 - February 2018

- Designed and implemented impactful campaigns, combining creative direction with business insights to exceed client expectations.
- Delivered award-winning solutions for global brands, fostering strong internal collaboration and market impact.
- Directed and mentored junior teams through the creative process.

ART DIRECTOR

Crispin, Porter + Bogusky, Boulder, CO
May 2013 - July 2015

- Pioneered creative solutions for high-profile campaigns, aligning them with strategic goals and elevating brand visibility.
- Played a critical role in product positioning and campaign delivery for global brands, recognized by industry accolades.

MARKETING COORDINATOR

GCI, Anchorage, AK
June 2010 - August 2012

CORE COMPETENCIES

- Strategic Planning & Visioning
- Market Research & Competitive Analysis
- Team Leadership & Development
- Creative Problem Solving
- Digital Marketing & Social Media
- Emerging Technology, Trends, and Tools
- Cross-Platform Brand Management
- Data-Driven Decision Making
- Financial Oversight & Budgeting

TECHNICAL SKILLS

- Advanced Proficiency in Microsoft Office Suite (Excel, Teams, Word, PowerPoint)
- Veteran Graphic Designer with Proficiency in Adobe Creative Suite (Illustrator, Indesign, Photoshop, Premier)
- Expertise in Financial Analysis and Budget Management.
- Skilled in Marketing Planning & Strategic Roadmap Development

EDUCATION

UNIVERSITY OF COLORADO
B.S. School of Journalism & Mass Communication
Fall 2009 - Spring 2013 (INCOMPLETE)

- Top of class in creative advertising program.
- Winner of Best Portfolio and three bronze awards in One Show Global Student Competition.
- President, Boulder Photography Club.
- Adjunct Professor (2014-2015).

INDUSTRY AWARDS

- The ONE Show
- Cannes Lions
- Clio Awards
- Obie Awards
- ADC Awards
- AIGA Alaska

Rachel Klein

EXPERIENCE

Element Agency, SITKA, AK

2019 to Current

Social Media Strategist

- Oversees social media execution for a variety of clients and platforms
- Identifies and creates social media strategies to promote client growth
- Curates and produces content for multiple and diverse brands

Galanin + Klein, SITKA, AK

2019 to Current

Owner

- Oversees all retail operations and functions, including online sales
- Carefully curates a specialized inventory to appeal to target customer base
- Manages varying interior styling projects

The Northern Current, SITKA, AK

2016 to 2021

Owner

- Produced all photo assets for blog and social media
- Built and maintained blog website
- Organically grew Instagram account to over 11,000 followers
- Partnered with multiple organizations such as west elm, Apartment Therapy, and Glamour Mag

Northline Seafoods, SITKA, AK

2017 to 2020

Office and Communications Manager

- Redesigned and maintained company website
- Produced photo assets for company product
- Managed operating tasks such as communications and bookkeeping

EDUCATION

Pacific Lutheran University, TACOMA, WA

06/2012 to 06/2013

Master of Arts in Secondary Education.

Graduating GPA: 3.92

Honors: Graduate Ambassador, chosen by faculty members

Pacific Lutheran University, TACOMA, WA

02/2010 to 12/2011

Bachelor of Arts, English Literature.

Honors: Dean's list Spring Semester of 2010.

Average GPA: 3.5

University of Oregon, EUGENE, OR

09/2007 to 12/2009

Transferred

Bristol Bay High School, NAKNEK, AK

Class of 2007

Honors: Salutatorian, Consecutive years on High Honor Roll



Mackenzie Mancuso

Branding and Content Creation Expert

Relevant Experience

October 2025 - Present | Element Agency

Graphic Designer

- Developing cohesive brand identities, including logos, color palettes, typography systems, and brand guidelines.
- Designing print & digital collateral such as brochures, booklets, and social media graphics using the Adobe Creative Suite & Canva.
- Creating layout designs for publications, marketing campaigns, and promotional materials, maintaining brand consistency.
- Collaborating with account managers, writers, and creative directors to translate client goals into effective visual solutions.
- Producing branded content systems to streamline client workflows and ensure long-term brand cohesion.
- Participation in content development & client presentations, contributing design insight from initial brainstorming through final production.
- Managing multiple design projects simultaneously, meeting tight deadlines while upholding high design standards.

2023 - 2025 | Ballantine Communications

Content Creation Manager

- Led brand development initiatives, creating messaging frameworks, design assets, and style guides.
- Designed branded visual assets including social graphics, email templates, and promotional materials using Adobe Creative Suite & Canva.
- Crafted copy for blogs, newsletters, publications, and radio, aligning voice with brand standards.
- Managed multiple social media accounts, designing and scheduling branded content across platforms.
- Developed creative proposals and client presentations for digital advertising and branding projects.
- Delivered strategic recommendations to enhance brand visibility through targeted digital campaigns.
- Directed and coordinated photo and video shoots to produce brand-aligned marketing assets.
- Managed various projects, including marketing campaigns and the Durango Herald's Branded Content Project.

Contact



Education

Bachelor of Fine Art

Art Institute of Portland

Fashion Marketing

2012 - 2015

Skills

Proficient in Adobe Creative Suite
Layout Design (Print & Digital)
Branding Development & Style Guides
Logo Design & Typography
Editorial & Publication Design
Marketing Collateral Design
Social Media Strategy/Management
Content Creation
Creative Concept Development
Photo Editing & Retouching
Digital Illustration
Template & Asset Creation
Project Management
Client & Team Collaboration
Email Marketing
Copywriting & Captioning
Analytics & Reporting
Event Marketing
Campaign Planning
Client Communications
Basic Web Layout Design

JAY BALDWIN



EDUCATION

University of Alaska Anchorage
Graduated 2015

Bachelor of Fine Arts in
Printmaking and Design

TECHNICAL SKILLS

- › Adobe Creative Suite
- › Google Workspace
- › Figma
- › Asana
- › Slack
- › HTML / CSS languages

HOBBIES & INTERESTS

- › Film Photography
- › Sailing
- › Music Production and Mixing
- › Tabletop Games
- › Skateboarding
- › Drawing and Printmaking
- › Cooking

2024 - PRESENT | ELEMENT AGENCY

Designer

- › concept and develop brand identities and guidelines
- › oversee and execute internal and external marketing materials
- › create and lead clients through briefs and materials
- › bring designers and project managers into larger projects

2019 - 2023 | MOOSE'S TOOTH

Art Director // Creative Lead // Lead Designer

- › conceptualized print, digital, environment, interior, product, packaging and merchandise projects
- › maintained branding and brand integrity
- › provided art and creative direction
- › led artists and designers through various projects including illustration, interior, and print
- › trained and managed a team of four creatives
- › developed and maintained company websites
- › photographed and edited food and lifestyle imagery
- › managed seven social media accounts
- › produced video and motion graphics
- › strategized and implemented marketing campaigns

2016 - PRESENT | JB.CO ART & DESIGN

Freelance Design // Art and Creative Consultation

- › direct and develop logo and brand identity projects
- › maintain design standards
- › provide internal client teams with tools and guidance
- › lead design and production operations of all visual elements across publications, infographics and socials
- › concept and execute marketing campaigns for digital and print



Letter of Support for Element Agency

To City of Borough of Sitka,

Agnew::Beck Consulting is pleased to provide this letter of support for Element Agency in their proposal to provide services under items A (Administration), B (Service Delivery Coordination), C (Promoting Sitka) & F (Visitor Information Services) for Visit Sitka. At the same time, Agnew::Beck is submitting to provide services under items G (manage the Tourism Management Best Practices Program) and H (Economic Data Collection and Analysis) and we welcome the opportunity to coordinate our work.

Element Agency is a talented group of creative communicators with strong Sitka and Alaska roots, along with a clear understanding of the needs for Visit Sitka. Element Agency brings destination marketing, communications, brand management, and visitor-facing strategy, including their lead role in developing Visit Sitka's adopted Strategic Marketing Plan (2025–2027), which centers Sitka's future on regenerative tourism, visitor education, and strong community alignment. We are excited about the opportunity to serve the CBS and work alongside Element Agency.

The collaboration between Element Agency and Agnew::Beck Consulting is intentional and complementary and ensures that visitor-facing services (Element) and community- and data-driven management systems (Agnew::Beck) reinforce one another. In this way, Sitka receives destination management that is grounded in community priorities, is measured economically, and invites responsible tourism practices. We believe our combined approach offers a responsive, and community-aligned Visit Sitka model that is envisioned in this RFQ.

Sincerely,



Shanna Zuspan, Principal::Owner
645 G Street, Suite 200, Anchorage, AK 99501
shanna@agnewbeck.com | 907.222.5424



Inger Deede, Senior Manager
35571 Kenai Spur Hwy, Suite 4, Soldotna, AK 99669
inger@agnewbeck.com | 907.252.5051

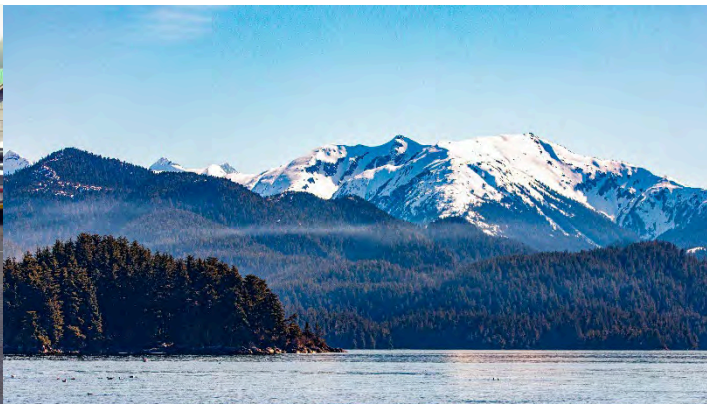
Agnew::Beck Consulting | www.agnewbeck.com



Visit Sitka: Convention & Visitor Services Request for Qualifications

Statement of Qualifications for Items G and H submitted by
Agnew::Beck Consulting to the City and Borough of Sitka, Alaska

As of November 12, 2025, no addenda were noted regarding this Statement of Qualifications submission



Letter of Interest

November 12, 2025

Amy Ainslie, Planning & Community Development Director
City and Borough of Sitka
100 Lincoln Street
Sitka, AK 99835



Ms. Ainslie:

Agnew::Beck Consulting is pleased to submit this Statement of Qualifications for consideration to provide Visit Sitka Convention & Visitor Services under Items G (manage the Tourism Management Best Practices Program) and H (Economic Data Collection and Analysis). We are a multidisciplinary Alaska-based consulting firm with deep experience supporting local governments and organizations in economic research, communications, tourism planning and sustainable community development. Since 2002, Agnew::Beck has partnered with Tribes, municipalities, and nonprofits throughout Alaska and the Mountain West to grow healthy, equitable, thriving communities. We are headquartered in Anchorage, Alaska with physical offices in Soldotna, Alaska; Truckee, California and Boise, Idaho.

Our team combines expertise in economic and market analysis, data collection, public engagement, and strategic communication. We regularly design surveys, analyze tourism data, and translate complex data into clear, accessible graphics and reports. Our approach prioritizes collaboration with residents and businesses, ensuring that tourism management strengthens Sitka's community fabric while supporting economic resilience. We excel in facilitating meaningful dialogue, making data visible, and delivering results that support long-term decision making for municipal leaders and stakeholders. We would be honored to partner with the City and Borough of Sitka (CBS) to continue advancing Visit Sitka's mission through data-driven insights and community-focused management of the visitor industry.

If selected, Inger Deede, who is based in Soldotna, will serve as contract manager/project manager on behalf of Agnew::Beck Consulting. Shanna Zuspan will be the principal in charge offering oversight and coordinating the data analytics and tourism research.

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 Statement of Qualifications (SOQ), we affirm that Agnew::Beck will comply with all provisions and terms in this request for qualifications. We do not anticipate any conflicts of interest with this project. This SOQ is open and valid for ninety (90) days from the SOQ receipt deadline.

Sincerely,



Shanna Zuspan, Principal::Owner
645 G Street, Suite 200, Anchorage, AK 99501
shanna@agnewbeck.com | 907.222.5424



Inger Deede, Senior Manager
35571 Kenai Spur Hwy, Suite 4, Soldotna, AK 99669
inger@agnewbeck.com | 907.252.5051

Agnew::Beck Consulting | www.agnewbeck.com

Contents

Letter of Interest

Services Provided	1
--------------------------------	----------

Experience and Qualifications	2
--	----------

Firm Background.....	2
----------------------	---

Local Knowledge.....	3
----------------------	---

Organizational Structure.....	3
-------------------------------	---

Contract Manager	3
------------------------	---

Staff Experience and Assignments	4
--	---

Reporting and Record Keeping.....	6
-----------------------------------	---

Conflicts of Interest	6
-----------------------------	---

Approach to Providing Services	7
---	----------

Relevant Work Experience and References	7
---	---

Overall Approach	9
------------------------	---

Challenges and Solutions.....	10
-------------------------------	----

Subcontracting	10
----------------------	----

Minimum Acceptable Contract Term	10
--	----

Appendix

Services

Provided

VISIT SITKA RFQ

Appendix B1: Services Provided Template for Single Firm SOQs

Instructions: Please indicate all services (as described in Appendix A: Scope of Services) your Firm is interested in providing by checking the box under the "Service Provided?" column for each. Leave this box blank for services your Firm is not interested in providing. In accordance with RFQ section C(2), Firms may indicate their interest in, and qualifications for, as many (or few) of the services as they would like. For the services your Firm is interested in providing, please also indicate in the "Anticipated Delivery Method" column whether your Firm will be directly providing the service by checking the "Direct Service" box, the "Subcontracted" box if it is anticipated that your Firm will wholly subcontract for the service, or the "Combination" box if the service will be provided by your Firm in combination with a subcontractor(s). If the service delivery is indicated as "Subcontracted" or "Combination", please also provide the name(s) of the prospective subcontractor(s) your Firm intends to utilize if known.

Service (Letter)	Service Description	Service Provided?	Anticipated Delivery Method
A	Administration	<input type="checkbox"/>	<input type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s): <input type="text"/>
B	Service Delivery Coordination	<input type="checkbox"/>	<input type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s): <input type="text"/>
C	Promoting Sitka	<input type="checkbox"/>	<input type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s): <input type="text"/>
D	Meeting, Convention, & Event Services	<input type="checkbox"/>	<input type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s): <input type="text"/>
E	In-Person Visitor Information	<input type="checkbox"/>	<input type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s): <input type="text"/>
F	Visitor Information Resources	<input type="checkbox"/>	<input type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s): <input type="text"/>
G	TBMP	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s): <input type="text"/>
H	Economic Data Collection and Analysis	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s): <input type="text"/>
I	Downtown Pedestrian Safety	<input type="checkbox"/>	<input type="checkbox"/> Direct Service <input type="checkbox"/> Subcontracted <input type="checkbox"/> Combination Subcontractor(s): <input type="text"/>

Experience and Qualifications

Firm Background

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.



Capacity Building



Communications and Graphic Design



Facilitation and Public Engagement



Financial Modeling and Business Planning



Grants and Sustainable Funding



Market and Economic Research



Organizational and Strategic Planning



Policy Analysis



Prepare Plans



Quantitative and Qualitative Data Analysis



Research and Best Practices



Supporting and Growing Coalitions

How We Work

We are a flexible team that can respond to the specific needs of each client, situation and project. With every project we strive to:

- Engage everyone equitably.
- Facilitate meaningful conversations.
- Use clear language and graphics.
- Make data visible.
- Research and share solutions.
- Blend big picture and detailed thinking.
- Support action and implementation.
- Connect people to needed resources.
- Manage for efficiency and effectiveness.
- Focus on results that make a positive difference.

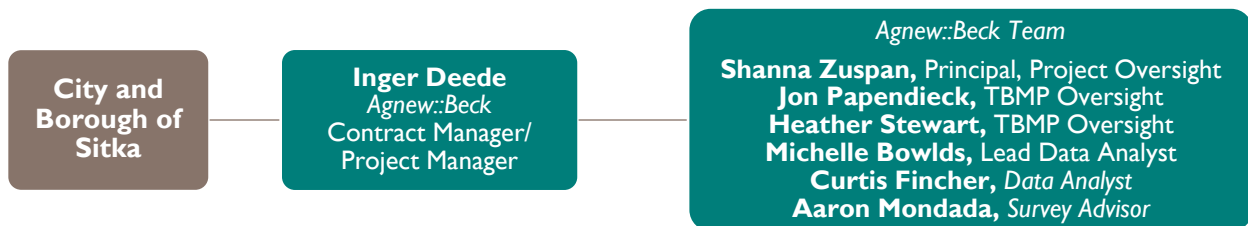


Local Knowledge

Our team brings deep experience working in Sitka and across Southeast Alaska, with a nuanced understanding of how visitor services, community priorities, and destination marketing intersect. We recognize that Sitka is not simply a visitor destination; it is a living community with a strong sense of place, shaped by Tlingit culture, a working waterfront, and year-round local commerce. Through prior projects, relationship-building with local business owners, and on-the-ground engagement, we understand the unique rhythms of Sitka's visitor season and are qualified to offer services under items G (manage the Tourism Management Best Practices Program) and H (Economic Data Collection and Analysis). As shown later in this Statement of Qualifications, Agnew::Beck Consulting has supported organizations in Sitka and throughout Southeast on a range of data analysis and community development projects.

We are also well-versed in Visit Sitka's newly adopted *Visit Sitka 3 Year Strategic Marketing Plan*, which prioritizes regenerative tourism, cultural tourism, meetings and events, and year-round independent travel. The plan emphasizes community alignment, cultural storytelling led by Tlingit voices, infrastructure challenges, and opportunities to diversify visitation beyond peak cruise periods.

Organizational Structure



Contract Manager

Inger Deede will serve as contract manager and overall project manager on behalf of Agnew::Beck Consulting. Inger will coordinate with the Agnew::Beck team to deliver Visit Sitka Convention & Visitor Services under Items G (manage the Tourism Management Best Practices Program) and H (Economic Data Collection and Analysis). In this role, she will coordinate directly with the CBS and other contractors who are selected to perform elements of this RFQ. *Please see additional information about Inger in the following section.*

Staff Experience and Assignments

Shanna Zuspan, Principal-in-Charge



Shanna Zuspan is a principal and co-owner of Agnew::Beck Consulting. With a master's in city Planning from the Massachusetts Institute of Technology, Shanna has 24 years' experience working in community development. Shanna was born and raised in Alaska and spent her early years in McCarthy, Alaska on Ahtna traditional lands, later moving to her home in Anchorage on Dena'ina lands. Shanna also spent 10 years in Sacramento, California as a project manager in public finance, land use economics and community development before reemerging in Alaska to raise a family with her husband over 15 years ago. Shanna is skilled at translating complex technical data so that it is understandable and transparent. Shanna leads many of Agnew::Beck's housing studies, economic and financial feasibility analyses, market assessments, tourism related data analytics, and business planning efforts. She is currently overseeing Agnew::Beck's effort to assess the feasibility of a wellness and recovery camp with tourism related activities in Bristol Bay, building from past studies Shanna led related to in-region tourism investment strategies for the Bristol Bay Native Corporation. Additionally, Shanna has direct experience working on projects in Sitka. She led the initial 2020 financial modeling and business planning for the Hítx'i Sáani Community on behalf of the Sitka Homeless Coalition through our technical assistance contract with the Alaska Mental Health Trust Authority. This permanent supportive housing community will provide 12 residential units and is slated to open in spring of 2025. Shanna was also the lead initial 2011 data analysis on an operations pro forma for a new swimming pool in Sitka, which later opened as the Mt. Edgecumbe High School Aquatic Center.

Inger Deede, Senior Manager, Contract Manager



Inger is a communications and design specialist who combines creativity with skilled, compassionate project management. Inger manages the workflow for Agnew::Beck's design team and has grown the firm's design portfolio in her role as a senior manager. She is experienced in shaping clear, accessible materials that bring together diverse perspectives and strengthen understanding. Inger is an adaptive and responsive project manager whose competence and kindness quickly builds trust with client teams. Inger often leads projects where she must learn about the competing needs and desires of a community, and create and communicate accurate, truthful messages that can help viewers see things in a new light. She currently works with the City of Kenai to manage their tourism and marketing efforts. She worked for the Kenai Peninsula Borough (KPB) on a multi-media campaign to inform voters about two propositions that were on the October 2025 ballot. She also worked with the KPB during the recent (2024) formation of a tourism partnership between the KPB, chambers of commerce and the Kenai Peninsula Economic Development District (KPEDD).

Jon Papendieck, Senior Analyst



Jon is a public engagement and qualitative research specialist based in Soldotna, Alaska, with over 12 years of experience leading community-driven initiatives across the state. He manages complex, multi-partner projects; conducts interviews, focus groups, and surveys; and translates insights into clear, actionable strategies. Jon has led outreach campaigns, facilitated public input processes, and developed culturally relevant messaging that aligns with organizational goals. Recent work includes public input processes with Soldotna Arts and Culture Master Plan and the Museum of the Aleutians Expansion Study, and tourism and marketing planning and implementation for the City of Kenai and the Kenai Peninsula Borough. His approach combines strategic thinking with hands-on experience in Alaska's diverse social and cultural landscape.

Heather Stewart, AICP | Senior Analyst



Heather has been with Agnew::Beck since 2006, bringing a passion for understanding the unique qualities of individual communities and cultivating healthy, vibrant places for people to live, work and play. Her strong analytical and communications skills allow her to help clients see the big picture or overarching process, navigate complex, potentially overwhelming situations, and develop plans that will set themselves up for success in implementation. Her approach to all projects is based on listening, working to ensure deliverables offer effective solutions that are firmly grounded in the knowledge and wisdom of each project's community of stakeholders. Over the years, Heather expanded on her background in community planning to include needs assessments, grant writing, feasibility studies and business/operations plans for public and private sector projects. Heather's experience includes tourism and outdoor recreation research and planning projects in Sitka, including an Outdoor Recreation Action Plan for the U.S. Forest Service and a recreational resource impact study for the City of Sitka. She has co-created feasibility assessment and business plans for tribal tourism facilities, including a Community Wellness and Recovery Camp in Ekwok and a Cultural Ecotourism Facility for the Native Village of Chickaloon, as well as visitor and museum projects, including an expansion plan for the Bristol Bay Historical Society Museum in Naknek, a business plan for the Mat-Su Valley South Gateway Visitor Center, and most recently, funding research for a proposed expansion of the Museum of the Aleutians in Unalaska.

Michelle Bowlds, Senior Analyst, Tourism Data Lead



Michelle Bowlds is a senior analyst with over a decade of experience supporting economic analysis, market research and feasibility studies across Alaska. Born and raised in Anchorage, Michelle has worked across the state supporting private, public and tribal organizations to make informed and forward-looking decisions. With a strong background in data interpretation and regional economic development, Michelle has contributed to projects spanning housing, tourism, transportation, healthcare and community infrastructure. She takes a comprehensive approach to problem solving, focusing both on rigorous analysis and effective communication to produce actionable insights to help inform investment decisions and policy strategies. Known for her detail-oriented approach and deep understanding of Alaska's unique economic landscape, Michelle plays a key role in delivering easily digestible and high-quality analysis that guide planning and development efforts statewide. Michelle holds a business degree from Northern Arizona University, a master's degree in supply chain management from the University of Anchorage Alaska and professional certification in project management from Georgetown University.

Curtis Fincher, Senior Associate, Data Analyst



Curtis is skilled at balancing big-picture objectives with on-the-ground details to complete assessments and analyses throughout Alaska. He recently led a cost benefit analysis for Trust Land Office, a patient housing market assessment for Arctic Slope Native Association, and in 2024 led an interdisciplinary team in conducting Alaska's first mental health impact assessment.

Curtis also has expertise in capital planning and has led or assisted with over \$300 million in awarded funding proposals. He enjoys helping to build partnerships which allow diverse organizations to leverage each other's resources, and was an important contributor to planning efforts behind \$413 million in grid upgrades along Alaska's Railbelt. Outside of his work with Agnew::Beck, he is the founder and owner of Copper River Brewing in Cordova, Alaska.

Aaron Mondada, Senior Analyst, Survey Advisor



Aaron is an experienced project manager, planner, stakeholder engagement specialist and data analyst working to address key issues including economic development, strategic, housing affordability, homelessness, transportation equity, parks and recreation amenities, and agricultural land preservation. Since joining Agnew::Beck in 2015, Aaron has managed and contributed to many important community initiatives including comprehensive plans, neighborhood plans, parks and recreation amenities planning, redevelopment projects, housing and economic development analyses and a Downtown Boise Association strategic planning process that engaged with over 2,500 downtown users and businesses. Aaron holds a Master's in Community and Regional Planning from Boise State University

Reporting and Record Keeping

Please accept this statement affirming Agnew::Beck Consulting's capabilities related to reporting and record keeping according to two categories: 1) We have the ability to maintain, and report on detailed records of finances, activity, and other data collection related to Visit Sitka services. 2) We also have the ability and capacity to track and report on staff time and other expenditures should they be attributable to cruise passengers.

Data Collection related to Visit Sitka Services. As shared later in our approach, Agnew::Beck is skilled at data analysis, financial modeling, and we have a lot of experience working with data. We use Box.com to save files and data and can limit access to proprietary information. We use Microsoft Office and Excel to conduct data analysis and have trained graphic designers who can create infographics from detailed data sets.

Tracking and Reporting Staff Time. Quality project management, reporting and record keeping is highly valued by Agnew::Beck Consulting. We employ the following practices to ensure that projects are carried out according to reasonable and agreed-upon scope, timeline and budget. We use an online time management system to track our time in 15-minute increments to provide regular updates on budget and time spent on tasks. If we need to track time associated with the cruise industry and passengers, we can add tasks and time entry details accordingly.

Resources available/contractor location. Agnew::Beck occupies fully functioning offices in Anchorage and Soldotna, served by all necessary office equipment to complete tasks in a timely and professional manner. Agnew::Beck possesses the following computer software that may be needed for report production: all Microsoft Office programs, Adobe Acrobat, and InDesign. Agnew::Beck has good working relationships with local printing companies, as well as an understanding of how to submit documents for print if needed. We have reliable Internet access and in-house expertise in website design and web-based communication, as well as excellent working relationships with other professional web designers and technicians.

Conflicts of Interest

Agnew::Beck Consulting has no known conflicts of interest related to this RFQ.

Approach to Providing Services

Relevant Work Experience and References

Ekwok Natives Limited Community Wellness and Recovery Camp Feasibility Assessment

2025 | Ekwok Natives Limited (ENL) shareholders requested the use of the Ekwok Lodge for community wellness and recovery programs. Agnew::Beck is supporting ENL to assess the feasibility of implementation, operations, and maintenance of a Wellness and Recovery Camp at Ekwok Lodge. The lodge, located on a traditional site, has several buildings including a steam bath, kitchen house, bunkhouses, laundry house, shop, office, and a drying rack/smokehouse. The feasibility assessment will include several components: development of a shared vision and program design, assessment of opportunity and demand for planned programs, completion of capital and operating pro formas, and preparation of a business plan. The goal of the feasibility study process is to ensure that proposed Wellness and Recovery Camp meets the vision of ENL while also ensuring ongoing sustainability. Initial findings indicate that ENL may want to pair wellness and recovery with visitor activities to ensure financial sustainability, recovery opportunities, and economic growth for the region. *Client contact/recommendation: Lorraine King, Environmental Coordinator, ENL, king2lorraine@yahoo.com, 907.464.3300*

Kenai Peninsula Borough (KPB) Tourism Group

2024 | For a number of years, the KPB has not had an active tourism and marketing council. Agnew::Beck was hired to create a document that outlined different options for ways the borough could partner with chambers of commerce and the Kenai Peninsula Economic Development District (KPEDD) to form a group with a focus to promote regional tourism. After selecting an option for the KPB to be the lead organizing body, the group formed in partnership with the cities of Homer, Kenai, Seward and Soldotna, as well as KPEDD. Now in its beginning stages, the group is focused on building a strategy to collectively strengthen the tourism industry and market the region as a great place to visit (and to live, work and play). As part of the kickoff efforts, Agnew::Beck also built a tourism website to house community profiles and visitor information. *Client contact/recommendation: Joe Rizzo, Communications Director, Kenai Peninsula Borough, jrizzo@kpb.us, 907.394.1159*

City of Kenai Tourism and Marketing

2024-2025 | Agnew::Beck provides professional tourism and marketing services to market the City of Kenai as a visitor and business destination, with the primary objective of promoting the recreational and economic potential of the community as well as reflecting the history and culture of Kenai. Agnew::Beck has assisted the City to create a communications plan and marketing tools such as an updated style guide and tourism website. Currently, we are focused on marketing Kenai via a social media campaign that describes Kenai in an authentic way that builds local pride and appeals to out-of-town visitors. *Client contact/recommendation: Christine Cunningham, Assistant to the City Manager, City of Kenai, CCunningham@kenai.city*

Soldotna Arts and Culture Master Plan

2023 | Agnew::Beck and local partner Bunny Swan of Artworks Alaska, worked with the City of Soldotna to develop an Arts and Culture Master Plan, a process anchored in community engagement, stakeholder feedback, established best practices, and innovative ideas. The team developed a catalogue of existing arts and cultural resources in the region, gathered and summarized public and stakeholder engagement through a community survey, and worked to create a vision statement and goals and priorities that support and enrich

arts and cultural assets in the region. The project culminated in an implementation plan for incorporating arts and culture into long-term planning and economic development efforts. *Client contact/recommendation: Laura Rhyner, Assistant to the City Manager, City of Soldotna, lrhyner@soldotna.org, 907.714.1227*

Sustainable Southeast Partnership Healing Committee Inventory & Needs Assessment

2023 | Agnew::Beck partnered with the Nature Conservancy (TNC) Alaska and the Sustainable Southeast Partnership (SSP) to initiate an inventory of healing resources and identify needs. The project sought to broaden understanding of the resources and needs of Southeast communities to address the interrelated systems of health, culture, and landscape that are known to be and practiced as forms of healing for cultural and historical trauma, as well as sustaining traditional ways of life grounded in connections to place. Agnew::Beck worked alongside the project lead at TNC to facilitate talking circles to develop trauma and culture informed assessment interview protocols. Our team also coded and analyzed interview transcripts to develop an inventory of culturally appropriate healing practices and practitioners in the region. *Client contact/recommendation: Crystal Nelson, The Nature Conservancy, crystal.nelson@tnc.org, 907.957.0789*

Sitka Business Planning for Housing Solutions for Individuals Experiencing Homelessness

2020 | The Sitka Homeless Coalition (SHC) identified a need for housing in Sitka for about 12 individual adults experiencing chronic homelessness in the community. After determining a preference for a “tiny house” option and identifying land owned by the Alaska Mental Health Trust Authority as a possibility, they requested technical assistance through the Trust for support in identifying next steps toward feasibility, planning and development. Agnew::Beck evaluated best practices and lessons learned, with a scan of similar projects around the country; assessed two housing development options in relation to their fit for the community of Sitka; provided preliminary capital cost estimates and an operating pro forma for the prioritized option; shared the results of partner and stakeholder engagement; and provided recommendations for development of the housing project. Fast forward to today, the Hítx'i Sáani Community is under construction; this permanent supportive housing community will provide 12 residential units in Sitka and is slated to open in spring of 2025. *Client contact/recommendation: Kelda Barstad, Alaska Mental Health Trust Authority, kelda.barstad@alaska.gov, 907.269.3409*

Alaska Botanical Garden Feasibility and Funding Assessment

2024-2025 | Agnew::Beck supported the Alaska Botanical Garden in determining the feasibility of an expanded visitor center space. Through a collaboration with SALT, a design review and updated cost estimate was developed for a new facility. A market demand analysis was performed to inform work to develop the operating pro forma. We conducted a feasibility analysis using financial modeling of operation costs and earned revenue associated with the expansion. A summary report with recommendations was provided and presented to ABG staff and Board to support their decision-making process. *Client contact/recommendation: Mike Monterusso, Executive Director, Alaska Botanical Gardens, mike.monterusso@alaskabg.org, 907.262-3407*

Economic and Financial Data Analysis

Agnew::Beck Consulting conducts economic, demographic and financial data analysis across multiple sectors including tourism, commercial activity, housing, public and behavioral health, and housing. Below is a list of recent studies with substantial economic data analysis. *More details and references can be provided on request.*

- | | |
|--|---|
| <ul style="list-style-type: none"> • City of Valdez Housing Needs Assessment, 2025 • Alaska Housing Assessment & Senior Sub-Report, 2025 • Girdwood Housing and Market Analysis, 2024 • Aleknagik to Kolignak Road Feasibility Study, 2025 | <ul style="list-style-type: none"> • Anchorage Neighborhood Health Center Market Study, 2024 • Petersburg Borough Housing Needs Assessment, 2022 • Clarks Point Grocery Store Business Plan, 2025 • Kenaitze Indian Tribe Service Expansion, 2025 |
|--|---|

Overall Approach

Agnew::Beck Consulting brings strong strategic communications experience and a collaborative mindset to working with multiple partners across diverse disciplines. We strengthen the work our partners are doing by finding common ground to support and reinforce shared goals, especially those outlined in the *Visit Sitka 3 Year Strategic Marketing Plan*. We understand that tourism in Alaska is unique. Our rural communities shift dramatically from summer to winter seasons. The concerns, needs, and desires of local residents balance with the flux of visitors in our more tourism-centric months. We know that clear, thoughtful messaging and communications are important in order to address the dynamics for all people living in and visiting Sitka. If selected for this work, we will bring that understanding and our robust communication and data analysis experience to bear as we manage and administer the resources of the Tourism Management Best Practices Program (TMBP) and collect and analyze data for the City and Borough of Sitka.

Manage the Tourism Management Best Practices Program (TMBP): Item G

Agnew::Beck Consulting is proposing to lead the management of the [Sitka Tourism Best Management Practice Program](#). We understand that the Sitka TMBP is a voluntary initiative whereby local businesses, tour operators, cruise lines, and other organizations opt in to collaboratively promote and implement responsible tourism practices that enhance community, culture and Sitka's unique environment. We understand there are two general categories of work needed to manage the Sitka TMBP: 1) Administrative support and direct communications and 2) Evaluation and review of the TBMP. We plan to approach these as follows.

Administrative and direct communications. The CBS needs someone to maintain a list of TBMP program members, issue program identification and collateral, and operate a community feedback line. Agnew::Beck does not have a regular physical presence in Sitka (although we are more than willing to travel there for this project on an as needed basis). For the administrative and direct communication tasks, Agnew::Beck proposes to develop a management framework that outlines tasks and timelines, along with roles and responsibilities and then work directly with other team members selected as part of this RFQ to leverage local on the ground staff to provide more of the day-to-day support. Working collaboratively with other contractors will ensure critical tasks related to the TMBP are completed efficiently.

Evaluation and review. As part of managing the Sitka TMBP, Agnew::Beck will take the lead on communicating feedback to program members, the CBS Tourism Commission, the CBS and the overall contractor team. We can lead the process for communicating issues and identifying compliance and enforcement steps for program members. Again, we will rely on local team members providing services in Sitka to ensure day-to-day tasks are conducted, while Agnew::Beck manages the overall process. In concert with our role providing economic data collection and analysis, Agnew::Beck will annually review the TMBP guidelines, community feedback and offer improvements from year to year. This form of community directed evaluation, and review is a similar approach that Agnew::Beck relies on to evaluate community health programs and community development policies in other projects.

Economic Data Collection and Analysis: Item H

Agnew::Beck Consulting proposes to develop and refine existing intercept surveys to better understand spending habits and visitor experiences. We will analyze fiscal data and utilization trends related to visitation to understand the quantitative benefits and impacts of tourism. We will look at the trends in Sitka over time and, when possible, benchmark the trends in Sitka with other similar communities throughout Alaska and

across the country. We will also integrate qualitative opportunities for feedback to align annual reviews of the TMBP related to economic benefits and impacts. This could happen through focus groups and key informant interviews, which can be conducted in person during planned site visits from the Agnew::Beck team and/or virtually during other times. We will work closely with the branding and promotion team to develop an annual report that is visually appealing, easy to understand and factually correct.

Challenges and Solutions

Conflicting direction and community priorities. We believe and have witnessed economic growth through tourism and other industries that benefits Alaskan communities while also changing the day to day experiences of residents. Identifying and developing a shared understanding of what is working and what is not beneficial can be challenging. We imagine we may hear conflicting ideas and opinions related to the positives and negatives of tourism. Solution: Agnew::Beck will rely on our approach that integrates quantitative data with comprehensive information from people's own experiences to create a common understanding of the status quo. We will also work closely with the CBS and other lead contractors providing support to build from their understanding, knowledge and credibility.

Lack of available data. Often tourism data is available for larger geographic areas and/or is proprietary. We will work with publicly available data and industry data as made available, while complementing information from focus groups and community conversations to help understand the economic benefits of tourism and the overall experiences of local community members.

Navigating appropriate roles. Agnew::Beck will not be able to do all the items in G and H alone. We will need to rely on local contractors who are supporting other elements of the visitor services RFQ and who are providing on the ground service delivery. Sometimes shared responsibility can be challenging as teams learn to work with each other. We are committed to proactive and direct communication, developing clear roles and adjusting as needed. Because we do not currently have a local Sitka office, we need to ensure support for more of the direct service tasks and we are happy to collaborate and manage to that end.

Subcontracting

No subcontractor relationship is proposed.

Minimum Acceptable Contract Term

An ideal contract term for Agnew::Beck is five years with an agreed to inflation factor to adjust bill rates yearly. Agnew::Beck is open to a minimum one year contract term to provide the services described in items G and H.

Appendix

Resumes



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.

SELECTED PROJECT EXPERIENCE

Alaska Housing Assessment

2024-25 | Overseeing the statewide housing assessment on behalf of the Alaska Housing Finance Corporation, including a senior analysis. *Client: Alaska Housing Finance Corporation; Role: Principal-in-Charge*

AVCP Regional Housing Authority Housing Needs Assessment and Strategic Planning

2024-25 | Assisting with housing need forecasting for all communities in the AVCP RHA region. *Client: Alaska Village Council Presidents Regional Housing Authority; Role: Principal Advisor and Analyst*

Valdez Housing Needs Assessment

2024-25 | Overseeing a housing needs assessment for the City of Valdez. *Client: City of Valdez; Role: Principal-in-Charge*

Aleutian Housing Authority, Housing Needs Assessment

2022-2023 | Overseeing a housing needs assessment for the Aleutian Housing Authority. *Client: Aleutian Housing Authority; Role: Principal-in-Charge*

Anchorage Community Development Authority, Midtown District Plan, Housing and Market Analysis

2023-2025 | Conducting economic and housing analysis to support the preparation of a plan for the Midtown District. *Role: Principal-in-Charge*

Girdwood Comprehensive Plan, Housing and Market Analysis

2022-2024 | Oversaw a housing and economic analysis related to support community planning in Girdwood. *Role: Principal-in-Charge*

Petersburg Borough, Housing Needs Assessment

2023 | Oversaw a housing needs assessment for the Petersburg Borough. *Role: Principal-in-Charge*

City and Borough of Juneau, Housing Pro Forma Analysis

2023 | Oversaw a housing needs assessment and pro forma feasibility analysis for the NW Douglas planning effort. *Role: Principal-in-Charge and pro forma analyst*

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



EDUCATION

Bachelor of Arts, Studio Art and Russian Area Studies, St. Olaf College, 2001

Denmark's International School (DIS), Copenhagen, Denmark

PROFESSIONAL EXPERIENCE

Agnew::Beck Consulting
Senior Manager: 2022-present
Senior Associate: 2013-2022

Fresh Art & Design,
Owner, 2005-2014

Alaska Design Forum
Events Administrator, 2006-2009

SOFTWARE + PROGRAMS

Proficient in Adobe InDesign, Illustrator, Photoshop, Acrobat

AFFILIATIONS

AIGA Member

REFERENCES

Laura Rhyner, City of Soldotna,
Assistant to the City Manager
907-714-1227, lrhyner@soldotna.org

Tiffany Zulkosky, Chief
Communications and External Affairs
Officer, Alaska Native Tribal Health
Consortium, 907-782-7208,
tjzulkosky@anthc.org

Joe Rizzo, Communications Director,
Kenai Peninsula Borough
907-394-1159, jrizzo@kpb.us

INGER DEEDE, SENIOR MANAGER

As a communications and design specialist, Inger applies her background in art to explore visual possibilities and create aesthetically appealing solutions. She works with organizations to build understanding and synthesize many points of view to create unified, useful materials. As a project manager, she is adaptive and responsive to each project's needs. Inger manages the workflow for Agnew::Beck's design team and works to build portfolio.

Kenai Peninsula Borough Marketing Campaigns

2020-present | Developed marketing campaign strategies and materials for projects including the Know Your Borough campaign, Stories from the Kenai project, 2022 School Bond Initiative Campaign, and a promotional campaign for absentee voting. Currently supporting the borough's effort to establish a regional tourism presence.

Nevada County Public Health Department

2024 | Assisted with an outreach strategy and development of tools, standards, public-facing materials, and trainings to support health department staff and programs to create clear, consistent, compelling communications.

City of Kenai Tourism and Marketing Services

2024-2025 | Currently provide tourism and marketing services to promote Kenai as a visitor and business destination, with a focus on recreation, economic potential, history and culture. Created a communications plan and maintain marketing tools such as an updated style guide, tourism website and social media.

School Bond Initiative Campaign for Kenai Peninsula Borough (KPB)

2022 | In the short span of a little over a month, Agnew::Beck designed and administered a campaign to inform KPB residents about a school bond initiative that would impact 13 of the 42 Kenai Peninsula Borough School District (KPBSD) schools. Together with the KPB and KPBSD team, Agnew::Beck worked within the specific perimeters of the project. Verbiage used in the campaign was required to remain strictly informational, language that was persuasive was not permitted. The campaign included social media posts, a web page, radio ads, newspaper ads, talking points and fact sheets. The targeted social media advertising reached 27,640 people (approximately 59% of eligible voters). On October 4, 2022, KPB voters approved the \$65M educational capital improvement general obligation bonds.

City of Soldotna Arts and Culture Master Plan

2023 | Catalogued arts and cultural resources, summarized public and stakeholder feedback through a survey, interviews with steering committee members, and public outreach. Created vision, goals and priorities to support and enrich arts and cultural assets in the region. The plan was approved by the city council.

Kenai Peninsula Borough Logo and Branding Style Guide

2023 | During a year of intense change that included three unexpected mayoral transitions, successfully developed and implemented a new logo, brand style guide, mission, vision and values statements and rollout marketing for the borough.



JON PAPENDIECK

Jon is a communications and engagement specialist with a strong background in project management. He specializes in creating meaningful engagement, developing accessible communications products, and analyzing complex data to find actionable solutions. With a passion for effective communications strategies, Jon excels at developing and implementing comprehensive engagement plans that connect organizations with the right audiences in productive ways. His work experiences, creativity, attention to detail, and strong communications and analytical skills allow him to effectively manage complex projects, flagging potential issues and finding pathways forward that ensure projects are delivered on time, within budget, and with a high level of client satisfaction. Jon is interested in projects that encourage Alaskan communities to grow in a thoughtful and aesthetically useful manner.

EDUCATION

Bachelor of Arts in Biology,
Environmental Studies. MN 7-12
Teaching Certificate. St. Olaf College,
Northfield, MN. 2001.

SOFTWARE AND PROGRAMMING

Microsoft Office:
Access, Excel, Word, PowerPoint

Adobe Create Suite:
Photoshop, Illustrator, InDesign,
Acrobat, Dreamweaver, Premiere Pro

Web Development Platforms:
WordPress, Joomla

Programming Languages:
CSS, PHP, MySQL, HTML, JavaScript

SELECTED PROJECT EXPERIENCE

City of Kenai Tourism and Marketing

2024-present | Agnew::Beck is working with the City of Kenai to develop and strengthen the City's brand as "the hub" of the Kenai Peninsula for local and Alaskan audiences. As part of this process, we have developed a comprehensive tourism marketing strategy, a brand and communications guide, supporting templates, tools and workflows, and a brand marketing plan for local and Alaskan audiences.

Kenai Peninsula Borough Tourism and Marketing

2020 – 2025 | Worked with KPB staff and borough chambers to establish a regional tourism marketing coalition, regional tourism marketing plan, targeted marketing campaigns, and a regional tourism website.

Anchorage School District Needs Assessment

2023-2025 | Conducted a data review, surveys and focus groups with families, as well as the ASD staff, leadership, and community/cultural organizations who support them to understand need, concerns, and opportunities.

City of Soldotna Arts and Culture Master Plan

2023-2024 | Developed and implanted public engagement, including interviews, focus groups, and online tools. Conducted benchmark study on how comparable cities support and encourage arts and culture. Conducted strategic planning session to establish goals, objectives, and prioritized action plan for the City.

ASNA Child Care Needs Assessment

2023-2024 | Developed and implemented public engagement plan, including interviews and focus groups, to understand the current child care needs, desires, challenges, and opportunities in North Slope communities. Conducted research into true cost of child care, current rates and supports, and livable wages. Developed population and child care needs forecasts.

Rasmussen Foundation Digital Equity Listening Sessions

2023-2024 | Worked with AARP and The Rasmusen Foundation to identify and understand issues related to digital equity. Coordinated and facilitated in-person listening sessions for seniors in rural Alaska.



EDUCATION

Master of Science in Urban and Regional Planning. University of Wisconsin-Madison, Madison, WI. 2006.

Bachelor of Arts in Anthropology and Environmental Studies. Dartmouth College, Hanover, NH. 2000.

CERTIFICATIONS + AFFILIATIONS

American Institute of Certified Planners (AICP), certification.

American Planning Association, member.

PUBLICATIONS

The Green Built Way to Affordable Housing, for the Wisconsin Environmental Initiative. 2005.

2022 Update of the Agnew::Beck Community Facility Planning Guide, including companion financial model Excel workbook and presentation slides. Guest lectured on the content for a Rural Development class in the Dept. of Alaska Native Studies and Rural Development, College of Rural and Community Development at the University of Alaska Fairbanks (2016, 2020 and 2022).

HEATHER STEWART, AICP

Heather has worked in the planning field since 2001 and in Alaska since 2006, bringing a passion for understanding the unique qualities of individual communities and cultivating healthy, vibrant places for people to live, work and play. Her strong analytical and communications skills allow her to help clients see the big picture or overarching process, navigate complex, potentially overwhelming situations, and develop plans that will set themselves up for success in implementation. Heather works to ensure that projects are based on listening, firmly grounded in the knowledge and wisdom of each project's community of stakeholders.

SELECTED PROJECT EXPERIENCE

Ekwo Community Wellness and Recovery Camp Feasibility Assessment

2025 | Ekwo Natives Limited | Feasibility study and business plan for a remote lodge to host cultural and wellness programs, corporate retreats and fishing.

Museum of the Aleutians (MOTA) Facility Expansion and Exhibition Redesign

2025 | MOTA, sub to MCG Explore Design | Funding research for a museum expansion and exhibit design plan.

Northern Culture Exchange Strategic Plan and Update

2024, 2018 | Northern Culture Exchange | Strategic Plan and 5-yr update a for a non-profit performing arts incubator. Facilitated a program transition from fiscal sponsorship to independent non-profit (2024).

Chickaloon Cultural Ecotourism Facility Feasibility Study

2016-2018 | Chickaloon Village Traditional Council | Feasibility Study for a cultural tourism facility.

Bristol Bay Historical Society Museum Expansion Study

2015 | Bristol Bay Historical Society, Bristol Bay Native Corporation | Preliminary feasibility study and business plan for a museum expansion.

Homer Parks, Art, Recreation and Culture Needs Assessment

2014-2015 | City of Homer, Alaska | Needs assessment for parks, art, recreation and culture facilities and programs.

Children's Forest Theme Art Guide and Promotional Package

2011-2013 | USDA Forest Service | Guide to the use and creation of theme art for US Forest Service Children's Forests. Brochure for the Chugach Children's Forest.

Southeast Sustainable Outdoor Recreation Action Plans

2010-2012 | USDA Forest Service | Community-based plan for outdoor recreation facilities, programs and information sources in Sitka, Wrangell and Yakutat.

Takatz Lake Hydroelectric Project Recreation Resources Study

2011-2012 | City of Sitka | Federal Energy Regulatory Commission (FERC) recreational resource impact study for a proposed dam.

Mat-Su Valley South Gateway Visitor Center Business Plan

2009-2010 | Mat-Su Convention and Visitors Bureau | Feasibility study and business plan for a marquee facility to promote tourism and recreation.



EDUCATION

Bachelor of Science in Design in Business Administration. Northern Arizona University, Flagstaff, AZ. 2010.

Master of Science in Global Supply Chain Management. University of Alaska Anchorage, Anchorage, AK. 2016

Professional Certificate in Project Management. Georgetown University, Washington, DC, 2019

PROFESSIONAL EXPERIENCE

Senior Associate, Agnew::Beck, 2019-present

Outreach Manager, Coastal Villages Region Fund, 2017-2019

Project Consultant, Northern Economics, Inc., 2011-2017

MICHELLE BOWLDS

Michelle Bowllds is a senior analyst with over a decade of experience supporting economic analysis, market research and feasibility studies across Alaska. Born and raised in Anchorage, Michelle has worked across the state supporting private, public and tribal organizations to make informed and forward-looking decisions. With a strong background in data interpretation and regional economic development, Michelle has contributed to projects spanning housing, tourism, transportation, healthcare and community infrastructure since joining Agnew::Beck in 2019. She takes a comprehensive approach to problem solving, focusing both on rigorous analysis and effective communication to produce actionable insights to help inform investment decisions and policy strategies. Michelle is also skilled at developing and implementing surveys to help identify and hone community goals and priorities. Known for her detail-oriented approach and deep understanding of Alaska's unique economic landscape, Michelle plays a key role in delivering easily digestible and high-quality analysis that guide planning and development efforts statewide.

SELECTED PROJECT EXPERIENCE

Statewide Housing Assessment (Alaska Housing Finance Corporation)

2025-2026 | Compiled, analyzed and summarized key housing indicators, such as overcrowding, vacancy rates, and energy efficiency for each Borough/Census Area in Alaska. Results will be shared out through regional summary reports and web-based infographics.

Juneau North-West Douglas Sub Area Plan

2023-2024 | Completed a housing needs assessment and residential financial feasibility analysis for workforce housing to support the Northwest Douglas Sub Area Plan and summarized key findings in a technical memo and summary slide deck that could be used by the City of Juneau to communicate findings with key stakeholders and policy makers.

Petersburg Housing Needs Assessment

2023 | Completed a housing needs assessment for the Petersburg Borough that included a community-wide survey and detailed secondary data analysis. Developed actionable, community specific recommendations for addressing estimated housing needs over the next 10 years.

Anchorage Chamber of Commerce, Legislative Priorities Survey

2022 | Collaborated with the Chamber's Legislative Committee to develop an online survey tool and circulate it amongst the Chamber's business membership. Summarized one hundred fourteen survey responses from businesses throughout Anchorage.

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.



EDUCATION

Master of Fine Arts, Creative Writing, University of Minnesota, 2020.

Bachelor of Arts, English, Vanderbilt University, 2013, Summa Cum Laude.

PROFESSIONAL EXPERIENCE

Senior Associate, Agnew::Beck, 2022-present.

Founder, Copper River Brewing, 2021-present.

Special Projects Director, City of Cordova, 2020-2022.

Graduate Instructor, University of Minnesota, 2018-2020

Digital Content Editor, Futures Without Violence, 2013-2018.

CURTIS FINCHER

Curtis is skilled at balancing big-picture objectives with on-the-ground details to help teams tackle large assessments and analyses throughout Alaska. He recently led a Cost Benefit Analysis for Trust Land Office, a Patient Housing Market Assessment for Arctic Slope Native Association, and in 2024 led an interdisciplinary team in conducting Alaska's first mental health impact assessment.

Curtis has expertise in capital planning and has led or assisted with over \$300 million in awarded funding proposals. He enjoys helping to build partnerships which allow diverse organizations to leverage each other's resources, and was an important contributor to planning efforts behind \$413 million in grid upgrades along Alaska's Railbelt.

Outside of his work with Agnew::Beck, he is the founder and owner of Copper River Brewing in Cordova, Alaska.

SELECTED PROJECT EXPERIENCE

Trust Land Office Real Estate Cost Benefit Analysis

2025 | Led team to scope and model 11 real estate scenarios intended to address failing mechanical systems in a Trust-owned building.

Arctic Slope Native Association, Patient Housing Market Assessment

2024-2025 | Leading a team in assessing whether patient-housing demand in Utqiagvik, Alaska justifies ASNA investment in short-term patient housing.

Alaska Energy Authority, Community Benefits Plan, DOE GRIP

2023-2024 | Designed community benefits plan for five Railbelt utilities' Grid Modernization Resiliency Plan, detailing public engagement for a \$413M project.

TNC-Idaho, Idaho Strategic Community Investment Support

2023-2024 | Worked closely with TNC staff and Tribal governments to build relationships, identify project opportunities, and develop \$46M in successful grant applications to improve climate resilience.

North Slope Borough Health and Social Services Department, NPR-A Mental Health Impact Assessment

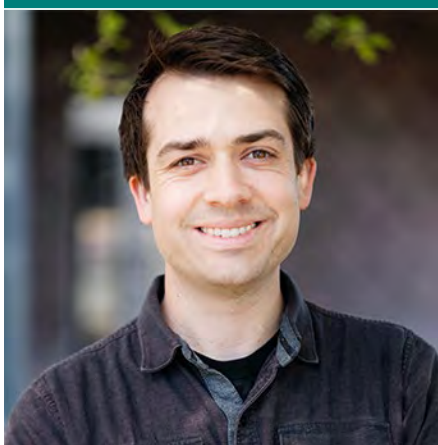
2023-2024 | Led an interdisciplinary team to design and implement Alaska's first mental health impact assessment. Assessment is of the mental health effects of rapid broadband deployment on youth and adolescent mental health in four National Petroleum Reserve in Alaska villages, including a region-wide survey.

Bristol Bay Native Association, Men's Tribal Services Program Evaluation

2024-present | Worked with BBNA to develop program manual, needs assessment, and strategic plan for new program designed to provide emergency services to domestic-violence victims in the Bristol Bay region.

Fairbanks North Star Borough, Anne Wien Exterior Renovations, DOE RENEW

2022-2023 | Led team of engineers and architects to develop successful proposal for \$8 million of deep energy retrofits to elementary school. Facilitated partnership between the borough and National Research Energy Lab, Fairbanks to pilot objective efficiency improvement standards as part of contract structure for borough renovation projects.



EDUCATION

Master of Community and Regional Planning, Boise State University, Boise, ID. 2015.

Bachelor of Arts in Political Economy. The College of Idaho, Caldwell, ID. 2012.

AFFILIATIONS

Member – American Planning Association

AARON MONDADA, MA

Aaron is an experienced project manager, planner, stakeholder engagement specialist and data analyst working to address key issues including housing affordability, homelessness, transportation equity, parks and trail access, and agricultural land preservation. Since joining Agnew::Beck in 2015, Aaron has managed and contributed to many important community initiatives including Idaho Falls downtown and comprehensive plans, the Ridge to Rivers 10-Year Management Plan, numerous neighborhood plans, comprehensive plans for the cities of Kuna and Weiser, and placemaking initiatives along Boise's Grove Street. Aaron's recent work includes data collection and analysis for the City of Boise's Our Path Home Housing Needs Analysis, survey design and stakeholder engagement efforts for Ketchum's Housing Matters Housing Action Plan, research and analysis for the City of Whitefish 2022 and 2025 Housing Needs Assessments, and project coordination and stakeholder engagement for Valley Regional Transit's 2022 Integrated Mobility Plan. Aaron holds a Masters of Community and Regional Planning from Boise State University and has a deep local knowledge of Idaho and communities across the western United States.

SELECTED PROJECT EXPERIENCE

City of Whitefish Housing Needs Assessment 2022 and 2025

Agnew::Beck worked with the City of Whitefish in the creation of the 2022 Whitefish Housing Needs Assessment Update and is currently wrapping up a 2025 Housing Needs Assessment update that fully revamps the findings and housing inventory overview compiled in 2022. Aaron led data collection and analysis for the 2022 update and is the project manager and lead analyst for the 2025 update.

City of Caldwell Parks and Recreation Master Plan

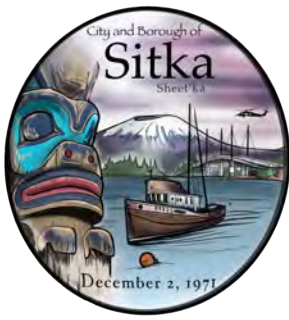
2023-2024 | Agnew::Beck supported the City of Caldwell Department of Parks and Recreation to develop a Parks and Recreation Master Plan that will guide investment and policy to improve recreational opportunities and trail connections throughout Caldwell. Aaron managed this project and led the research, visioning, and community engagement aspects of the planning process.

City of Boise Lowell and South Pools Public Engagement

2022-2023 | Agnew::Beck supported City of Boise Parks and Rec Department with outreach for two of Boise's beloved, historic neighbor pools. The work included focus groups, a public survey that received hundreds of responses, and two public workshops where engaging activities like polling jars and pool tours helped gauge public preferences about possible pool design options. Aaron served as the project manager and led the design and implementation of the survey and workshop elements.

Capital City Development Corporation Grove Street Redevelopment Strategy

2020-2023 | Agnew::Beck worked with the Capital City Development Corporation on the creation of two Grove Street visioning reports, one for the Old Boise Blocks and one for the Linen District of Grove Street. These visioning processes featured extensive stakeholder engagement initiatives as well as the facilitation of a 30+ member advisory committee, door-to-door business surveys and online surveys. These projects provided the foundation for ongoing streetscape improvements and capital investment. Aaron led the design, development, and implementation of many aspects of community and stakeholder engagement for this process including survey development, public workshop design, and key informant interviews.



CITY AND BOROUGH OF SITKA

A COAST GUARD CITY

PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT

100 Lincoln Street | Sitka, Alaska 99835

www.cityofsitka.com

planning@cityofsitka.org

907-747-1814

November 21, 2025

VIA EMAIL ONLY

Element Agency
Attn: Katie O'Neill, Contract Manager
2550 Denali Street, Suite 700
Anchorage, AK 99503
katie@elementagency.us

Agnew::Beck
Attn: Shanna Zuspan, Principal::Owner
645 G Street, Suite 200
Anchorage, AK 99501
shanna@agnewbeck.com

Re: Visit Sitka RFQ – Intent to Negotiate and Additional Information Request

Dear Ms. O'Neill and Ms. Zuspan,

The City and Borough of Sitka (CBS) would like to thank you for the Statements of Qualifications (SOQs) submitted by Element Agency and Agnew::Beck to our Request for Qualifications (RFQ) for Visit Sitka: Convention and Visitor Services. We very much appreciate the depth of knowledge and familiarity with Sitka, and specifically, its visitor industry and past Visit Sitka efforts, as demonstrated in your SOQs.

While your firms submitted separate SOQs, it was clear from the "Letter of Support for Element Agency" written by Agnew::Beck and included in both SOQs that your firms wish to collaborate on delivery of Visit Sitka services. Given the complementary nature of your SOQs, CBS felt it would be best to address our questions/requests to both firms.

Per Section E of the RFQ, evaluation of SOQ responses was to be done on a per service basis. The CBS evaluation team has determined that Element Agency was responsive to its selected services A, B, C, and F (Administration, Service Delivery Coordination, Promoting Sitka, and Visitor Information Resources). The CBS evaluation team has determined that Agnew::Beck was responsive to selected service H (Economic Data Collection and Analysis), but more information would be needed to make a determination on service G (TBMP).

In order to complete its evaluation of the response to service G and initiate negotiations, CBS requests responses to the following:

1. Contracting Structure

- a. Given the complementary nature of the SOQs submitted, there could be efficiencies related to contract negotiations and management in structuring a contract with Element Agency as CBS's prime contractor, and Agnew::Beck working as Element Agency's subcontractor.
- b. **Question:** Are your firms interested in/amenable to this contract structure?
 - i. If so, please provide a single, joint response to this letter to address this and other questions listed below.
 - ii. If not, please provide separate responses to this letter to address this and other questions listed below.

2. Tourism Best Management Practices Program (TBMP)

- a. On page 9 of its SOQ, Agnew::Beck identified that there are two general categories of work related to providing TBMP services as described in the RFQ: 1) administrative support and communications, and 2) evaluation and review of TBMP. Agnew::Beck noted that its ability to provide services in the first category would be constrained given that they are not located in Sitka, and that additional resources would be needed to provide what was described as "more of the day-to-day support."
- b. CBS agrees with this general characterization of the TBMP service as described in the RFQ. For brevity, I'll refer to the first category as "operations", and the second as "program management".
- c. Element Agency did not provide a response for the TBMP service, but noted on page 13 of its SOQ under Challenges & Solutions that CBS should "Engage a single research firm to oversee TBMP...".
- d. **Question:** Does Element Agency and/or Agnew::Beck wish to submit additional information that would address the operational needs of the TBMP service? For reference, the operational elements identified for service G in Appendix A of the RFQ currently unaddressed between the two SOQs include:
 - i. Maintaining a list of program members and their status
 - ii. Issuing program member identification and collateral
 - iii. Operating a community feedback line (phone and email)
 - iv. Communicating community feedback to operators, and taking appropriate steps for compliance/enforcement

3. In-Person Visitor Information

- a. Neither of the SOQs selected/submitted responses to service E, In-Person Visitor Information. CBS is looking into other staffing and/or contractual options (including outreach to our current contractor) for delivery of this service.
- b. **Question:** Do your firms have interest and ability to provide visitor information for inquiries submitted via phone, email, and the Visit Sitka website? For brevity, I'll refer to this as "asynchronous visitor information". CBS feels providing asynchronous visitor information would be difficult for

its staff to absorb as an additional job duty, but could potentially be delivered remotely (or via private office location in Sitka) by a contractor.

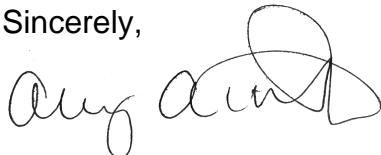
4. Cost Proposal(s)

- a. To facilitate negotiations, CBS requests submission of cost proposal(s) for delivery of Visit Sitka services. To clarify, submission of a cost proposal for service G, TBMP, will not affect the CBS evaluation team's determination regarding responsiveness on this service.
- b. Depending on your answer to Question 1, please submit either a single, joint cost proposal or two separate cost proposals.
- c. **In the cost proposal(s), please include the following:**
 - i. Costs per term (see below) divided into the following areas:
 - Total cost proposal for Element Agency's selected services (Administration, Service Delivery Coordination, Promoting Sitka, and Visitor Information Resources).
 - Cost proposal for delivery of TBMP service
 - Cost proposal for delivery of Economic Data Collection and Analysis service
 - Cost proposal for delivery of asynchronous visitor information (should your firm(s) be interested in providing this service).
 - Total cost per term
 - ii. Terms
 - Initial/Partial Term
 - CBS Fiscal Year: FY26
 - Dates: January 1 - June 30, 2025
 - First Full Term
 - CBS Fiscal Year: FY27
 - Dates: July 1, 2026 - June 30, 2027
 - Second Term
 - CBS Fiscal Year: FY28
 - Dates: July 1, 2027 - June 30, 2028
 - Third Term
 - CBS Fiscal Year: FY29
 - Dates: July 1, 2028 - June 30, 2029
 - Fourth Term
 - CBS Fiscal Year: FY30
 - Dates: July 1, 2029 - June 30, 2030
 - Fifth Term
 - CBS Fiscal Year: FY31
 - Dates: July 1, 2030 - June 30, 2031
 - iii. A cost proposal template has been provided for your reference to demonstrate the level of detail requested; you are not required to use it, and you may instead submit your cost proposal(s) in any form/format of your choosing.
- d. Information and considerations for cost proposals

- i. While the services considered under this Visit Sitka RFQ differ somewhat from our current Visit Sitka contract, CBS felt it would be prudent to provide you with the previous two years' budget proposals and annual reports from our current contractor for Visit Sitka. These highlight previous expected expenditures for marketing activities, printed media, and provide a summary of currently collected, analyzed, and reported data. Per your SOQs, new services (versus current contract) would include serving as a liaison to the Tourism Commission, TBMP management, and expanded economic data collection and analysis. Services not provided per your SOQs that are currently provided in the Visit Contract include meeting, convention, and event services as well as in-person visitor information.
 - FY25: Total funding approved = \$575,000
 - FY24: Total funding approved = \$525,000
- ii. Additionally, CBS would also like to note that historically, the Visit Sitka operator has been able to retain revenue streams related to advertising and distribution of the annual visitor's guide. A copy of associated advertising fees as distributed by the current Visit Sitka contractor is attached for your reference.

Unless additional time is requested, we ask that additional information as outlined here be provided to us by end of day on **Wednesday, December 3, 2025**. Please don't hesitate to reach out with any questions in the meantime. Again, we want to thank you for your responses to our Visit Sitka RFQ and look forward to talking more.

Sincerely,



Amy Ainslie
Planning & Community Development Director

Attachment List:

- Cost Proposal Template
- FY25 Visit Sitka Report & Budget Request
- FY24 Visit Sitka Report & Budget Request
- Annual Visitor's Guide Advertising Fees



City and Borough of Sitka
Planning & Community Development Department
Attn: Amy Ainslie, Planning & Community Development Director

Dear Ms. Ainslie:

Thank you for your letter regarding the City and Borough of Sitka's Request for Qualifications for Visit Sitka: Convention and Visitor Services. Element Agency and Agnew::Beck appreciate the evaluation team's review of our Statements of Qualifications and the opportunity to provide additional information to support CBS's evaluation of Service G (Tourism Best Management Practices Program) and to initiate negotiations. We are excited and ready to begin this work, and we welcome any additional questions CBS may have.

This letter serves as a single, joint response from Element Agency and Agnew::Beck to the questions outlined in your request.

First, regarding contracting structure, Element Agency and Agnew::Beck confirm that we are amenable to a contract structure in which Element Agency serves as CBS's prime contractor, and Agnew::Beck serves as a subcontractor to Element Agency.

Second, regarding the Tourism Best Management Practices Program (TBMP), we agree with CBS's characterization of the TBMP scope as comprising two general categories of work: (1) operational support and communications ("operations"), and (2) program development and oversight, including evaluation and review ("program development"). Under the proposed structure, Agnew::Beck will lead TBMP program development and provide oversight of evaluation and review activities, and Element Agency will provide TBMP operational support as described in the RFQ. Element's operational role will include maintaining the program member list and member status tracking; managing issuance of program member identification and collateral; operating the community feedback line via phone and email; and administering an intake and documentation process to route community feedback to operators and support appropriate compliance steps, consistent with program requirements and CBS direction.

Third, regarding visitor information, Element Agency confirms it has scoped and is prepared to provide visitor information responses for inquiries submitted via phone, email, and the Visit Sitka website ("asynchronous visitor information") as part of its proposed services. These services will be delivered with defined workflows and service standards to ensure timely, accurate responses and a consistent visitor experience aligned with CBS and Visit Sitka expectations.



Element Agency and Agnew::Beck appreciate CBS's consideration and look forward to progressing to contract negotiations. Please let us know if CBS would like any additional information.

Sincerely,

Katie O'Neill
Contract Manager
Element Agency

REQUEST FOR QUALIFICATIONS (RFQ)
issued by
THE CITY AND BOROUGH OF SITKA, ALASKA
for
VISIT SITKA: CONVENTION & VISITOR SERVICES
October 2025

A. GENERAL INFORMATION

1. **Intent.** The City and Borough of Sitka (CBS) is seeking Statement(s) of Qualification (SOQs) from Firm(s) interested in providing professional services as Visit Sitka, the CBS owned brand for destination marketing, destination management, and convention services in relation to the visitor industry in Sitka.
2. **Review of RFQ.** Firms should carefully review this RFQ for defects and questionable or objectionable material. Comments must be made in writing and received at least seven (7) days prior to SOQ deadline. This will allow issuance of any necessary addenda, if appropriate. CBS will not uphold protests based on any omission or error, or on the content of the RFQ, if these faults have not been brought to the attention of CBS as noted above.
3. **Deadline for SOQs.** SOQs must be received by 3:00:00 P.M. AKST, Thursday, November 13, 2025.

SOQs may be submitted:

- Through Bid Express (access via <https://www.cityofsitka.com/bids-RFQs>);
- OR
- Hand delivered OR mailed to:

City and Borough of Sitka
Attn: Clerk's Office
100 Lincoln Street
Sitka, AK 99835

The exterior packaging of SOQs submitted via hand delivery or mail shall be clearly marked: **Visit Sitka RFQ**

4. **Addendum.** The Firm must acknowledge receipt of all Addenda in their Cover Page as described in Section D(1) of this RFQ. It is the responsibility of the bidder to regularly check the website for addenda to the project for which they are bidding.

5. **SOQ Formatting.** SOQs must be limited to the maximum page numbers as described in Section D of this RFQ. Margins will be one inch, all pages will be 8 ½” x 11”, and font size shall be no less than 11-point.
6. **Questions Regarding this RFQ.** Prior to the deadline for SOQs, inquiries may be directed to Amy Ainslie, Planning & Community Development Director, City and Borough of Sitka at amy.ainslie@cityofsitka.org. While phone inquiries can be made to (907) 747-1814, emails are requested to allow for tracking of potential questions.

B. BACKGROUND INFORMATION

1. **Sitka’s Visitor Industry.** The visitor industry is an important sector of Sitka’s economy, contributing significantly to employment, local shopping/spending, and tax revenues. It is also an industry that is closely connected to the everyday lives of Sitka’s residents as they share streets, facilities, services, and nature with visitors. CBS seeks to fund convention and visitor services through its brand, Visit Sitka, with the goal of marketing and managing Sitka’s visitor industry in-line with community goals and desires for visitation. Visit Sitka’s currently adopted Strategic Marketing Plan (2025-2027) is attached to this RFQ as Appendix C.
2. **Selection of One or More Firms to Provide Visit Sitka Services.** While it is the preference of CBS to select one Firm to provide Visit Sitka services in order to ensure wholistic and consistent service delivery, CBS may choose to select multiple Firms to provide Visit Sitka services. All Firms interested in providing any one or more of the Visit Sitka services as described in Appendix A are highly encouraged to submit an SOQ.

Multiple Firms may also jointly submit a single SOQ (“Joint Submission SOQ”). See instructions in Section D of this RFQ for Joint Submission SOQs.

3. **Expected Engagement with CBS during Contract.** The CBS Tourism Manager (or other designee as determined by the Municipal Administrator) will serve as the Visit Sitka Contract Manager. The CBS Tourism Manager will be the single point of contact for all things related to the Visit Sitka Contract. Visit Sitka is also required to fulfill an ex-officio (e.g. non-voting) membership role with the CBS Tourism Commission (duties are further described in Appendix A).
4. **Contractual Relationship.** The services sought through this RFQ require a performance-based, contractual relationship where services are rendered, and CBS ensures the services have been provided. Authorization for contract funding is contingent on CBS Assembly approval and will be sought upon successful negotiations with the selected Firm(s). Pursuant to Section D(6)(E), Firms must indicate their minimum acceptable contract term (i.e. duration) in their SOQ.

5. **Contract Payment and Performance.** CBS and the selected Firm(s) will establish payment terms commensurate with evaluation of performance and service delivery milestones during contract negotiations.
6. **CBS Ownership of Visit Sitka.** CBS will continue to own the Visit Sitka brand in perpetuity including the name, logo, and other visual representations of the Visit Sitka brand. All materials developed or acquired by the Contractor(s) under the Visit Sitka contract(s) shall be the exclusive physical and intellectual property of CBS. All materials developed or acquired by the Contractor(s) under the Visit Sitka contract(s) shall be provided to CBS electronically as requested by CBS and no later than the termination date of the contract in standard industry formats as agreed upon in the contract. The Visit Sitka branding shall only be used for, with, and on reports, advertisements, communications, publications, or other work products directly associated with approved services under the Visit Sitka contract(s).
7. **Cruise-Related Expenditures.** Contractor(s) must be able to track the percentage of effort and cost attributable to cruise passengers. Methodologies for tracking and allocating costs will be mutually agreed upon by CBS and Contractor(s), and described in the contract; Firms must demonstrate capacity for robust tracking and reporting as it relates to staff/subcontractor time and expenditures.

C. SCOPE OF SERVICES

1. **Additional Detail Provided in Appendices.** Appendix A, Scope of Services, fully lists and describes the scope of services to be provided under the Visit Sitka brand.
2. **Quantity of Services to be Provided.** Firms may choose to indicate their interest in, and qualifications for, providing any one or more of the Visit Sitka services as listed in Appendix A. Firms **are not required** to include a response for all Visit Sitka services in their SOQ to be considered responsive to this RFQ. However, Firms that indicate interest in, and have suitable qualifications for, providing multiple services may receive higher scores as described under Section E.

D. SOQ REQUIREMENTS

The following subsections detail SOQ requirements related to providing Visit Sitka services as described in Appendix A. Unless explicitly described as optional (which is referred to with language such as, “as desired”, “if desired”, “at the discretion of the Firm”, or anywhere “may” is used), SOQs must include all requirements listed below to be considered responsive to this RFQ.

For Joint Submission SOQs, wherever “Firm” or the possessive “Firm’s” is used in the following subsections, it should be interpreted to apply to all firms participating in the Joint Submission SOQ.

1. Cover Page (One page maximum)

- a. Statement indicating response to CBS Request for Qualifications for Visit Sitka
- b. RFQ due date and time
- c. Firm name (and logo if desired). List all Firm names for Joint Submission SOQs.
- d. Acknowledgement of receipt of Addenda (if any)
- e. Other information/graphics as desired

2. Letter of Interest (See page limit below*)

- a. Provide on Firm's letterhead
- b. Identify Firm, key proposed team members and leadership
- c. Expression of Firm's interest in being selected
- d. Brief summary of Firm's background and distinguishing qualities or capabilities to perform the services.
- e. Signed by an authorized representative of the Firm.

**If the SOQ is being submitted by a single Firm, Letter of Interest is limited to one page. For Joint Submission SOQs, a maximum one-page Letter of Interest including items a-e above is required from each Firm participating in the Joint Submission SOQ.*

3. Table of Contents (One page maximum)

4. Services Provided (Template provided)

a. Services Provided Template. The Services Provided Template for Single Firm SOQs is provided as Appendix B1, and for Joint Submission SOQs as Appendix B2; Firms must fill out the Services Provided Template according to its instructions to indicate which Visit Sitka services as listed in Appendix A that they are interested in providing. Appendix B1 or B2 must be included in your SOQ submission. Firms will not be evaluated or scored on Visit Sitka services that were not identified in Appendix B1 or B2 regardless of whether said services were referenced in other parts of the Firm's SOQ.

5. Experience and Qualifications (Five page maximum)

- a. **Firm's Background.** Provide general background information on the Firm including specialized experience, capabilities, and unique qualifications related to all services the Firm is interested in providing as indicated in Appendix B1 or B2.
- b. **Local Knowledge.** Provide a statement demonstrating the Firm's knowledge of, and familiarity with, the community of Sitka and the visitor industry in both Sitka and Southeast Alaska.
- c. **Organizational Structure.** Provide an organizational chart demonstrating the Firm's administrative and operational structure that will be used to provide Visit Sitka services identified in Appendix B1 or B2. Identify existing positions within the Firm's organization which will support Visit Sitka service delivery, any new positions that will need to be created if applicable, and subcontractor firm(s) if applicable. An organizational chart must be included; additional narrative description of the

organizational structure is at the discretion of the Firm. For Joint Submission SOQs, the organizational chart must demonstrate the contractual relationship and division of services between participating Firms.

- d. Contract Manager.** Identify the position within the Firm's organization which will serve as their intended Contract Manager for a Visit Sitka contract including their title and summary of key functions and responsibilities within the Firm's organization. Multiple Contract Managers may be identified in Joint Submission SOQs. Introduce the Contract Manager including their name, qualifications, education, professional experience, and professional licensure and/or certifications. A one-page resume for the Contract Manager (or one-page for each identified Contract Manager in the case that multiple are identified in a Joint Submission SOQ) may be included as an appendix to the SOQ and will not count against the page maximum for this section.
- e. Staff Experience and Assignments.** Identify and introduce other key positions and existing personnel in the Firm's organization who will support delivery of Visit Sitka services as identified in Appendix B1 or B2 including the experience and qualifications of existing personnel, and work to be performed by key positions/personnel under a Visit Sitka contract. One-page resumes for key personnel may be included as appendices to the SOQ and will not count against the page maximum for this section.
- f. Reporting and Record Keeping.** State the Firm's capability to maintain, and report upon, detailed records of finances, activity, and other data collection related to Visit Sitka services indicated in Appendix B1 or B2 and detailed in Appendix A. All Firms must provide a statement demonstrating their capacity for robust tracking and reporting of staff/subcontractor time and other expenditures attributable to cruise passengers.
- g. Conflicts of Interest.** Firms must state any known or potential conflicts of interest.

6. Approach to Providing Services (See page limit below*)

- a. Relevant Work Experience and References.** Include a narrative of services, projects, programs, or initiatives within the last five (5) years that demonstrate the Firm's experience with services of similar scope and size to those indicated in Appendix B1 or B2. If provided by the Firm as a contracted service, client references must be included.
- b. Overall Approach.** Describe the Firm's approach to providing all Visit Sitka services identified in Appendix B1 or B2. Firms may group like-services together in their explanation, but must comprehensively address all services identified in Appendix B1 or B2.
- c. Challenges and Solutions.** Identify potential challenges in delivering Visit Sitka services identified in Appendix B1 or B2, potential solutions, and the Firm's general approach to problem solving.
- d. Subcontracting.** For any services identified in Appendix B1 or B2 for which the Firm indicated subcontractors would be utilized (whether as wholly "Subcontracted" or provided by a "Combination" of the Firm and subcontractor), identify prospective

subcontractor(s) the Firm is considering utilizing if selected, describe subcontractors' role in service delivery, and provide a brief statement of subcontractors' experience and qualifications to perform the service in whole or part. A one-page letter of interest from each prospective subcontractor firm may be provided as an appendix to the SOQ and will not count against the page maximum for this section. Joint Submission SOQs should only identify prospective subcontractor(s) in this section that are **not** participating Firms in the Joint Submission SOQ.

- e. **Minimum Acceptable Contract Term.** State the Firm's minimum acceptable contract term (i.e. duration) and rationale for providing services as indicated in Appendix B1 or B2. The Firm may also indicate an ideal contract term.

**SOQs that indicate interest in providing one Visit Sitka service in Appendix B1 or B2 are subject to a three page maximum. An additional one-half page (rounded up to the nearest whole number) is allowed for each additional Visit Sitka service identified in Appendix B1 or B2:*

- 2-3 Services: Four page maximum
- 4-5 Services: Five page maximum
- 6-7 Services: Six page maximum
- 8-9 Services: Seven page maximum

E. EVALUATION AND SCORING

SOQs that are determined to be responsible and responsive to this RFQ will be evaluated and scored on their responses to each Visit Sitka service as listed in Appendix A by the CBS Selection Committee based on the following criteria:

- Experience and Qualifications
 - Description: Experience and qualifications to successfully provide services
 - Maximum Points Available: 10
 - Scoring Rubric:
 - Exceptional/Exceeds Expectations: 9-10 points
 - Average/Meets Expectations: 5-8 points
 - Below Expectations/Minimal Demonstration: 1-4 points
- Approach to Providing Services
 - Description: Quality, clarity, and comprehensiveness of described approach
 - Maximum Points Available: 10
 - Scoring Rubric:
 - Exceptional/Exceeds Expectations: 9-10 points
 - Average/Meets Expectations: 5-8 points
 - Below Expectations/Minimal Demonstration: 1-4 points

- Efficiency of Service Delivery
 - Description: Qualifications and capacity to provide multiple services
 - Maximum Points Available: 5
 - Scoring Rubric
 - Exceptional/Exceeds Expectations: 5 points
 - Average/Meets Expectations: 3-4 points
 - Below Expectations/Minimal Demonstration: 1-2 points

Service (Letter in Appendix A)	Service Description	Maximum Points per Criterion			Total Maximum Points Available per Service
		<u>Criterion:</u> Experience and Qualifications	<u>Criterion:</u> Approach to Providing Services	<u>Criterion:</u> Efficiency of Service Delivery	
A	Administration	10	10	5	25
B	Service Delivery Coordination	10	10	5	25
C	Promoting Sitka	10	10	5	25
D	Meeting, Convention, & Event Services	10	10	5	25
E	In-Person Visitor Information	10	10	5	25
F	Visitor Information Resources	10	10	5	25
G	TBMP	10	10	5	25
H	Economic Data Collection and Analysis	10	10	5	25
I	Downtown Pedestrian Safety	10	10	5	25

Given that Firms may choose to respond to any number of Visit Sitka services as listed in Appendix A, scoring and subsequent ranking will be done on a per service basis. Scores across multiple services in an SOQ will not be totaled.

F. RULES GOVERNING COMPETITION

1. **Evaluation.** The CBS Selection Committee will review, evaluate, score and rank SOQs responses for each Visit Sitka service as listed in Appendix A in accordance with criteria identified in Section E. Clarification of submitted material may be requested during the evaluation process. Joint Submission SOQs will receive a single score for each service indicated in Appendix B1 or B2.

2. **Interviews.** Upon receipt and evaluation of the RFQ SOQs, CBS may choose to conduct interviews. CBS will notify each Firm being considered for contract award of the date, time and virtual meeting credential. You are encouraged to have all key team members actively participate in your presentation and in answering questions.
3. **Disclosure of SOQ Contents.** CBS, a municipal corporation and political subdivision of the State of Alaska, is subject to the Alaska Public Records Act codified at AS 40.25.100-220, and the public records provisions in the CBS Charter. The contents of SOQs submitted in response to this RFQ will be kept confidential until the top ranked Firm is announced. Immediately following announcement, all SOQs become public information.
4. **Proprietary Information.** All SOQs received by CBS in response to this RFQ are deemed property of the CBS and are subject to the Public Records Act. CBS, or any of its agents, representatives, employees, or consultants shall not be liable to the Firm or individual participating in a SOQ, as a result of the disclosure of all or a portion of a SOQ under this RFQ. Any information contained in a SOQ which the Firm believes constitutes proprietary or confidential, exempting the information from any Public Record disclosure, shall be clearly designated. Blanket designations shall not be accepted. All SOQ information will be treated by CBS in a confidential manner during the evaluation and award activities, and will not be disclosed to any person or entity not involved in the evaluation and award process until after contract award.
5. **Irrevocability.** All SOQs must be irrevocable for 90 days from submission date.
6. **Costs.** All costs incurred by the Firm in preparation of the SOQ, including any interview costs, shall be the sole responsibility of the Firm.
7. **Right to Waive.** The Evaluation Committee may waive any informality or minor irregularity in the SOQs or SOQ process. Informalities or minor irregularities:
 - a. Do not affect responsiveness;
 - b. Are merely a matter of form or format;
 - c. Do not change the relative standing or otherwise prejudice other SOQs;
 - d. Do not change the meaning or scope of the RFQ; or
 - e. Do not constitute a substantial reservation against a requirement or provision.
8. **Rejection of SOQs.** Only responsive and responsible Firms will be considered for evaluation. CBS may reject any SOQ that does not comply with all the material and substantial, terms, conditions and performance requirements of the RFQ. Firms may not qualify the SOQ nor restrict the rights of CBS. If a Firm does so, CBS may determine that SOQ to be a non-responsive counteroffer and the SOQ may be rejected.
9. **Modification and Cancellation.** CBS reserves the right to modify this RFQ at any time. CBS further reserves the right to evaluate the SOQs in any manner CBS deems appropriate. CBS may decide to cancel the solicitation at any time prior to award if it is in its best interest, in which case no award will be made.

10. **Negotiations.** Following the selection of a SOQ, the successful Firm(s) may be invited to enter into contract negotiations with CBS. If held, negotiations shall be within the scope of the RFQ and limited to those items which would not have an effect on the ranking of SOQs. If an agreement cannot be reached during the negotiation process, CBS will notify the Firm and terminate the negotiations. CBS reserves the right to negotiate a contract with the respondent(s) that best meets the selection criteria.
11. **Award.** Upon conclusion of successful negotiations and compliance with any pre-award obligations, CBS will issue an Intent to Award, with contract award contingent upon Assembly budget authorization. It is CBS' preference to award one Firm the entirety of the work as described in the Scope of Services, but may choose multiple Firms to complete some or all of the Work. Additionally, a contract may be authorized in full, in part, or in phases.

G. TERMS & CONDITIONS

1. **Insurance Requirements.** Prior to award, insurance must be secured and maintained for the risks and in the amounts as determined in negotiations with the selected Firm. The Contractor will need to name CBS as additionally insured and provide waiver(s) of subrogation for CBS.
2. **Nondisclosure and Confidentiality.** Contractor agrees that all confidential information to which it has access in performing this contract shall be used only for purposes of providing the deliverables and performing the services specified herein. Contractor shall not disseminate or allow dissemination of confidential information to third parties unless authorized in writing by the CBS. Confidential information, as used herein, includes but is not limited to financial data, bank account data and information, user lists, passwords, technology infrastructure, and technology data (infrastructure, architecture, operating systems, security tools, IP addresses, etc.).
3. **Contractor's Good Standing with CBS Finance Department.** Contractors must be in good standing with CBS prior to award, and prior to any contract renewals, and in any event no later than seven (7) business days following notification by CBS of intent to award. Good standing means: all amounts owed to the CBS are current and the Contractor is not delinquent with respect to any taxes, fees, assessment, or other monies due and owed to CBS, or a Confession of Judgment has been executed and the Contractor is in compliance with the terms of any stipulation associated with the Confession of Judgment, including being current as to any installment payments due; and Contractor is current in all CBS reporting obligations (such as sales tax registration and reporting and business personal property declarations). Failure to meet these requirements may be cause for rejection of your bid.
4. **Licensing and Registration Requirements.** Contractor is responsible for obtaining and maintaining all appropriate licenses as required by federal, state or local laws. Licensing

and registration information may be required prior to award, if requested by CBS. An Alaska Business License is required to perform services in the State of Alaska.

5. **Law, Ordinances and Rules Requirements.** All applicable laws, ordinances and the rules and regulations of all authorities having jurisdiction over this Contract shall apply to the Contract throughout.

H. LIST OF APPENDICES

Appendix A: Scope of Services

Appendix B1: Services Provided Template for Single Firm SOQs

Appendix B2: Services Provided Template for Joint Submission SOQs

Appendix C: Strategic Marking Plan 2025-2027

VISIT SITKA RFQ

APPENDIX A: SCOPE OF SERVICES

A. Administration

- Management of the Visit Sitka brand (logos, style guides, etc.)
- On a regular basis as established in the Contract, provide CBS with reports on destination marketing and management key performance indicators (KPIs) as established in the Marketing Plan which may include but are not limited to:
 - Visitation numbers delineated by forms of travel (i.e. cruise passengers, independent travelers, air travelers, ferry travelers, etc.)
 - Number of conventions at Harrigan Centennial Hall delineated between regular/recurring conventions in Sitka versus newly hosted conventions
 - Social media posts and levels of user engagement
 - Search engine optimization and user engagement
 - Number of local businesses utilizing free and paid advertising services provided by the Contractor
 - Number of visitors at the Visitor's Center
 - Number of maps printed and digital downloads
 - TBMP registrations and compliance reports
 - Pre- and post-season surveys if conducted by Contractor
- Publish and maintain an online cruise ship calendar, and provide community-wide communications for tourism-related street closures
- Serve as a liaison to the CBS Tourism Commission as an ex-officio (non-voting) member:
 - Attend Commission meetings (at least one per month)
 - Provide technical/professional expertise
 - Assist with research or other data collection
 - Prepare reports and presentations for Commission review

B. Service Delivery Coordination*. In the event that multiple Firms are selected by CBS to provide Visit Sitka services, Service Delivery Coordination will be needed to:

- Coordinate transition of services, data, and other physical and digital assets from the current contractor to other selected Firms
- Ensure consistent use of the Visit Sitka brand between other selected Firms
- Coordinate delivery of all services to ensure consistency and avoid duplication of efforts between other selected Firms
- Compile information for reports and presentations from other selected Firms for submission to CBS/CBS Tourism Commission
- Serve as the primary point of contact between all selected Firms and CBS

**Should Service Delivery Coordination be needed, CBS intends to select one Firm to provide this service and Administration (in addition to any other services the Firm is interested, qualified, and selected to provide).*

C. Promoting Sitka

- Marketing Plan
 - Develop and maintain a three-year strategic marketing plan to achieve CBS's visitor marketing goals
 - Facilitate plan development and annual review with the CBS Tourism Commission
 - *Note: Currently adopted Marketing Plan is in place through 2027 and included as Appendix C*
- Promote visitation to Sitka in accordance with the Marketing Plan through a variety of mediums including but not limited to:
 - A promotional and informational website
 - Online advertising and social media presence
 - Search engine optimization
 - Print media
 - Distribution of videos
 - Trade shows
 - Hosting media and industry members
- Promote CBS venues and services such as Harrigan Centennial Hall for meetings, conventions, and special events
- Maintain and disseminate a directory of local businesses
- Design and publish an annual visitors guide

D. Meeting, Convention, and Event Services

- Provide assistance to the organizers of meetings, conventions, and special events where a significant number of attendees will be traveling to Sitka (e.g. conferences, association meetings, sporting events, arts and social events, etc.). Assistance may include securing venues, providing vendor information, printed collateral, etc.
- Provide/distribute information on meeting, convention, and event support services offered in the community
- Create and distribute convention delegate welcome folders and welcome signs in local businesses.
- Follow-up with organizers, venues, and support service providers to ensure customer satisfaction

E. In-Person Visitor Information:

- Operation of a year-round, staffed Visitor's Center in the downtown Sitka area to provide in-person assistance to visitors
- Seasonally staff visitor information desks at Harrigan Centennial Hall and the Sitka Sound Cruise Terminal (the latter is subject to private property owner approval)

F. Visitor Information Resources:

- Creation and distribution of printed and digital resources including visitor information and guides, brochures, and maps at staffed locations per Service E above, state/municipal ports of entry (e.g. the Rocky Guitierrez Airport, the ferry terminal, the O’Connell Bridge lightering dock), and on the Visit Sitka website
- Collaborating with CBS on wayfinding and mapping initiatives including physical maps and signage

G. Manage the Tourism Management Best Practices Program (TBMP):

- Maintain the list of program members and their status
- Issue program member identification and collateral (stickers, decals, certificates, digital stamps, etc.)
- Operate a community feedback line (phone and email)
- Communicate community feedback to program members, ensure program member compliance, take appropriate steps for compliance/enforcement as defined under program guidelines
- Annually review TBMP guidelines, program operations, and community feedback with the CBS Tourism Commission and integrate changes/additions from review for upcoming program year

H. Economic Data Collection and Analysis

- Perform intercept surveys with visitors at the Visitor’s Center and seasonal visitor information desks on spending habits
- Collaborate with local businesses to document and analyze revenue trends
- Provide an annual report to the CBS Tourism Commission on results of economic data collection and analysis

I. Downtown Pedestrian Safety

- Staff the downtown area with pedestrian monitors and/or crossing guards to ensure clear intersections and to prevent jaywalking
- Obtain required permitting (if any) through AK DOT/PF with CBS support