

December 31, 2017

Professional Services Proposal

Haines

5-Year Economic Development Plan

Submitted to

**Haines Economic
Development Corporation**

Submitted by


McDowell
GROUP



Table of Contents

Cover Letter	1
Understanding of the Situation	2
Development Context and Partners.....	2
Proposed Methodology and Timeline	4
Methodology.....	4
Project Kick-Off Meeting and Site Visit	4
Presentation of Baseline Economic Conditions	4
Community and Stakeholder Outreach.....	5
Strategy and Plan Development.....	6
Project Timeline and Deliverables	7
Project Management Plan.....	8
Proposed Budget.....	8
McDowell Group Qualifications and Experience.....	9
McDowell Group Overview	9
Relevant Experience.....	10
Haines-Related Projects.....	12
Project Team Qualifications	14
Project Team.....	14
Team Member Experience and Qualifications	15
Susan Bell, Principal and Project Manager	15
Jim Calvin, Principal and Deputy Project Manager	16
Joe Jacobson, Senior Consultant.....	18
Heather Haugland, Senior Analyst	18
Kirsten Walker, Senior Analyst	19

December 31, 2017

Mr. Kyle Gray
Board President
Haines Economic Development Corporation
PO Box 1449
Haines, AK 99827

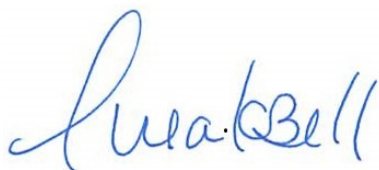
Dear Mr. Gray,

We appreciate the opportunity to submit our professional services proposal to create a *5-Year Economic Development Plan* for Haines. Our firm is uniquely positioned to develop a plan that is actionable, community driven, and effective. We bring to this project the following qualifications and experience:

- Founded in 1972, our economic research and consulting firm offers in-depth experience in the economic sectors most important to the Haines economy including tourism, seafood, agriculture, transportation and logistics, mining, education, health care, and social services. Many of our employees have direct industry experience in the economic sectors we work in.
- We have a proven track record of developing practical and actionable economic development plans for communities and organizations throughout Alaska.
- Our team is experienced in soliciting meaningful input from residents, businesses, and community leaders and can capture perspectives not often reflected in community meetings.
- We have a high level of familiarity with Haines and appreciate its unique attributes and personality, outstanding recreation and natural beauty, deep connections with Tlingit history and culture, abundant natural resources, and engaged and creative residents.
- We understand Alaska's economic development landscape and can help Haines leverage its resources through effective strategies and partnerships. I previously served as Commissioner of the Alaska Department of Commerce, Community, and Economic Development and team member Joe Jacobson was the state's Division of Economic Development Director.

We are confident our skills and experience will result in the highest possible return on your investment. Do not hesitate to contact us if you have any questions about our proposal or qualifications.

Sincerely,

A handwritten signature in blue ink that reads "Susan K. Bell". The signature is fluid and cursive, with the first name "Susan" being more prominent than the last name "Bell".

Susan K. Bell
Principal

Understanding of the Situation

The Haines Economic Development Corporation (HEDC) was recently formed to foster economic development in the Borough through research, community engagement, and strategic planning. Prior to creating the nonprofit entity, business and community leaders explored economic development models and best practices to establish the right structure for Haines.

Taking control of Haines' destiny requires a clear grasp of community opinions, a candid assessment of Haines' strategic advantages and challenges, and a solid understanding of economic sectors targeted for development. In partnership with the Haines Borough, HEDC has initiated two interrelated planning efforts:

- **Comprehensive Report of Baseline Economic Data:** the report will be used as the foundation for the development of the 5-Year Economic Development Plan and the baseline against which progress towards goals will be measured.
- **5-Year Economic Development Plan:** the community driven plan will guide economic development activities. The plan will articulate goals, objectives, strategies, lead entities, timing, performance metrics, and other elements to facilitate successful implementation.

The organization recently announced the hire of Margaret Friedenauer as HEDC's Executive Director. HEDC will soon be equipped to pursue economic strategies that capitalize on community attributes, strategic partnerships, and residents' support.

Development Context and Partners

Economic development activities should be clearly articulated, coordinated, and sustained. The *Haines Development Plan* will help HEDC tap the resources and expertise of the board, local business community, Haines Chamber of Commerce, Haines Borough, area Alaska Native Corporations and Tribes, non-profits, and others committed to strengthening the Haines economy.

The *Development Plan* should complement existing efforts. As an example, Haines been participating in the Business and Retention and Expansion (BRE) efforts supported by the State's Division of Economic Development. The program helps retain and grow existing business by understanding their needs and addressing issues that may cause them to relocate or close. The *Development Plan* and BRE will likely have common goals intended to build professional relationships, share information, and align resources.

Similarly, the Haines Comprehensive Plan identified a suite of objectives and development strategies that can help enhance the Haines economy by improving the business climate, built environment, marketplace visibility, community services, and infrastructure. Adopted in 2012, the Borough initiated a review and comment period last year to reflect accomplishments and capture new ideas.

The *Development Plan* may also leverage regional and statewide initiatives such as the Comprehensive Economic Development Strategy (CEDS) adopted by Southeast Conference. The top priority is development of a sustainable, long-term model for AMHS. McDowell Group's recent contributions to the AMHS Reform project

include analysis of the structure and benefits of a public corporation, a detailed examination of revenue opportunities to sustain AMHS, and coordination of public and stakeholder engagement. Our firm is now leading the development of the tactical strategy and action plan.

Another regional initiative with potential relevance for Haines is the Southeast Alaska Cluster Initiative. Facilitated by the Juneau Economic Development Council (JEDC) and funded initially by the U.S. Forest Service, the Initiative has worked to enhance business competitiveness through Working Groups in several economic sectors including ocean products, renewable energy, arts and culture, visitor products, and mining. The U.S. Forest Service recently contracted with McDowell Group to conduct a Cluster Initiative Program Assessment; project tasks included interviews with 50 cluster participants and key stakeholders, focus group discussions, and analysis of economic indicators.

McDowell Group's professional experience with clusters also includes Alaska Forward. The statewide initiative was funded in 2009 by Denali Commission and conducted on behalf of Alaska's regional economic development organizations (ARDORS). The project team was led by Global Insight and included the Economic Competitiveness Group.

Numerous public and private entities can assist and amplify Haines development efforts including the Alaska Department of Commerce (including the Division of Economic Development, AIDEA, and Alaska Seafood Marketing Institute), Southeast Conference, Southeast Sustainable Partnership, Sealaska Corporation, Alaska Travel Industry Association, Resource Development Council, Alaska Miners Association, Alaska Department of Labor & Workforce Development, University of Alaska, USDA Rural Development, and the Alaska Chamber. McDowell Group has supported many of these organizations with their strategic planning, market research, and economic analyses.

Our firm has the critical experience, skills, and contacts that are needed for the *5-Year Economic Development Plan*. Additional details regarding our proposed methodology, firm and team qualifications, project timeline, and budget are provided in the following sections of this proposal. We look forward to helping HEDC and the community take this proactive and research-driven step in shaping the future.

Proposed Methodology and Timeline

Our customized approach will synthesize residents' vision and guidance, economic data, with our team's development and business expertise into a practical and actionable plan. The process and resulting product will build on Haines' strengths and opportunities, address challenges, and foster a stronger and more resilient economy.

Methodology

Project Kick-Off Meeting and Site Visit

Shortly after contract award, we will initiate a project kick-off meeting and site visit. This meeting will allow us to incorporate HEDC's input and address any questions concerning the project scope, methodology, schedule, and communication protocols.

We will also utilize this time to meet with key contacts including the Haines Borough manager, mayor, and other staff members; Haines Chamber of Commerce; business leaders; and other entities interested in participating in the planning process. We will develop the site visit schedule and list of contacts with HEDC's input.

If desired, we could introduce our project team and project approach at a community forum and meet with local media.

Presentation of Baseline Economic Conditions

We understand the analysis of baseline economic data may be under separate contract. McDowell Group is also bidding on this foundational project element. We strongly believe that HEDC and Haines will get much greater value by having one team assemble and analyze information needed for the *5-Year Economic Development Plan*.

Our team is well-equipped to conduct the analysis of Haines economic sectors including strengths, assets, obstacles, barriers, threats, and workforce needs. In addition to secondary data compilation and analysis, our team will capture essential information regarding industry trends and economic drivers from executive interviews and our extensive library of industry reports and analysis. Our Baseline proposal also includes a community resident opinion survey. The initial survey will be conducted by telephone to ensure the sample is statistically representative of the community. As part of the *5-Year Economic Development Plan* outreach efforts, we will widely promote the online survey to community members to capture as much information as possible.

We will present findings and conduct a public work session once the baseline data and survey results are available for public review. During this forum, we will facilitate a discussion of Haines' unique assets, strengths, competitive advantages, threats, and barriers. The SWOT discussion will consider both internal and external factors that affect the local economy and quality of life.

Community and Stakeholder Outreach

Capturing Haines residents' vision and opinions is critical to the *Development Plan*. We want to tap the wealth of knowledge that residents, business owners, department staff, and community leaders have to offer. We also recognize that involvement in plan development will help ensure buy-in and motivation for implementation.

We will utilize a suite of approaches to capture input from residents of different generations, economic, and demographic sectors. We will proactively seek opinions from residents who don't typically get involved in planning efforts.

An overview of our outreach and communication methods is provided below.

- **HEDC Board:** We will utilize the guidance and expertise of the board as a Steering Committee throughout the project and plan development.
- **Stakeholder and key informant interviews:** Early in the project we will interview stakeholders in Haines, trade organizations, economic development organizations, and other potential partners. Our project team will develop a contact list and interview protocol for review and input by HEDC. As we develop goals and strategies, we will reconnect with selected individuals to refine the analysis and recommendations.
- **Statistically representative telephone survey:** We propose to conduct a telephone survey with a randomly selected sample of Haines residents as part of our baseline data collection. The survey will be designed by McDowell Group with input and review by HEDC. The information gathered from this effort will be invaluable in gauging residents' development priorities, suggestions, and concerns.
- **Online survey:** Once the phone survey is completed, ensuring that results are statistically representative of Haines population, we will open the survey to the full community. We will incorporate a link to the survey on the project website and will utilize local media, social media, and local organizations like the Haines Chamber to promote the survey opportunity.
- **Interactive public forums:** We anticipate three public forums throughout the project. The initial forum will be an introduction to our project team and approach to plan development. The second forum will be a work session when the Baseline Economic Data is available for public review. This session will also incorporate a SWOT analysis. The third forum will be a presentation and discussion of the *5-Year Economic Development Plan*.
- **Student outreach:** We plan to incorporate student outreach throughout the project. We will encourage student participation in the online survey. We also envision student discussion groups at two key points in the project: following development of *Baseline Economic Data* and discussion of the draft *Development Plan*. We will work closely with HEDC and the Haines School District to ensure that appropriate protocols are followed concerning student engagement.
- **Discussion groups:** We will allocate time and team resources to conduct several discussion groups during the project. We will work with HEDC to identify the appropriate audiences and timing. As an

example, a discussion may take place at Haines Senior Center, in Klukwan, or in conjunction with a Lynn Canal Conservation community meeting.

- **Haines Borough:** As a key partner and project funder, we anticipate frequent communication with the Borough Assembly and staff. We will meet with the Borough during the project kick-off meeting and site visit. We also anticipate stakeholder interviews and data collection with several members including the Borough Manager, Planner, Tourism Director, and others. Presentation of the draft *5-Year Economic Development Plan* can be arranged at a Borough Assembly meeting or at a separate work session.
- **Project website:** We will develop a project website that allows easy access to project documents and presentations, meeting notices, team contact information, news stories, and other project resources. The website will also allow users to submit comments and ideas. We propose to work with Bear Star Web Design, an experienced Haines contractor. We worked very effectively with Bear Star on several recent projects including the Juneau Economic Plan and AMHS Reform. A popular feature of the AMHS Reform project website was the sharing of public comments as individuals gave their permission to post them.
- **Media:** Our team values the important role that media has in this project. We will work closely with KHNS and Chilkat Valley News staff at key stages of the project to maximize public awareness and participation.
- **Social media:** We will work with local organizations to leverage their contacts and existing social media channels to provide project updates and solicit feedback.

Strategy and Plan Development

Strategy and Plan Development will begin with careful consideration of information gathered through the prior project phases. We will begin by synthesizing the information into common themes, likely by economic sector. We will develop an evaluation matrix with consideration for the following development concepts:

- Gaps in foundational development elements such as training and workforce development, affordable energy, communications, and transportation infrastructure.
- Potential to stimulate economic activity by investing time and resources in promotion and marketing, market research, financing, incentives, or changes to public policies.
- Anticipated return on investment in terms of new employment, economic activity, and contributions to the local tax base.

We propose to meet with HEDC at the initial stage of plan development to review and discuss project findings and *Development Plan* components. We will incorporate HEDC's feedback as we finalize the plan elements including detailed strategies, lead agency/individual, timeline, metrics, and evaluation process.

We will work closely with HEDC to ensure project documents are highly readable and easily implemented. The plan will encompass a 5-year time horizon and will highlight immediate, mid-term, and longer-term actions. Contents will likely include an introduction, executive summary, background information, an overview of the

local and regional economy, discussion of existing economic sectors and outlook, community demographics, business climate and resiliency, SWOT analysis, and the action plan. Recognizing that the *Baseline Economic Data Report* will be a standalone document, information will be summarized in the *Development Plan* to provide context.

The HEDC board will have an opportunity to review the draft plan before it is presented in a public forum. We will publicize the public forum and opportunity to review the plan through press releases, Haines Borough and project website, social media, and project contacts.

Project Timeline and Deliverables

The following table presents a project timeline for successful completion of the *Five-Year Economic Development Plan* by July 1, 2018. We will work with HEDC to refine the timeline at the Project Kick-Off meeting, recognizing that project timing will be affected if two separate contractors are selected for the *Baseline* data collection and the *Economic Development Plan*.

Project Schedule for the 5-Year Economic Development Plan

Project Task	Timeline
Notice to proceed and project launch	Early January
Project kick-off meeting and site visit	Mid-January
Stakeholder interviews, website launch, initial outreach	January through March
Draft <i>Economic Baseline Analysis</i> (separate RFP)	By April 1
Initial community forum and work session	By mid-April
Draft 5-Year Development Plan	By mid-May
HEDC work session	By May 1
Public forum to present Draft Plan	By June 1
Finalize all project deliverables	By July 1

Project deliverables include:

- Project website providing public access to project documents, meeting notices, team contact information, and other resources. The website will also be used to capture public comments.
- PowerPoint presentation of Baseline Economic Development Conditions and a concise summary of the initial public work session.
- Online survey, modified from the Haines resident telephone survey conducted during the assessment of baseline data.
- Discussion group summary, highlighting key themes from the student outreach and additional discussion groups.
- Draft and Final 5-Year Economic Development Plan. Final reports and plans will be provided in Microsoft Word and PDF on a flash drive. We have included 15 bound copies of the final plan in our project budget; additional copies will be billed at cost.

- Interim project documents will be provided via email and will be posted on the project website as appropriate.

Project Management Plan

Our fundamental philosophy is that our work is not done until our client is completely satisfied with all aspects of our work. It is imperative that our clients feel they have received an excellent return on their investment in our professional research, planning, and consulting services.

McDowell Group employs a project management model designed to ensure that:

- Project goals and timelines are clearly understood by both the client and the consulting team.
- Communications are always open between the client and the consulting team.
- The client is kept informed of project progress, and findings are discussed with the client in advance of written deliverables.
- The final product always meets or exceeds client expectations.

The McDowell Group management model includes the following provisions:

- Every project has an experienced project manager who is responsible for all phases of the work, as well as budget performance. The project manager is the primary point of contact for clients and subcontractors for the project.
- A McDowell Group principal provides quality control for every project. The principal is always available to the client for questions, concerns and feedback about the project.
- A senior McDowell Group manager and a technical editor review all reports prior to release.
- Firm workload is reviewed weekly and staff allocated as necessary among McDowell Group's multi-disciplinary workforce to bring the necessary expertise to bear and to meet deadlines and quality standards.
- Work plans for all major projects include a final presentation/discussion with the client or another key stakeholder group of the client's choice.
- McDowell Group maintains high standards regarding the protection of client confidentiality and other data. Our offices are secure, and our computers, servers, and sensitive files are password-protected.

Proposed Budget

We propose to conduct the 5-Year Economic Development Plan for a fixed budget of \$24,500. This budget is inclusive of all project costs including project-related travel and lodging; costs associated with public meetings, website development, and other outreach tasks; and all professional staff time.

We have priced preparation of the *Baseline Economic Data* and the *Economic Development Plan* separately. We recognize there are some redundancies in the project budgets including travel costs for the initial kick-off site visit and some stakeholder engagement tasks. If selected to conduct both aspects of this project, we will work closely with HEDC to refine the project scope, timeline, and budget. Savings could be retained by HEDC or invested in making several project tasks more robust.

McDowell Group Qualifications and Experience

McDowell Group Overview

McDowell Group is Alaska's most experienced full-service research and consulting firm, with offices in Juneau and Anchorage and a staff of 16 multi-disciplinary professionals. We have served Alaska's research needs for 45 years, conducting approximately 2,000 studies for over 400 public and private-sector clients. We offer these professional services:

Economic Research, Planning and Development

- Economic Development Research & Planning
- Economic and Socioeconomic Impact Assessments
- Benefit/Cost Analyses
- Community Economic Base Studies
- Cost-of-Living Research

Survey Research

- Surveys – Telephone, Mail, Internet & Personal Intercept

Business and Organizational Consulting Services

- Market Demand Assessment and Financial Feasibility Studies
- Strategic and Business Planning
- Management and Organizational Effectiveness Consulting
- Labor Force Assessments

Our clients include most state and federal government agencies in Alaska, including the Alaska departments of Commerce, Community and Economic Development; Transportation and Public Facilities; Health and Social Services; Environmental Conservation; Administration; Fish and Game; Labor and Workforce Development; and the Legislature. Our federal government clients include the National Park Service, the Bureau of Indian Affairs, and the USDA Forest Service.

We have longstanding professional relationships with local governments and local government organizations in Anchorage, Mat-Su, Kenai Peninsula, Fairbanks, Kodiak, and virtually every community in Southeast. In the private sector, our clients include businesses and organizations in the oil and gas industry, mining, health care, commercial fishing and seafood processing, the tourism industry, forest products, and the transportation sector, among a variety of others.

We have provided services to a wide array of economic development organizations throughout Alaska including the Alaska Department of Commerce, Community, and Economic Development, Anchorage Economic Development Corporation, Fairbanks Economic Development Corporation, Juneau Economic Development Council, Southeast Conference, and numerous ARDORS and Chambers of Commerce.

Relevant Experience

McDowell Group brings to this project long-term experience in the industries and economic drivers important to Haines. For example, research and consulting in Alaska's seafood industry is a core-competency. McDowell Group has been Alaska Seafood Marketing Institute's (ASMI) research contractor for 18 years, managing the *Seafood Market Information Service* and providing a wide range of professional services related to seafood market conditions and opportunities, as well as seafood industry economic impact analysis. McDowell Group has also prepared a wide range of seafood industry infrastructure development plans and feasibility studies for public and private sector clients.

McDowell Group is the State of Alaska's visitor industry research contractor. We have prepared six of seven generations since 1985 of the *Alaska Visitor Statistics Program*, a comprehensive statewide visitor survey project that provides a foundation of market intelligence used by visitor industry businesses and development organizations throughout Alaska. McDowell Group provides a wide range of services for DMOs, including convention market development, economic impact studies, and other research.

McDowell Group understands the socioeconomic impacts of mining. We have prepared baseline analysis and impact assessment for virtually every operating mine and mine development project in Alaska.

We offer expertise in port development planning, including recent work for the ports of Anchorage, Valdez and Nome. We recently completed a comprehensive assessment of rail extension and port development potential for Mat-Su Borough's Port MacKenzie.

Haines may have opportunity to better capitalize on its outdoor recreation assets. In 2016, in association with SE Group, we prepared the *Valdez Year-Round Mountain Recreation Site Study*. The City of Valdez contracted for this study to understand how it could capitalize on its substantial alpine recreation opportunities to diversify the economy. The study included a detailed analysis of Valdez visitation and how market segments would likely respond to proposed mountain recreation infrastructure and attraction development. The report also included an analysis of economic and community impacts, a gap analysis, and recommendations.

We also understand the economics of evolving industries and issues. For example, in 2017 we completed the *Southeast Alaska Transboundary Watersheds Economic Impact Analysis*, a detailed study of "river economics" for Salmon State, including the Taku, Stikine and Unuk river systems. Last year we also prepared the *Economic Impacts of Locally-Grown Produce in Southeast Alaska*, a study conducted for the Sustainable Southeast Partnership and Southeast Alaska Watershed Coalition. Several years ago we prepared, under contract to The Nature Conservancy, *An Assessment of the Economic Impact of Forest Restoration Efforts in Southeast Alaska*.

McDowell Group has been assisting communities with their economic development information and planning needs for 45 years. Several projects that best illustrate the range of McDowell Group's experience in economic development planning related work are described below.

JUNEAU ECONOMIC PLAN

The City and Borough of Juneau (CBJ) contracted with McDowell Group in 2014 to prepare the *Juneau Economic Plan*, a 10-year economic development road map for Juneau. This Plan is the result of the CBJ Assembly desire to identify strategic initiatives to position the community on a path of increasing economic resiliency and

prosperity. The planning process included development of a detailed economic baseline report to identify trends in Juneau's economy and provide an understanding of the forces shaping the local economy. A statistically-representative telephone survey of 400 Juneau households was conducted, to gather household perceptions and priorities regarding economic development challenges and opportunities in the community. An open-access online survey was also conducted to give all Juneau residents an opportunity to offer opinions about local economic development. A total of 563 residents participated in that survey. Further, an online business survey of more than 200 businesses and other employers in Juneau provided the perspective of the business community and non-profit organizations on issues related to economic development in Juneau.

A wide-ranging community outreach and communications effort was conducted, including presentations to approximately 25 CBJ Committees, special interest or other community groups; town meeting-workshops, and media outreach (project website, Facebook page, Twitter outreach, an email contact list, and press releases). The project also included research into best practices and case studies from other communities engaged in economic development activities. The planning document begins with an overview of economic development planning concepts and practices, including a detailed discussion of the critical role of local government. Juneau's collective economic development vision is described in the plan along with the community's core economic development principles. The plan culminates with an Action Plan for Juneau's economy, including detailed descriptions of eight key economic development initiatives.

SOUTHEAST ALASKA CLUSTER INITIATIVE PROGRAM ASSESSMENT

In 2016 McDowell Group conducted a Program Assessment of the Southeast Alaska Cluster Initiative for the U.S. Forest Service. The program review focused on four cluster working groups that had sustained activity: ocean products, visitor products, renewable energy, and research and development. Projects tasks included review of Cluster Initiative background documents, focus group discussions, interviews with 50 cluster participants and key stakeholders, and analysis of economic and socioeconomic indicators. The qualitative research tasks captured participants' perspectives on the cluster working group process, impacts and outcomes of the cluster group's efforts, and recommendations to improve the cluster group and regional economic development efforts. The project concluded with presentation of the project findings and recommendations to Forest Service leadership and USDA Economic Diversification Team.

ANCHORAGE ECONOMIC INDICATORS, FORECAST AND BUSINESS CONFIDENCE SURVEY

McDowell Group has served as research contractor for the Anchorage Economic Development Corporation since 2008. In that capacity, McDowell Group prepares an annual employment forecast, as well as three-year forecasts for a range of indicators, such as population, personal income, port activity, and building permit values, among others. McDowell Group also conducts an annual Business Confidence Index survey of Anchorage area businesses, to gauge expectations for business expansion and economic growth.

VALDEZ COMMUNITY GAP/MARKET ANALYSIS

The *Valdez Community Gap/Market Analysis* provided a valuable foundation for community planning and economic development. The study included compilation and analysis of baseline data, measuring trends and providing an ability to measure the effects of economic development initiatives. The study incorporated a telephone survey of 250 households and interviews with community and business leaders, providing insights

into opportunities and challenges from the local perspective. The project culminated in identification of economic development opportunities, barriers and recommended strategies.

PETERSBURG STRATEGIC DEVELOPMENT PLAN

McDowell Group's comprehensive planning project for the City of Petersburg resulted in an action plan for enhancing Petersburg's economy. In the first phase, community opinions were gathered through a statistically valid survey of Petersburg households that revealed clear preferences for particular types and scales of development. A companion survey of businesses generally supported these preferences. Baseline conditions were detailed in the *Petersburg Economic Profile*. Finally, McDowell Group worked with the Petersburg economic development steering committee to formulate strategies, actions and timetables for potential developments.

Several other McDowell Group projects worth noting include:

- *Matanuska-Susitna Borough Tourism Infrastructure Needs Study*
- *Kodiak Island Borough Comprehensive Plan Economic Profile*
- *Wrangell Downtown Revitalization Analysis*
- *Juneau Long Range Waterfront Plan*
- *Sitka Economic Profiles*
- *Ketchikan Economic Indicators and Industry Profiles*
- *Juneau Economic Indicators, Household and Business Economic Benchmark Survey*
- *City and Borough of Juneau Economic Indicators*
- *The Impact of Sealaska Corporation on the Southeast Alaska Economy*
- *Economic Impact of Kensington Mine*
- *The Economic and Program Impacts of the SouthEast Alaska Regional Health Consortium*
- *The Economic Impacts of the Visitor Industry in Juneau*
- *The Economic impacts of the Visitor Industry in Ketchikan*
- *Sitka Charter Fishing Visitor Profile and Impact Analysis*

Haines-Related Projects

McDowell Group has a long track record of research and consulting assignments in Haines. A sample of projects includes:

- *Haines Winter Visitor Industry Economic Impact and Market Assessment*
- *Haines Cruise and Ferry Passenger Survey*
- *Economic Impact of the Alaska Marine Highway System (with Haines profile)*
- *Haines Convention Center Feasibility Study*
- *North Lynn Canal Ferry Service Analysis*
- *Jilkaat Kwaan Cultural Heritage Center Management and Marketing Plan*
- *Haines Downtown Planning*
- *Haines Tourism Development Plan*
- *Chilkoot Indian Association Long-Range Economic Strategy*

- *Port Chilkoot Cruise Ship Dock Market Study*
- *Haines Assisted Living Economic Profile (in progress)*

We have conducted a wide variety of other projects that have included a Haines-related research and analysis component, particularly transportation infrastructure studies, visitor industry research, health care survey research, and other areas.

Project Team Qualifications

Our project team has a high degree of familiarity with Haines and Alaska's economic development initiatives, access to industry leaders at the highest levels, and demonstrated experience and results in community economic development planning.

Project Team

An overview of key project team members and their project roles is provided below, followed by more detailed resumes. The team will be supported throughout the project by our 16 full-time employees.

- **Susan Bell:** Susan will serve as the Project Manager, primary client contact, and as a principal author of the *5-Year Economic Development Plan*. An experienced facilitator and presenter, she will have a lead role in meeting facilitation, stakeholder interviews, and other project outreach tasks.
- **Jim Calvin:** Jim will serve as the Deputy Project Manager. As McDowell Group's managing principal and senior economist, Jim plays a critical role in all of McDowell Group's economic analyses and community development plans. He led McDowell Group's efforts on the recently completed *Juneau Economic Plan*.
- **Joe Jacobson:** Joe will serve as a senior consultant and economic development strategist. He will participate in stakeholder outreach and synthesis of initial project tasks. Drawing on his experience leading the Division of Economic Development, coupled with his direct engagement in Alaska's tourism and seafood industries, Joe will contribute to development of goals, objectives, strategies, and performance metrics.
- **Heather Haugland:** As Alaska's leading tourism industry analyst and manager of several recent Haines and AMHS projects, Heather will be particularly focused on tourism and transportation strategies. She will contribute to stakeholder outreach tasks and will participate in Action Plan development.
- **Kirsten Shelton:** Kirsten recently co-managed McDowell Group's *Juneau Economic Plan*. She will contribute to stakeholder outreach tasks and will participate in Action Plan development, drawing on her extensive McDowell Group project experience and six years leading Bellingham's economic development planning efforts.

Team Member Experience and Qualifications

Susan Bell, Principal and Project Manager



Susan has been a McDowell Group Principal and Project Manager for 12 years. Areas of expertise include community and economic development plans, feasibility studies for public and private investments, and stakeholder and public outreach.

She returned to McDowell Group in 2015, after serving as Commissioner of the Alaska Department of Commerce, Community, and Economic Development. Her priority initiatives included enhancing the state's business climate, developing traditional and renewable energy resources, and increasing Alaska's visibility in the national and international marketplace. As Commissioner, she served as a director for the Alaska Railroad Corporation, Alaska Industrial Development and Export Authority, Alaska Gasline Development Corporation, Alaska Energy Authority, and as Denali Commission State Co-Chair.

Prior positions include Goldbelt Vice President, President & CEO of the Juneau Convention and Visitors Bureau, and Haines Tourism Director. Her Haines accomplishments include co-founding the Klane to Chilkat International Bike Relay and increasing visitation by cruise and non-cruise market segments.

Susan's community and economic development experience includes the following:

- Susan managed the Haines Tourism Development Plan, which resulted in a detailed action plan and recommendations concerning marketing, infrastructure development, and impact mitigation. Project tasks included a household survey, socio-economic impact analysis, executive interviews with industry leaders and public officials, and a series of public meetings.
- She led McDowell Group's efforts on the Jilkaat Kwaan Cultural Heritage Center Management Plan and Marketing Recommendations; the Prince Rupert Cruise Industry Opportunity Assessment and Gap Analysis; and Wrangell Downtown Revitalization Analysis.
- Susan developed the Business and Marketing Plan for SEATrails, a regional network dedicated to enhancing transportation, economic development and quality of life by developing and promoting the Alaska Marine Highway and regional recreation. The project included market analysis, site visits to 11 communities including Haines, and more than 60 interviews with public agencies, businesses, trail advocacy groups, and community leaders.
- She also participated in economic development strategy development for the Valdez Community Gap/Market Analysis.

Susan led public involvement and stakeholder outreach for the following McDowell Group projects:

- Alaska Marine Highway Reform Project, which included regular engagement of the Steering Committee, press releases, a project website, solicitation of comments from employees and passengers, and community presentations.
- Juneau Assess Supplemental EIS, including public meetings in Haines, Skagway, and Juneau and household surveys in all three locations and Whitehorse.
- She also led McDowell Group's efforts on stakeholder and public involvement for the Juneau Long Range Waterfront Plan, North Douglas Crossing, and the Downtown Tourism Transportation Study.

An experienced facilitator and presenter, Susan recently led planning sessions with the following groups:

- Alaska Seafood Marketing Institute Board of Directors and Customer Advisory Panel
- Sealaska Heritage Institute Board of Trustees

- University of Alaska Education faculty and staff from UAS, UAA, and UAF
- Travel Juneau Board of Directors
- Skagway Traditional Council

Jim Calvin, Principal and Deputy Project Manager

Jim Calvin is a life-long Alaskan with 30 years of experience conducting economic and socioeconomic impact analyses, benefit/cost studies, market assessments, and business feasibility studies. He has led more than 500 research and consulting projects related to Alaska industry and economics.

Jim has extensive experience with local economic development analysis and planning. He managed McDowell



Group's comprehensive economic development plan for the City and Borough of Juneau. He was project manager for the Valdez Community Market/Gap Analysis in 2007. He led a similar effort in Petersburg in 2001. Jim has also prepared local-level visitor industry development plans in Juneau, Yakutat, and Kake.

Jim has conducted community and regional-level economic modeling and analyses throughout Alaska, including North Slope Borough, Northwest Arctic Borough, Anchorage, Fairbanks, the Kenai Peninsula Borough, Kodiak, the Southwest Alaska region, Cordova, Valdez, and most communities in Southeast Alaska, including Haines. He has measured the economic and socioeconomic impacts of numerous natural resource development projects and transportation infrastructure

projects.

Jim's nearly three decades of studying economic conditions in Alaska includes managing or supervising virtually all of McDowell Group's economic and socioeconomic impact studies. All these studies require detailed baseline data collection and analysis. Statewide studies prepared by McDowell Group under Jim's leadership include:

- *The Role of the Oil and Gas Industry in Alaska's Economy (2013 and 2017)*
- *The Economic Impact of Alaska's Visitor Industry (1999, 2010, 2012, 2013, 2015)*
- *The Economic Impact of Alaska's Mining Industry (Annual Updates 2006-2014, 2017 update in progress)*
- *Economic Impact of Critical Habitat Designation (2013)*
- *Economic Impacts of the Alaska Support Industry Alliance, (2013)*
- *The Economic Impacts of the Cruise Industry in Alaska (2004, 2006, 2008, 2013)*
- *Economic Value of the Alaska Seafood Industry (2013, 2015, 2017)*
- *The Economic Costs of Alcohol and Other Drug Abuse in Alaska (2012, 2017)*
- *Economic Impact of Alaska's Regional Housing Authorities (2012)*
- *Economic Impact of Early Learning and Child Care Services in Alaska (2010, 2015)*

Jim has conducted feasibility studies for a variety of for-profit and non-profit facilities and business ventures, including residential and commercial space developments, ports and harbors, hotels, industrial parks, and a range of other ventures located throughout Alaska. Projects managed or supervised by Jim include:

Marine Infrastructure

- *Port MacKenzie Rail Extension and Port Market Analysis*
- *Southcentral Alaska Ports Freight and Fuel Analysis*

- *Valdez Port Market Analysis*
- *Kodiak Island Wide Ferry Feasibility Study*
- *Gold Creek Marina Market Demand Assessment*
- *Feasibility of a Cruise Ship Pier in Sitka, Alaska*
- *Icy Strait Point Feasibility Study*
- *Demand and Revenue Assessment for a New Harbor in Saxman*
- *Tolstoi Bay Deepwater Port Feasibility Study*
- *Icy Strait Point Feasibility Study*
- *Mt. Roberts Marina Demand Study*
- *West Douglas Deepwater Port and Marina Feasibility Study*
- *Rainforest Island Ferry Market Assessment Update*
- *Port Chilkoot Cruise Ship Dock Market Study*

Seafood Industry

- *Alaska Mariculture Initiative Economic Analysis to Inform a Comprehensive Plan*
- *Kake Seafood Plant Feasibility Study and Business Plan*
- *Dillingham Seafood Processing Plant Feasibility Study and Business Plan*
- *Atka Pride Seafoods Plant Restructuring Plan*
- *Feasibility Study of a Nelson Lagoon Seafood Processing Plant*
- *Valdez Fisheries Development Association Regional Cold Storage Facility Business Plan*
- *Feasibility Study and Business Plan for a False Pass Seafood Processing Plant*
- *Feasibility Study for Reopening the Hydaburg Seafood Plant*
- *Business Plan and Feasibility Study for a Public Cold Storage in Wrangell*

Public Facilities

- *Bethel Pool Feasibility Study*
- *Skagway Municipal Pool Feasibility Study*
- *Kettleton Library Life Cycle Cost Analysis*
- *Feasibility Analysis of the Alutiiq Museum Building*
- *Demand Assessment for a Juneau Multi-tenant Nonprofit Center*
- *Seward Library Museum Feasibility Analysis*
- *Feasibility Study for a Soldotna Conference Center and Visitor Center Expansion*
- *Wrangell Museum and Civic Center Needs Assessment and Economic Analysis*
- *Kodiak Meeting/Convention Facility Demand Assessment*
- *Haines Convention Center Feasibility Study*

Other Market Assessments and Feasibility Studies

- *Pro Forma and Economic Impact Assessment of Blood Bank of Alaska Facility Expansion*
- *Global Hawk Flight Services Market Demand Assessment*
- *KANA Child Care Center Feasibility Study*
- *Market Assessment for Dimond Center Hotel Development*
- *Market Assessment for the Mt. Roberts Tram*
- *Alaska Veterans Home Feasibility Study*
- *SHI Soboleff Cultural and Visitors Center Feasibility Study*
- *Feasibility Study and Business Plan for a Kodiak Maritime Heritage Center*
- *Market Demand Assessment for a Cultural Center and Resort in Carcross*

Jim's formal education includes a Master of Science in mineral economics from the University of Alaska, Fairbanks. He earned his undergraduate degree from Western Washington University.

Joe Jacobson, Senior Consultant



Joe has enhanced Alaska's economy in various roles for over a decade. He served as Director of the State of Alaska's Division of Economic Development, overseeing a staff of 56 and an annual budget of over \$30 million. He coordinated with Office of the Governor, economic development agencies, local governments, and private sector entities to implement economic development initiatives across the state.

Prior to leading the Division of Economic Development, Joe developed and implemented Alaska Seafood Marketing Institute's \$9 million International Program. Most recently, he served as Vice President of Business Development for Huna Totem Corporation. There, he developed a new five-year strategic plan for Icy Strait Point, expanded cruise line and consumer marketing efforts, enhanced and expanded tour offerings, and increased tour revenues by 20 percent.

He holds an M.A. in International Relations from City College of New York, and a Bachelor's in Outdoor Studies from Alaska Pacific University.

Joe's economic development experience closely aligns with Haines opportunities. As Alaska's Economic Development Director, he implemented the state's \$19 million tourism marketing program, administered 10 revolving loan programs, and developed several new initiatives including the following:

- *Alaska North to Opportunity promotional material development*
- *Alaska unmanned aircraft industry strategy*
- *Maritime industrial services sector development*
- *Rural cultural tourism development*
- *Minerals industry promotion*
- *Value-added seafood processing*
- *Mariculture industry development*

Heather Haugland, Senior Analyst



In the 19 years Heather has been with McDowell Group, she has served in a wide variety of roles: project manager, research analyst, survey designer, and survey analyst, among others. Heather is particularly experienced in survey research, visitor industry analysis, economic impact analysis, and education-related studies. Among her roles, Heather tracks Alaska's visitor traffic, including traffic to Haines via cruise ship data, border crossings, and ferry passenger embarkations. Heather graduated from Harvard University with an honors degree in English.

Following is a list of Heather's project experience relevant to the proposed project.

- *Haines Winter Visitor Industry Economic Impact and Market Assessment*
- *Haines Cruise and Ferry Passenger Survey*
- *Haines Tourism Management Plan*
- *Haines Convention Center Feasibility Study*
- *Economic Impact of the Alaska Marine Highway System*
- *Alaska Visitor Statistics Program*
- *Regional Action Plan to Increase Educational Attainment in Southeast Alaska*

Kirsten Walker, Senior Analyst



Kirsten Shelton joined McDowell Group in 2010. She specializes in economic and community development and planning. She recently managed several major economic impact studies, a community economic development planning process, and development of socioeconomic indicators. Before joining McDowell Group, Kirsten administered an economic development program for six years in Bellingham where she directed long-range planning, business communications, public relations, and marketing projects. Kirsten holds a Master of Environmental Management from Duke University, with a concentration in Resource Economics and Policy. She was born and raised in Juneau.

Projects relevant to this scope of work include:

- *Haines Assisted Living Community Cost/Benefit Study (in progress)*
- *Juneau Economic Development Plan*
- *Juneau Economic Baseline Study*
- *Alaska Mariculture Initiative Economic Analysis to Inform a Comprehensive Plan*
- *Economic Analysis Southeast Alaska Transboundary Watersheds*
- *Best Starts for Juneau's Kids – Economic Analysis*
- *CBJ Parks and Recreation Survey*