This meeting will be conducted in-person and by zoom or zoom-only with consideration given to the Borough Operational Status and if the Juanita Helms Administration Center is otherwise open to the public. Please visit https://www.fnsb.gov/415/Stay-Connected-with-the-Assembly or contact the Borough Clerk’s Office (907) 459-1401. Masks are requested to be worn in the Assembly Chambers.

1. CALL TO ORDER

2. ROLL CALL

3. NEW BUSINESS
   3.a. Overview of the proposal from PDC/RESPEC for the Climate Action and Adaptation Plan, to include a question and answer period.
       Documents:
       PDC_RESPEC Proposal.pdf
   3.b. Discuss and establish with PDC/RESPEC a work plan for the project that includes a schedule, goals and objectives.
   3.c. Discussion with PDC/RESPEC on funding programs for the implementation of the Climate Action and Adaptation Plan available through grants and other funding source opportunities.

4. COMMITTEE COMMENTS

5. ADJOURNMENT

6. AUDIO FILES - CLIMATE ACTION COMMITTEE

   01-07-2022 Audio Track 1 (MP3)

THE AGENDA ITEMS AS LISTED MAY NOT BE CONSIDERED IN SEQUENCE. THIS AGENDA IS SUBJECT TO CHANGE TO INCLUDE THE DELETION OF ITEMS OR EXECUTIVE SESSIONS, IF NEEDED.
ASSEMBLY CLIMATE ACTION COMMITTEE AGENDA

January 7, 2022 at 9:00 a.m.

This meeting will be held at or hosted from the Mona Lisa Drexler Assembly Chambers Juanita Helms Administration Center 907 Terminal Street, Fairbanks, AK

This meeting will be conducted in person and by zoom or zoom only with consideration given to the Borough Operational Status and if the Juanita Helms Administration Center is otherwise open to the public. Please visit https://www.fnsb.gov/415/Stay Connected with the Assembly or contact the Borough Clerk’s Office (907) 459-1401. Masks are requested to be worn in the Assembly Chambers.

CALL TO ORDER
ROLL CALL
NEW BUSINESS

Overview of the proposal from PDC/RESPEC for the Climate Action and Adaptation Plan, to include a question and answer period.
PDC_RESPEC Proposal.pdf

Discuss and establish with PDC/RESPEC a work plan for the project that includes a schedule, goals and objectives.

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COMMITTEE COMMENTS

ADJOURNMENT

THE AGENDA ITEMS AS LISTED MAY NOT BE CONSIDERED IN SEQUENCE. THIS AGENDA IS SUBJECT TO CHANGE TO INCLUDE THE DELETION OF ITEMS OR EXECUTIVE SESSIONS, IF NEEDED.

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Documents:
3.b. 
3.c. 
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6. 

Fairbanks North Star Borough
ATTACHMENT B
PROPOSAL TRANSMITTAL FORM

This form is to be completed in full, signed, and submitted as the
cover sheet of the proposal.

I certify that I am a duly authorized representative of the firm listed below and that information and materials enclosed
with this proposal accurately represent the capabilities of the office listed below for providing the services indicated and
comply with all provisions in this RFP. In addition, I certify that I am a company officer empowered to bind the company
to the requirements of this RFP and to our proposal. The FNSB is hereby authorized to request anyone identified in this
proposal to furnish any pertinent information deemed necessary to verify information provided or regarding reputation
and capabilities of the firm.

A. Addenda
The Offeror represents to the FNSB that it has relied upon no oral representations from the FNSB or its consultants in the
preparation of this proposal. If any addenda are issued to this RFP, Offeror must acknowledge the receipt of such
addenda by providing their numbers in the space provided on the line below, or by signing the addenda and submitting
them to Bidnet with their proposal package. Proposals that fail to acknowledge receipt of addenda may be considered
non-responsive and be eliminated from further consideration.

The Offeror acknowledges receipt of the following Addenda: Q&A-1

B. Original Signature
This Transmittal Form must include an original, non-electronic signature. A proposal shall be considered non-responsive
and eliminated from further consideration if an original signature is not included.

Signature of Representative

Name: Keith L. Hanneman
(Printed)
Title: Principal

Email: keithhanneman@pdceng.com

Firm Name: PDC. A Division of RESPEC Company, LLC

Address: 1028 Aurora Drive Fairbanks, AK 99709

Phone: 907.452.1414

AK Business License No.: 2110081

Date: 10/05/2021
ITEM 2: Meeting Minimum Requirements

PDC has completed many projects of similar size and scope. The following recent projects exemplify our similar experience with the Fairbanks North Star Borough (FNSB) Climate Action and Adaptation Plan (CAAP):

Northwest Alaska Transportation Plan (NWATP)

Judy Chapman | DOT&PF Northern Region Planning Chief | 907.451.5150
2018–2021

The NWATP encompassed a focus on infrastructure resiliency in light of climate change.

PDC developed the regional transportation plan for Northwest Alaska over the course of three years through a comprehensive assessment of transportation infrastructure, a robust public engagement process, and population and industry forecasts. Northwest Alaska contains many communities that are facing significant decisions caused by coastal erosion, flooding, and other climate-induced effects. The NWATP encompassed an overview of resiliency and outlined potential strategies to prepare facilities for climate effects. The NWATP was written for a lay audience so that anyone could read the document and gain an understanding of what the issues are and how they could be addressed. Much of the information in the NWATP also supports grant applications and includes an annotated list of funding programs for infrastructure resiliency and climate change mitigation.

Much like the proposed Climate Action and Adaptation Plan, the NWATP included the following tasks:

- Extensive background research and data analysis, including an assessment of climate change impacts affecting the region’s infrastructure
- A comprehensive outreach and engagement process to reach residents across the region, including those residents typically underrepresented in regional plans
- Robust evaluation of funding programs
- Collaboration with agencies and DOT&PF functional groups to identify issues and potential projects

Figure 2: the NWATP covered climate-change related topics such as infrastructure
Skagway Waterfront Plan
Brad Ryan | Municipality of Skagway Borough, Manager | 907.612.1788
2020–2021

We completed the Skagway Waterfront Master Plan in less than 8 months, and the Municipality is already implementing near-term recommendations.

PDC crafted a vision and strategy for the development of Skagway’s waterfront. As a mix of public and private property, the waterfront is vital to Skagway’s resilient economy and natural environment.

Much like the proposed CAAP, the Skagway Waterfront Master Plan required a combination of in-depth research, planning analysis, and intensive public outreach. Our robust public engagement process encompassed many of the methods we expect to use for the CAAP, including:

- One-on-one interviews with stakeholders and follow-up meetings as needed throughout the process
- The development of a comprehensive stakeholder list to guide outreach and develop partnerships for plan implementation
- Close coordination and partnerships with local staff and officials to gather data, build partnerships, conduct outreach, and develop a feasible plan
- In-person public events located and scheduled to reach all demographic groups
- Virtual and hybrid events, such as an online town hall, ArcGIS Story Maps, Survey123 and Survey Monkey questionnaires, and Microsoft Teams presentations
- Strong staff support and multiple presentations at assembly, committee, and board meetings throughout the planning process

Figure 3: Skagway Port Master Plan cover.

Figure 4: A poster with sticky note comments from a hybrid virtual and in-person community design charrette held in Skagway in winter 2020.
Fairbanks Area Surface Transportation (FAST) Planning Road Service Area (RSA) Expansion Study

Jackson Fox | FAST Planning Executive Director | 907.205.4276
2020–2021

We developed a data-informed plan, adaptive management process, and incentive program to solve the FNSB’s orphan road maintenance issues.

FAST Planning contracted with PDC for services to develop a plan and process to reduce the number of RSAs in the FAST Planning Metropolitan Planning Area (MPA) and expand consistent road maintenance throughout the FNSB. Additionally, PDC developed an incentive program to facilitate the consolidation process and drafted a new Roads Standards Manual for the FAST Planning MPA.

Many of the RSAs in the FAST Planning MPA have variations in both mill rate and desired level of maintenance. Because each RSA has the authority to determine its own mill rate, it was impractical to take a top-down approach and assign all RSAs with a single mill rate and maintenance level. Instead, PDC took inventory of all the RSAs and conducted an in-depth data analysis using the previous year’s tax information to estimate the funds required for all RSAs or each RSA district to provide a consistent level of road maintenance. Once the inventory was completed, PDC developed alternatives that would build upon each other using an adaptive management framework, to outline a plan that could eventually combine all the RSAs into a single more cohesive and cost-effective system. The process we created was developed to incorporate a pilot program following an adaptive management framework with built-in periods for monitoring results, evaluating outcomes, and adjusting the process to meet changing RSA system needs. The process allows for RSA consolidation to either be continued or halted at various stages in the consolidation process if RSA and administrative needs are met prior to full consolidation into a single borough-wide RSA.

Like the FNSB CAAP, the FAST Planning RSA Expansion Study involved:

» The in-depth analysis of complex datasets to develop a practical and implementable solution for the Fairbanks area
» Developing potential solutions while taking into consideration the limited powers of the FNSB as a second-class borough
» Applying an adaptive management framework to develop a plan that can be implemented in discrete phases and adjusted throughout the process to meet changing needs.

Figure 5: The adaptive management process for RSA expansion developed through the FAST Planning RSA Study.
Additional projects that exemplify our team’s recent experience with community plans include the following.

Kenai Peninsula Borough Comprehensive Plan Update | 2017 - 2018
PDC staff developed the transportation, community facilities, agriculture, and natural hazards section of the plan. We also led 13 community meetings and conducted over a dozen one-on-one interviews. The plan was adopted by the KPB Assembly.

City of Hoonah Waterfront Plan | 2018 – 2019
PDC developed a comprehensive waterfront plan for the community of Hoonah. Outreach included public meetings, one-on-one interviews, an online survey, and presentations to the planning commission.

FAST Planning Non-motorized Transportation Plan | 2019 - 2020
PDC provided public outreach support, geographic information systems (GIS) analysis and mapping, and street typical sections for this Fairbanks area project.

Airport Way Corridor Study | 2017 – 2018
PDC led an assessment of this major Fairbanks thoroughfare to identify a vision for the corridor and develop recommendations for future development. We convened a steering committee of agency personnel, local business owners, property owners, and nonprofits to help drive the goals of the project. We conducted two public meetings and distributed a public survey and a business survey. The final plan included a toolkit of design options that can be implemented as new projects along the corridor are designed and constructed. A significant accomplishment of the plan was the identification and facilitation of public-private partnerships to implement and maintain the plan’s recommendations.

City of Soldotna Streets Inventory & Management Plan | 2015 – 2016
PDC evaluated the condition of the city’s road network to identify areas needing upgrades, improvements, or reconstruction. The plan was approved unanimously by the City Council and our priority recommendations have been implemented by the city.

City of Seward Comprehensive Plan Update | 2016 – 2017
The City of Seward selected PDC Engineers to conduct a Comprehensive Plan Update for the year 2030. The community of Seward has experienced significant change since it was established in the early 1900s. Over the past two decades, the community has seen growth in the cruise ship industry, increases in charter boats and railroad bookings, the opening of the Alaska SeaLife Center, and intermittent coal shipments to various locations, primarily Korea. These changes have had major impacts on the land use, economy, and character of the community. The Plan was approved by City Council on May 30, 2017, and by the Kenai Peninsula Borough Assembly on August 15, 2017.
ITEM 3: Understanding of the Project

Understanding of Purpose and Scope

How can borough operations help mitigate the climate change effects experienced by residents?

Where are there dual opportunities to reduce borough costs while also mitigating climate change in the long term?

Where will climate effects be most pronounced in the borough, and who will be most affected?

Are there policies within the powers of a second-class borough that can positively influence local climate outcomes?

Because the climate is warming about twice as fast in the FNSB as the global average, preparing for and protecting infrastructure from the effects of climate change are critical to the well-being of the FNSB community today and in the future. New challenges and threats to community health and well-being are emerging, such as more frequent and intense wildfire seasons, prevalent pests and disease, increased flooding, hazardous travel conditions, infrastructure damage, and reduced winter recreation opportunities.

Mitigating and adapting to climate change impacts are equally important for the continued economic growth and prosperity of the FNSB and even offer some new opportunities, including emerging energy industries and longer agricultural seasons. Reducing carbon emissions in the FNSB and facilitating climate change adaptation will benefit residents through both an improved quality of life and economic benefits, such as cost savings, stabilized energy prices, steady jobs and local revenues in emerging industries, greater social equity, and improved air quality and public health outcomes. Adopting a CAAP as a core component of the FNSB’s Comprehensive Plan is a significant first step toward realizing the multifaceted benefits of preparing for and adapting to a changing climate.

We see the CAAP as a document that sets the stage for subsequent action. It will identify strategies to adapt FNSB facilities to climate effects while mitigating borough contributions to climate change. The plan will also lay out a roadmap for implementation by identifying potential funding sources and partners. The CAAP will identify metrics for long term evaluation to determine whether the CAAP’s actions are affecting change.

An International Team of Sub-Arctic Experts

Our team understands the unique requirements of conducting a community driven CAAP process utilizing an adaptive management framework. In addition, we have the local knowledge to successfully carry out a climate planning process in the FNSB given that our team is led by planners who live and work right here in Fairbanks. Our team also includes Arctic-focused practitioners in equitable and Indigenous community engagement and climate adaptation science from RESPECT Canada and the University of Alaska Fairbanks (UAF).
CAAP Strategy

We personally understand how climate change issues can quickly become divisive in the current local and national political environment and have considered how to develop a climate planning process that is best poised to overcome political division and potential pitfalls:

1. **Borough Focused:** Framing the CAAP as squarely focused on borough operations, including its facilities, practices, and policies. Accurately presenting the CAAP to the public as primarily focused on borough operations will be essential to mitigating potential pitfalls and supporting wide public understanding and acceptance of the CAAP. We see this plan as a key first step in moving toward a more sustainable and resilient community.

2. **Legally Compliant and Feasible:** Ensuring that the CAAP and its recommendations fall within the limited powers of the FNSB as a second-class borough, as defined in borough code and state statutes. Our team has a high level of familiarity with the FNSB Code and Alaska State Statutes that define the powers of second-class boroughs such as the FNSB. Our Planners’ local knowledge of FNSB powers has been built working on projects including the FNSB Roads Plan, FNSB Comprehensive Economic Development Strategy (CEDS), and FAST Planning RSA Study.

3. **Based in Lived Experience:** Centering the policies and recommendations of the CAAP on key climate issues that personally impact FNSB residents. The purpose of any planning effort and exercise of the borough’s powers should be to protect the health, safety, and welfare of the local community. Focusing on key climate issues that can be seen and felt by local residents on a regular basis will build local understanding of the importance of climate adaptation, resilience, and the CAAP.

4. **Built on Local Trust:** We plan to partner with trusted organizations, institutions, and leaders in the local community to implement the community driven CAAP process. A great first step toward this objective is having the UAF Climate Adaptation Science Center (CASC) as a key partner on our team. We are also connected with the Greater Fairbanks Chamber of Commerce and the UAF Cold Climate Housing Research Center (CCHRC) as potential advisors and local partners in CAAP implementation. In addition, we have developed the following list of other potential partners for the CAAP effort:
   - Northern Alaska Environmental Center
   - Solarize Fairbanks
   - Fairbanks Climate Action Coalition (FCAC)
   - Alaska Center for Energy and Power (ACEP)
   - Green Star of Interior Alaska
   - Aurora Energy
   - Golden Valley Electric Association

5. **Centered on Sustainability:** Our approach is based on a sustainability framework that considers ecological, equity, and economic factors equally. We understand “sustainability” as a three-legged stool that depends on the social and economic feasibility of the CAAP just as much as its ecological impact.

![Figure 8: A sustainability-centric approach considers environment, equity, and economy in equal measure.](image)

A sustainability lens will ensure that the CAAP remains focused on mitigating FNSB operations’ climate effects (environmental stewardship), is fiscally feasible and supports the local economy (economic vitality), and garners broad public understanding and support while engaging and mitigating climate impacts for all groups in the borough equitably (social equity).
Deliverables
The Request for Proposal (RFP) clearly delineates deliverables for each task. In our proposed methodology described below, we have also included a Political, Economic, Social, Technological, Legal, and Environmental (PESTLE) analysis to complement the Strength, Weakness, Opportunity, and Threat (SWOT) analysis. We believe that a PESTLE analysis adds details and local conditions that a SWOT does not capture.

The draft and final CAAP prepared in Task 6 is the culmination of the work conducted in Tasks 1–5 and is the document that goes before the FNSB Assembly.

Pertinent Issues and Potential Problems
Political pushback—Any mention of the term "climate change" is likely to elicit political discussions. As indicated above, we will frame the conversation around borough operations and sound data analysis.

Challenges with outreach because of COVID-19 surge—Conducting outreach in a pandemic has shown us that it is important to remain flexible and offer multiple venues and mechanisms for public feedback.

Misinformation through social media or other outlets—This town loves its social media. We will monitor Facebook and Twitter feeds to keep a pulse on what’s being said about the project and then craft messaging to dispel rumors or hearsay.

Schedule, Budget, and Project Feasibility
The 12-month timeline identified in the RFP for completing the plan is achievable because of the expertise and highly collaborative nature of our diverse PDC-RESPEC-UAF team. The budget is tight for the extent of services the RFP identifies, but we believe that by leveraging the motivation and expertise of the Assembly Climate Action Committee (ACAC) and local partners, we can stretch the budget and provide the best possible CAAP. Likewise, we will look to consolidate meetings with FNSB departments and leverage existing community events to conduct outreach.

Along with our climate and public engagement expertise, we bring grant and proposal development experience to the table. This experience will be essential for identifying additional funding opportunities to support the community organizing and leadership development work essential for plan development and implementation. Our in-house expertise in grants and our strategic partnerships with local institutions will allow us to quickly identify public (federal, state) and private (foundation) grant opportunities to support the CAAP. We have outlined our proposed schedule for each task and deliverable in Item 4, Methodology Used for the Project.

Should the project require an accelerated schedule or additional analysis of a particular element, we have the depth of staff to add planners, GIS specialists, or subject matter expert advisors to the project.
**ITEM 4: Methodology Used for the Project**

**Project Plan**

**Task 1: Work Plan**

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<th>Task</th>
<th>Deliverables:</th>
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<td></td>
<td>Survey for initial community input</td>
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<td></td>
<td>Kickoff meeting with the ACAC</td>
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<td>Project Work Plan with timeline</td>
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The Project Work Plan will be an important component because it will set the stage for task responsibilities, lines of communication, identification of stakeholders, a schedule of deliverables, and general resources available to the team. During the FNSB Road Corridors and Functional Classification Plan (RC&FCP) currently in development, we have regularly updated and referred to the Work Plan. It is an invaluable tool for keeping the project on track.

**Kickoff Meeting with the ACAC**

Immediately following the notice to proceed, the project team will schedule a Kickoff Meeting with the FNSB ACAC. The goal of this meeting will be to discuss the Committee’s vision and goals for the Work Plan, gain an understanding of project needs and priorities from the ACAC’s perspective, and discuss potential guiding principles for community engagement. The Kickoff is also a great opportunity to begin strategizing on goals and preferred outcomes for the Community Survey and to discuss the schedule for monthly follow-up meetings with the ACAC, whether these be at the ACAC’s regular meetings or an alternate agreed-on time. The project team has tools, such as Zoom, Microsoft Teams, and Doodle, that can be used to facilitate scheduling and/or virtual meetings if needed. Agendas will be provided ahead of time to the FNSB Project Manager (PM) and ACAC before the Kickoff and each subsequent monthly check-in meeting.

**Initial Community Input Survey**

A survey will be developed based on initial conversations with the FNSB PM and ACAC to gather input from the community regarding goals and objectives for the CAAP. Care will be given to frame the Plan appropriately in the survey as being focused primarily on borough operations. A sustainability-centric approach that considers the environmental, economic, and social feasibility of the Plan will be utilized to frame the project to survey takers and the broader community. The project team will coordinate with the ACAC to determine the best method of delivery to ensure broad participation and equitable engagement. Utilizing a method that has multiple touchpoints in the community as well as online accessibility will be an important strategy. Innovative and adaptable methods of survey delivery will be discussed, such as advertising the survey in key community locations, such as on Metropolitan Area Commuter System (MACS) buses, at transfer sites, local parks, public libraries, and other borough facilities, using a cell phone-scannable barcode, and offering in-person and online response options at key planned community events.

**Task 2: Data Collection, Analysis, and Document Review**

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<th>Task</th>
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<td></td>
<td>Background Information Chapter</td>
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<td>Existing Conditions Report</td>
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<td>Public Meeting</td>
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**Review of background reports and existing FNSB plans**

The project team’s familiarity with recent FNSB planning efforts will ensure an efficient yet thorough analysis of relevant plans and climate-related research for Alaska and the Interior Region. An Existing Conditions Report will be developed that can easily be adapted into a Background Information Chapter of the final Plan. Special attention will be given to communicate the key takeaways from background documents into an accessible and approachable format for the public audience. The goal of this task’s deliverables will be to frame FNSB operations in the broader climate context and build a solid foundation for the Plan’s recommendations.

**Data collection and initial departmental engagement**

The project team will work with the FNSB PM and ACAC to engage with FNSB divisions and request any existing datasets relevant to the Plan. Data requests can be accomplished in conjunction with division stakeholder interviews and input sessions in Task 3. This way, the project team will have the opportunity to introduce FNSB staff to the project, explain its objectives, and provide context for subsequent requests.
Technical analysis and GIS mapping efforts
The technical analysis and mapping effort can kick off following initial conversations with the ACAC and information gathering from FNSB division and department stakeholders. The initial mapping effort will include the development of a master map of all FNSB facilities. Additional GIS analysis will include mapping FNSB facilities in relation to known and potential climate-related hazards, such as forest fires, flooding, seismic and subsidence risk areas, and air quality areas of concern. The project team’s work on the FNSB’s Land Suitability Analysis datasets will facilitate this process. GIS analysis will also be employed to evaluate demographic and socioeconomic data to better understand the key areas and populations in the borough that are most vulnerable to climate change effects. This analysis will utilize an equity lens to guide engagement strategies through Task 3. The goal is to ensure that the populations most impacted by climate change are engaged and empowered to guide the planning process.

Identify key issues, opportunities, and trends
Key issues, preliminary opportunities, and trends identified through Task 2 will be presented to the ACAC at a work session hosted by the project team. The goal of this work session will be to discuss initial findings, build consensus around key high level opportunity and threat areas, and develop a strategy for the first public event to introduce the community to the project.

First public meeting to gather input
The culmination of Task 2 will be the first public meeting to gather input from the community. The project team will work closely with the ACAC to develop content for the first meeting that reflects the project’s focus on FNSB’s operations from a sustainability perspective that considers environmental, economic, and social equity components. The project team, FNSB PM, and ACAC will determine the best format for the event based on current local conditions related to the COVID-19 pandemic and other factors. If held in-person, the GIS analysis completed in Task 2 will help identify an easily accessible location for the event for traditionally underrepresented and under-engaged communities. The project team will explore additional strategies to ensure that the event is accessible to a wide range of community members, including holding several rounds of the event on different days of the week and at different times (to work around different schedules), translating event fliers and materials into commonly spoken non-English languages, and offering free accessible childcare at events. The goal of the first event will be to establish community connections early on and to empower residents to engage in the planning effort.

Task 3: Stakeholder Involvement, Outreach, and Participation Strategy

Monthly (at a minimum) meetings with the ACAC throughout the duration of the project
Monthly meetings with the ACAC will serve as opportunities to track progress, review draft documents, and strategize on next steps. We will have an agenda for each month’s meeting and work closely with the Borough Clerk to send notifications and submit advertising to comply with the Open Meetings Act.

We may find that biweekly or twice-monthly meetings will be needed in periods of more intense work. For example, a work session with the ACAC to develop the SWOT analysis could happen outside the regular monthly meeting schedule.

Additionally, we anticipate ACAC participation at public events and welcome their input on potential partnerships or community events that we can leverage for the plan. An example is having the ACAC and project team host an event on Clean-up Day to help publicize the CAAP planning effort.

Interviews/input sessions with department/division stakeholders and FNSB component units
Engagement with FNSB divisions and departments will be initiated early on and continue throughout the project. A key stakeholder list will be developed in cooperation with the ACAC, FNSB PM, and relevant departments and will be consistently updated. The stakeholder list will be a key component of the Work Plan.

To gain a solid understanding of each department’s operations and facilities, we will conduct one-on-one interviews with representatives from each. The following departments will be critical to our understanding of FNSB’s operations and assets. Our team has worked with nearly all of these departments through previous projects.
Public Works—David Bredlie will be able to speak to many of the borough's operations, including capital projects to repair/replace aging systems or build new facilities. His insight will help us understand where the borough is spending money.

Parks & Rec—Donnie Hayes and his department manage some of the largest facilities in the borough, including the Carlson Center, Pioneer Park, Big Dipper, and three swimming pools. These facilities will be key targets in the CAAP because they are large energy consumers.

Transportation—Michelle Denton can brief the team on VanTran, MACS transit, and FNSB fleet vehicles to provide an understanding of the issues, operations, and costs associated with the borough's vehicle fleet.

Solid Waste—Bob Jordan's insights on operations at the Landfill and the 13 waste-transfer sites will illuminate areas that can be addressed by the CAAP.

Emergency Management—Jason Beal will have insights on FNSB's preparedness for natural disasters, facilities operated by his department, and potential areas of concern related to climate change.

Additionally, we will interview members of Community Planning, such as Kellen Spillman, to understand broader community-wide issues that may affect the CAAP.

Participation in meetings with relevant FNSB boards and commissions

There are several FNSB commissions and boards that have a vested interest in the CAAP, including the:

» Air Pollution Control Commission
» Chena Riverfront Commission
» Parks & Rec Commission
» Sustainability Commission

We anticipate that presentations to some of these groups will occur throughout the project as details of the CAAP are developed.

Public Outreach

Development of the PPP will be a high-priority task at the beginning of the project because it establishes the guiding principles of community engagement. To ensure an equitable, community driven planning process, the PPP will need to target historically underrepresented populations and identify strategies to meet them where they are most comfortable. The J.P. Jones Community Center is an example of a potential location for an open house or work session that is in a diverse, lower-income neighborhood.

The PPP will also outline communication protocols, an outreach schedule, key stakeholders, and outreach media. We will incorporate diverse tools to ensure broad public participation and the ability to accommodate COVID-19 mandates.

The PPP will include guiding principles for engaging the public, including elements such as keeping the conversation focused on data-informed facts and avoiding political arguments.

Task 4: SWOT Analysis and Situational Assessment

Deliverables:
» Draft Situational Assessment Chapter
» Draft SWOT Analysis Chapter

The in-progress FNSB CEDS (PDC is part of the consulting team) will provide considerable input for the SWOT analysis. Recent and ongoing public outreach for that project has resulted in a wealth of information about the community's strengths and weaknesses, as well as what residents value about the community. We'll start with the CEDS information and build the draft SWOT from there.

In addition to the SWOT analysis, we recommend conducting a PESTLE analysis as well. This analysis adds elements not found in a SWOT and breaks down some of the Strengths and Weaknesses into more defined and climate-relevant categories.

For example, the PESTLE's consideration of economic, environmental, and social factors streamlines nicely with the sustainability approach that we propose for the CAAP. The additional evaluation of political, technological, and legal factors complements the CAAP's focus on borough operations and will help accurately frame what is possible within the political context and legal framework of the FNSB, while considering technologies applicable to Interior Alaska.

The ACAC will have a significant role in evaluating both the SWOT analysis and PESTLE analysis. We will schedule a work session with the committee early in the project to begin tackling these analyses.
Task 5: Mitigation and Adaptation Strategies/Action Plan

Deliverables:
- Strategic Direction/Action Plan Chapter to include a draft vision statement, plan goals, and strategies

Vision, Goals, and Objectives
Developing a clear vision will require input from the ACAC, stakeholders, and the public. Likewise, it will be imperative that the vision and goals not create unintended consequences, such as new inequities or dependence on untested technology.

One of the first tasks under public engagement will be a series of workshops to establish draft vision statements and preliminary goals and objectives. We’ll leverage the ongoing work of the CEDS project to start this dialogue with the assets and opportunities identified through that project. It will be important to keep the powers of a second-class borough in mind as the vision and goals are developed.

Strategies
An action plan:
- Lays out the activity
- Describes the activity
- Estimates funding needs for implementation
- Identifies a responsible party
- Establishes a timeline

With this in mind, we will draft adaptation strategies and an action plan that is clear, succinct, and easy to read and that sets clear responsibilities and timelines that are within the powers of the borough. Through our one-on-one interviews and understanding of the FNSB’s operations, we will be able to identify the department responsible for implementation, as well as any potential cross-department coordination or community partnerships. For example, a proposed strategy could be the phasing in of hybrid and electric motor vehicles in the Parks & Rec department. The strategy would identify Parks & Rec as the responsible party, outline a realistic timeline for implementation, and provide cost estimates of the change.

An important but often overlooked element of any action plan is the identification of prerequisites. Prerequisites are elements that need to happen before the action can be implemented. For a climate adaptation plan, a prerequisite could be collecting new data, developing community leadership, or hiring new staff.

Task 6: CAAP Development

Deliverables:
- CAAP document
- Executive Summary

Development of the CAAP will be an iterative process with significant input and review from the ACAC. We view the ACAC as a partner in the CAAP’s development and will provide all members with access to our draft and collaboration documents via a cloud-based service, such as Basecamp, DropBox, or Google Docs.

Quality control for a planning document requires diligence to maintain technical accuracy while ensuring readability. Our quality control (QC) plan for the CAAP will ensure that the report is organized for a broad audience, technically accurate, and free of grammatical errors. That is why our QC process for CAAP development includes:
- Document mapping to lay out sections and focus content.
- Subject matter experts’ review for technical accuracy.
- Document reviews by our project manager and subject matter experts before submittal and public release.
- Editing by a certified technical editor for readability, grammar, and spelling.

A crucial piece of the CAAP document will be a one-page executive summary that can be used to educate the public and help advocate for the plan. We envision the final CAAP document to be graphics-heavy with technical information presented primarily in appendices.

Task 7: Evaluation Framework

Deliverables:
- Evaluation Framework Chapter

The evaluation framework will center on data-driven metrics to help see what is working and what is not. By focusing on data, especially operational costs, the CAAP’s effectiveness can be measured objectively, and the benefits of the Plan can be translated into dollars and cents.

To develop these metrics, we will acquire baseline data through Tasks 2 and 3 that are collected regularly and monitored by FNSB departments. For example, fuel costs for a vehicle fleet can be easily monitored and evaluated.
We will document other non-FNSB data sources that can also be used to track the CAAP's effectiveness and added to a public-facing dashboard. By providing a dashboard, the borough increases the transparency of the plan and shows the public how it is progressing.

**Task 8: Plan Adoption**

**Deliverables:**
- Market and organize community support for adoption
- Support of FNSB staff, including presenting at Planning Commission and Assembly meetings
- Support for document edits

We will support FNSB staff as we have done with other plans and projects, such as the Transfer Sites Plan and Recycling Analysis project. Team member Patrick Cotter, AICP, has presented to the FNSB Assembly, FNSB Planning Commission, and other local groups, as well as to other local governing bodies, to develop support for local plans. Patrick and the entire team will be available to draft presentations, provide presentation materials, and answer questions as FNSB staff move the final plan through the adoption process.

**Timeline**

The schedule proposed in the RFP is tight, especially considering the amount of public outreach needed for a successful plan. However, we envision the CAAP as a catalyst for a subsequent community driven effort to develop partnerships, seek and obtain funding, and implement the near-term recommendations of the plan. Our proposed timeline for this effort is outlined below.

<table>
<thead>
<tr>
<th>Project Tasks</th>
<th>2021</th>
<th>2022</th>
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<tbody>
<tr>
<td><strong>Task 1: Work Plan</strong></td>
<td>Nov-Dec</td>
<td>Jan</td>
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<td>Kickoff with ACAC</td>
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<td>Work Plan</td>
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<td>Input Sessions with FNSB Department/Division Stakeholders</td>
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<td><strong>Task 2: Data Collection, Analysis, and Document Review</strong></td>
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<td>Existing Conditions Report</td>
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<td>Background Information Chapter</td>
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<td><strong>Task 3: Stakeholder Involvement, Outreach, and Participation Strategy</strong></td>
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<td>Initial Community Input Survey</td>
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<td>Attend ACAC Meetings</td>
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<td>Public Outreach &amp; Engagement Plan</td>
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<td>Public Meetings</td>
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<td><strong>Task 4: SWOT Analysis and Situational Assessment</strong></td>
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<td>SWOT Analysis Chapter</td>
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<td><strong>Task 5: Mitigation and Adaptation Strategies / Action Plan</strong></td>
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<td>Strategic Direction / Action Plan Chapter</td>
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<td><strong>Task 6: Climate Action and Adaptation Plan Development</strong></td>
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<td>Draft Climate Action &amp; Adaptation Plan</td>
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<td>Final Climate Action &amp; Adaptation Plan</td>
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<td><strong>Task 7: Evaluation Framework</strong></td>
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<td>Evaluation Framework</td>
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<td><strong>Task 8: Plan Adoption</strong></td>
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<tr>
<td>Market &amp; Organize Community Support for Plan Adoption</td>
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<tr>
<td>Staff Support, Planning Commission &amp; Assembly Meetings</td>
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- Potential Meeting
- Key Deliverable

RFP No. 22001 – Fairbanks North Star Borough Climate Action and Adaptation Plan

PDC Engineers, a RESPEC Company | 1028 Aurora Drive, Fairbanks, AK 99709 | 907.452.1414
ITEM 5: Management Plan

Management Plan

Patrick and the team will communicate daily to monitor the project using email, phone, and Microsoft Teams. With Microsoft Teams, we screen share, chat, and talk “face to face” daily among staff and FNSB personnel. We also use Teams and biweekly stand-up meetings between offices to provide status updates and identify potential roadblocks.

Accountability

![Image: An adaptive management framework sets the stage for the CAAP.](image)

Patrick will be responsible for the team’s performance and directly involved in the work. He will ensure that the team has the resources to keep the project on track and maintain the high standards the FNSB is accustomed to receiving from PDC.

We plan to use an adaptive management framework to guide development of the CAAP. This framework encompasses dedicated periods for implementation, evaluation, and learning within the plan development process. This way, the project team can remain flexible and adapt to new trends and community needs as additional insights emerge.

Ability to Meet the Schedule

To keep our projects on schedule, our team will have weekly meetings to briefly review the statuses of all our planning projects to check if additional resources are needed to meet the schedule, confirm schedules for interim reviews, and provide QC.

We strive to have two people involved in or educated about all the roles or work products so that if one individual is temporarily unavailable, the other can step in.

With the proximity of the Fairbanks office to FNSB’s offices and both of us using Microsoft Teams, inspecting our work products will be easy. Weekly meetings will inform April Trickey, Borough Clerk, and the team what we have accomplished, what we are working on, and what is in our way. If the FNSB needs project leadership in-person and on short notice, Patrick or Keith Hanneman, Principal-in-Charge, can be there in a few minutes.

Team Organization

Patrick Cotter will be the PM and primary point of contact. The support team will provide expertise in various fields focusing heavily on public engagement. Among the expertise, the team provides technical analyses, research and data analyses, experience with creative solutions and processes, climate change expertise, and grants research.

Hardware, Equipment, and Licenses

PDC has fully networked offices with automated, real-time file replication so that we can quickly pull up drawings or documents in any office, regardless of where those materials were created. Our team utilizes the Microsoft Teams virtual meeting software to remain flexible and host both hybrid and fully virtual public events, as local conditions allow.

Above and Beyond

The PDC team provides the following benefits to the FNSB:

**Local**—Our knowledge of the borough provides peace of mind that we understand the limitations of second-class boroughs, know the stakeholders, know local politics, and bring a level of comfort to the public engagement process.

**Partners**—Looking ahead to the CAAP’s implementation and future funding requires a team that knows what funding programs and partners are out there and how to craft a plan that sets the borough up for successful grant applications.

**Experts**—Our team of planners, engineers, and scientists understands cold climate challenges, best practices for municipal planning, and innovative outreach techniques that will stretch the $80,000 available for this project.
PDC Experience and Qualifications

History of Firm
The RESPEC Company, PDC Engineers (PDC) exists today by merging with top Alaska engineering firms which have roots in Fairbanks dating back to 1953. We have grown steadily in staffing and professional services, including those for engineering, the environment, planning, and GIS. In May 2020, RESPEC Company, LLC acquired PDC. Now we are also proud to offer services in the water, natural resources, mining, energy, and data technologies industries. With more than 400 employees and offices in 14 states, 2 Canadian Provinces, and five right here in Alaska, you can trust that we will meet all of your planning, design, and engineering needs.

Firm-Specific Information
Our proposed team has led several recent planning projects in Fairbanks, including the FNSB Roads Plan, FNSB Land Suitability Analysis Update, and the FAST Planning RSA Study, and they have supported many more, including the Solid Waste Collection District (SWCD) Campaign Services, FAST Planning Non-motorized Transportation Plan, FNSB CEDS, Eielson AFB Transportation Plan, and the Fairbanks Downtown Plan. This experience has given the team a high level of familiarity with the FNSB community and the situational context for the FNSB CAAP.

Our core team lives right here in Fairbanks and provides the local experience and knowledge to efficiently address all elements of the CAAP, with support from experts in climate science, equitable engagement, and evaluation frameworks.

Our core team has conducted climate planning and resiliency work through several projects, including the NWATP. The team also led the FNSB Land Suitability Analysis Update, which involved mapping a number of climate-related indicators and risks including forest fire risk, permafrost and subsidence risk, and floodplains and flooding risk. The PDC/RESPEC team has a deep knowledge of these datasets and how they may be utilized as a baseline to understand the multiple intersections of climate change-associated risks and borough operations.

Organization of the Project Team
Patrick Cotter will be the PM. He will provide oversight for the two subject matter teams, Outreach & Planning and Technical Advisors. Deb Shewfelt will be the Community Outreach Advisor, and Natalie Lyon and Elise Blocker will conduct the day-to-day outreach activities. Natalie Lyon, in addition to public outreach, will identify additional funding sources and lead the document writing. Elise Blocker, in addition to assisting with public outreach, will inventory borough facilities and fleets and identify areas where emissions can be improved. As a risk assessment lead, Jim Scott will identify creative solutions to combat climate change. Among the technical advisors, Jessica Garron will provide climate change oversight, and Alex London will provide GIS mapping and analysis.

Detailed Organization Chart
Personnel Roster

Keith L. Hanneman, PE | Principal-in-Charge
Fairbanks, AK | Estimated Hours: 10
Keith has managed FNSB projects and overseen contracts for more than 20 years, including 15 FNSB term contracts. This experience gives him a thorough understanding of borough preferences and contracting mechanisms. Keith has a bachelor’s degree in civil engineering from UAF.

Patrick Cotter, AICP | Project Manager and Lead Planner
Fairbanks, AK | Estimated hours: 128
Patrick has lived in the FNSB since 1998. He has worked on several area wide plans in the borough, including the current RC&FCP, Downtown Plan, and Land Suitability Analysis, as well as the FAST Planning RSA Study, FNSB Recycling Analysis, and the FNSB Transfer Sites Master Plan. He understands the challenges and opportunities of engaging the public in the borough and has worked with many of the stakeholders for this project, including many of the borough’s department heads. His familiarity with FNSB’s operations provides the borough with peace of mind that our team knows who to talk to.

Patrick also has a background in climate research. He was a research technician at the Geophysical Institute in the Sea Ice Lab responsible for GIS analysis of satellite data. He monitored research in the department’s cold lab and conducted fieldwork in Utqiaġvik, Alaska.

Patrick has a B.S. in Biology from UAF, an A.A.S. in Ecology a from Paul Smith’s College, and a postbaccalaureate certificate in Geographic Information Science from Penn State.

Patrick has worked on planning projects across the borough and the state. Several of the most relevant include:

» NWATP—As the project manager, Patrick oversaw public engagement, research, mapping, and document preparation. He authored the resiliency component of the NWATP and reviewed funding programs for infrastructure resiliency and climate change mitigation.

» FNSB Land Suitability Analysis—Patrick managed this recent FNSB project that evaluated several climate-related factors, such as subsidence and fire severity.

» FNSB Recycling Study—Patrick managed and was the primary author of this plan that evaluated potential recycling programs and operations in the borough that would divert waste from the landfill. As such, he is intimately familiar with the borough’s solid waste operations and potential for recycling in the community.

» Fairbanks Drainage Improvements Plan—Patrick oversaw an assessment and modeling of stormwater infrastructure to identify capital improvement projects. This project gives him an understanding of the stormwater network and MS4 permits that the borough maintains.

» Kenai Peninsula Borough Comprehensive Plan—Patrick led a team that assessed transportation, natural hazards, and agriculture elements of the plan. The natural hazards and agricultural sections encompassed threats and opportunities associated with climate change.

Natalie Lyon, AICP Candidate | Sustainability Planner
Fairbanks, AK | Estimated Hours: 260
Natalie has a Master of Urban Planning degree from Wayne State University in Detroit, Michigan, where she focused on urban sustainability and managing metropolitan growth. She also holds a bachelor’s degree in Comparative Cultures and Politics from the James Madison College at Michigan State University.

Natalie completed her master’s degree in conjunction with the National Science Foundation (NSF)-funded Transformative Research in Urban Sustainability Training (T-RUST) program, where she worked on a number of climate and urban sustainability-related community research initiatives, including those on stormwater, flooding, and invasive-species management. She cofounded and led an organization focused on engaging the community in hands-on, sustainable placemaking and urban design in Detroit, Michigan.

Natalie has experience in project and organizational development, grant writing, and building partnerships—skills she honed while working as a Resource Development Associate with nonprofits in Chicago, Illinois, and as a grant and research proposal writer with Healthy Urban Waters at Wayne State University.

Natalie coauthored a book chapter in the Food-Energy-Water Nexus textbook (AES Interdisciplinary Environmental Studies and Sciences Series, Springer, 2020) entitled, “Cities at the Nexus,” which explored the climate action and mitigation strategies employed by several leading cities across the globe. In Alaska, Natalie has led existing conditions and technical analyses for road planning projects, conducts GIS analysis, and regularly documents and synthesizes community input.
into plans using her skills in data analysis, report creation, and graphic design (Adobe Illustrator and InDesign). She also provides community outreach support, meeting facilitation, event logistics, presentation materials development, and information gathering through stakeholder interviews and survey design and implementation.

Natalie’s recent projects in the Fairbanks area include:

» **FNSB RC&FCP Update**—Natalie led the development of the RC&FCP Existing Conditions Report, including conducting background research on relevant FNSB and Fairbanks area planning studies, FNSB Code, and relevant state and local policies. She also assisted with researching and writing the Functional Classification Technical Memorandum and helped conduct committee presentations and stakeholder interviews.

» **FNSB SWCD Campaign Services**—Natalie helped conduct an in-person survey with more than 250 FNSB transfer-site users, in which resident usage patterns and satisfaction with the sites, as well as their ideas for improvements related to solid waste disposal, recycling, and reuse in the borough were explored. She also developed a poster for the SWCD to educate the community on appropriate transfer-site functions and use.

» **Eielson Air Force Base Transportation Plan**—Natalie helped lead a robust existing conditions analysis and public involvement effort that encompassed an evaluation of all aspects of the transportation system, in-person site visits, a 400+ respondent community survey, presentations to base leadership, and an online open house.

» **FAST Planning RSA Study**—Natalie has been involved with many aspects of this project, including the development of questionnaires for community outreach, interviews with FNSB staff, brainstorming, vetting of potential alternative approaches, and conceptualization of an incentive program to facilitate RSA expansion.

» **FAST Planning Non-Motorized Transportation Plan Update**—Natalie assisted with an inventory and suitability analysis of streets for the addition of bike lanes in the downtown Fairbanks area and gathered information about winter maintenance and snow removal activities through stakeholder interviews for the Existing Conditions Report.

Natalie passed her AICP exam in May 2021 and is currently at Candidate status in the AICP Program. She will gain full AICP accreditation in early 2023.

**Elise Blocker | Environmental Planner**
Palmer, AK | Estimated Hours: 72

*Elise* is a lifelong Alaskan who holds a Bachelor of Environmental Science degree. She specializes in environmental regulation compliance and planning code analysis (federal, state, and local). Since obtaining her degree in 2018, Elise has worked on air quality regulatory compliance projects and land use planning projects across Alaska.

Elise’s recent project experience in Fairbanks includes:

» **FAST Planning RSA Study**—Elise analyzed FNSB code, Alaska State Statute, and the Alaska Constitution for requirements and authorities for road service areas. She led the development of a complementary process to Fairbanks’ existing RSA system that will facilitate more consistent road maintenance for improved safety and access across the borough.

» **Eielson Air Force Base Transportation Plan**—Elise reviewed, compiled, and summarized the requirements for updates to the base transportation system. She also analyzed environmental constraints and how they may affect improvements to the transportation plan. Additionally, she developed a website for the project which has provided stakeholders with project info and updates.

» **FNSB RC&FCP Update**—Elise assisted with the development of a functional classification technical memo by researching federal guidelines, state regulations, and local procedures, and summarizing procedures of like communities in Alaska and the Lower 48 States.

**Alex London | Data Analysis & Visualization**
Anchorage, AK | Estimated Hours: 60

*Alex London* is a planner with expertise in statistics, programming, and graphic design. He is an advanced Microsoft Excel user, which allows him to develop analysis tools for complex datasets and to create easy-to-digest data visuals. His expertise in GIS allows him to prepare compelling map products for geo-located data. Alex provided similar services on the Kenai Peninsula Borough Plan, the NWATP, the Alaska Aviation System Plan, and for the FAST Planning RSA Study. He has a master’s degree in Urban and Regional Planning and 5 years of experience with PDC Engineers.
Jessica Garron, Ph.D. | Advisor - Climate Science
Fairbanks, AK | Estimated Hours: 40
Jessica Garron, a Fairbanks resident of 21 years, has a Ph.D. in Remote Sensing in Decision-Making and an M.S. in Molecular Biology from UAF, along with a B.S. in Natural Resources from the University of Maine. She recently became the Deputy University Director with the Alaska Climate Adaptation Science Center (CASC) and is the newest research assistant faculty member at the International Arctic Research Center.

At the CASC, Dr. Garron is focused on coordinating and expanding the center’s climate research portfolio using data to inform decision-making and policy; developing partnerships with local, state, and federal agencies; and mentoring staff and students. Dr. Garron’s ongoing relationships with public agencies and other climate-focused organizations will be integral to identifying key partners for the FNSB’s CAAP funding and implementation.

Among her broad specialties, Dr. Garron has a strong focus on public engagement. At the UAF Geophysical Institute, she was the lead coordinator for several community science exhibits related to climate change impacts in sub-Arctic and Arctic regions. She also has experience mentoring high school youth in several local science programs. These experiences reflect Dr. Garron’s ability to analyze climate data and communicate technical information in creative and engaging ways. According to a recent press release, Dr. Garron “helps groups navigate how research can go beyond the academic community and inform decision-making in the real world.” She describes her specialty as “bringing together teams to create solutions and enhance outcomes.”

Dr. Garron will support the team as an advisor to help communicate climate science to stakeholder groups, ensure that solutions identified in the plan are both effective and feasible, identify partnerships and funding sources for plan implementation, and assist with meetings and public engagement efforts.

Debra Shewfelt, M.Sc., P.Geo | Advisor - Engagement
Saskatoon, SK | Estimated Hours: 20
Debra, Co-President of RESPEC’s Canadian subsidiary, has nearly two decades of diverse experience in the natural resource sector. As a Senior Advisor, she excels at leading multidisciplinary technical teams that integrate local knowledge and values, climate change parameters, and other environmental, social, and governance criteria. Debra is skilled at communicating complex technical data and scenarios that include and consider local communities in the design of sustainable outcomes. She recently received provincial and national awards in Canada for her community service, diversity and inclusion, and responsible business leadership efforts. She leads the company’s strategic partnership with the Saskatchewan First Nations Natural Resource Centre of Excellence (The Centre), with whom she supports the successful inclusion of Indigenous peoples in the resource sector.

After earning a bachelor’s degree with high honors in geology and a bachelor’s degree in anthropology at the University of Manitoba, Ms. Shewfelt continued her education at the University of Saskatchewan, where she earned an M.S. in geology. She is currently attaining an Indigenous Canada accreditation at the University of Alberta Faculty of Native Studies. Debra has advised many community-focused projects in Canada that integrate Western science and Indigenous worldviews.

North Saskatchewan River Oil Spill Community Engagement & Environmental Assessment—Debra led a multidisciplinary technical team that supported The Centre’s engagement and technical activities on the riverine Husky Energy oil pipeline breach that impacted 12 Indigenous communities. In addition to environmental sampling, GIS data management, geochemical forensic assessments, review of the responsible party’s technical data, and co-leading community information sessions, Debra supported discussions between affected communities, the responsible party, regulators, and legal representatives to establish mutually agreeable outcomes.

Jim Scott | Advisor – Evaluation Framework
Austin, TX | Estimated Hours: 12
Jim will provide guidance on potential strategies for plan implementation and monitoring. As a former state Geographic Information Officer for the state of Texas, Jim is an expert at seeing the “big picture” and formulating metrics to track the efficacy of programs. Jim will also advise on potential data tracking platforms or tools that the FNSB may implement to help evaluate the plan’s framework.
References

City of Soldotna
John Czarnecki | 907.714.1246

We have done five projects with the City of Soldotna, including:
- Safe Routes to School Plan
- Streets Inventory and Management Plan
- West Marydale Avenue Street Lighting
- Redoubt Avenue Asphalt Rehabilitation Design
- Homestead Lane Design Study Report

John is familiar with our work on these projects and has worked closely with Patrick Cotter. He can answer questions about our management style, technical expertise, and responsiveness.
http://www.soldotna.org/home/showdocument?id=5329
http://www.soldotna.org/home/showdocument?id=282

FAST Planning
Jackson Fox | 907.205.4276

PDC has conducted several studies with the Fairbanks Metropolitan Planning Organization over the years, including two Non-Motorized Transportation Plans, a Safe Routes to School plan, and the recent FAST Planning RSA Study. We have also coordinated local projects with FAST Planning to ensure that they provided input, such as the Airport Way Functional Features Analysis, Fairbanks International Airport Master Plan, University Avenue Reconstruction, and Chena Hot Springs Roundabouts. Jackson can speak to our ability to conduct research and analysis, knowledge of the local conditions, technical expertise, and management team.
https://fastplanning.us/docs/plans/

Municipality of Skagway
Brad Ryan | 907.612.1788

PDC has been the consultant of choice for Skagway for nearly 30 years. Most recently, our core team of Patrick, Natalie, Alex, and Elise completed the Skagway Waterfront Plan. Brad can speak to our team's ability to conduct public outreach, develop effective graphics and figures, coordinate stakeholders and municipal departments, and compile an easy to read plan.
www.skagway.org

PDC has been very capable and accommodating in their provision of engineering and planning services for the City's projects."

John Czarnecki, City of Soldotna

PDC is an outstanding firm in Fairbanks. They have a multidisciplinary team that understands our local conditions and challenges and community interests better than most consultants we work with. They have a great reputation among clients in Fairbanks, their prices are reasonable, and they deliver work products on schedule. I very much appreciate all the hard work they have done for us over the years."

Jackson Fox, FAST Planning

Pat Cotter at PDC was great to work with. He delivered our Safe Routes to School Plan on schedule, and on budget. And only a few months after our City Council adopted the plan, we’re already implementing its high-priority recommendations."

Stephanie Queen, AICP, City of Soldotna
ATTACHMENT C
NON-COLLUSION AFFIDAVIT

(To be executed and submitted with the Offeror's proposal)

STATE OF ALASKA  
)  
)SS
FOURTH JUDICIAL DISTRICT  
)

I, Keith L. Hanneman ____________________ of PDC, A Division of RESPEC Company, LLC  
(printed/typed name)  
(firm name)

being duly sworn, do depose and state that I (or the firm, association, or corporation of which I am a member), as an Offeror on the contract to be awarded by the FAIRBANKS NORTH STAR BOROUGH for the:

FNSB RFP 22001 – CLIMATE ACTION AND ADAPTATION PLAN

in the Fairbanks North Star Borough, have not, either directly or indirectly, entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in connection with such contract.

PDC, A Division of RESPEC Company, LLC
Contractor

[Signature]  
10/05/2021  
(date)

Keith L. Hanneman, Principal  
Title

JUDY BAIRD  
(Seal)
NOTARY PUBLIC  
(Seal)

Notary Public in and for the State of AK. My commission expires: Feb. 19, 2025
ATTACHMENT D
Certification of No Conflict of Interest

1. “Organizational Conflict of interest” means that because of other activities or relationships with other persons, a person is unable or potentially unable to render impartial assistance or advice to the FNSB, or the person’s objectivity in performing the contract work is or might be otherwise impaired, or a person has an unfair competitive advantage (FAR 2.101).

2. “Person” has the meaning stated in FNSBC and includes a Bidder/Offeror, Contractor, Consultant, or Subcontractor or Sub-Consultant at any tier, including their employees or agents; and also includes any FNSB employee or FNSB agent who has, or will have the authority to control or supervise all or a portion of the work for which a Bid/Proposal is made (§16.04.010).

3. The Bidder/Offeror warrants that, except as disclosed in #4, below, there are no relevant facts of circumstances now giving rise or which could, in the future, give rise to a conflict of interest.

4. The following facts or circumstances give rise or could in the future give rise to a conflict of interest (explain in detail—attach additional sheets if necessary).

5. The Bidder/Offeror agrees that if an actual or potential conflict of interest arises after the date of this affidavit, the Bidder/Offeror shall immediately make a full disclosure in writing to the Fairbanks North Star FNSB Chief Procurement Officer, P.O. Box 71267, Fairbanks, AK 99707 of all relevant facts and circumstances. This disclosure shall include a description of actions which the Bidder/ Offeror has taken and proposes to take to avoid, mitigate, or neutralize the actual or potential conflict of interest. If the contract has been awarded and performance of the contract has begun, the Contractor shall continue performance until notified by the Chief Procurement Officer of any contrary action to be taken.

I DO SOLEMNLY DECLARE AND AFFIRM UNDER THE PENALTIES OF PERJURY THAT THE CONTENTS OF THIS AFFIDAVIT ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE, INFORMATION, AND BELIEF.

PDC, A Division of RESPEC Company, LLC

Contractor

Keith L. Hanneman, PE, Principal
(Name and Title)

By: ____________________________
(signature)

10/05/2021
(date)
October 5, 2021

Amber Austin
FNSB Procurement Specialist
Fairbanks North Star Borough
907 Terminal Street
Fairbanks, Alaska 99707

SUBJECT: Intent to meet insurance requirements for RFP 22001

Dear Ms. Austin:

PDC, A Division of RESPEC Company, LLC maintains the minimum insurance requirements as identified in Section Six of RFP 22001.

Our insurance is brokered through Black Hills Insurance Agency, Inc., and includes the following specific carriers:

- General Liability – Travelers Indemnity Company
- Automobile – Travelers Indemnity Company of Connecticut
- Workers’ Compensation – Standard Fire Insurance Company

We have Professional Liability insurance through Lexington Insurance Company. Travelers (Indemnity Company, Indemnity Company of Connecticut, and Standard Fire Insurance) is rated as A++, and Lexington Insurance is rated A. Certificates of insurance will be provided upon Notice of Award.

Sincerely,

Keith Hanneman, PE
Principal
PDC Engineers a Division of RESPEC Company LLC

Anchorage | Fairbanks | Juneau | Palmer | Soldotna
1028 Aurora Dr., Fairbanks, AK 99709
907.452.1414
www.PDCENG.com
Alaska Department of Commerce, Community, and Economic Development
Division of Corporations, Business, and Professional Licensing
PO Box 110806, Juneau, AK 99811-0806

This is to certify that

PDC, A Division of RESPEC Company, LLC

PO Box 725, Rapid City, SD 57709-0725

owned by

RESPEC Company, LLC

is licensed by the department to conduct business for the period

July 21, 2020 to December 31, 2021

for the following line(s) of business:

54 - Professional, Scientific and Technical Services

This license shall not be taken as permission to do business in the state without having complied with the other requirements of the laws of the State or of the United States.

This license must be posted in a conspicuous place at the business location.

It is not transferable or assignable.

Julie Anderson
Commissioner