

proposal to assist the
Municipality of Skagway
prepare the

Skagway 2030 Comprehensive Plan

submitted by
Sheinberg Associates
with
Spruce Root Community Development
and **The Sustainable Southeast Partnership**

November 8, 2018



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1 Project Understanding and Approach

Sheinberg Associates is pleased to submit this proposal to the Municipality of Skagway to assist it in completing a 10-year update to its Comprehensive Plan to create the [Skagway 2030 Comprehensive Plan](#). Barbara Sheinberg, AICP, has been working with the Municipality of Skagway and local residents on planning, zoning, and community development efforts for almost 30 years. She will lead this effort. Joining Ms. Sheinberg to partner in all project work is a capable and dynamic team from Spruce Root Community Development and the Sustainable Southeast Partnership (SSP).

We'll use five approaches to focus and guide our efforts on the [Skagway 2030 Comprehensive Plan](#).

Planning is Alive in Skagway: Build on it! Tie it Together!

The planning commission recently reviewed the 2020 Comprehensive Plan to identify what has been completed, what is no longer relevant, and what needs deeper review. The Assembly recently reviewed and updated its annual (running?) list of goals and objectives. And, the community's various standing and appointed committees continue to work on tasks at hand and to consider the future.

The 10-year update to create the [Skagway 2030 Comprehensive Plan](#) will bring these efforts together.

This will be an opportunity to ALIGN and AFFIRM the views of the elected and appointed leaders of Skagway, various interests, businesses, and the general public. The Comprehensive Plan process is often as important as the product. The Skagway process will develop a sense of consensus and movement forward on a common path to achieve the community's desired future.

Diverse, Fun, Streamlined Public Engagement

We will use a variety of public outreach and engagement techniques to generate interest in and excitement about the update to the Comprehensive Plan. We will convene a couple of large town meetings to invite citizens to discuss ideas and select priorities for future growth and needed action. Tools we'll use include small table discussions, drawing on maps, sketching alternatives, sticker voting, online surveys, 'spend your penny' exercises, and more. We'll work with the media, municipality, school, and local organizations to "Get the Word Out."

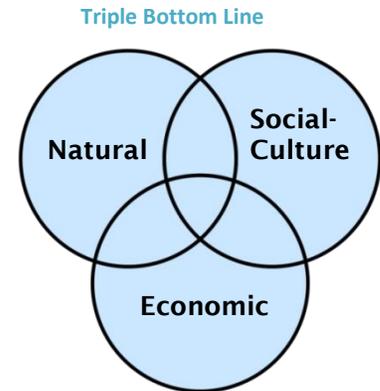
We'll keep public engagement focused and use it at strategic times when public input is needed most so that we avoid both planning commission and public "burn-out", which can occur if there are too many meetings or a process drags on for too long.

Sheinberg Associates' Action-Filled Public Meetings at Wrangell, Sitka, and Juneau



Focus on Resiliency through the Triple Bottom Line

Resilient communities are strong communities. They can quickly recover after challenging times and thrive when conditions are smooth. The best way to gain strength and resiliency is to embrace the “Triple Bottom Line.” That is to consider the natural or environmental, economic, and social-cultural-historical implications of development and growth options and actions.



A cool thing about this approach is it tends to break through old positions and encourage creative thinking among participants.

We will frame Comprehensive Plan conversations using the Triple-Bottom-Line approach.

The Plan must be USEABLE

Over the years it has become clear that it’s hard to pull a 1-2” thick document off the shelf and use it. Sheinberg Associates has been moving to produce final plans that are graphically rich and about 50 pages maximum. Often we produce a standalone 2-4 page summary. See, for example, the final Sitka Comprehensive Plan [HERE](#) and the 2-page summary of the Juneau Economic Plan [HERE](#).

The final deliverables for this project will be two-fold: 1) a Technical Document that pulls together the research, packets, and meeting reports that supported Comprehensive Plan development and deliberation, and 2) a user-friendly, limited-page [Skagway 2030 Comprehensive Plan](#) with key issues, goals, short- and long-term implementing actions, and Future Growth maps and narrative.

Ongoing support through the Sustainable Southeast Partnership network, as desired

Spruce Root and the Sustainable Southeast Partnership (SSP) network it supports are now working with many communities in Southeast Alaska (the Skagway School Superintendent is familiar with SSP and their mobile greenhouse program). The Spruce Root / SSP approach is to provide long-term support to communities. If desired, the municipality and others in Skagway are encouraged to utilize SSP expertise, collaborative work planning, and development tools when the Comprehensive Plan is complete to assist Skagway in accomplishing its top-priority community strategies.

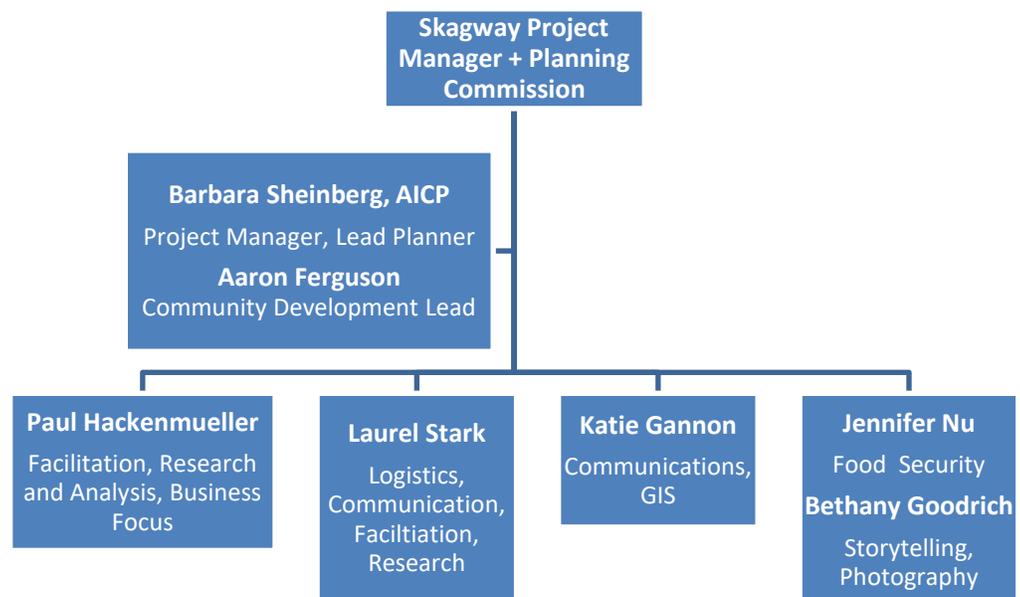
2 Organization, Qualifications, and Experience

Project organization is straightforward.

Barbara Sheinberg will serve as project manager and lead planner. She is responsible for successful project completion to Skagway’s satisfaction.

She will be assisted in all tasks by Aaron Ferguson.

Paul Hackenmueller will be the other staff in addition to Aaron and



Barb that will spend significant time on this work. All other personnel will assist as needed with facilitation, research and analysis, preparing project materials and meeting packets, public communication and outreach efforts, and GIS.

Sheinberg Associates

Sheinberg Associates is a Juneau firm operating since 1989 to provide community and strategic planning, research and data analysis, and facilitation and public engagement services. Central to our reputation is our success at helping clients creatively address their needs on time and within budget.

Sheinberg Associates' philosophy is to build consensus and reduce conflict through well-designed and executed public involvement and planning processes.

We assist public and private sector clients achieve their goals through use of neutral, consensus-building techniques and exceptional organization to ensure successful development of action-oriented plans, research reports, strategies, policies and other products.

Sheinberg Associates staff is skilled at bringing diverse parties to the table, discerning key concerns and priority issues, gathering data and conducting research to obtain needed information, facilitating discussion, and helping stakeholders to devise agreements, plans, policies and regulations.

Sheinberg Associates is, by design, a small company. However, we regularly assemble and manage effective multi-disciplinary project teams – enabling us to tackle diverse projects with the best people available.

Sheinberg Associates has a long history of work in Skagway and many there are familiar with us and our products. Sheinberg's Skagway projects include:

- Skagway Senior Center + Senior Apartments: Needs Assessment (2015)
- West Creek Master Plan (2014)
- Skagway Ore Terminal Development Plan (2013, part of URS Alaska Team, for AIDEA)
- Boat Harbor Improvements Design (2011, part of URS Team)
- Skagway 2020 Comprehensive Plan (2009)
- Skagway Coastal Management Plan revision (2004)
- Prepare petition for City of Skagway to incorporate as a borough (2000)
- Skagway Comprehensive Plan (1999)
- Dyea Flats Land Management Plan (1996)

Sheinberg Associates



Sheinberg Associates planners observing transportation patterns and inviting public conversation at popular coffee spot in Gustavus as part of our Safe Routes to School plan outreach.



- Revise Skagway zoning code, create waterfront zoning district, complete major rezone (1993)
- Port of Skagway and Skagway River AMSA Plans (1991)

Other recent Sheinberg Associates work includes:

- Blueprint Downtown, vision and goal setting for Downtown Juneau (ongoing, part of MRV Architect team)
- Sitka Comprehensive Plan (May 2018)
- Situations & Prospects: Kenai Peninsula Economic Development District (2018, 2017, 2016, 2015)
- Juneau International Airport Sustainability Master Plan, 2018 (part of AECOM team)
- Fiscal analysis of forming a borough for the Yukon Koyukuk School District (2017)
- Strategic Planning: Central Council of Tlingit and Haida Indians of Alaska (2017)
- Hoonah Economic Development Plan (2016)
- Juneau Economic Plan (2015, with McDowell Group)

Barbara Sheinberg, AICP

Barbara J. Sheinberg, AICP, is the firm principal, senior planner, and a public involvement expert at [Sheinberg Associates](#). Ms. Sheinberg is a certified planner (American Institute of Certified Planners, AICP, #014225) with 32 years of experience.

Ms. Sheinberg currently serves on the City and Borough of Juneau (CBJ) Board of Equalization, previously served five years on the CBJ Planning Commission, and was appointed to serve on the CBJ Assembly for a few months. She was SE region vice-president on the board of directors for the Alaska Chapter of the American Planning Association, and represented the state of Alaska on the Western US Resource Planning Board. Ms. Sheinberg has a B.S. in Geology (1978, Beloit College) and significant graduate work toward an M.S. in Resource Planning (1983-1985, UAA). As a community planner, Barbara’s specialty is public engagement and preparing plans and products that are focused and action-oriented.

For this project, Barbara will serve as project manager and lead community planner. She will guide the work of other team members.



Spruce Root Community Development

Spruce Root Community Development assists the people, businesses, and communities of Southeast Alaska in reaching their full potential through capital investments, technical support, and programs to promote long-term economic, cultural, and environmental resilience. A Community Development Financial



Institution with Native designation and an Alaska Native majority board of directors, Spruce Root was founded in 2012 with \$500,000 in seed capital from the Sealaska Native Corporation. Spruce Root’s loan fund has since grown to \$3.5 million and, through our business development programs and backbone support for the Sustainable Southeast Partnership and its projects; we’re enhancing entrepreneurial capacity in the region and combating the lack of common ground between entities that have historically been opposed to each other.

Spruce Root’s staff are dedicated to fostering resilient community development throughout Southeast Alaska and have expertise in strategic planning, business planning and entrepreneurial development, economics and social finance, facilitation, project planning and management, conflict resolution, Geographic Information Systems (GIS), and triple-bottom-line and adaptive solutions to complex business and community challenges.

The Sustainable Southeast Partnership

Since 2012, the Sustainable Southeast Partnership has advanced a unique structure to collective impact, sponsoring community members hosted by tribes to be catalysts for systemic community change in seven Alaska Native villages across Southeast Alaska:



Hoonah, Hydaburg, Kake, Kasaan, Klawock, Sitka, and Yakutat. These community catalysts are driving activities that create good jobs and stronger economies and are helping communities to practice *wooch.een* (Tlingit for “working together”). Through our retreats, project planning, and coordination, knowledge of sustainable development is circulating more freely across the region. Additionally, in partnership with community catalysts, our regional catalysts, hosted by regional nonprofits and businesses, are:

- forging resilient, localized food and energy systems
- ensuring community priorities and local employment are central to the management of fisheries and forests, including support of indigenous stewardship programs
- leveraging our unique cultural and natural assets into place-based, locally-owned businesses that replace imported goods
- helping youth learn about ecosystems via the intertwining of traditional knowledge and scientific approaches

Spruce Root hosts the Program Director for the Sustainable Southeast Partnership, along with the regional catalysts for sustainability and economic development. Access to additional expertise within the partnership (e.g. food security, communications) is available as needed.

Aaron Ferguson

Aaron Ferguson is the Regional Sustainability Catalyst at Spruce Root. In this role, Aaron works with the Sustainable Southeast Partnership and Spruce Root on strategic planning, business model development and implementation, facilitation, and project design. After growing up in East Asia, Aaron earned a degree from the University of Washington in Geography with a concentration in International Development, spending a year in Sichuan, China, to complete a public health research project. Aaron has worked with a variety of nonprofit organizations and governmental agencies around the U.S. and earned a Master of Public Administration degree with concentrations in Strategic Planning and Environmental Policy, also from the University of Washington. He lives in Juneau.



For this project, Aaron will collaborate regularly with Barbara Sheinberg. He will help lead project design, manage SSP staff, conduct research and analysis, and will support facilitation design and execution, logistics, and communications.

Paul Hackenmueller

Paul Hackenmueller is the Business Development Manager at Spruce Root, where he’s responsible for developing new business opportunities that align with their mission to grow Southeast Alaska’s economy from the ground up. After growing up in Anchorage, Paul earned a Bachelor’s degree in Mathematics from Colorado State University before heading to Africa as a Peace Corps Volunteer to teach high school math in a village in central Ghana. His continued



interest in economic development led to a M.A. in Economics from Boston University before returning to Alaska where he now lives in Juneau with his family. Paul also serves as the Program Director for the Sustainable Southeast Partnership, a diverse network of organizations and individuals working together to reach cultural, ecological, and economic prosperity for our communities and region. As Program Director, Paul provides leadership for the team working within the SSP, engages local communities to build support for SSP's approach, and supports programs being implemented by network partners across the region.

For this project, Paul will help lead facilitation design and execution and will support project design, and research and analysis.

Laurel Stark

Laurel Stark is the Administrative Coordinator at Spruce Root. After growing up in Juneau, Laurel studied Political Science at the University of Victoria. She has worked with non-profit and community development initiatives in Alaska and internationally. Laurel spent a year in Malta earning an M.S. and M.A. in Conflict Analysis and Resolution and Mediterranean Security from George Mason University and the Mediterranean Academy of Diplomatic Studies. She returned to Juneau to study shared transboundary resource governance in the Pacific Northwest, and enjoys exploring new communities and vistas across Alaska. Laurel contributes to Spruce Root in the areas of project and task management, meeting facilitation, team coordination, event planning, and lending committee/board of director's engagement.



For this project, Laurel will lead logistics, and support research and analysis, facilitation design and execution, and communications.

Katie Gannon

Katie Gannon is the Communications Fellow for Spruce Root and the Sustainable Southeast Partnership. She grew up in Montana going on long hikes and fishing trips with her family. She went to school at the University of Colorado Boulder where she earned a Bachelor's degree in Geography with an emphasis in Environment and Society and Biology with a certificate in Public Health. She is currently working in Juneau through the Alaska Fellows Program.



Katie is creating and implementing a strategic communications plan for Spruce Root. This includes website reorganization, social media management, community outreach, and creating technical assistance and storytelling content.

For this project, Katie will lead communications and support research and analysis, focusing on GIS.

Additional expertise available through the Sustainable Southeast Partnership includes:

Jennifer Nu

Jennifer Nu is the Food Sustainability Regional Catalyst for the Sustainable Southeast Partnership and is hosted by the Southeast Alaska Watershed Coalition in Juneau. She holds a bachelor's in International Relations and Latin American studies at Boston University and a master's degree in Sustainable Development and Community Health from the University of Alaska Fairbanks. Prior to joining SSP, she worked in communities of the Yukon Kuskokwim Delta as a research associate at the Center for Alaska Native Health Research where she developed community-centered public health interventions and programs based on local foods and traditional ways of living well. She is also a freelance writer specializing in wellness, environment, and stories about people and community. When she is not working on projects, Jennifer enjoys long-distance trekking, paddling, photography, cooking, and foraging,

especially gathering and using Alaskan plants for food and medicine. She believes that connections to the natural world and to community are key elements of living a good life, and she is very grateful to many friends all across the state who have shared their teachings and wisdom with her.

Bethany Goodrich

Bethany holds a Master’s of Science degree in Biodiversity, Conservation, and Management from the University of Oxford’s School of Geography and a Bachelor’s degree in Biology and Fine Arts from the University of San Francisco. She learned the value and skill of photography through trial and error and a life-long apprenticeship under her mother. Bethany is particularly interested in participatory projects and visual storytelling efforts that empower communities and inspire positive social change. She runs her own storytelling business, freelance. She also creates art and likes to cook, eat, dance, and walk long distances into the wilderness with a heavy backpack on.

3 Tasks, Schedule, and Cost Estimate

Assumptions:

- Planning Commission will schedule a second meeting each month to focus on Comprehensive Plan development.
- Municipality will help publicize meetings and provide meeting space.
- Team can use a municipal car, if needed, when in town. There will be very few meetings between June-early September to respect the need of most to earn their living during these months. During this time the Sheinberg Team will be working to prepare a draft Comp Plan.
- Is there a municipal apartment by any chance to reduce lodging costs?

	TASKS	TIMELINE	FEE
1	Initial trip to Skagway Meet with Planning Commission, work through project scope, tasks, and process. Set schedule. Conduct key interviews. Meet and Greet for Sheinberg Team staff. Determine GIS data status and transfer as appropriate.	Dec 2018	94 hr @ \$5,900
2	Community Meeting There are a lot of projects going on in town and planning commission and assembly ideas on goals and objectives. Part of this meeting will explore a few key big picture Vision matters to “stretch” the community’s thinking.	Jan 2019	120 hr @ \$7,500
3	Public Outreach, Work with Planning Commission Launch online survey, conduct interviews. Prepare Community Meeting report. Planning Commission meetings to discuss Housing, Land Use, Economic Development; explore issues and alternatives to address. If needed, conduct Housing Inventory. Other field reconnaissance. Determine what, if any, information is needed from seasonal business owners. Meet with high school students; get them to help with mapping walking, biking, and recreation hotspots. Do Buckwheat Ski Classic (-:	Feb-Mar	110 hr @ \$7,000
4	Synthesize Input and Work to Date. Community Meeting. Pull results of surveys, interviews, and planning commission discussions together. Use to develop key questions and materials that would benefit from broader public discussion and review. Likely look at developing objectives and actions. Discuss with Planning Commission. Host second Community Meeting.	Apr	140 hr @ \$9,000
5	Prepare Community Meeting report. Planning Commission meeting to work on next topic, assess progress, review schedule.	May	94 hr @ \$5,900

	TASKS	TIMELINE	FEE
6	Prepare initial draft Skagway 2030 Comprehensive Plan (and technical report). Meet with Planning Commission and others as needed. Work on Future Growth Maps. Develop succinct list of objectives and actions.	Jun-Sep	168 hr @ \$10,800
7	Fill-in Topic and Data Gaps. Community Meeting. Ask community to “Vote” and “Spend Pennies” on Actions. Issue Skagway 2030 Comprehensive Plan.	Oct	175 hr @ \$11,250
8	Planning Commission work session to review Skagway 2030 Comprehensive Plan. Make any changes needed.	Nov	110 hr @ \$7,000
9	Planning Commission Public Hearing and approval of Skagway 2030 Comprehensive Plan Forward to Assembly with recommendation for Adoption.	Dec	69 hr @ \$4,650
10	Assembly Public Hearings and Adoption (Ideally Planning Commission and community has taken full ownership of plan by this time and only minimal consultant time is needed)	Jan-Feb 2020	20 hr @ \$1,000

COST ESTIMATE TOTALS

300 hours Senior Staff @ \$100/hr	\$30,000
800 hours Junior Staff @ \$50/hr	\$40,000
Directs/Reimbursables	\$10,000
• 15 trips at Per trip costs (airfare, lodging, per diem) @\$500 = \$7,500	
• Materials, Printing, GIS support, other @\$2,500	
TOTAL.....	\$80,000

This would be either a Lump Sum or Not-to-Exceed contract. Sheinberg Associates would submit invoices approximately monthly; each would itemize tasks and work completed, and include any receipts for reimbursable expenses.

4 Resumes



Barbara J. Sheinberg, AICP

Principal– Sheinberg Associates– www.SheinbergAssociates.com

Ms. Sheinberg currently serves on the City and Borough of Juneau (CBJ) Board of Equalization, previously served five years on the CBJ Planning Commission, and was appointed to serve on the CBJ Assembly for a few months. She previously served on the board of directors for the Alaska Chapter of the American Planning Association, and represented the state of Alaska on the Western US Resource Planning Board.

As a community planner, Barbara's specialty is public engagement and preparing plans and products that are focused and action-oriented. Ms. Sheinberg just completed the Sitka Comprehensive Plan (in collaboration with the Sitka Planning and Community Development Department), which was unanimously adopted by the Assembly and Planning Commission. It had a very robust public outreach program, and features an Action Summary that focuses on objectives, actions, and future growth maps, as well as a longer technical document. Barbara is currently the project lead on the 2018 Kenai Peninsula Economic Development District Situations and Prospects Report, and also is part of the team preparing an update to the Juneau International Airport Master Plan. For that project she conducted a survey of airport tenants to determine the direct and indirect economic contribution the airport makes to the community and region. Barbara recently assisted Central Council of Tlingit and Haida Indian Tribes of Alaska complete a strategic plan, and helped the Haines Borough Assembly identify their action priorities for 2018-2019.

Barbara J. Sheinberg, AICP, is the firm principal, senior planner, and a public involvement expert at Sheinberg Associates. Ms. Sheinberg is an AICP certified planner with 32 years of experience. Barbara specializes in community and strategic planning, research and data analysis, design and accomplishment of diverse public outreach processes, and facilitation of public meetings and problem solving processes. Typical work includes:

- Design and facilitation of diverse, focused, and enjoyable public outreach
- Conducting surveys, executive interviews, leading public meetings and charrettes
- Community Planning: Master, Comprehensive, Place-Making, Land Asset
- Zoning and other code review and update
- Data collection and analysis to establish baselines, identify trends, and set metrics for measuring change
- Leading strategic planning sessions to assist clients review current conditions and define priorities
- Topic and issue-oriented planning efforts in areas such as transportation, business development, tourism, recreation, and similar topics.

SELECT RELEVANT PROJECTS

- Sitka Comprehensive Plan
- Willoughby District Land Use Plan
- Juneau Subport Revitalization Plan
- Haines Downtown Revitalization Plan
- Ketchikan Planning & Design of Port Improvements
- Juneau Economic Plan
- Skagway West Creek Master Plan
- Needs Assessment: Skagway Senior Center & Apts
- Haines, Wrangell, and Skagway Comprehensive Plans
- North Douglas Island Conceptual Planning
- Glacier Highway Bicycle and Pedestrian Improvements
- Juneau Int'l Airport, Sustainable Master Plan
- Haines Public Access and Use Plan
- Skagway Small Boat Harbor Improvements
- Juneau Non-Motorized Transportation Plan

REFERENCES

MEGAN BOSAK, COMMUNITY AFFAIRS DIRECTOR, Sitka, 907.747.1824
TIM DILLON, DIRECTOR, Kenai Peninsula Economic Development District, 907.283.3335
BETH MCKIBBEN, JUNEAU PLANNING MANAGER, 907.586.0715

PROFESSIONAL REGISTRATION:
American Institute Certified Planners
Registration No. 014225

EDUCATION
Graduate work toward MS Resource
Planning, University of Alaska
Anchorage, 1983-1985

Bachelor of Science
Geology, Beloit College, 1978

AFFILIATIONS

Juneau Assembly, Jan-Mar 2016
Juneau Board of Equalization,
2015-present

Juneau Planning Commission,
1989-1994

KTOO Public Media
Board, 2007-2013
President, 2013-2014

Community Advisory Committee,
2014 - present

Alaska Chapter
American Planning Association
SE Vice-President 2004-2010
Member, 1985-present

Western Us Resources
Planning Board, Alaska State
Representative, 2007-2013

AARON J. FERGUSON
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Douglas, AK 9924
(907) 419-5612
fergaj@gmail.com

EDUCATION

Master of Public Administration, Strategic Planning

Daniel J. Evans School of Public Policy and Governance, University of Washington, 2009

Bachelor of Arts, Geography, Development Theory

University of Washington, 2007

EXPERIENCE

Regional Catalyst for Sustainability

Spruce Root Community Development, Juneau, AK September 2017–Present

Manages and executes strategic planning, special initiatives and business model development for the Sustainable Southeast Partnership. Researches, analyzes, and conceptualizes methods for increasing and improving community engagement and responsiveness. Supports design and facilitation of group planning processes, retreats, and meetings. Improves viability of programs and projects by assisting with planning for financial sustainability.

Director of Operations and Communications

Tacoma Farmers Markets, Tacoma, WA January 2017–June 2017

Managed communications planning, grant development, strategic planning, organizational development, and process improvement. Served as administrator of organization's website. Implemented and managed task management system. Coordinated operations for farmers markets including vendor recruitment and relations, permitting, accounting, customer service, inventory, and maintenance and equipment. Supervised seasonal market assistants.

Communications Manager

Tacoma Farmers Markets, Tacoma, WA April 2016–December 2017

Engaged stakeholders through production and distribution of electronic newsletters, social media, press releases, blog posts, advertisements, posters, banners, and flyers. Managed website, served as photographer, and carried out graphic design projects.

Publications and Internet Specialist II

Department of Administration, State of Alaska, Juneau, AK, August 2013–December 2014

Engaged approximately 90,000 subscribers through production and distribution of print and electronic newsletters, social media, advertisements, websites, posters, and flyers. Managed and designed State of Alaska websites. Improved productivity of team by implementing task management system. Enhanced marketing campaigns by creating and implementing strategic communications plans in concert with subject matter experts.

Program Officer

Juneau Economic Development Council, Juneau, AK, October 2012–August 2013

Advanced regional seafood and mining industries by facilitating a group planning process to capitalize on potential areas of growth. Managed projects for various other programs including economic surveys, housing assessment, transportation initiatives, and grant development. Effectively communicated with business owners, policy makers, and the general public through newsletters, websites, flyers, reports, presentations, proposals, and letters. Managed development of position papers and memos. Supervised project assistants and interns.

Project Manager

Southface Energy Institute, Atlanta, GA, August 2010–October 2012

Oversaw the certification of over 700 sustainable construction projects. Managed, updated, and ran reports from organization's databases. Improved efficiency of sustainable construction programs by implementing information management system. Set and tracked goals, facilitated events and meetings, and mapped processes. Enriched organization's communications by applying excellent writing skills and attention to detail to all vehicles: newsletters, websites, process manuals, grant proposals, strategic plans, presentations. Contributed to grant development. Supervised and supported fellows and interns.

Planning Associate

Sustainable Path Foundation, Seattle, WA, June–October 2009

Improved business outlook of organization by researching and analyzing methods for increasing community engagement and improving fundraising capabilities. Gathered information about alternative business models and presented findings to Board of Directors. Contributed to Integrated Systems Thinking program, grant making, and events.

Sustainability Intern

Columbia River Gorge Commission, White Salmon, WA June–September 2008

Conducted strategic performance research. Analyzed job growth and income data, reviewed habitat quality literature, inventoried key scenic vantage points, and conducted analysis of development impacts on scenic quality. Compiled a baseline of cultural resources within the National Scenic Area and performed GIS analysis.

Research Fellow

Department of State, Washington, DC, June–September 2007

Created a wide range of geographic products for the Humanitarian Information Unit. Took lead authorship for intelligence assessment of deforestation and its extent, causes, and implications in sub-Saharan Africa and Southeast Asia by interviewing informants, gathering data, executing analyses, and producing maps using GIS. Produced other thematic maps and models as templates for export to other organizations.

PAUL HACKENMUELLER
815 Dixon Street, Juneau, AK 99801
907-723-0062 paulhack@gmail.com

EDUCATION:

Boston University, Boston, MA

9/2009-12/2010

M.A. Economics, January 2011.

Colorado State University, Fort Collins, CO

8/2001-5/2005

B.S. Mathematics, May 2005.

RELEVANT EXPERIENCE

Sustainable Southeast Partnership Program Director

4/2018-Present

Spruce Root, Inc., Juneau, AK

- Provide leadership for the team working within the Sustainable Southeast Partnership (SSP).
- Set goals for staff and manage and direct their work in cooperation with their sponsoring organization.
- Track progress on partner projects and performance through regularly scheduled reporting.
- Build overall capacity of the partnership, its members, and partners through strategic actions and programs.
- Develop best practices for triple-bottom-line development and articulate and demonstrate how the region and partners can achieve environmental, social, and economic priorities.
- Facilitate community, SSP, and stakeholder meetings and capacity development convenings.
- Prepare and maintain the Partnership annual budget as well as a summary of program indicators and an events timeline.
- Approve allocation of project funding within the budget approved by the SSP Leadership Team.
- Report to and consult with the SSP Leadership Team on strategic direction.
- Support partner programs that are being implemented by the SSP under the guidelines and approval of the Leadership Team.
- Support SSP Leadership Team in some fundraising activities.

Program Manager

1/2018-3/2018

Spruce Root, Inc., Juneau, AK

- Administered the Path to Prosperity Sustainable Business Development Competition, including outreach, mentor training, judge coordination, event budgeting, logistics, content development and strategic planning.
- Grew community and entrepreneurial capacity in rural southeast Alaska the Economic Development Regional catalyst for the Sustainable Southeast Partnership, supporting Community Catalysts and regional stakeholders with business mentoring and economic development support.
- Built capacity of clients through business planning and financial management coaching.

Economic Development Coordinator

4/2015-12/2017

Sealaska Corporation, Juneau, AK

- Administered the Path to Prosperity Sustainable Business Development Competition, including outreach, mentor training, judge coordination, event budgeting, logistics, content development and strategic planning.
- Grew community and entrepreneurial capacity in rural southeast Alaska as the Economic Development Regional catalyst for the Sustainable Southeast Partnership, supporting Community Catalysts and regional stakeholders with business mentoring and economic development support.
- Grew Spruce Root, Inc. (formerly the Haa Aani Community Development Fund, Inc.) economic development programs, facilitating community-centered workshops on business development and strategic planning, promoting and assisting applicants with Spruce Root loan process, and seeking and securing funding opportunities for Spruce Root programs.
- Built capacity of clients through business planning and financial management coaching.
- Secured over \$200,000 in grant funding for Spruce Root programming.
- Performed credit analysis and loan underwriting for clients and loan applicants.
- Developed, with the core team and Spruce Root board of directors, developed the Spruce Root five year strategic plan and transition plan.

Investment Officer

8/2011-4/2015

State of Alaska Department of Revenue, Juneau, AK

- Assisted in all facets of portfolio management for the Alaska Retirement Management Board.
- Maintained the integrity of internal portfolio data and ensured reporting requirements were met.
- With the Manager of Real Assets, developed and analyzed investment policy as it pertained to external real estate, agriculture, timberland, and infrastructure investment managers.
- With the Manager of Real Assets, developed and implemented trading strategies, policy and analysis for an internally managed REIT portfolio and domestic equity portfolio.
- Interfaced with external managers, consultants and other stakeholders at annual meetings, site visits, and via general correspondence.

Peace Corps Volunteer Teacher

6/2006-4/2008

U.S. Peace Corps, Ghana

- Taught math in rural high school to students of varying cultural and educational backgrounds.
- Co-coordinated national youth leadership conference for outstanding high school youth.
- Coordinated HIV/AIDS awareness programs for local youth.
- Consulted on the restructuring of the Ghana Education Service's National Mathematics Syllabus.
- Volunteer Advising Committee: Liaised with administration to address volunteer needs.

Laurel Stark

907-321-0812 | laurel.stark3@gmail.com | 8270 N. Douglas Hwy. Juneau, AK • 99801 • USA

HIGHLIGHTS

- Effective analytical and communication skills.
 - Trained in conflict resolution; experience facilitating meaningful participation.
- Passion for community development and growth; love of Southeast Alaska.
- Self-motivated, enthusiastic learner and team player.

EDUCATION

- 2017 M.S. Conflict Analysis and Resolution: George Mason University, USA
M.A. Conflict Resolution and Mediterranean Security: University of Malta, Malta
- 2015 B.A. in Political Science, Religious Studies Minor: University of Victoria, Canada
- 2013 Study Abroad: Semester at Sea: Institute for Shipboard Education (ISE), USA

EXPERIENCE

Community Outreach and Advocacy

- Facilitated dialogues and focus groups with multi-age international students and community members; organized speaking events and question-and-answer sessions.
- Conducted assessments and used data for evaluative purposes: conducted interviews, gathered quarterly metrics, designed and administered surveys for government officials and focus groups; analyzed results and presented data to elected officials, co-workers, and public.
- Managed relations between constituent voters, advocacy NGOs, and youth action groups; strengthened relationships and supported effective communication strategies.
- Coordinated public-relations tasks and communication strategies for a variety of audiences including community members, youth, academics, and political figures: wrote press releases; developed promotional flyers, newsletters, and social media campaigns; orchestrated website; created and presented verbal, written, and mixed-media briefings.

Program Development

- Coordinated the Dolly Parton Imagination Library in Southeast Alaska, managing community volunteers and promoting early literacy.
- Facilitated workshops for under-served and trauma-impacted youth in technology and professional development including film editing and graphic design.
- Managed administrative logistics of community development financial institution including management of loan portfolio, grant reporting maintenance, banking practices, and program support.
- Acted as advisor to Country Director for international NGO in matters of structural adjustment and partnership relations, supporting culturally responsive programming.
- Collaborated on format and daily structure of Ugandan youth drop-in center, classes, and outreach.

EMPLOYMENT HISTORY

- April 2018-Present *Administrative Coordinator*, Spruce Root, Inc.
- Summer 2016 *Program Associate/Special Projects Coordinator*, Association for the Education of Young Children (AEYC) of Southeast Alaska.
- Jan-April 2016 *Legislative Aide*, Office of Representative Jim Colver, State of Alaska.
- Summers 2013-2014 *State Capitol Tour Guide*, State of Alaska.

