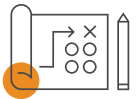


# CITY OF VALDEZ

## TITLE 16

SUBDIVISIONS CODE REVISION





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November 15, 2024

R&M No. 0001.00 (24-87)

Paul Nylund  
Community Development Department  
City of Valdez  
212 Chenega Avenue  
Valdez, AK 99686  
via email: [pnylund@valdezak.gov](mailto:pnylund@valdezak.gov)

RE: Title 16 - Subdivisions Code Revision

Dear Mr. Nylund and Evaluation Committee Members:

The City of Valdez is seeking a consultant to conduct a full revision of the City's Title 16 Subdivision code. This update will implement the 2021 Comprehensive Plan: Plan Valdez as a complement to the recently adopted Title 17 Zoning Code update. Title 16's update is integral for modernizing new subdivision requirements to help facilitate new housing development to meet the ongoing demands for community prosperity, economic development and continued livability in Valdez's unique environment.

**R&M CONSULTANTS, INC.** (R&M) has supported local communities throughout Alaska for 55 years. To successfully complete this code revision, R&M has assembled an integrated, experienced team of professionals with expertise in code analysis, compliance and implementation; land use planning; zoning and rezoning; and subdivision design and platting to work with the City to revise Title 16. This team has collaborated on many land use planning projects, delivering innovative solutions and plans that are tailored to each client and community. We are ideally suited to meet the City's needs for this code revision for the following reasons:

- » **Alaskan Code Analysis and Reorganization Experience.** R&M has provided land use code amendments, development policy updates and design criteria recommendations to public agencies, giving us a comprehensive body of knowledge of policy, an understanding of how to update those policies for successful outcomes and knowledge of how to implement those policies through projects. Our Project Manager **Dave Whitfield** comes to the R&M team from a 20-year career at the Municipality of Anchorage, where he gained extensive experience working on Municipal Title 21 zoning and platting code amendments. Our work has also included revision of the Title 17 Land Use Code in the Matanuska-Susitna Borough (MSB), a rewrite of Title 10 Rezoning Code for the City of Houston, zoning code amendments for the City & Borough of Juneau, and zoning ordinance rewrites for the City of Homer and City & Borough of Yakutat.
- » **Experts in Land Use Planning.** R&M is experienced with all aspects of land use planning, including zoning and land use regulations, subdivision platting, development feasibility analysis, site selection, land use studies, site plans, and conditional use and rezoning applications. We have performed these services for public and private clients throughout the state, including in Seward, Homer, Juneau, Yakutat, Anchorage, MSB and Unalaska.
- » **Commitment to Collaboration.** Our team is passionate about the work we do and enjoys working collaboratively with our clients, stakeholders and the community to create plans and projects that reflect the needs and desires of each unique community. We firmly believe that integrating diverse perspectives will yield the best planning and design outcomes. Our goal is to be true partners with the City.

- » **Innovative Community Outreach Techniques.** R&M uses effective and tested community outreach techniques that collect data and meet public participation requirements, but go beyond to reach successful project outcomes. Our Public Involvement Specialists are trained and experienced in communicating complex and often controversial projects, tailoring our presentations to a specific audience, including community groups and decision makers. We recognize each audience, in each geographic area, learns differently, so we use a variety of communication tools to facilitate understanding of the issues.
- » **Strong Multi-Discipline Team.** Project outcomes are better when several disciplines are involved during the problem identification and solutions phases. Our team includes land use planners and public involvement specialists, supported by land surveyors and civil engineers, to give the project the technical rigor needed to make realistic and implementable recommendations.

R&M focuses on providing superior, innovative professional services emphasizing accessibility, responsiveness, commitment, quality and integrity in all we do. Our team enjoys working on projects like this that focus on improving the day-to-day lives of Alaskans. We are committed to partnering with the City of Valdez to revise the Title 16 code. If you have questions with regard to this proposal, or the qualifications of the R&M team, please contact me or Project Manager Dave Whitfield at the numbers on this letterhead or via e-mail at [lstory@rmconsult.com](mailto:lstory@rmconsult.com) or [dwhitfield@rmconsult.com](mailto:dwhitfield@rmconsult.com). As Chief Executive Officer at R&M, I am authorized to make representations on behalf of the firm.

Sincerely,

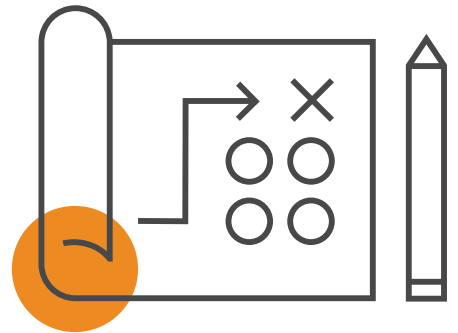
**R&M CONSULTANTS, INC.**

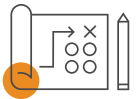


Lendle C. Story, PLS  
Chief Executive Officer

LCS:caw

## APPROACH AND SCOPE OF WORK





## Approach & Scope of Work

### APPROACH

The City of Valdez adopted a new Comprehensive Plan in 2021 that reflects their current vision, goals and future aspirations. Since Plan Valdez was adopted, Title 17 Zoning Districts was updated to implement the Comprehensive Plan. Title 17's update reduced red tape, provided more flexibility in development and allowed for accessory dwelling units to address Valdez's need for additional affordable housing.

Valdez is making strides towards addressing the community's growing need for housing. The City continues to fund the Land Development and Housing Incentive programs. These programs are important tools to encourage completion of more housing options for the City of Valdez. The next step in the City's progress towards housing and development is an update to Title 16 Subdivisions. This update will balance private property rights with community vision, amend the Title's standards to adjust to Valdez's unique environmental characteristics, and increase its ease of reading and implementation.

### SCOPE OF WORK

One of the many challenges when revising, updating or creating new land use code is ensuring the final product encourages growth in a responsible manner. The **R&M CONSULTANTS, INC.** (R&M) team has extensive experience working with municipalities, cities and boroughs to analyze, write, revise and implement code and comprehensive plans that will guide development for the Title 16 Subdivisions Code Revision. Our approach to providing the requested services is outlined below.

#### **Task 1: Review Valdez Comprehensive Plan - Plan Valdez**

In developing this proposal, we reviewed Plan Valdez and summarized goals, objectives and strategies related to subdivisions. This process will be ongoing throughout the entire project to ensure code revisions are not in conflict with community desires. In addition, we researched Title 17 Zoning Code and the City of Valdez Capital Improvement Program and budget to develop a foundational understanding of the planning and policy decisions and processes, as well as development patterns. The summary report will provide useful information to assess success in achieving the current plan's goals through Title 16 revisions. We will work with staff subject matter experts (SME) such as Community Development Department (CDD) staff, Public Works and Capital Projects to confirm our understanding of the following Plan Valdez Goals and Action Items related to Title 16 revisions:

- Goal 6.2 - Minimize environmental impacts.
- Goal 6.3 - Promote efficient uses of resources.
- Goal 7.1 - Reduce the community's vulnerability to natural events.

- Action Item 2.1.G - Investigate development standards to establish a fair allocation to developers of the costs for required off-site improvements needed to help support the impacts of development projects on public infrastructure.
- Action Item 2.1.N - Ensure that snow storage sites are maintained and assessed to match development and community needs. Snow storage is a critical need in developed areas, but is not mapped or monitored. Future land use and development in the community may modify the need, location and size of snow storage areas to allow the community to operate in winter



#### **TASK 1 DELIVERABLES**

Comprehensive summary report of plans and goals identified in the Comprehensive Plan to inform Title 16 revisions.

#### **Task 2: Review Current Title 16 Subdivision Code**

**Code Assessment.** R&M's staff is experienced in land development, from multi-family to small and large commercial developments throughout Alaska, including the communities of Seward, the Matanuska-Susitna Borough (MSB), Municipality of Anchorage (MOA), Fairbanks North Star Borough (FNSB), Petersburg and Juneau. R&M starts every project with completing a project planning checklist, which includes an evaluation of the area's development code requirements. It also includes outlining required permitting, which can include local planning reviews, building permits, platting, wetlands and other federal, state and local requirements. R&M has extensive knowledge of reviewing and implementing MOA Title 21 Zoning, City of Seward Titles 15 and 16 Land Use and Subdivision Codes, and other land use regulations in Alaska.

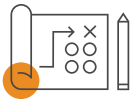
Additional tasks should include:

- Review and analyze subdivision variance requests and approvals over the past five years. Reviewing of subdivision variances provide vital information that informs the need for future code amendments. In 2024, our research indicates Valdez granted two variances or exceptions to the code to facilitate development. In addition, three Conditional Use Permit (CUP) applications were granted. Understanding the types of variances and CUP requests will help inform Title 16 revisions.
- Clarify Variance (16.04.060) language with more specificity to provide certainty for development and developers.



#### **TASK 2 DELIVERABLES**

Technical Memorandum on Code Review



### Task 3: Analyze and Identify Areas of Concern

One of the challenges with code revisions is identifying potential limiting factors or obstacles for development once code is implemented. Due to our team's familiarity with code analysis and implementation, we will help identify some of these potential hurdles, reducing the need for future code modifications. The R&M team will provide an assessment focusing specifically on which practices are best suited to Valdez based on an evaluation of population, local climate and environmental constraints such as steep slopes and avalanche/landslide, flooding and tsunami concerns, existing and future development patterns, community acceptability and needs. We will work with CDD staff, the development community, the Steering Committee, Planning and Zoning Commission (PZC) members and other interested and potentially affected interests throughout this code revision to ensure we identify the correct issues to be addressed in this Title 16 code revision. Our strategy for public education and involvement is outlined in *Task 5 - Public Outreach Plan*.

In addition to our findings in Task 2, we identified several areas that could be revisited with CDD staff to confirm if they should be addressed with this code update, including:

- 900' cul-de-sacs and issues with emergency access.
- Plat processing timelines to find areas of efficiency for recording final plats in the Anchorage recorder's office.



#### TASK 3 DELIVERABLES

Technical Memo on Identified Areas of Concern

### Task 4: Develop Code Revision Recommendations

Based on our review of Title 16, Title 17 and the Comprehensive Plan, we identified the following preliminary areas that may be included in code revisions:

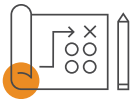
- **Consider the establishment of new Alternative Subdivisions, such as Conservation Subdivisions and/or Unit Lot Subdivisions.** Valdez is environmentally unique, with parts of the City susceptible to flooding, erosion, earthquakes and landslides. The establishment of new subdivision types that put importance on preserving environmentally sensitive lands, while also allowing for safe and responsible development, has been used with success in other communities. In the more urban areas of Valdez where medium to high density is desired, Unit Lot Subdivisions may be used to provide smaller, fee simple lots of attached dwelling units. Financing has historically created challenges in developing condominium style developments. In some cases, financial institutions require 50-75% of the units to be pre-sold prior to securing funding. Unit Lot Subdivisions are a lending tool that allow the developer to obtain financing more easily for the project, while at the same time creating more affordable dwelling units on fee simple lots.

- **Establish an administrative approval process for minor subdivisions.** The City of Valdez Subdivision regulations distinguishes between major and minor subdivisions. However, it appears that in both cases, approval authority lies with the PZC. In the case of minor subdivisions with no variances or vacations of rights-of-way, an administrative review and approval process would be beneficial. This may reduce cost and provide approval expeditiously.
- **Extend the approval period for both minor and major subdivisions.** In Alaska, where development occurs primarily in the summer months, a small setback in the permitting process could result in a year(s) long delay. By extending the approval period, you're giving the developer ample time to resolve all conditions associated with plat approval rather than needing to come back after 12 months for an administrative extension. Consider 18-24 month approvals with one administrative 18-24 month time extension.
- **Establish public and private snow disposal sites.** Valdez receives on average 330" of snow annually, triple many other parts of the state. Valdez should consider establishing a reliable standard for required snow storage areas. Furthermore, use of public recreation space and residential land for snow storage should be reviewed to determine if this is the highest and best use.
  - Establishment of additional large-scale public and private snow disposal sites.
  - Consider snow storage easements adjacent to right-of-way at the time of subdivision.
- **Reduce minimum lot depth.** The current lot depth requirement in Valdez is a minimum of 100'. Reduction in the minimum lot depth to 60'-80', may, in some cases, create opportunities for additional lots for housing.
- **Reducing setbacks for corner and double frontage lot to create more land for housing development.** A property owner's ability to develop is often dictated by the developable envelope of the lot. Reducing the setbacks for corner and double frontage lots will provide a larger footprint and allow for design flexibility.



#### TASK 4 DELIVERABLES

In addition to the above analysis, R&M will provide an analysis/assessment report focusing specifically on which practices are best suited to Valdez based on the code evaluation, local climate, existing and future development patterns in practice and as recommended by the Comprehensive Plan, community acceptability and needs.



**Task 5: Public Outreach Plan**

A lot of community outreach has occurred during the last several years for the Comprehensive Plan update, as well recently for Title 17 Zoning District code update. We will ensure that our outreach plan and tools for implementing it are clear in the outreach objectives. While the Comprehensive Plan is at the 5,000’ level, the Plan’s implementation through its land use code updates and subdivision code changes will have more scrutiny and participation from the development community, real estate industry and design industry who implements projects. Our public participation/involvement program will focus on tying changes to Title 16 code to the Comprehensive Plan, where necessary, to update outdated standards or regulations that better reflect the Comprehensive Plan’s vision, goals and recommendations. We recommend the following strategies for working with potentially affected interests, stakeholders, development community and City leadership:

**Steering Committee (SC).** We recommend a SC made up of industry representatives, including real estate, land developers, housing contractors, affordable housing organizations, economic development professionals and one-to-two members from the Comprehensive Plan committee for consistency. We also recommend working with Valdez staff to ensure recommended Title 16 changes are implementable and enforceable. We propose two meetings with the SC at the following milestones:

- Meeting 1 – Introduction of the project and the need for code revisions, summary of code assessment and related Title 17 and Comprehensive Plan objectives and goals to be achieved.
- Meeting 2 – Draft revision to Title 16 for feedback.

**PZC Work Sessions.** Our formal adoption strategy at the PZC Commission and City Council Hearings are in *Task 8 - Review and Adoption Process*.

**Public Workshop.** The public will review and provide feedback on the Draft Title 16 Code Update, after completion of Task 5 Recommendations. Our presentation and community conversation will focus on major content changes, how to read or interpret the proposed code, and communicating its practical significance by applying it to familiar Valdez examples.



**TASK 5 DELIVERABLES**

- Public Outreach Plan
- Implementation Schedule for Code Revision
- Meeting Agendas, Materials and Advertisements
- Public Engagement Outcome Summaries for each Public Interaction

**Task 6: Draft Proposed Title 16**

The work of the preceding tasks will culminate with development of the internal draft Title 16 Code. We will workshop draft revisions to Title 16 with CDD staff prior to releasing a public review draft. Title 16 is implementation zoning, a tool for decision-making, and should be easily understood by a wide variety of audiences. We will present the preliminary draft to CDD Staff and the SC (Meeting 2) and release it for inter-agency review and comment. After review and resolution of CDD Staff and inter-agency review comments, we will create and distribute the public review draft of Title 16 for public review.

**Test Project and Case Study.** In reviewing the City’s 2024 budget and other City of Valdez resources, including recent news articles, increasing the housing supply and ensuring new housing is attainable is an area of concern that Title 16 revisions should focus on. After we have developed a new Title 16 with the CDD Staff/PMT, we recommend testing it with a concept project to ensure it will be implementable. We will develop a conceptual site plan based on the recently adopted Title 17 Zoning ordinance and the revised Title 16 code to show how a new housing project would be implemented.



**TASK 6 DELIVERABLES**

- Internal Draft of Title 16
- Inter-agency Review Draft of Title 16
- Public Review Draft of Title 16

**Task 7: Draft New Ordinance with Revision to Title 16**

We will prepare a draft ordinance based on the agreed upon draft revisions to Title 16 with CDD staff. We will organize a work session with City Clerk and City Attorney’s office to ensure compliance with the City’s charter.



**TASK 7 DELIVERABLES**

- Draft Ordinance
- Public Review Ordinance

**Task 8: Review and Adoption Process**

Our team will be available to assist City of Valdez CDD staff and City Clerk’s office staff with the code adoption process by providing presentations, preparing draft and final ordinances, and attending public hearings. We will successfully present the updated code for adoption. Our support will include:

- PZC Work session 1 – to introduce the code revision, research and analysis to date, and provide an overview of the process and schedule.
- PZC Work Session 2 – facilitate review of draft ordinance and recommended changes to Title 16.
- Incorporating changes from PZC work session 2 into a public review draft of Title 16 revisions.






- PZC Public Hearing on Title 16
- After the hearing, updating the code revisions and work with CDD Staff and the City Clerk’s office for City Council introduction (1st reading) and City Council Public Hearing for Adoption (2nd reading).

- Incentivize more senior living housing, such as Valdez Senior Living Apartments, which is underway.
- Consider a tax abatement program that will offset the cost of housing development, such as an Accessory Dwelling Units (ADU) incentive grant.

**Final Title 16 Code.** We will capture changes to the code from Tasks 6 and 7 in this task. We will provide a comment response matrix with identified changes and the reasons for the changes to document the process. The code will become final with adoption by City Council, the final step in Task 8.



**TASK 8 DELIVERABLES**

- Code Adoption
- Final Title 16 Subdivision Code

## UNDERSTANDING COMMUNITY NEEDS

During development of the Comprehensive Plan, a Community Survey was used to focus the plan’s priorities by asking Valdez residents to rank public funding priorities. The 2020 Community Survey resulted in housing as the top priority, with expanded public water and service as the second highest priority. Residents were also supportive of economic development in Valdez through providing new water, sewer and road connections as the third highest priority with 49% support in the survey. With this understanding, the City’s 2024 budget priorities and the goals and action items from Plan Valdez, we will focus Title 16 Code Revisions to help the City move forward in achieving these goals. While updating Title 16 is one lever the City can use to facilitate more housing development, it is one of many tools that can be concurrently implemented to continue the momentum Valdez has started.

Below is a preliminary list of recommendations and action items outside of code revisions to facilitate housing:

- Create a Chief Housing Officer position that works with CDD Staff, Financing and Public Works to coalesce efforts on attaining new housing.
- Develop Private Public Partnerships (P3) for housing development, which helps developers offset the cost of new construction infrastructure such as utilities, water and sewer, roads and drainage.
- Extend the Housing Incentive Program, which was adopted by the City Council in 2022 and expires on December 31, 2025 to continue to provide a \$10,000 cash payment for the creation of qualifying new dwelling units in Valdez.
- Extend the Alaska Housing Land Development Grant Program, which expires on December 31, 2024,

## UNIQUE CHALLENGES

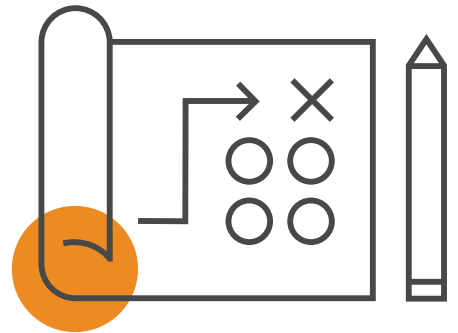
A significant portion of developed areas in Valdez are within mapped natural hazard areas susceptible to tsunamis, flooding, erosion, liquefaction during earthquakes or landslides, and avalanches. Fire danger is also a risk, as well as snow loads in the winter from high precipitation. Future subdivisions and development in Valdez will need to consider the risk of natural hazards in addition to areas already developed in high hazard zones such as Alpine Woods Nordic Subdivision, Corbin Subdivision, Valdez Glacier Stream Valley, Slater Creek and Corbin Creek Valleys, Valdez Airport, Mineral Creek drainage and Richardson Highway MP 0 to MP 3.0 (within the City) and MP 10 to MP 20 (City limits). In addition to natural hazards as a constraint for growth, we have identified the preliminary challenges from our review of Valdez studies, plans and resources related to the housing supply shortage:

- Aging housing stock.
- Housing affordability.
- Variety of housing for vulnerable populations such as low-income and senior populations.
- Mobile homes not constructed to a standard suitable for Valdez’ severe and harsh climate.
- Cost of construction for development.
- Utilities expansion and connections.

## PUBLIC OUTREACH PLAN

Our public outreach plan is discussed under Task 5.

WORK SCHEDULE/PROJECT TIMELINE

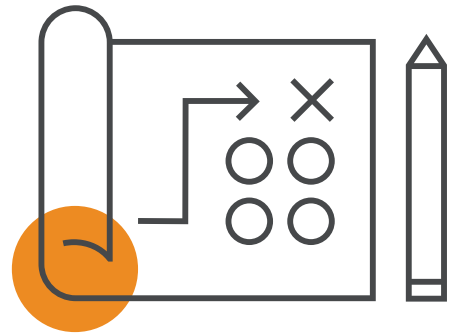


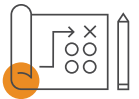


## Work Schedule and Project Timeline

TASK	DELIVERABLE	TIMEFRAME	2024	2025												2026	
			DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
NTP	Kickoff Meeting	12/2024	●														
	Scope & Schedule Refinements	12/2024	●														
PROJECT MANAGEMENT AND COORDINATION	Every 3 weeks recurrence with Valdez PMT	12/2024 - 2/2026	[Continuous orange bar]														
	Workshopping Tasks	12/2024 - 2/2026	[Continuous orange bar]														
1: COMPREHENSIVE PLAN REVIEW	Comprehensive Summary of plans and goals identified in the Comprehensive Plan to inform Title 16 revisions.	12/2024 - 1/2026	[Orange bar from Dec 2024 to Jan 2026]														
2: TITLE 16 CODE ASSESSMENT	Code Assessment Report	12/2024 - 1/2026	[Orange bar from Dec 2024 to Jan 2026]														
3: ANALYZE AND IDENTIFY AREAS OF CONCERN		1/2025		[Orange bar]													
4: DEVELOP CODE REVISION RECOMMENDATIONS	Best Practices Analysis/Assessment Report	2/2025 - 3/2025			[Orange bar]												
5: PUBLIC OUTREACH	Public Outreach Plan	12/2024 - 1/2025	[Orange bar from Dec 2024 to Jan 2025]														
	Meetings with City Departments	12/2024 - 2/2025	[Orange bar from Dec 2024 to Feb 2025]														
	Steering Committee Meeting 1	1/2025		[Orange diamond]													
	Steering Committee Meeting 2	4/2025					[Orange diamond]										
	Release for Public Comment	5/2025							[Orange diamond]								
	Public Workshop	5/2025							[Orange diamond]								
	PZC Work Session 1	1/2025		[Orange diamond]													
	PZC Work Session 2	4/2025						[Orange diamond]									
6: DRAFT PROPOSED TITLE 16	Preliminary Draft	4/2025					[Orange bar]										
	Public Hearing Draft	6/2025							[Orange bar]								
7: DRAFT ORDINANCE	Draft Ordinance	6/2025							[Orange bar]								
	Public Review Ordinance	7/2025								[Orange bar]							
8: REVIEW AND ADOPTION PROCESS	PZC Public Hearing	8/2025									[Orange bar]						
	City Council Introduction (1st Reading)	9/2025										[Orange bar]					
	City Council Public Hearing (2nd Reading)	11/2025												[Orange bar]			
	Update Title 16 based on City Council Adoption/ Review Comments	1/2026 - 2/2026														[Orange bar]	
	Final Deliverable	2/2026															[Orange diamond]

## QUALIFICATIONS AND EXPERIENCE





## Qualifications and Experience

### FIRM EXPERIENCE

R&M is an Alaskan professional services firm with a long and successful history on a variety of projects throughout the state. Founded in 1969, on the cusp of our state's infrastructure boom, R&M has been involved in some of Alaska's most significant projects. With 101 professional, technical and administrative staff members, all of whom are based in Alaska, our firm is truly 100% committed to the state. From offices in Anchorage, Juneau and Fairbanks, we provide quality professional services focused on improving the infrastructure that makes a real difference in the day-to-day lives of Alaskans - bridges, roads, water and wastewater systems, airports, schools, and ports and harbors. R&M's vision is *Innovating Today for Alaska's Tomorrow*.

R&M is uniquely positioned to work with the City of Valdez to update their subdivision code. We have supported local organizations and agencies throughout Alaska for 55 years. Our team works within a multi-discipline firm environment that allows us to take a comprehensive view of projects and have significant depth in assessing community impacts, whether physical,

social, economic or environmental. We are experienced in all facets of land use planning and public involvement, and have an experienced project team that is familiar with Alaskan communities.

R&M has provided land use code amendments, development policy updates and design criteria recommendations to public agencies, giving us a comprehensive body of knowledge of policy, an understanding of how to update those policies for successful outcomes and knowledge of how to implement those policies through projects. R&M also has experience with zoning and land use regulations, subdivision platting, development feasibility analysis, site selection, land use studies, site plans, conditional use and rezoning applications, development master plans, public involvement and project management. We have performed these services for public and private clients throughout the state, including in Seward, Homer, Juneau, Yakutat, Anchorage, MSB and Unalaska.

In addition, our planners, surveyors and engineers are regular presenters to Municipal Boards and Commissions and have a thorough knowledge of how to navigate approval processes.

### Relevant Projects

#### Anchorage Municipal Code Title 21 Land Use Regulations Update | Anchorage

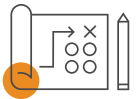


Dave Whitfield and Van Le (*under previous employment*) worked on several iterations of Anchorage's Title 21 Land Use regulations update, including the 2011 rewrite and, more recently, to add more flexibility to zoning and subdivisions to support new types of housing to meet the Municipality's increasing need. Land use regulation updates included Unit Lot Subdivision regulations as an alternative subdivision type, amendments to ADU regulations, and the 3 and 4-plex ordinance, which provided flexible regulations to incentivize infill development of multi-family dwellings. The code revisions also included alternatives for open space requirements for multi-family development to increase the available footprint for residential development.

#### MSB Title 17 Revision | Mat-Su Valley



R&M supported the MSB Planning Department in reorganizing their Title 17 land use code into a new Title 30 to address years of sporadic revisions and addition to the code to address specific issues. R&M worked to address many of the issues with the existing code, including duplicate and conflicting definitions, challenging enforcement due to conflicting or ambiguous rules, and redundant and conflicting processes. Ultimately, R&M provided a reorganized Title 30 to improve its functionality, ease of understanding, interpretation and enforcement, and ensure better integration of land use regulations as the Borough continues to grow.



## City of Houston Comprehensive Plan and Code Assessment | Houston



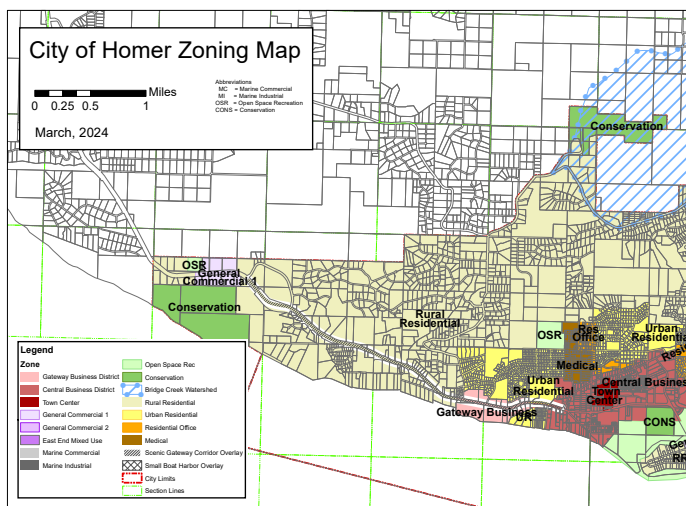
R&M led development of the City of Houston’s Comprehensive Plan Revision, which provides long-range planning guidance for Houston’s growth for the next 20 years. The Comprehensive Planning process included a reevaluation of the current plan and existing conditions, population projections, needs assessment and goal setting through a community survey, land use analysis (including a build-out analysis) and a GIS mapping-based scenario planning for future growth. As an implementation action of the Comprehensive Plan, R&M conducted a municipal code evaluation and code revision to support economic and community development, including more commercial, mixed use, housing and utility expansion. R&M supported the ordinance drafting, PZC and City Council adoption.

## City & Borough of Juneau Code Amendments | Juneau

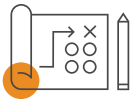


Beth McKibben (*under previous employment*) authored numerous amendments to the City & Borough of Juneau’s (CBJ) zoning code. These included major amendments to the accessory apartment requirements, panhandle subdivision requirements, and nonconforming situation requirements. These changes were intended to facilitate additional housing. Additionally, Beth developed regulations for transitional housing, which is temporary housing used while transitioning residents to permanent housing. This was required due to outdated definitions and criteria for prisons, halfway homes, and orphanages. While Beth was the CBJ Planning Manager, she worked closely with Planning staff to complete amendments to street standards, street reconstruction requirements, frontage and access requirements, variance criteria, as well as the complete re-write of the subdivision requirements, a project that had been underway for almost 10 years. Beth and the Planning staff also completed the development of regulations for marijuana related uses, parking waivers and sobering centers.

## City of Homer Zoning Ordinance Complete Rewrite and Significant Code Amendments | Homer



Beth McKibben (*under previous employment*) facilitated numerous amendments to the City of Homer’s zoning code, including development of large retail standards, traffic impact analysis criteria, sensitive areas regulations, creation of two new zoning districts and a major amendment to the sign code. In addition to this code work, Beth initiated, and worked closely with the city’s legal team, to complete a full re-write of the Homer zoning ordinance. This project was a “technical” re-write in that no policy changes were made, but the code was reorganized, inconsistencies removed and sections of unclear or confusing language were adjusted to be clear and concise. This re-write did modify permitting procedures to accommodate processes and reviews that had been added since the code was originally adopted. This project was done ahead of the comprehensive plan update, with an eye towards having a clean code from which to move forward with plan implementation.



## PROJECT TEAM

R&M’s in-house planning team includes seven planners, three certified through the American Institute of Certified Planners (AICP), whose work is primarily supporting public government departments with planning, vision, implementation, zoning, land use entitlements and code interpretation. As former MOA and CBJ planning staff, we understand the constraints local governments and agency staff have in their day-to-day jobs.

Our team make-up is shown in the organization chart on this page. The experience and qualifications of our team members are summarized below and provided in more detail in the resumes attached to this proposal. The extensive experience of this talented team, including decades of providing planning, public involvement, land surveying and civil design services to clients throughout Alaska, will allow our team to provide the City with timely, cost effective services and products for this code revision.

### CONTRACT MANAGER Len Story, PLS



Len will assist with contract negotiations, provide administrative oversight and ensure R&M’s work adheres to the contract. An employee of the firm for 45 years, he has served as Contract Manager on many term contracts and stand-alone projects. Len is also a professional surveyor and served on the MOA Platting Board for eight years, including as Board Chair. He gives our clients a neutral party with whom to discuss contract issues, ensures consistency in firm services, and allows our project managers to focus on managing the technical aspects of their projects.

**References:** Mitch McDonald, DOT&PF 907.465.4454; Ryan Anderson, DOT&PF 907.465.3900; Bob Keiner, DOT&PF 907.269.0556

### PROJECT MANAGER Dave Whitfield



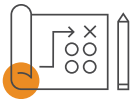
Dave will serve as Project Manager, working collaboratively with the City to ensure each task is executed effectively, efficiently and within the schedule. He will be the primary point-of-contact with the City, managing the operational aspects of the contract, coordinating and scheduling day-to-day Quality Assurance (QA) and overall performance of project tasks.

Dave is the former MOA Planning and Zoning Manager and Platting Officer. He has 20 years of land use planning, subdivision and platting, code analysis, private development, code compliance and implementation for public and private development projects. Dave specializes in community and economic development through comprehensive review of local and regional projects, including site planning, subdivisions, conditional



uses, variances, and dedication of public facilities, such as new roadways. From his work at the MOA, he has extensive experience working on Title 21 zoning and platting code amendments. This includes drafting ordinances, project management and collaborating regularly with multi-discipline teams of engineers, planners and the Anchorage development community.

Dave was staff to the Platting Board, PZC, Urban Design Commission, Zoning Board of Examiners and Appeals, and was also technical support staff to the Anchorage Assembly. He is also a regular presenter on development projects to agencies, community councils and community stakeholder groups.



**References:** Donna Brechan, MOA 907.343.8219; Kent Kohl-hase, MOA 907.343.8143; Tiffany Briggs, MOA 907.343.7525

**SENIOR LAND USE PLANNER/  
PUBLIC INVOLVEMENT**

**Beth McKibben, AICP**



Beth will lead code revision, land use planning and public involvement tasks. She is a senior level planner with more than 30 years of experience in community planning, working for a variety of Alaskan communities. Beth has been involved in all aspects of local and regional land use planning and permitting, including rezoning, subdivision platting and site selection land use studies. She has extensive experience researching, writing and applying local land use regulations, and possesses the ability to research and evaluate federal, state and local legislation. Additionally, Beth has considerable experience working with, and presenting to a wide variety of agencies, special interest groups, governmental officials and business leaders. She is also former staff to Planning and Zoning Commissions.

While working for CBJ, Beth authored numerous amendments to the zoning code. These included major amendments to the accessory apartment requirements, panhandle subdivision requirements and nonconforming situation requirements. She also worked on zoning ordinance rewrites for the City of Homer and City & Borough of Yakutat. The work for Homer also included numerous amendments to the zoning code, including development of large retail standards, traffic impact analysis criteria, sensitive areas regulations, creation of two new zoning districts and a major amendment to the sign code.

**References:** Scott Ciambor, CBJ 907.586.0753; Chrissy McNally, FHWA 907.723.9307; Alix Pierce, CBJ 907.586.5240

**SENIOR LAND USE PLANNER  
Van Le, AICP**



Van will support code revision and land use planning tasks. She is a senior level planner, specializing in comprehensive and site-specific land use planning and permitting, policy research and analysis. As a former MOA Land Use Planner with 21 years of experience, Van offers experience in all aspects of local and regional planning, including Zoning Code rewrites, overlay district drafting, code implementation, development feasibility analysis, site selection land use studies, site plan and conditional use and rezoning applications for public facilities, and area development plans. She has additional experience in public involvement, zoning and land development regulations, and project management.

Van has been involved in numerous zoning and land use code evaluations and updates. She was updated the MOA Title 21 Land Use Regulations; rewrote the City of Houston’s Title 10

Zoning Code to implement the newly adopted City of Houston Comprehensive Plan that she managed; and led the MSB Title 17 Reorganization, which updated the land use code for the Mat-Su Valley. Van also managed the CSS/CSD Policy that updated the CSS Transportation Projects process for the MOA. In addition, she has substantial experience in land use planning and feasibility studies, including leading four feasibility projects for potential housing development and future lot sales for the TLO and City of Seward.

**References:** Jason Bickling, City of Seward 907.224.4066; Melinda Gant, ACDA 907.297.4415; James Sears, SCF 907.729.4928

**SENIOR LAND USE PLANNER/  
PUBLIC INVOLVEMENT**

**Taryn Oleson-Yelle, AICP**



Taryn will support code revision, land use planning and public involvement tasks. She has 10 years of community, land use and transportation planning experience in Alaska. Taryn regularly develops short- and long-range plans, informs policy, supports transportation facility and site design, conducts rigorous community engagement, and successfully navigates plan development and approval processes for land use actions authorized through a variety of agencies, jurisdictions and funding sources. Effective in educating and engaging diverse publics, she regularly leads successful public involvement programs that use print, digital, in-person and virtual methods, with a focus on approachability. Taryn optimizes solutions that benefit her clients and the community.

Taryn has successfully assisted with and written site plan development applications for public schools, roads and parks, as well as the City of Houston Comprehensive Plan and Community Impact Assessment. She was involved in the MOA’s Context Sensitive Solutions Policy Update, MSB Title 17 Reorganization and City of Houston Title 10 Rewrite. Taryn also understands development requirements and how local and regional plans, policies and priorities impact development (directly or indirectly). She is conducting housing feasibility studies, site development assessments, site selection and public facility needs assessments, subdivision development, and permitting, platting and rezoning projects for the TLO, City of Seward, MEA, SCF and Ounalashka Corporation. Taryn is also working on long-range and current transportation plans and projects, site development projects, and recreational trails plan and park master plans in southcentral and interior Alaska.

**References:** Jason Bickling, City of Seward 907.224.4048; Christina Huber, DOT&PF 907.269.0572; Manny Lopez, MEA 907.761.9311





## LAND SURVEYOR/PLATTING SPECIALIST

### Dave Hale, PLS

Dave will provide expertise and insight into subdivision platting and development. He has more than 30 years of Alaskan surveying experience, working as a Party Chief, Project Manager and Chief of Parties performing and directing survey work throughout Alaska. As a Senior Land Surveyor with R&M, Dave manages survey projects, performs field work, reduces field data, performs technical computations, and organizes survey deliverables. He has completed plats within the FNSB, MOA, Kenai Peninsula Borough, MSB and through the Alaska Department of Natural Resources (DNR) for plats that fall in the unorganized borough. Dave also serves on the MOA Zoning Board and Appeal.



Dave has served as project manager for the MOA, TLO, City of Seward, Southcentral Foundation, Matanuska Electric Association and many private clients for feasibility studies and subdivisions that required parcel analysis, subdivision design, engineering estimates, site visits, boundary and topographic surveying, public and community meetings, and platting. The feasibility studies include assessing zoning impacts and community development plans, researching geotechnical conditions and construction costs for roads and utilities, and researching boundary, easements, building setbacks and preparing concept designs that make development profitable. The subdivision projects included concept design and the full platting process required by the platting authority. R&M prepared feasibility studies for parcels located in Juneau, Fairbanks and the MSB, and has completed, or is in the process of completing, subdivision plats in Petersburg, the MSB and KPB. Dave also manages feasibility studies and platting actions for the City of Seward under a term contract. He has designed several subdivisions for the City, including a comprehensive study of an 800-acre parcel located on the SMIC Bench east of Seward. The concept design included 674 lots, with 32,625' of roads and utilities with total construction costs of more than \$100M for full buildout.

**References:** Shawn Odell, MOA 907.343.7941; Katie Vachris, TLO 907.269.7927; Jason Bickling, City of Seward 907.224.4048

## PLANNER/PUBLIC INVOLVEMENT

### Rachael Selby, EIT

Rachael will support planning and public outreach tasks. She joined R&M in July 2022 and recently transitioned to the Planning Department. Rachael has demonstrated strong organizational skills, experience with technical reviews and a commitment to completing tasks in a timely manner.



As a former resident of Valdez, Rachael brings valuable insight

to the project, having firsthand experience with the local history and the challenges of living in the area. She has actively contributed to drafting Public Involvement Plans and materials for public and stakeholder meetings on several projects, including the AMATS Complete Streets Plan, KPB Transportation Safety Plan, Ounalashka Lands Plan, MOA Recreational Trails Plan, DOT&PF Minnesota and I/L Street Corridor Plan, AMATS Climate Action Plan and the AMATS Regional Household Travel Survey.

**References:** Laresa Syverson, Ounalashka Corporation 907.581.1276; James Starzec, DOT&PF 907.269.0507; Aaron Jongenelen, AMATS 907.343.8254

## QA/QC

### Don Porter, PE

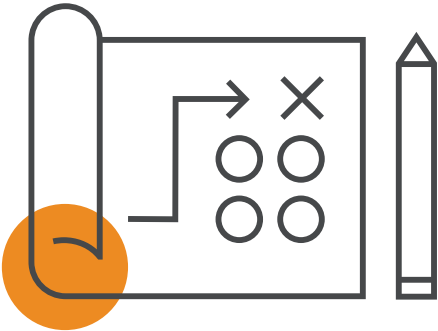
Don will conduct independent peer review to ensure our services and work products meet the needs of the City. He has been assigned this critical role due to his experience with design standards and project intricacies. Don has 35 years of civil engineering experience, which includes serving as project manager and/or project engineer for a variety of projects with significant utility development, site work, road and airport improvement for public and private clients throughout Alaska. He is the most diversely experienced civil engineer on the R&M team, with a talent for working collaboratively with multi-discipline teams to design solutions to challenges in Alaska's remote conditions.

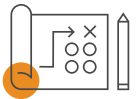


Don has been involved in the planning and design of infrastructure solutions for several municipalities in Alaska and served on the MOA Platting Board for nine years, including serving as Board Chair. His experience includes a water line relocation for the City of Cordova, a Utility Master Plan for the City of Seward, and numerous water and sewer projects for the Anchorage Water and Wastewater Utility. Don is also familiar with Valdez, having led utility upland development for the Valdez Harbor. He has a practicable understanding of the project development process and understands which project aspects are critical to keep projects advancing. This experience and his high attention to detail will help support the success this code revision.

**References:** Leif Stavig, City of Cordova 907.424.6220; Brian Baus, AWWU 907.550.5901; Jason Bickling, City of Seward 907.224.4048

EXAMPLES OF WORK





## Examples of Work

R&M offers the following examples of work. Scan the QR code or click the weblink below to view the examples.

### City of Seward Hemlock Subdivision Concepts Draft Report

The Hemlock Subdivision began with a feasibility study for the City of Seward. The City has a need for additional housing and would like to create new lots for sale within the community. Record information and publicly available contours, aerial mapping and geotechnical information was used to design a subdivision that maximizes the value and number of the lots. Three concept designs were created and the merits of each discussed in the final feasibility study report delivered to the City.



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### City of Seward SMIC Bench Feasibility Report

The Seward Marine Industrial Center (SMIC) Bench Subdivision was a design concept of an 800-acre development owned by the City of Seward. The City has a perpetual shortage of housing and is looking for alternatives in areas in and around the city limits. R&M worked with the City to develop a concept design, with roads and utilities, that would create 674 new lots. An engineer's estimate was included in the final concept report that summarized the costs of 32,625' of roads and a sewage treatment facility.



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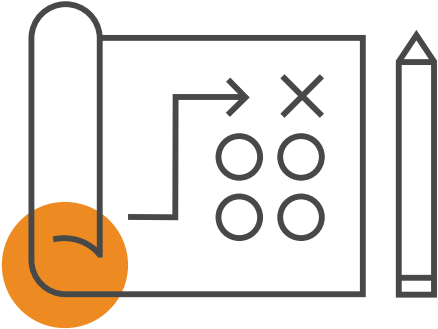
### City of Houston Code Assessment and Comprehensive Plan Implementation and Ordinance

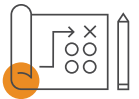
As an implementation action of the City of Houston Comprehensive Plan, R&M conducted a municipal code evaluation and code revision to support economic and community development, including more commercial, mixed use, housing and utility expansion. R&M supported the ordinance drafting, PZC and City Council adoption.



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FEE SCHEDULE AND COST ESTIMATE





## Fee Schedule and Cost Estimate

### FEE SCHEDULE

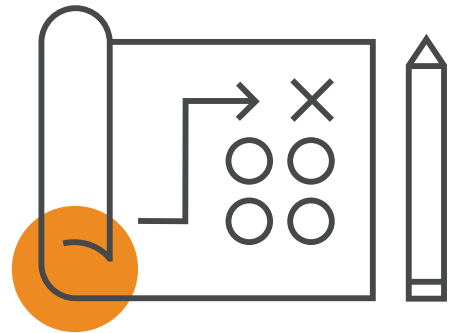
Name	Title	Rate (\$/hr)
<b>R&amp;M</b>		
Dave Whitfield	Project Manager	\$201.60
Len Story, PLS	Contract Manager	\$345.60
Beth McKibben, AICP	Land Use Planner/Public Involvement	\$192.96
Van Le, AICP	Land Use Planner	\$224.64
Taryn Oleson-Yelle, AICP	Land Use Planner/Public Involvement	\$164.16
Rachael Selby, EIT	Planner/Public Involvement	\$115.20
Dave Hale, PLS	Land Surveyor/Platting Specialist	\$210.24
Don Porter, PE	QA/QC	\$244.80

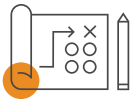
### COST ESTIMATE

Below is a summary overview of our cost estimate for the code revision. It is inclusive of all tasks and expenses (travel, in-person meetings, public involvement materials, etc.). More detailed cost information can be found on the following pages.

Task	Cost	Expenses	Subtotal
1. Comprehensive Plan Review	\$23,420	-	\$23,420
2. Title 16 Code Assessment	\$17,433	-	\$17,433
3. Analyze and Identify Areas of Concern	\$9,982	-	\$9,982
3. Develop Code Revision Recommendations	\$16,399	-	\$16,399
4. Public Outreach	\$44,127	\$6,380	\$50,507
5. Draft Proposed Title 16	\$14,230	-	\$14,230
6. Draft Ordinance	\$13,579	-	\$13,579
7. Review and Adoption Process	\$17,672	-	\$17,672
		<b>TOTAL</b>	<b>\$163,222</b>

## REFERENCES





## References

R&M focuses on providing innovative professional services with superior client service, emphasizing accessibility, responsiveness, commitment, quality and integrity in all we do. We offer the following references to attest to this:

- **JASON BICKLING**

**Deputy City Manager, City of Seward**  
**907.224.4066**

R&M has worked with the City of Seward providing engineering, planning, land surveying and subdivision platting services through a term contract since 2019. The work includes engineering utility design and master planning, long term planning and re-zoning services, subdivision design and platting, and feasibility studies that analyze City-owned parcels that can potentially be developed to add much needed inventory to the community. The platting process includes a review by the City and KPB, and requires coordination with both entities early in the process to eliminate re-work. The main goal of the City is not to profit from the development, but to provide housing to people working in the community. R&M has worked with the City to create several alternatives for consideration by the Planning & Zoning Board and City Council, and has completed subdivisions in alignment with these goals.

- **DONNA BRECHAN, PLS**  
**MOA, Municipal Surveyor**  
**907.343.8219**

R&M has been supporting the MOA on a professional services term contract for land use planning projects, stakeholder coordination, land development analysis and surveying platting/subdivisions. Our work includes coordination with Municipal departments and other agencies for streamlined permitting processes, including with utility companies.

A key project under a term task order, was a preliminary plat for a 40-lot subdivision in Girdwood for the MOA Heritage Land Bank (HLB) and Real Estate Services. As part of the plat, R&M provided solutions to road improvements required for the extension of Hightower Road, as well as improvement recommendations for interior streets, and demonstrated how the driveways can be constructed to meet Municipal Driveway Standards. The project required submittal of a comprehensive site grading plan to resolve the need for drainage easements and drainage improvements and to demonstrate that post development drainage will not adversely impact adjacent properties or ROW. The drainage plan also addressed measures to be taken in the event that excavation associated with the subdivision agreement or build-out of the lots exposes subsurface flows. All lots in the subdivision conformed to the elevations and drainage patterns shown on the grading and drainage plan approved by the MOA. A groundwater hydrology analysis

was required to determine the seasonal high groundwater table elevation to resolve the need for footing drains and stub-outs. The plat dedicated ROW and public use easements to accommodate the road designations required as a result of the Traffic Impact Analysis, along with dedicated stream maintenance and protection easements for all streams and wetlands located within the subdivision. There was also a proposed vacation of a 100' section line easement requested through a parallel process with DNR. R&M spent considerable time coordinating with multiple agencies, providing explanations and comments, and providing solutions that met Anchorage Municipal Code and regulations. Prior to the final plat approval, R&M prepared an ESCP for the required improvements to prevent the transport of sediment beyond property boundaries or into existing development setbacks and stream maintenance easements for during and after construction.

This subdivision required extensive community involvement during the planning phase. R&M attended several public meetings to gather input from interested landowners and government officials. The platting action also required development of a subdivision agreement that contained all development costs associated with the subdivision. The final products for HLB were a subdivision design with all construction costs in the form of the subdivision agreement that could be sold to a developer interested in constructing the subdivision.

- **KATIE VACHRIS**  
**Project Manager, DNR Trust Land Office**  
**907.269.7927**

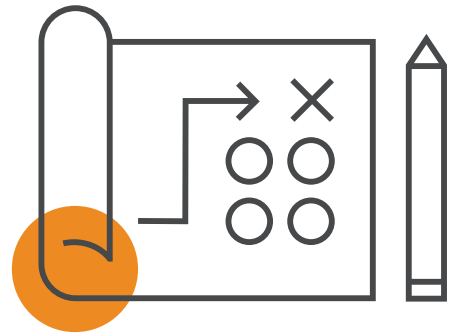
R&M is providing support for land development services that includes feasibility studies, historic analysis of soils, drainages and wetlands, master planning, design engineering, geotechnical studies, subdivision design and platting, and project management assistance.

Feasibility studies include an 80-acre concept design and engineering estimate on E. Boyd Road in the Mat-Su Valley; design and preliminary geotechnical study of a U.S. Survey in Juneau; and 40-acre design, preliminary geotechnical study and engineering estimate for construction costs for a parcel near W. Wood Star Drive in the Mat-Su Valley.

Platting projects include a 100-lot subdivision in Petersburg, a 7-tract subdivision in Kasilof and four additional plats currently in progress on the Kenai Peninsula and Mat-Su Valley. Two of the current plats included collecting LiDAR and aerial imagery using a drone, geotechnical engineering, and design engineering for roads and utilities.

Land Development services for this contract require familiarization with local code and development standards in the CBJ, City of Petersburg, KPB, FNSB and MSB.

# RESUMES





Dave has 20 years of land use planning, subdivision and platting, code analysis, private development, code compliance and implementation for public and private development projects. He specializes in community and economic development through comprehensive review of local and regional projects, including site planning, subdivisions, conditional uses, variances, and dedication of public facilities such as new roadways.



**DAVE WHITFIELD**  
**PROJECT MANAGER**



#### **Education**

2003 B.S. Geography, Southern Oregon University



#### **Professional Affiliations**

American Planning Association  
International Right of Way Association

## **Relevant Project Experience**

### **Anchorage Municipal Code Title 21 Updates – Anchorage**

Dave worked on a team with other Municipal planners on several iterations of Anchorage’s Title 21 Land Use regulations update (under previous employment). He was instrumental in Unit Lot Subdivision Regulations as an alternative subdivision type. He also worked on amendments to Accessory Dwelling Units (ADU) regulations and the 3 and 4 plex ordinance which provided flexible regulations to incentivize infill development of multi-family development. The code revisions also included alternatives for Open Space requirements for multi-family development to increase the available footprint for residential development.

### **Anchorage and Chugiak-Eagle River Subdivision Plats – Municipality of Anchorage**

As the MOA’s Platting Officer, Dave has overseen hundreds of subdivisions within the MOA in the past 12 years. Some of his more notable residential development projects include the Sky Ridge Subdivision with 32 units of new housing in 2024, Carol Creek Subdivision in Eagle River, Anchorage Hillside Woodhaven Preserve Cluster Housing Development with 13 units of new housing, Resolution Pointe Subdivision, and Eagle Crossing Subdivision.

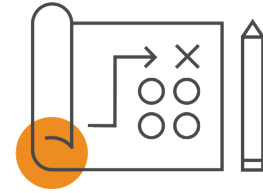
### **Sky Ridge Subdivision Plat and Rezone – Anchorage**

Dave was the Platting Officer working closely with the private development team of surveyors and engineers to design a new 32-lot residential development on the lower Anchorage Hillside. He assisted the process through a controversial rezone, an amendment to the adopted Hillside District Plan and a replat that required Planning and Zoning Commission approval and Anchorage Assembly adoption.

### **Resolution Pointe Residential Subdivision – Anchorage**

Dave was the MOA’s Project Manager on this 100+ lot subdivision in West Anchorage that was a multiple phase development spanning ten years. Dave worked closely with the private developer to coordinate all requirements including an easement reservation for a future extension to the Tony Knowles Coastal Trail. He also worked





with the builder to design and provide pedestrian facilities, street lighting and public access to the Anchorage Coastal Wildlife Refuge.

### **Woodhaven Preserve Cluster Housing Development – Anchorage**

Dave was the Platting Officer and the MOA's project manager on this 13-lot residential cluster housing development in Anchorage's lower hillside. Dave worked with the developer on this alternative subdivision due to the area's unique environmentally sensitive features that include wetlands, poor soils and a high-water table. Dave coordinated with other municipal departments including Watershed Management, Private Development, Right-of-Way, On-Site and Traffic to ensure a compliance with their requirements while meeting Title 21 subdivision regulations. During the subdivision development process, Dave identified the opportunity for a non-motorized connection from the subdivision to a neighboring elementary school and park that required a dedicated 10' pedestrian walkway easement.

### **MOA Zoning and Planning Manager – Anchorage**

As Zoning and Planning Manager, Dave was responsible for the daily operations of the Planning Division. This included staff assignments, review and approval of staff reports, code interpretations, and approval of staff leave and timecards.

Dave also:

- Coordinated private and public project development with other Municipal departments, including Project Management and Engineering, Traffic, Port of Alaska, Real Estate Services, Parks and Recreation and other agencies such as DOT&PF and the Alaska Railroad Corporation.
- Assisted and provided support to proposed projects by the private development community and non-profits.
- Presented to stakeholders, Community Councils, organizations, agencies and elected officials.
- Authored Title 21 amendments for adoption by the Anchorage Assembly.
- Served as staff to the Planning and Zoning Commission, Urban Design Commission, Zoning Board of Examiner's and Appeals, and Platting Board.

### **MOA Land Use Plan Reviewer – Anchorage**

Dave was a land use plan reviewer for the MOA. In this role, he:

- Reviewed and commented on platting, zoning, conditional use and site plan review cases decided by various boards and commissions
- Worked with Municipal agencies in reviewing and issuing business, liquor, child/adult care, and animal facility licenses for compliance with Anchorage Municipal Code, Title 21.
- Researched properties for nonconforming status, use determinations, and zoning verification.
- Reviewed and decided administrative tower and bed and breakfast permits.
- Performed Officer of the Day duties to include answering code questions, taking in administrative permit applications, nonconforming determinations, and resolving other Title 21 related issues.

An R&M employee since 1979, Len worked his way up from field surveyor to Vice President with responsibility for management of the surveying and Mapping Department, to COO, to his current position as CEO. He offers strong leadership and operational knowledge, Serving as Contract Manager, Len gives our clients a neutral party to discuss contract issues, ensures consistency in the firm's services, and allows our project managers to focus on managing the technical aspects of their projects.



**LEN STORY, PLS**  
**CONTRACT MANAGER**



#### **Education**

1983 A.A.S. Engineering/Survey Technology, Oregon Institute of Technology



#### **Professional Registration**

1989 Professional Land Surveyor, Alaska #LS7843



#### **Certifications**

Private Pilot Certificate/Single Engine Land  
FAA Part 107 Certified Remote Pilot



#### **Professional Affiliations**

American Council of Engineering Companies  
National Society of Professional Surveyors  
Alaska Society of Professional Land Surveyors  
International Right of Way Association  
American Society for Photogrammetry and Remote Sensing  
Society for Marketing Professional Services

## **Relevant Project Experience**

### **Professional Services Related to Management of Public and Trust Lands – Alaska**

Len is the Contract Manager for this contract, which R&M was awarded in 2020, and over the past three years, we have been involved with two task orders. The objective of this contract is to provide TLO with access to a multi-discipline professional services team with resources to efficiently analyze Trust lands and their revenue generating potential, develop practical development plans, provide concept and final design services, and perform technical evaluations for facilities to be renovated, repaired or purchased.

### **Surveying Services Related to Management of Public and Trust Lands – Alaska**

Len is the Contract Manager for this contract, which R&M was awarded in 2020, and over the past three years, we have been involved with 12 task orders. The objective of this contract is to provide TLO with expertise in and understanding of the management of public and trust lands to support TLO's mission of generating revenue to improve the lives of Trust beneficiaries. These services require expertise in historical research, mapping, conceptual subdivision design and layout, platting, field surveys, as-builts, records of survey and easement location diagrams.

### **City of Seward On-Call Services Contract – Seward**

Len is the Contract Manager for a term contract with the City of Seward to provide on call professional engineering services on an as-needed basis for Capital Improvement Projects. Services include civil, structural, waterfront and geotechnical engineering; environmental services; permitting; hydrology; planning; public involvement; land surveying; GIS services; construction administration; construction inspection; and materials testing.



With 35 years of experience in community planning, working for a variety of Alaskan communities, Beth has a passion and a skill set for helping communities position themselves for positive and meaningful change. She is experienced in project management, public outreach, meeting coordination and facilitation, and consensus building among stakeholders.



**BETH MCKIBBEN, AICP**  
**LAND USE PLANNER/PUBLIC INVOLVEMENT SPECIALIST**



**Education**

1989 B.A. Urban and Regional Planning, Western Washington University



**Certifications**

AICP, American Institute of Certified Planners #018694



**Professional Affiliations**

American Planning Association

## Relevant Project Experience

### City & Borough of Juneau Code Amendments – Juneau

While working for CBJ, Beth authored numerous amendments to the zoning code. These included major amendments to the accessory apartment requirements, panhandle subdivision requirements and nonconforming situation requirements. These changes were intended to facilitate additional housing. Additionally, Beth developed regulations for transitional housing, which is temporary housing used while transitioning residents to permanent housing. This was required due to outdated definitions and criteria for prisons, halfway homes, and orphanages. While Beth was the CBJ Planning Manager, she worked closely with planning staff to complete amendments to street standards, street reconstruction requirements, frontage and access requirements, as well as the complete re-write of the subdivision requirements, a project that had been underway for almost 10 years. Beth also completed development of regulations for marijuana related uses, parking waivers and sobering centers.

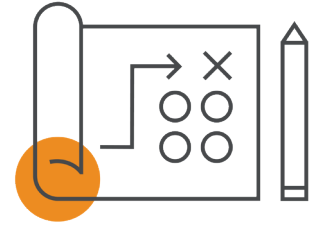
### City of Homer Zoning Ordinance Complete Rewrite – Homer

During her tenure at the City of Homer, Beth facilitated numerous amendments to the zoning code, including development of large retail standards, traffic impact analysis criteria, sensitive areas regulations, creation of two new zoning districts and a major amendment to the sign code. In addition to this code work, she initiated, and worked closely with the City's legal team, to complete a full re-write of the Homer zoning ordinance. This project was a "technical" re-write in that no policy changes were made, but the code was reorganized, inconsistencies removed and sections of unclear or confusing language were adjusted to be clear and concise. It did modify permitting procedures to accommodate processes and reviews that had been added since the code was originally adopted. This project was done ahead of the comprehensive plan update, with an eye towards having a clean code from which to move forward with plan implementation.

### City & Borough of Yakutat Zoning Ordinance Complete Rewrite – Yakutat

While working in Yakutat, Beth completed a complete re-write of the Yakutat zoning code. This project was already underway when she joined the City. Beth worked closely with the CBY legal team and Planning Commission to ensure the code rewrite





and reorganization met state legal requirements and the needs of the community.

### **The Terraces at Lawson Creek – Juneau**

The Terraces at Lawson Creek is a 75-unit multi-family development of one to three bedroom units, plus an 1,800 SF community building and play ground. As the project planner, Beth was involved in all aspects of land use permitting for this project:

- **Pre-application** – Beth provided a thorough review of the applicable zoning regulations and the permitting requirements. This involved a review of the zoning code, an evaluation of the site, including zoning, access, site conditions (slope, drainage, vegetation, etc.) and surrounding land uses and zoning.
- **Conditional Use Permit** – The project was split into two phases, with each phase requiring a separate conditional use permit. Beth facilitated the permitting process, meeting deadlines for public notices posting, working with the applicant to ensure a complete application, coordinating required agency reviews, writing the staff report, analysis and recommendation, and presenting to the Planning Commission.
- **Hillside Endorsement** – A Hillside Endorsement was required for the project due to the steepness of the slope. Beth worked with the applicant, the applicant's engineer, and CBJ engineer to coordinate this review process. A Hillside

Endorsement for a development of this size is reviewed and approved by the Planning Commission. Beth incorporated this review process into the conditional use permit review process, and presentation to the Planning Commission.

- **Subdivision and Plat** - The project was split into two phases, primarily due to funding constraints. To accommodate the two phases, the project site was subdivided through the minor subdivision process. Beth facilitated the subdivision application and review. This included waivers from to allow a hammerhead instead of a temporary cul-de-sac. Once complete, she was responsible for recording the plat.
- **Rezone** – Several years later, the property adjacent to the Terrace was rezoned. Beth was the staff planner for this rezone, from low density, single-family zoning to multi-family zoning. She facilitated all aspects of the process.

### **Land Use Planning – Alaska**

Beth has been involved in all aspects of local and regional land use planning, including Zoning Code rewrites, permitting, site selection studies. These projects include:

- Homer Design Guidelines
- Juneau Townsite Historic Building Survey and Inventory, Phase 1
- Matanuska-Susitna Borough Library and School Site Selection Criteria

- Haven House Conditional Use Permit and Appeal
- Volunteers of America Conditional Use Permit
- Sobeloff Center Conditional Use Permit
- SLAM Conditional Use Permit
- 14B Cruise Ship Berth Conditional Use Permit
- Montana Creek Gravel Extraction Permit and Appeal

### **Fairbanks Regional Comprehensive Plan - Fairbanks**

Beth is the project manager for the Fairbanks North Star Borough Regional Comprehensive Plan update. The plan will be action oriented, providing broad, regional goals and strategies to reach those goals. The plan will establish a framework for community driven sub-area plans. Plan development includes robust public outreach, designed to reach all corners of the community, and an advisory committee of community representatives.

### **Homer Comprehensive Plan – Homer**

Beth was the project manager for the update to the City of Homer Comprehensive Plan. This was the first plan after a significant and contentious annexation. As the City Planner, she worked closely with consultants in development of the plan document and the public outreach process. Beth facilitated a City Council appointed steering committee, which included a broad representation of the community.

Van is a Certified Planner with more than 21 years of Alaskan experience. She is passionate about helping Alaskan communities realize their future vision for transportation and safety needs. Van specializes in comprehensive multi-modal transportation, district, land use compatibility and community development planning. As a former Municipality of Anchorage planner, Van has been involved in all aspects of local and regional planning.



**VAN LE, AICP**  
**LAND USE PLANNER**



#### **Education**

2003 M.S. Environmental Science,  
Alaska Pacific University

1997 B.A. Urban Geography,  
University of British Columbia



#### **Certifications**

AICP, American Institute of Certified  
Planners #026915

Public Participation, International  
Association for Public Participation

Systematic Development of  
Informed Consent, Bleiker  
Method; Institute for Participatory  
Management and Planning



#### **Professional Affiliations**

American Planning Association

Institute of Transportation  
Engineers

International Association for Public  
Participation



#### **Community Involvement**

Rush Soccer Club Board Member

Alaska Youth Soccer Association  
Board Member

Alaska Animal Rescue Friends  
Volunteer

## **Relevant Project Experience**

### **MSB Title 17 Reorganization – Mat-Su Borough**

Van led this code reorganization project by reviewing the existing land use code, identifying issues and developing the new code chapters, while working collaboratively with MSB staff to conserve budget and efficiently complete the code reorganization called for by the Borough Assembly. Prominent issues with the existing code included multiple conditional use permitting processes, inconsistent and conflicting definitions and confusion regarding where district regulations apply (i.e. general use district, SpUDs).

### **MOA CSS/CSD Policy Update – Anchorage**

Van was the Project Manager leading the CSS/CSD Policy for the Municipality of Anchorage to update the CSS Transportation Projects process that was first written and adopted in 2008. This update focusses on clarifying the CSS process for PM&E and DOT&PF road improvements projects, provides definitions for context including land use and provides approval process streamlining tools such as a DSR Compliance Matrix and the CSS Project Delivery Process Chart.

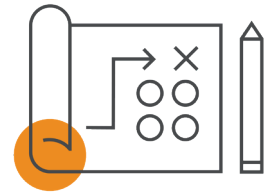
### **City of Houston Code Evaluation – Houston**

Van was the project manager and lead planner for the update of the City of Houston's Comprehensive Plan, which included economic, physical and social impacts assessment of several transportation infrastructure projects. As an implementation action of the Comprehensive Plan, she conducted a municipal code evaluation and code revision to support economic and community development including more commercial, mixed use, housing and utility expansion. Van supported the ordinance drafting, Planning and Zoning Commission and City Council adoption.

### **TLO Juneau Glacier Highway Land Development Concept Planning – Juneau**

Van provided planning and stakeholder coordination for this development feasibility study that included a residential subdivision concept design to meet Juneau's severe housing shortage. She worked with R&M's survey and planning team to provide TLO with four development options based on compatibility with CBJ's code and adopted plans. Van facilitated stakeholder meetings with local southeast developers, DOT&PF Maintenance, and CBJ's Housing Officer, Planning Department, and Parks and Recreation Department.





### **Girdwood Industrial Subdivision** – Girdwood

Van provided planning support services to facilitate the design of a new local commercial roadway for the new AWWU and Heritage Land Bank Commercial development off Ruane Road in Girdwood. Van assisted with a pre-application meeting with the Municipal Departments and helped negotiate the roadway standards applicable for design based on her work with the Official Streets and Highways Plan, The Girdwood Plan and the MOA's Design Criteria Manual (DCM). Additionally, she provided Title 21 land use regulations compliance analysis for the preparation of land use permits.

### **City of Seward Housing Feasibility Study and Conceptual Development** – Seward

Van is the project manager leading the feasibility studies for potential housing development and future lot sales. The City of Seward is exploring development opportunities for its vacant land to meet community housing needs and to advance their vision and goals. Part of their land inventory includes an 1,828-acre parcel on the east side of resurrection Bay near the Seward Marine Industrial Center (SMIC) and the 11.57-acre Hemlock Subdivision currently part of Forest Acres Park near downtown Seward. The feasibility studies for these two parcels will assist the City of Seward to identify opportunities and constraints of the sites and present development

concept options based on the goals of the project and municipal code requirements.

### **Southcentral Foundation Elmore Property Planning** – Anchorage

R&M is leading the planning, platting and design of new transportation corridors for Southcentral Foundation's 4330 Elmore Road properties to facilitate the planning and design of a new community health facility for the Alaska Native Tribal Health Consortium (ANTHC) Campus. R&M has successfully completed land assembly through a replat and rezone that includes new transportation corridors to provide access and to improve connectivity in the U-Med District. Working with our architectural partners, R&M also provided space programming facilitation with SCF staff and VPs to understand the needs of programs and working with the MOA and UAA for access agreements for new ingress/egress for the site. To support the new detox development, R&M also provided preliminary geotechnical field studies and recommendations for the future access driveway and siting of the new facility. Van is the Project Manager and Lead Planner on this project.

### **City of Valdez Harbor Facilities** – Valdez

Van provided planning and public involvement for the Valdez Municipal Harbor Facilities Planning and Feasibility project. She developed surveys that

were distributed to user groups, including harbor slip holders, vessel owners, people on the waiting list, harbor business owners, seafood processing and fuel vendors in the harbor, and others to solicit information on needs and priorities for the existing and the new harbor development. She also facilitated a downtown and harbor revitalization planning Charrette and provided review, assessment, edits and recommendations for the small harbor master plan update and small boat harbor plan update.

### **MEA Parks Substation Permitting** – Chugiak

Van is the project manager responsible for leading the planning, permitting, platting and civil design coordination for this MEA substation replacement project in the Birchwood-Chugiak area of the Municipality of Anchorage. Van led the Conditional Use land use permit, design variance and replat as part of the full suite of permitting required for a critical replacement of this almost 50 year old electrical substation, which provides service to over 2000 MEA members. She worked collaboratively with MEA to communicate plans, studies and designs that will mitigate potential visual, drainage, noise and vibration impacts to adjacent residents and to the Community Councils. She led the Planning and Zoning Commission public hearings for a successful approval of the project.

Taryn has 10 years of experience working with Alaskans to improve their quality of life through transportation, land use, recreation and community planning. She is a skilled facilitator and educator who successfully works with communities on complex technical projects to develop accurate, actionable plans and implement them effectively. Her comprehensive approach and experience in current and long-range planning, transportation design and capital improvements makes her an asset to any team.



**TARYN OLESON-YELLE, AICP**  
**LAND USE PLANNER/PUBLIC INVOLVEMENT SPECIALIST**



#### Education

2014 B.S. Environmental Policy and Planning, University of Wisconsin - Green Bay



#### Certifications

AICP, American Institute of Certified Planners #31670

Public Participation, IAP2

Systematic Development of Informed Consent, Institute for Participatory Management and Planning



#### Professional Affiliations

American Planning Association



#### Community Involvement

Alaska Chapter of the American Planning Association Board Member

## Relevant Project Experience

### MSB Title 17 Reorganization – Mat-Su Borough

Taryn analyzed the MSB land use code for consistency, clarity, and usability, identified issues, and developed recommendations collaboratively with MSB staff to reorganizing the code at the request of the Borough Assembly. Prominent issues with Title 17 included multiple conditional use processes, inconsistent and conflicting definitions, and confusion around applicability and application of district-specific regulation apply. Taryn documented findings in detail and provided materials to support review and approvals by MSB staff, the public and elected officials.

### City of Houston Code Evaluation – Houston

Taryn provided land use, transportation and community involvement services to the City of Houston for multiple efforts, including development of the revision of the City's Comprehensive Plan and Community Impact Assessment. She then assisted the City's evaluation of their land use code for consistency with the recommendations made in the updated comprehensive plan, drafted code amendments to aid plan implementation, and assisted with communicating the code modifications to the Planning Commission and Council.

### MOA Context Sensitive Solutions Policy (CSS)/CSD Policy Update

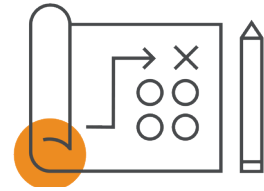
Taryn provided planning and public involvement services for the MOA's rewrite of the Context Sensitive Solutions for Transportation Projects policy and strategy manual. Her work included evaluating the existing policy, process, manual, and application to identify and recommend resolutions to provide clarity to the CSS process and eliminate conflict or points of confusion. Taryn authored the updated CSS strategy manual and assisted with stakeholder coordination, CSS policy training, and MOA approval process for the updated CSS policy and manual.

### TLO E. Koenen Road Development Feasibility Study – Mat-Su Borough

Taryn is providing land use, transportation and subdivision development planning services for this potential housing development in the MSB. She ensures Borough code requirements are met and reviews adopted plans and policies for consistency.







Her work is resulting in modifications to the conceptual subdivision to ensure it complies with long-range transportation plan goals, meets roadway classification design standards, and significantly improves the likelihood of MSB approval. Taryn is also facilitating conversations between TLO and MSB departments including transportation planning and platting to improve the project and support positive relationships.

#### **City of Seward SMIC Bench Development – Seward**

Taryn was the lead planner for development feasibility study of approximately 833 acres of City land on an elevated ‘bench’ near the Seward Marine Industrial Center. She coordinated with the multi-discipline team to identify opportunities and constraints of the site, develop concepts and recommendations, and present findings to the City. Facing a growing housing crisis, development concepts were largely focused on residential development, but also considered potential institutional uses or needs, mixed use and small commercial or retail opportunities, and recreational opportunities. Taryn conducted zoning and land use compatibility assessments, identified local and borough development requirements, considered development costs, and coordinated closely with engineering and surveying discipline leads to develop the proposed subdivision concept and feasibility study. Taryn presented the findings to staff and the City Council.

#### **City of Seward Hemlock Subdivision Replat – Seward**

Taryn provided planning services for the subdivision of City-owned property to support future community needs, including housing development and reinforcing the continued use of a bike park. She ensured the conceptual and final subdivision layouts complied with local and borough requirements, coordinated with agency staff, compiled the replat application, and facilitated its approval by presenting the application to the city Planning and Zoning Commission.

#### **City of Seward On-Call Services Contract: Planning Assistance – Seward**

Taryn is providing planning assistance on an as needed basis. She has served as their staff planner, conducting preapplication meetings, reviewing and presenting applications to the Planning and Zoning Commission when the department did not have capacity and regularly conducts code assessments and provides best-practices research to inform current and future department actions including code updates. Taryn is supporting pre-development of a new Public Works Facility, assisting with a City Utility Master Plan, and managing development of a Needs Assessment and Site Selection Study for a new public safety building and 15% design of a new fire station.

#### **Ounalashka Corporation (OC) Lands Plan – Unalaska**

Taryn is leading development of the Land Use Plan currently underway.

The final lands plan will guide future development, management and strategic investments on, and within, lands owned by the Corporation that serves OC shareholders and the City of Unalaska’s mutual benefits and needs. R&M is working with staff and board members to develop the vision, goals and land use objectives, and with Unalaska industry leaders and the City of Unalaska to identify issues and opportunities and conduct a trends analysis. Taryn is the lead planner developing the land use and implementation plan for OC to inform their resource allocation, development and property leasing decisions for the next five to ten years.

#### **Southcentral Foundation Elmore Property Planning – Anchorage**

Taryn is providing planning and public engagement services for Southcentral Foundation’s Elmore Road properties, which will allow for a new community health facility on the ANTHC Campus. Taryn is conducting land use, site design and adopted plan and policy conformance analyzes to successfully navigate the project through three land use actions, a replat, rezone, and a conditional use process. She is leading the application development processes and coordinating with review agencies to achieve full approval from the MOA. Taryn is also responsible for the creation and distribution of public outreach materials and required notices to meet or exceed community engagement requirements.

Rachael is a highly organized and motivated individual with a positive attitude. She has provided administrative and public involvement support to planning projects throughout Alaska. Rachael has a background in civil engineering, having worked for Alyeska Pipeline Company for six years after graduating with her degree in civil engineering from the Colorado School of Mines.



**RACHAEL SELBY, EIT**  
**PLANNER/PUBLIC**  
**INVOLVEMENT SPECIALIST**



**Education**

2002 B.S. Civil Engineering,  
Colorado School of Mines



**Professional Registration**

Engineer-in-Training, Alaska



**Community Involvement**

Anchorage Youth Court Board  
Member

## Relevant Project Experience

### **Ounalashka Lands Plan – Unalaska**

Rachael is supporting land use planning for this comprehensive Land Use Plan for Ounalashka Corporation (OC) lands in Unalaska. Rachael is supporting planning work sessions with industry stakeholders, internal stakeholders and the planning team for the trends and opportunities tasks. She is supporting land use analysis and development feasibility for future land uses that benefit Unalaska and OC.

### **AMATS Minnesota and I/L Street Corridor Plan – Anchorage**

Rachael is supporting planning and public involvement for a comprehensive corridor plan for Minnesota and I and L Streets in Anchorage. She is providing socio-economic research for the Peer City Review Report and Current Conditions Report including land use, plans review and corridor traffic data. She assisted with planning and facilitating the public workshop that included a mobile tour component.

### **AMATS/MOA PRD Recreational Trails Plan – Anchorage**

Rachael is facilitating support to the lead planners for the update to the 1997 Anchorage Trails Plan, which is a collaborative effort with MOA Parks and Recreation and AMATS. In addition to her technical planning responsibilities, Rachael is also helping with public engagement efforts essential to the Plan update. This includes documentation for the citizens advisory group and technical working group meetings, as well as preparing materials for the public workshops.

### **Public Involvement Plans– Anchorage**

Rachael supported development of several Public Involvement Plans recently for the AMATS Complete Streets Plan, AMATS Climate Action Plan, AMATS Regional Household Travel Survey and MOA 120th Ave Context Sensitive Solutions design project. She is supporting implementation of these plans through stakeholder work sessions, advisory committee meetings and site audits.



Dave has more than 32 years of Alaskan surveying experience, including working as a Party Chief, Project Manager and Chief of Parties, performing and directing survey work throughout the state. Dave manages survey projects, performs field work, reduces field data, performs technical computations and organizes survey deliverables. He has completed plats throughout Alaska.



**DAVE HALE, PLS**  
**LAND SURVEYOR/PLATTING**  
**SPECIALIST**



#### **Education**

2005 B.A. Organizational Management, Alaska Pacific University

1996 A.A.S. Surveying and Mapping, University of Alaska Anchorage



#### **Professional Registration**

2001 Professional Land Surveyor, Alaska #LS10395



#### **Professional Affiliations**

Alaska Society of Professional Land Surveyors

National Society of Professional Land Surveyors

International Right of Way Association

## **Relevant Project Experience**

### **City of Valdez Harbor Facilities Upland Survey – Valdez**

R&M performed an uplands survey of a portion of the Valdez Harbor for improvements to and expansion of the harbor, including a bathymetric survey of the ocean bottom within the harbor. The uplands survey was combined with existing topography supplied by the City of Valdez to create a complete uplands mapping product and a hydrographic survey was combined with the uplands mapping for the final products used by the design engineers. Dave was the Survey Project Manger and combined the three surveys into in a single, comprehensive mapping product. The final products were an AutoCAD drawing containing the mapped ocean floor and upland topography, and a stamped Survey Control Sheet that could be used through construction. Dave was responsible for the final Quality Assurance of all products prior to delivery to the City.

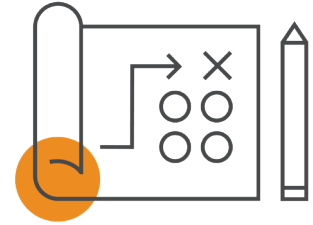
### **TLO Petersburg Subdivision Phase 1 – Petersburg**

The South Mitkof Subdivision project created 100 new lots from 595 acres of Trust land located south of Petersburg. The subdivision required an extensive survey of approximately 3 miles of land south of Papke’s Landing Road that included recovering 71 existing subdivision and public land system corner monuments, and establishing the limits of the Mitkof Highway ROW. The new lot configurations were provided by TLO and computed by R&M based on the actual location of property corners and existing features such as roads, mean high water mark and utilities. Prior to submitting the plat for final review, R&M set 160 new property corners to mark the new lots on the ground. Dave managed the project and worked directly with TLO to finalize the concept and guide the proposed subdivision through the platting process. Petersburg does not have platting authority, so the plat was reviewed by DNR under the unorganized borough platting process.

### **TLO Seldon Road Land Development Concept Planning – Wasilla**

This large-scale project examined the prospect of subdividing 883-acres of TLO land located in the Mat-Su Valley. Because of the size of the parcel, the development was broken down into phases, and the final three-phase concept was to create 616 lots with a minimum lot size of 40,000 SF to accommodate on-site sewer and water





systems. The feasibility study included research of available on-line data for contours, aerial imagery, soils data, and local land use and codes. After development of a concept lot layout, the engineers used the concept to estimate construction costs for the roads and utilities and the final construction costs were used to estimate a break-even cost for each lot within its respective phase.

#### **City of Seward Hemlock Subdivision Re-Plat – Seward**

This project was completed for the City of Seward in anticipation of a land transfer. Dave managed the effort and worked with the City to develop a concept of the new subdivision that would make the tracts appealing to investors. He represented the City at public and community meetings and worked through the platting conditions with both the City of Seward and KPB planning departments. The final plat was recorded as Plat No. 2023-9, Seward Recording District.

#### **TLO Boyd Road Subdivision – Mat-Su Borough**

This effort started as a feasibility study and is now a full subdivision and development project. Dave manages and is working directly with the TLO Project Manager to develop a concept subdivision design that will be profitable for the TLO. The concept design depends on the topography, soils, and long term objectives of the MSB. Topographic and aerial imagery were collected using R&M's drone, controlled and checked with a ground survey. The

data was collected in the spring with leaves off of the trees to maximize penetration of the LiDAR. The drone was flown at an optimal height and speed to collect accurate ground data that could be used for design engineering. The LiDAR surface was imported into AutoCAD and used to generate the final concept design for the subdivision.

#### **TLO Lower Coho Lake Subdivision – Kasilof**

The Lower Coho Lake Subdivision project was a 37-acre subdivision of government Lot 6 located in Kasilof south of Lower Coho Lake. Dave managed the project and worked directly with the TLO Project Manager to create marketable lots that could be sold at a profit to further the Trust's mission. The boundary survey included recovering all of the 1/4 corners set by the BLM so that the center 1/4 corner could be established and set. R&M also recovered other controlling corner monumentation for neighboring subdivisions and surveyed the ordinary high water mark of Lower Coho Lake to establish the northwest limits of the subdivision boundary.

The subdivision was designed to meet KPB Subdivision Code, and was reviewed by the KPB through the long plat process. An access road was dedicated on the plat, but was not required to be constructed prior to recording the plat. 21 new property corners were set prior to final review of the subdivision plat. The final plat was recorded as Plat No. 2023-41, Kenai Recording District, AK.

#### **City of Seward SMIC Bench Development – Seward**

The SMIC Bench Subdivision was a design concept of an 800-acre development owned by the City of Seward. The city has a perpetual shortage of housing and is looking for alternatives in areas in and around the city limits. Dave managed the project for R&M and worked directly with the City of Seward to develop a concept design, with roads and utilities, that would create 674 new lots. An engineer's estimate was included in the final concept report that summarized the costs of 32,625 feet of roads and a sewage treatment facility. The entire development was estimated to cost in excess of \$100M when complete.

#### **Southcentral Foundation Patricia Subdivision Re-Plat - Wasilla**

Dave was the project manager and direct contact for the re-plat of Patricia Subdivision. He developed the estimates and final proposal, negotiated the contract, and managed the process through completion. The project created two lots from the existing lot, based on the location of on-site improvements. Dave was directly responsible for fieldwork associated with the boundary and improvements survey, final boundary computations, and management of the platting process. The plat was approved through the abbreviated plat process in the Mat-Su Borough and was recorded as Plat No. 2024-58.

With 35 years of Alaskan experience, Don is the most diversely experienced civil engineer on the R&M team. He supports public works projects throughout Alaska and is focused on the resilient and sustainable design of infrastructure solutions. Don has been involved with roadway, utility, site development and public infrastructure improvements for state and municipal clients throughout Alaska.



**DON PORTER, PE**  
QA/QC



#### **Education**

1988 B.S. Civil Engineering,  
Colorado State University



#### **Professional Registration**

1994 Professional Civil Engineer,  
Alaska #CE8810



#### **Professional Affiliations**

American Water Works  
Association

National Association of Sewer  
Service Companies

Alaska Water and Wastewater  
Management Association

## **Relevant Project Experience**

### **City of Valdez Harbor Facilities – Valdez**

Don provided design and oversight of Phase 1 upland utilities, including more than 2,600' of water main extension and 2,100' of sewer main extension. Design tasks include all water and sewer services, design of blasted rock utility trenches, and service stubs to the Phase 2 float system.

### **City of Seward On-Call Services Contract – Seward**

Don is the Project Manager for a term contract with the City of Seward to provide on call professional engineering services on an as-needed basis for Capital Improvement Projects. Services include civil, structural, waterfront and geotechnical engineering; environmental services; permitting; hydrology; planning; public involvement; land surveying; GIS services; construction administration; construction inspection; and materials testing. Several subdivision replats and feasibility studies have been conducted under this contract, including the SMIC Bench Redevelopment Feasibility

### **Seward Utility Master Plan – Seward**

Don was the project manager to prepare a utility master plan to accommodate future city needs of the water, wastewater and power distribution systems. He evaluated the utility infrastructure, system demands, current performance and weaknesses of the existing system. Work also included water pipe pressure network modeling, sewer main sizing review, aging pipe materials evaluation and feasibility of utility expansion for future residential development evaluation. The plan also included recommendations, including infrastructure extension in areas of anticipated expansion and identification of future system improvement projects.

### **HEA SPSC Campus Master Plan – Homer**

Don was responsible for civil site planning for future development. The scope of work includes analysis of existing facilities, future needs and available department sites. Items reviewed included basic site organization, circulation and building massing.



Thank you for considering R&M's proposal

