



# Tourism Commission Agenda

Thursday, August 14, 2025, 6:00 PM  
Harrigan Centennial Hall, 330 Harbor Drive

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Members: Devon Calvin, Ian Dempster, Vaughn Hazel  
Bethany Lowrance, Carol Bryant-Martin, Alana Peterson, Jeremy Plank  
Rachel Roy (ex officio), Amy Ainslie (ex officio)

**I. CALL TO ORDER**

**II. ROLL CALL**

**III. CONSIDERATION OF AGENDA**

**IV. APPROVAL OF MINUTES**

July 10, 2025 meeting minutes

**V. NEW BUSINESS**

- A. Review of the draft Visit Sitka Request for Qualifications (RFQ)
- B. Promotion and support for TBMP
- C. Planning for End-of-Season Reviews

**VI. PERSONS TO BE HEARD** *(For items ON or OFF the agenda – not to exceed 3 minutes)*

**VII. ADJOURNMENT**



# CITY AND BOROUGH OF SITKA

## Meeting Minutes Tourism Commission

**Officers:** Chair Jeremy Plank; Vice Chair Ian Dempster; and Secretary Carol Bryant-Martin

**Members:** Devon Calvin; Vaughn Hazel; Bethany Lowrance; Alana Peterson; and Rachel Roy, Visit Sitka (Ex Officio)

**Staff Liaison:** Amy Ainslie, P&CD Director (Ex Officio); Holly Bayne, Deputy City Clerk.

**Assembly Liaison:** Chris Ystad, Scott Saline (Alternate)

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July 10, 2025

6:00 P.M.

Harrigan Centennial Hall

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### I. CALL TO ORDER

Chair Jeremy Plank called the Tourism Commission meeting to order at 6:10 p.m.

### II. ROLL CALL

**Present:** Carol Bryant-Martin; Devon Calvin; Ian Dempster; Vaughn Hazel; Bethany Lowrance; Alana Peterson (arrived 6:15 p.m.); Jeremy Plank; Scott Saline (Assembly)

**Absent:** Rachel Roy (excused)

**Staff:** Amy Ainslie, P&CD Director

**Public:** Richard Wein, Larry Edwards, Thor Christianson (Assembly)

Secretary Bryant-Martin confirmed quorum was present.

### III. CONSIDERATION OF AGENDA

No agenda changes were made.

### IV. APPROVAL OF MINUTES

M-Bryant-Martin/S-Dempster moved to approve the May 8, 2025 and June 12, 2025 meeting minutes. Motion passed 6-0 by voice vote.

### V. NEW BUSINESS

#### A. Review of a municipal petition to the Alaska State Alcoholic Beverage Control Board to increase the number of restaurant and eating licenses in Sitka.

Commission members reviewed Ainslie's 7/3/25 memo regarding a petition and draft CBS resolution for additional restaurant and eating place licenses (REPLs) in the City and Borough of Sitka. Ainslie stated REPLs are only available for "bona fide restaurants" to sell brewed beverages and wine on licensed premises (hard liquor not permitted). Ainslie also stated municipalities in Alaska cannot have more than 1 REPL per 1,500 residents without a petition. She presented the State's criteria for additional REPL petitions as well as an overview of other Alaskan municipalities' approved petitions in recent years which included Juneau, Homer, Haines, Valdez, Wasilla, and Soldotna which were based on ratios of licenses to permanent residents, visitors, and non-residents. Ainslie recommended that Commissioners take public comment and provide suggestions for the Assembly to consider on the draft resolution/petition. Commissioners discussed population estimates and felt CBS could possibly qualify for 8 to 12 additional licenses. Richard Wein spoke in favor of the petition and suggested the city apply for ten or more to accommodate growing demand from visitors. Scott Saline stated that 4 licenses wasn't enough for Sitka. Assembly co-sponsor for the resolution, Thor Christianson, spoke in favor of the petition but cautioned against requesting too many licenses such that the petition would not be approved. Commission

members discussed the goals of promoting economic growth and supporting small businesses by applying for as many REPLs as possible. Peterson spoke to the financial difficulties of running a restaurant in Sitka, especially in the winter months, without an REPL. There was discussion on what the right number to request would be. Lowrance stated she was aware of 4-5 businesses that would be highly interested in applying for additional licenses if available. Calvin stated four additional licenses was too many.

**M-Bryant-Martin/S-Lowrance moved to support the City and Borough of Sitka's petition to the Alaska State Alcoholic Control Board to issue up to six additional restaurant or eating place licenses. Motion passed 6-1 by roll call vote with Calvin opposed.**

**B. Review a zoning change regulating the development of new cruise docks**

Ainslie presented current efforts and progress on a zoning change to regulate the development of new cruise ship docks based on recommendation #23 from the Tourism Task Force that the Planning Commission was working on. Key provisions included proposed definitions of "cruise ship" and "cruise ship dock", which zones had been identified as allowing cruise ship docks as a conditional use versus being a prohibited use, proposed permit submission requirements, and criteria for evaluating impacts of proposed cruise ship docks as a part of the permitting process. Commissioners asked about the extent of zoning for the whole borough, with Ainslie noting that the majority of lands in the borough (outside of the road system and islands in Sitka Sound) are not zoned. Commissioners asked Ainslie how existing cruise ship docks would be affected by the zoning change, and Ainslie responded by stating that existing docks would be allowed to continue under legal non-conforming use permits. Peterson stated that she would like to see more consideration of environmental impacts in permitting potential cruise ship dock developments, recognizing Ainslie's comments that many environmental standards were monitored and enforced at State and Federal levels. Ainslie stated that compliance with State and Federal laws was a common condition of approval for conditional use permits which helps to promote environmental protections.

Plank opened the floor for public comment. Larry Edwards and Richard Wein advocated that in the zoning change, cruise ship docks should be prohibited in all zones as it served as a stronger form of protection against additional cruise ship docks that the community may not wish to see developed as opposed to allowing the use conditionally. Edwards also stated that cruise ship docks should also be prohibited in all un-zoned areas of the borough.

Commissioners reviewed the list of proposed zones in which cruise ship docks would be a conditional use, and discussed changing it to a prohibited use in all or more zones. Commissioners discussed the merits (stronger regulatory position to deny proposals) and drawbacks (deterrence of economic development/investment in Sitka) of making the use prohibited in all zones. The Commission decided it would be best to have the Planning Commission consider these comments, re-evaluate zoning districts in which cruise ship docks would be conditional versus prohibited, and review again once this had taken place. No action was taken.

**V. PERSONS TO BE HEARD (For items ON or OFF the agenda and not to exceed 3 minutes)**

Scott Saline shared information he had learned at a recent meeting with the Army Corps of Engineers regarding Fort Babcock, and his concern about the lack of public process regarding permitting of commercial users to take visitors there and Shoal's Point. Larry Edwards stated that he would like to see recordings of Commission meetings made more publicly accessible by posting them on the city website. Richard Wein echoed Larry Edwards' comments and added that he would also like meeting transcripts be made available. Wein also commented on liquor licenses noting that SEARHC held a license and support

for six or more additional licenses, and reiterated his previous statements on the zoning change for cruise ship docks and making them a prohibited use in all zones.

**VI. ADJOURNMENT**

**M-Bryant-Martin/S-Lowrance moved to adjourn. The motion passed unanimously by voice vote, and the meeting was adjourned at 8:10 p.m.**

Minutes By: Carol Bryant-Martin, Secretary

DRAFT

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

**A. GENERAL INFORMATION**

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

SOQs may be submitted:

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

OR

- Hand delivered OR mailed to:

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

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

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

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

## **B. BACKGROUND INFORMATION**

1. **Sitka’s Visitor Industry.** The visitor industry is an important sector of Sitka’s economy, contributing significantly to employment, local shopping/spending, and tax revenues. It is also an industry that is closely connected to the everyday lives of Sitka’s residents as they share streets, facilities, services, and nature with visitors. CBS seeks to fund convention and visitor services through its brand, Visit Sitka, with the goal of marketing and managing Sitka’s visitor industry in-line with community goals and desires for visitation.
2. **Selection of One or More Firms to Provide Visit Sitka Services.** While it is the preference of CBS to select one Firm to provide Visit Sitka services in order to ensure wholistic and consistent service delivery, CBS may choose to select multiple Firms to provide Visit Sitka services. All Firms interested in providing any one or more Visit Sitka services as described in Appendix A are highly encouraged to submit an SOQ.
3. **Expected Engagement with CBS during Contract.** The CBS Tourism Manager (or other designee as determined by the Municipal Administrator) will serve as the Visit Sitka Contract Manager. The CBS Tourism Manager will be the single point of contact for all things related to the Visit Sitka Contract. Visit Sitka is also required to fulfill an ex-officio (e.g. non-voting) membership role with the CBS Tourism Commission (duties are further described in Appendix A).
4. **Contractual Relationship.** The services sought through this RFQ require a performance-based, contractual relationship where services are rendered, and CBS ensures the services have been provided. Authorization for contract funding is contingent on CBS Assembly approval and will be sought upon successful negotiations with the selected Firm(s). Pursuant to Section D(6)(E), Firms must indicate their minimum acceptable contract term (i.e. duration) in their SOQ.
5. **Contract Payment and Performance.** CBS and the selected Firm(s) will establish payment terms commensurate with evaluation of performance and service delivery milestones during contract negotiations.
6. **CBS Ownership of Visit Sitka.** CBS will continue to own the Visit Sitka brand in perpetuity including the name, logo, and other visual representations of the Visit Sitka brand. All materials developed or acquired by the Contractor(s) under the Visit Sitka

contract(s) shall be the exclusive physical and intellectual property of CBS. All materials developed or acquired by the Contractor(s) under the Visit Sitka contract(s) shall be provided to CBS electronically as requested by CBS and no later than the termination date of the contract in standard industry formats as agreed upon in the contract. The Visit Sitka branding shall only be used for, with, and on reports, advertisements, communications, publications, or other work products directly associated with approved services under the Visit Sitka contract(s).

7. **Cruise-Related Expenditures.** Contractor(s) must be able to track the percentage of effort and cost attributable to cruise passengers. Methodologies for tracking and allocating costs will be mutually agreed upon by CBS and Contractor(s), and described in the contract; Firms must demonstrate capacity for robust tracking and reporting as it relates to staff/subcontractor time and expenditures.

## C. SCOPE OF SERVICES

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

## D. SOQ REQUIREMENTS

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

1. **Cover Page (One page maximum)**
  - a. Statement indicating response to CBS Request for Qualifications for Visit Sitka
  - b. RFQ due date and time
  - c. Firm name (and logo if desired)
  - d. Acknowledgement of receipt of Addenda (if any)
  - e. Other information/graphics as desired
2. **Letter of Interest (One page maximum)**
  - a. Provide on Firm’s letterhead
  - b. Identify Firm, key proposed team members and leadership

- c. Expression of Firm's interest in being selected
- d. Brief summary of Firm's background and distinguishing qualities or capabilities to perform the services.
- e. Signed by an authorized representative of the Firm.

**3. Table of Contents (One page maximum)**

**4. Services Provided (Template provided)**

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

**5. Experience and Qualifications (Five page maximum)**

- a. Firm's Background.** Provide general background information on the Firm including specialized experience, capabilities, and unique qualifications related to all services the Firm is interested in providing as indicated in Appendix B.
- b. Local Knowledge.** Provide a statement demonstrating the Firm's knowledge of, and familiarity with, the community of Sitka and the visitor industry in both Sitka and Southeast Alaska.
- c. Organizational Structure.** Provide an organizational chart demonstrating the Firm's administrative and operational structure that will be used to provide Visit Sitka services identified in Appendix B. Identify existing positions within the Firm's organization which will support Visit Sitka service delivery, any new positions that will need to be created if applicable, and subcontractor firm(s) if applicable. An organizational chart must be included; additional narrative description of the organizational structure is at the discretion of the Firm.
- d. Contract Manager.** Identify the position within the Firm's organization which will serve as their intended Contract Manager for a Visit Sitka contract including their title and summary of key functions and responsibilities within the Firm's organization. Introduce the Contract Manager including their name, qualifications, education, professional experience, and professional licensure and/or certifications. A one-page resume for the Contract Manager may be included as an appendix to the SOQ and will not count against the page maximum for this section.
- e. Staff Experience and Assignments.** Identify and introduce other key positions and existing personnel in the Firm's organization who will support delivery of Visit Sitka services as identified in Appendix B including the experience and qualifications of existing personnel, and work to be performed by key positions/personnel under a Visit Sitka contract. One-page resumes for key personnel may be included as appendices to the SOQ and will not count against the page maximum for this section.



- f. **Reporting and Record Keeping.** State the Firm’s capability to maintain, and report upon, detailed records of finances, activity, and other data collection related to Visit Sitka services indicated in Appendix B and detailed in Appendix A. All Firms must provide a statement demonstrating their capacity for robust tracking and reporting of staff/subcontractor time and other expenditures attributable to cruise passengers.
- g. **Conflicts of Interest.** Firms must state any known or potential conflicts of interest.

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

- a. **Relevant Work Experience and References.** Include a narrative of services, projects, programs, or initiatives within the last five (5) years that demonstrate the Firm’s experience with services of similar scope and size to those indicated in Appendix B. If provided by the Firm as a contracted service, client references must be included.
- b. **Overall Approach.** Describe the Firm’s approach to providing all Visit Sitka services identified in Appendix B. Firms may group like-services together in their explanation, but must comprehensively address all services identified in Appendix B.
- c. **Challenges and Solutions.** Identify potential challenges in delivering Visit Sitka services identified in Appendix B, potential solutions, and the Firm’s general approach to problem solving.
- d. **Subcontracting.** For any services identified in Appendix B for which the Firm indicated subcontractors would be utilized (whether as wholly “Subcontracted” or provided by a “Combination” of the Firm and subcontractor), identify prospective subcontractor(s) the Firm is considering utilizing if selected, describe subcontractors’ role in service delivery, and provide a brief statement of subcontractors’ experience and qualifications to perform the service in whole or part. A one-page letter of interest from each prospective subcontractor firm may be provided as an appendix to the SOQ and will not count against the page maximum for this section.
- e. **Minimum Acceptable Contract Term.** State the Firm’s minimum acceptable contract term (i.e. duration) and rationale for providing services as indicated in Appendix B. The Firm may also indicate an ideal contract term.

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

- *2-3 Services: Four page maximum*
- *4-5 Services: Five page maximum*
- *6-7 Services: Six page maximum*
- *8-9 Services: Seven page maximum*
- *10-11 Services: Eight page maximum*
- *12 Services: Nine page maximum*

## E. EVALUATION AND SCORING

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

		<b>Criterion:</b> Experience and Qualifications  <i>Experience and qualifications to successfully provide services</i>	<b>Criterion:</b> Approach to Providing Services  <i>Quality, clarity, and comprehensiveness of described approach</i>	<b>Criterion:</b> Efficiency of Service Delivery  <i>Qualifications and capacity to provide multiple services</i>	<b>Total Maximum Points Available per Service</b>
Service (Letter in Appendix A)	Service Description	Criterion Maximum Points	Criterion Maximum Points	Criterion Maximum Points	
A	Administration	6	6	3	15
B	Service Delivery Coordination				
C	Marketing Plan				
D	Promoting Sitka				
E	Meeting, Convention, & Event Services				
F	In-Person Visitor Information				
G	Visitor Information Resources				
H	TBMP				
I	Cruise Calendar & Street Closure Communications				
J	Economic Data Collection and Analysis				
K	Downtown Pedestrian Safety				
L	Street Closures				

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

## F. RULES GOVERNING COMPETITION

1. **Evaluation.** The CBS Selection Committee will review, evaluate, score and rank SOQs responses in accordance with criteria identified in Section E. Clarification of submitted material may be requested during the evaluation process.
2. **Interviews.** Upon receipt and evaluation of the RFQ SOQs, CBS may choose to conduct interviews. CBS will notify each Firm being considered for contract award of the date,

time and virtual meeting credential. You are encouraged to have all key team members actively participate in your presentation and in answering questions.

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

the RFQ and limited to those items which would not have an effect on the ranking of SOQs. If an agreement cannot be reached during the negotiation process, CBS will notify the Firm and terminate the negotiations. CBS reserves the right to negotiate a contract with the respondent that best meets the selection criteria.

11. **Award.** Upon conclusion of successful negotiations and compliance with any pre-award obligations, CBS will issue an Intent to Award, with contract award contingent upon Assembly budget authorization. It is CBS' preference to award one Firm the entirety of the work as described in the Scope of Services, but may choose multiple Firms to complete some or all of the Work. Additionally, a contract may be authorized in full, in part, or in phases.

## **G. TERMS & CONDITIONS**

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

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

## **H. LIST OF APPENDICES**

Appendix A: Scope of Services

Appendix B: Services Provided Template

DRAFT

# VISIT SITKA RFQ

## APPENDIX A: SCOPE OF SERVICES

### A. Administration

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

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

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

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

### **C. Marketing Plan**

- Develop and maintain a three-year strategic marketing plan to achieve CBS's visitor marketing goals
- Facilitate plan development and annual review with the CBS Tourism Commission

### **D. Promoting Sitka**

- Promote visitation to Sitka in accordance with the Marketing Plan through a variety of mediums including but not limited to:
  - A promotional and informational website
  - Online advertising and social media presence
  - Search engine optimization
  - Print media
  - Distribution of videos
  - Trade shows
  - Hosting media and industry members
- Promote CBS venues and services such as Harrigan Centennial Hall for meetings, conventions, and special events
- Maintain and disseminate a directory of local businesses
- Design and publish an annual visitors guide

### **E. Meeting, Convention, and Event Services**

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

### **F. In-Person Visitor Information:**

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

### **G. Visitor Information Resources:**

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

#### **H. Manage the Tourism Management Best Practices Program (TBMP):**

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

#### **I. Publish and maintain an online cruise ship calendar, and provide community-wide communications for tourism-related street closures**

#### **J. Economic Data Collection and Analysis**

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

#### **K. Downtown Pedestrian Safety**

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

#### **L. Managing Tourism-Related Street Closures**

- Erect and remove street barricades on closure days
- Manage on-street signage
- Coordinate with Sitka Police Department to manage vehicles within closure area
- Open and close temporary restrooms on closed streets
- Obtain required permitting (if any) through AK DOT/PF



## VISIT SITKA RFQ

### Appendix B: Services Provided Template

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

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