



## Meals Hill Master Plan: Scope of Services

Huddle AK LLC (Huddle) will provide a Meals Hill Master Plan for the City of Valdez Department of Parks, Recreation, and Cultural Services that includes a vision/project purpose, project priorities, strategies for implementation, and concept-level design (25% drawings) for the identified improvements. The plan will consider how Meals Hill fits within the existing P&R system in Valdez. It will provide guidance for new facility development that will be sustainable for the COV to build, operate, and maintain. Finally, the plan will ensure local public access to parks and trails while considering how Meals Hill can enhance the Valdez visitor experience and diversify the local economy.

Huddle will be supported by Interior Trails (IT), ECI, and Parks and People (P+P), LLC.

### **TASK 1: GUIDE**

**Project Management:** Huddle will maintain proactive lines of communication to control quality, cost, and schedule. Huddle will maintain regular contact with COV staff through scheduled project meetings, emails, phone calls, and status reports.

**Work Plan and Schedule:** Huddle will provide a work plan and project schedule for the COV. This scope of work is intended to represent the workplan and upon notice to proceed will be finalized and combined with a detailed project schedule.

Deliverables:

- Final workplan and schedule by PDF.

**Project Kickoff:** Upon notice to proceed and as soon as travel restrictions are lifted, Huddle will organize and facilitate an in-person project kick-off meeting with IT, ECI, P+P, and COV staff. The team will discuss the work plan, schedule, roles and responsibilities, Public Involvement Plan (see SHARE task) and project management protocols.

Deliverables:

- All meeting logistics, facilitation, agenda, and meeting summary.

**Project Meetings:** The core team for the project will meet every other week or as needed. Additional project team and COV staff will be invited as necessary.

Deliverables:

- Monthly progress reports will accompany invoicing.
- Core team meeting logistics and scheduling, including informal agendas, simple meeting summaries, and action items tracked.

### **TASK 2: LISTEN & LEARN**

**Information Gathering:** Huddle, P+P, IT, and ECI will gather quantitative and qualitative information from COV staff, project stakeholders, and the public.

**Public Involvement Plan:** Huddle, in collaboration with P+P, will develop a public involvement plan (PIP) to guide the stakeholder engagement process for the duration of the project. The PIP will document much of the LISTEN & LEARN task scope of work in a manner that is transparent and intended to both document and guide the process for the public. The PIP will be a document accessible to the public. The PIP will communicate public meeting schedules, community engagement tools, a broad list of project stakeholders, and identify members of the MHPC. The team will discuss the draft PIP during the kickoff meeting and finalize within one week of the kickoff.

Deliverables:

- Draft Public Involvement Plan
- Final Public Involvement Plan within one week of the Project Kick-Off Meeting

**Existing Document Review – Data Collection - Site Analysis:** Huddle and P+P will review and assess previous plans and policy documents from COV and partner agencies/organizations. We will document related goals and priorities, gather visitation data from existing and concurrent studies, and analyze neighborhood, demographic, and census data as it relates to Meals Hill. Huddle, ECI, and IT will compile existing site conditions using GIS and other software, including but not limited to, topography, drainage, vegetation, wildlife, access, connections, planning context, land use, history, infrastructure, and natural environment. Interior Trails will complete a terrain analysis, develop positive and negative control points (“go” and “don’t go” locations) to guide future trail routing options, soil and hydrology analysis through on site sampling and document research to determine trail grade limits and structural requirements for sustainable trail construction. The team will analyze the regional trail network to determine the recreation and active transportation needs. We will create base drawings and programming files based on a lidar survey of the site and any existing files.

Deliverables:

- Team Site Analysis Visit to coincide with in-person project kick-off meeting.
- Drone Imagery suitable to produce high-resolution orthomosaic imagery
- Review of P&R Master Plan, COV Comprehensive Plan, local economic and visitation studies.
- Maps with pertinent GPS waypoints, tracks, and polygons for future trail routing and locating program elements.
- On-site flagging to designate critical major control points for future planning that can be used for the public workshops, project publicity, and to engage the public.
- Site & Existing Conditions Summary Report: Summary of the site and technical information gathered and analyzed during site analysis. Document will use a combination of written narrative, photographs, graphics, and GIS mapping to present information.

**Stakeholder Interviews:**

Huddle and P+P will gather nuanced information from project stakeholders, stakeholder groups, and key project informants (internal and external) to gain greater knowledge and detail on the full spectrum of ideas and issues. The interview process will be iterative. At the conclusion of each interview, participants will be asked to recommend other key stakeholders with which the project team should speak. This approach is referred to as “snowball sampling”.

Deliverables:

- Pre-semi-structured list of questions to be used at all stakeholder interviews.
- Huddle and P+P will conduct up to 12, one-hour virtual or telephonic stakeholder meetings.
- Each stakeholder meeting will be audio recorded. Responses will be coded into overarching categories related to stakeholders' needs, demands, and assets.
- Stakeholder Meeting Summary Report with Executive Summary and analysis of key qualitative and quantitative findings.

**Stakeholder Surveys:** To strengthen the project's understanding of broad community opinions and to be able to better understand both local and non-local demand for park & trail facilities Huddle and P+P will develop two surveys to be deployed during the LISTEN & LEARN task. The first will assess broad stakeholder opinions and preferences as well as help the team predict local utilization of Meals Hill under various facility scenarios. The second survey will target cruise passengers and other Valdez visitors. The surveys will be available online on the project and COV websites and by paper at community facilities if appropriate. The surveys will be advertised via a wide variety of platforms including project eNewsletter, social media, a community-wide postcard mailing, and via newsletters of partner organizations.

**Deliverables:**

- Design and deploy stakeholder survey by an online survey platform and via paper.
- Design and deploy visitor survey by an online survey platform and via paper.
- Advertise the surveys via social media, eNewsletter, and a community-wide postcard mailing.
- Analyze Stakeholder Survey Data.
- Meals Hill Community Survey Report with key findings.

**Meals Hill Planning Committee:** Huddle and COV staff will build a planning committee of seven to eleven members, including key parks and trail user groups; partner organizations, such as Great Land Trust; partner agencies, and community volunteers. This group will interact with the COV and the project team at various project milestones to foster meaningful collaboration and cultivate plan consensus.

**Deliverables:**

- Five (5) MHPC meetings, one (1) scheduled during the LISTEN & LEARN task. MHPC Meeting #1 will be held in the early fall if gathering is authorized as a combination indoors/outdoors meeting and intended to be the kick-off for the group. MHPC Meeting #2 will be held in conjunction with Public Workshop #1 (Project Visioning). MHPC Meeting #3 will be held for one hour during the full day team design charrette, MHPC #4 will be held in conjunction with Community Workshop #2 during the SHARE project phase, and finally MHPC #5 will be a joint meeting with the Parks and Recreation Commission and the City Council to review public comments and come to consensus on a preferred concept to advance.
- Meeting graphics and presentation materials.
- All meeting logistics, agendas, meeting materials, and meeting summaries.

**Public Workshops:** Public workshops are intended to communicate and share project information at significant milestones with a larger group of Valdez residents. Huddle will implement two (2) public workshops during the project. The first public workshop will be scheduled during the LISTEN & LEARN

phase and will be implemented as a workshop-style event. Public Workshop #1 will be interactive and will include activities on site as well as in the civic center with smaller groups. Workshop #1 will include an opportunity for local high school students to participate in the event. Public Workshop #2 will occur during the SHARE phase when the project team will present the draft Meal Hill Master Plan. Meeting attendees will learn about the plan alternatives and can ask questions and share feedback on the draft.

**Deliverables:**

- Preparation, organization, and staffing (up to 5 individuals) for 2 public workshops (one during LISTEN & LEARN and one during SHARE).
- Meeting graphics and presentation materials.
- Document and analyze all meeting results/comments.
- Two (2) Workshop Summary Reports, one for each meeting.

**Project Website and other Interactive Web-Based Tools:** Huddle will develop an online presence for the public to access and receive project information and documents. The website will include information for the public to be able to learn about and comment on the project virtually.

**Deliverables:**

- Design and develop a full Meals Hill project website with up to 8 pages that can be accessed across major devices and browsers using static and dynamic content.
- Purchase domain name and host website until 2025, project close, or a transfer request is made to the client to host/maintain.
- Update content monthly and at key milestones.

**Project Communications:** Huddle will develop a project email contact list to communicate with all interested stakeholders at important milestones throughout the project via eNewsletters. Additionally, Huddle will develop a mailing list to be able to communicate via postcard or newsletter to the broad community two times during the project, once to announce the community-wide survey and Public Workshop #1 and another to announce Public Workshop #2 and the public comment period for the Draft Meals Hill Master Plan. Huddle will work with COV P&R staff to develop content for sharing on the COV social media accounts.

**Deliverables:**

- Develop and maintain a project email list that stakeholder can opt-in via project meetings and the project website.
- Design and email up to 10 project E-newsletters to the project email list.
- Design and mail postcards to all COV residents at 2 times during the project.
- Draft social media content for staff to share on active COV accounts.

### **TASK 3: ENVISION**

Concept & Master Plan Development: The program for the site will be largely determined by community input gathered during the LISTEN & LEARN phase. We anticipate the park and trail improvements identified by the public will need complimentary amenities like parking, signage and wayfinding, wildlife viewing, interpretive information, and pedestrian connections. First, Huddle, ECI, and Interior Trails will develop preliminary concept alternatives based on what we learned. Then Huddle host a one-day core-

team design charette in Valdez in order to flush out ideas with the design team and COV staff. During this site visit additional design field work will be completed by Interior Trails to ground-truth and flag trail routes based on control points and trail design parameters. Throughout this phase we anticipate continued coordination with COV, organizations and agencies as ideas begin to form and take shape and details need to be worked out. In order to understand visitor preferences for different types of experiences we will employ visitation factors for the various types of proposed site experiences and facilities. We have been compiling data from our work in Juneau that can be applied to Meals Hill. We will then perform calculations to predict high, medium and low usage rates of different types of facilities, tours. Finally, we can use the visitation predictions for different site scenarios to predict the economic impact of the improvements. We will submit a preliminary draft of the Draft Master Plan and 25% drawings to COV P&R staff for initial review. We will revise based on comments received and submit the Draft Meals Hill Master Plan and 25% Drawings to carry into the SHARE phase for public review.

**Deliverables:**

- Develop preliminary concept alternatives based on LEARN & LISTEN phase.
- Full day charette with core design team in Valdez. One hour reserved for MHPC Meeting #3.
- Topic-specific project meetings to verify potential site concepts (conservation easement consistency, access, utilities, economic development, etc.) Up to 12 potential meetings to refine concept details.
- Apply visitation factors to predict high, medium, and low usage rates and economic impact of the range of concept alternatives.
- Rough flagged preliminary trail route options w/ GPS data and maps.
- Preliminary Submittal of Draft Meals Hill Master Plan and 25% Drawings for Review by COV P&R. The Draft Plan will include policy/management recommendations, and a prioritized project list with concept-level cost estimates.
- Revised Draft Meals Hill Master Plan and 25% Drawings to carry into the SHARE phase (14 hard copies plus digital copy).

#### **TASK 4: SHARE**

Huddle will work with the COV to share the Draft Master Plan and 25% Drawings to the Valdez Community and project stakeholders for review and comment. Huddle will present the Draft Master Plan to the MHPC for review. During the same visit to Valdez we will also host Community Workshop #2. This presentation to the public will initiate the public review comment period for the Meals Hill Master Plan. Huddle will collect all public comments in writing, by phone, through public meetings described here, by email, and via an online form from the project website. Huddle will document all comments received as part of the public record from agencies, organization, other COV departments, and the public in a comment/response summary report. Communication tools to alert the community and stakeholders that the Draft Master Plan is available for review are described in the LISTEN & LEARN task.

**Deliverables:**

- Public and Agency Comment/Response Report
- MHPC Meeting #3 (deliverables described in LISTEN & LEARN task)
- Public Workshop #2 (deliverables described in LISTEN & LEARN task)

#### **TASK 5: APPROVE**

Huddle will present the Draft Meals Hill Master Plan, the 25% Drawings, and the Public and Agency Comment/Response Summary Report to the P&R Commission for approval. After the P&R Commission reviews and makes final recommendations Huddle will update the draft documents and submit the Final Master Plan Document and 25% Drawings.

**Deliverables:**

- Final Master Plan Document (14 hard copies plus digital copy)
- Updated 25% Drawings (14 hard copies plus digital copy)
- Digital copies of the complete project record including photographs, meeting materials, graphic renderings, ArcGIS layers/shapefiles, and public comments/responses



HUDDLE AK  
721 Depot Drive  
Anchorage, AK 99501  
5/15/2020

Meals Hill Master Plan Fee Estimate	Huddle	Parks + People	ECI	Interior Trails	TOTAL
Task 1: GUIDE	\$9,656.00	\$2,160.00	\$2,700.00	\$2,700.00	\$ 17,216
Task 2: LISTEN & LEARN	\$49,156.00	\$36,000.00	\$16,880.00	\$17,280.00	\$ 119,316
Task 3: ENVISION	\$35,070.00	\$4,080.00	\$14,280.00	\$9,540.00	\$ 62,970
Task 4: SHARE	\$25,744.00	\$5,400.00	\$4,440.00	-	\$ 35,584
Task 5: APPROVE	\$9,558.00	\$810.00	\$2,610.00	\$360.00	\$ 13,338
Expenses	\$19,700.00	\$5,000.00	\$10,000.00	\$4,800.00	\$ 39,500
<b>TOTAL FEE ESTIMATE</b>	<b>\$148,884.00</b>	<b>\$53,450.00</b>	<b>\$50,910.00</b>	<b>\$34,680.00</b>	<b>\$ 287,924</b>

[illegible]



[illegible]