



1. General Introduction

The Girdwood Trails Plan would provide a comprehensive planning effort, inclusive of all relevant trail and recreation disciplines, and result in a Plan for the Girdwood Valley. Especially important will be establishing the vision and objectives for land owners to connect existing trail systems. A long-term plan will expand the recreational capacity in Girdwood.

Among the primary goals for the Plan project will be multiple, extensive stakeholder meetings for every user group identified. Among the primary goals for this planning project will be the development of schematics and mapping the trail network of the Girdwood Valley.

[placeholder for subcommittee details]

2. Scope of Work Task Descriptions

TASK A – Project Visioning

The foundation upon which the Plan will be based is the performance of a Project Visioning process to establish the context for the objectives to be incorporated into the plan. Visioning will begin with an existing condition assessment by reviewing available sources on recreation demands, modes, and flow in the Girdwood Valley area and relate those to the existing trail systems. The consultant will also collect and review available data related to anticipated growth and changes in recreation demands in the region to be used for forecasting opportunities and needs for the future when compared to the baseline existing data.

This baseline and future demand data will be used to develop meeting and charrette materials for use in public meetings, as well as meetings with local political leaders and key industry stakeholders. The data will provide a common point of discussion for what presently exists, but also a basis for what additional types of opportunities are potentially available. Input from the public and local stakeholders will be used to identify common goals that are shared between the landowners and the local community such that a more unified effort can be made to identify the local infrastructure investment required to accommodate potential growth beyond what would otherwise occur organically. This critical step will define the bounds of land use designations used to evaluate current/future trail plans.

The work shall include, but not be limited to the following activities:

Activity A1 – Methodology

The consultant will develop a methodology to collect qualitative and quantitative data. This may include surveys, data bases, group exercises, and an overall strategy for gathering information from users. This methodology will be applied to both internal and external stakeholders. Key deliverables shall include but are not limited to:

- Annotated Outline for the Methodology
- Draft and Final Methodology
- Lists or groupings of stakeholders, including contact information

Activity A2 – Existing Condition Assessment

The consultant will complete an existing condition analysis by conducting a Literature Review of Girdwood's trails through archived publications and recent studies completed by the area's land owners, including but not limited to the U.S. Forest Service, Heritage Land Bank, and the Girdwood Board of Supervisors and its Committees. Recent park and trail design studies completed for the Municipality of Anchorage shall be included in this Literature Review. Deliverables may be completed in conjunction with Task B.

- Existing Trail Network Map with Access
- Demand Analysis



Activity A3 – Stakeholder Meetings

The consultant will apply the Final Methodology at Stakeholder Meetings. These meetings will focus on input from key stakeholders. The consultant will prepare a standard meeting agenda that will be used for all meetings. The consultant will prepare a report from each meeting that thoughtfully arranges information collected and synthesizes it for key indicators. Key deliverables shall include but are not limited to:

- Draft and Final Meeting Agendas
- Plan and Facilitate all stakeholder meetings
- Draft and Final Meeting Notes
- Report Outline
- Draft and Final Reports

Activity A4 – Report Workshop

The consultant will host a workshop to present the Reports’ Findings. The goal of this workshop is to convey key indicators to [GTC Subcommittee] members. The consultant will develop and provide guidance packets. The intent of these packets to provide [GTC Subcommittee] with a quick reference of qualitative and quantitative data and sources. Key deliverables shall include but are not limited to:

- Draft and Final Meeting Agenda
- Draft and Final Meeting Presentation
- Draft and Final Guidance Packets

Activity A5 – Visioning Statement

The consultant will assist [GTC Subcommittee] in composing the Visioning Statement, which will set the outline for the Plan. Using the deliverables from Activity A4, [GTC Subcommittee] and the consultant will develop a draft and final Visioning Statement. Based on input, this may include a branding which may be carried forward; thus, conveying a consistent and specific message in engaging stakeholders. Key deliverables shall include but are not limited to:

- Draft and Final Visioning Statement

Task B – Mapping

[Placeholder depending on what USFS SCA in-kind contribution]

The work shall include, but not be limited to the following activities:

Activity B1 –

Activity B2 –

Task C – Plan, Concept Development, and Estimates

The consultant will compose an outline, draft and final study based on the deliverables from Activities A & B.

Activity C1 – Plan Outline

The consultant will develop a preliminary draft, draft, and final outlines that are inclusive of Tasks A & B deliverables. This outline directs development of key sections, including, but not limited to cost estimates, environmental considerations, land use, design concepts, trail management, and implementation strategies. Key deliverables shall include but are not limited to:

- Preliminary Annotated Outline for the Plan
- Draft and Final Annotated Outline for the Plan
- Lists of key sections to be developed further



Activity C2 – Public Meeting(s)

The consultant will assist [GTC Subcommittee] in preparing for and hosting up to two public meetings in Girdwood. This public meeting will be in a Workshop Format to obtain stakeholders' input on the Draft Plan's priorities. For each major component of the Plan, there will be a station at which stakeholders can learn more about the alternatives considered and the cost analysis completed. Input from stakeholders will be collected qualitatively and quantitatively. The consultant will provide a comment summary report, similar to a public scoping document. Based on recommendations from the summary report, [GTC Subcommittee] will direct final edits to the Final Plan. Key deliverables shall include but are not limited to:

- Venue Reservations
- Draft and Final Public Notices
- Draft and Final Visual Aids
- Event Staffing
- Data Collection and Synthesis
- Public Meeting Summary Report

Activity C3 – Final Plan

The consultant will incorporate comments into the Draft Final Plan based outcomes from C3 and submit it for review to the [GTC Subcommittee]. The consultant will incorporate their edits and distribute at least one week before a planned workshop. [GTC Subcommittee] will host a one day review workshop to review the Final Plan with members of key decision makers. The goal of this workshop is to sign off on the content prior to publication. The consultant will develop and provide a Summary Report of Edits and a tracking matrix. Key deliverables shall include but are not limited to:

- Draft Final Plan
- Draft and Final Review Workshop Agenda
- Draft and Final Visual Aids
- Edit Summary Report and Comment Tracking Matrix

Task D – Project Management

The success of this planning process is cohesiveness among [GTC Subcommittee] members. Project management is a critical path item and will be weighed heavily in the selection process. The consultant shall be an extension of [GTC Subcommittee] and should integrate seamlessly with the nomenclature, schedule, and other commitments on-going during this timeline. Respectful and effective communication is essential.

Each deliverable will be used to further the permitting, design, and funding process for the Final Plan. As such, all deliverables shall be in an approved Municipality of Anchorage Style Guide format and have signed off by the consultant's technical review team. Work that does meet these standards will be returned. The work shall include, but not be limited to the following activities:

Activity D1 – Communications Protocol

The consultant will compose a Communications Protocol that clearly outlines each team member's roles and responsibility and lines of communication. This Protocol will provide a basis for exchanging comments on multiple deliverables. This Protocol will include nomenclature for electronic communiques; this supports Task G, *Administrative Record*. Key deliverables shall include but are not limited to:

- Draft and Final Communications Protocol

Activity D2 – Schedule and Reporting

The consultant will prepare and maintain a Master Schedule of all deliverables. This schedule shall be a format that is trackable and easily referenced in weekly meetings; this is a living document and will be updated regularly. The consultant will be expected to keep track of deliverables and inform ARRC of impacts to the



Schedule. The consultant will use a standard template for monthly reporting. This monthly reporting will accompany each invoice and shall cross reference the level of effort to date, expenses, and budget. During each monthly meeting, the report will communicate areas of concern, critical time-sensitive issues, and corrective actions, decisions to be made, a schedule update by task for key milestones, and any out of scope requests. Key deliverables shall include but are not limited to:

- Schedule
- Monthly Reports

Activity D3 – Meetings, Reporting, and Interfaces

The consultant will prepare and maintain a Master Template for a biweekly meeting agenda. This meeting will be no more than 30 minutes and include [GTC Subcommittee members]. This meeting will focus on Red, Amber and Green Priority Items. Using the Schedule and the previous report, the meeting will review requests for information and issues of concern. Issues of concern will be tabled and scheduled for separate meetings with the appropriate participants. This meeting will be telephonic and hosted by the consultant.

- Weekly Meeting Agenda
- Tracking Matrix of Red, Amber, Green Items
- Request for Information Template
- Weekly Meeting Notes, including Action Items

Activity D4 – Quality Assurance and Quality Control and Style Guide

The consultant will prepare and maintain a Quality Assurance and Quality Control (QAQC) Protocol to be adhered to for each deliverable. This ensures [GTC Subcommittee] reviews focus on substantive content rather than editorial remarks. With as many deliverables that rely on each other for qualitative and quantitative information, it is critical to maintain consistent format and level of detail. Each deliverable will be used to further the permitting, design, and funding process for the Final Plan. As such, all deliverables shall be in an approved Style Guide format. Work that does meet these standards will be returned.

- Draft and Final QAQC Protocol
- Draft and Final Style Guide
- Draft and Final Deliverable Templates

Task E – Administrative Record

Each deliverable will be used to further the permitting, design, and funding process for the Final Plan. From public scoping to content within the Reports and Studies, this planning effort should be recorded and queriable. The ability to quickly reference meeting notes, design drawings, and electronic correspondence assists [GTC Subcommittee] in ensuring compliance with the Open Meetings Act. The work shall include, but not be limited to the following activities:

Activity E1 – Administrative Record Plan

The consultant will compose an Administrative Records Plan that evaluates alternate methods for record keeping; protocols; and suggested content. Key deliverables shall include but are not limited to:

- Draft and Final Administrative Record Plan