



**PORT OF NOME**

Port Director's Office  
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Nome, Alaska 99762  
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**AGENDA STATEMENT**

**Meeting Date:** October 6, 2023  
**From:** Joy Baker, Port Director *JLB*  
**Subject:** Awarding PON Strategic Development Plan to PND Engineers, Inc. for Phase A – Inventory and Concept Development at \$53,625

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**Background & Justification:**

The City of Nome received two proposals in response to the RFP issued for the Port of Nome Strategic Development Plan Update, which were submitted by Wise Business Plans (WBP) in Las Vegas, NV, and PND Engineers (PND) in Anchorage.

After review of the two proposals, scoring was as follows:

Criteria >>>>	Pricing		Methodology/Approach	Experience/Qualifications	Total
Score >>>>		40%	30%	30%	100%
WBP	\$68,400	30%	10%	15%	55%
PND	\$224,000	25%	25%	30%	80%

Regarding the scoring, it was disappointing that most of the WBP content was done as a copy and paste from other proposals, some of which had very little in common with the RFP. It was clear the firm had experience in developing business plans across the lower 48, but no effort was made to tie that experience to the strategic development needed for the Port of Nome. The RFP instructions were not correctly followed in requesting the proposer describe their understanding of the work and lay out their approach. The WBP price scored only slightly higher than PND, due to the unknown of whether the proposer fully understood the work in order in providing their price, based on the understanding/approach not being included.

PND's pricing score was lower than WBP, as their fee was significantly higher, and a surprise, but their methodology and experience in this work scored much higher as they have done a large amount of work in Nome, the region and Alaska as a whole. After further review of the pricing, I contacted Bryan Hudson, Principal Engineer, to discuss potential adjustments to the proposal fee, which developed into a productive conversation on the ultimate product.

At the conclusion of the call, time was spent reviewing the Waterfront Master Plan PND had done for Valdez in 2019. The plan had 3 phases, which provided a thorough assessment of the Port's

infrastructure, with concept development of future infrastructure driven by the public, staff, boards and committees – resulting in a very comprehensive and informed strategic plan.

The phased components would be:

Phase A      Inventory & Concept Development  
Phase B      Preferred Concept Development  
Phase C      Final Waterfront Master Plan

In a follow up call with PND, it was agreed PND would propose a breakdown of costs per the above phased approach. PND has proposed a fee reduction of just under 6% as shown on the attached, with cost broken out for each phase. This brings their total fee down to \$211,090 for the combined work, which will be facilitated through a public kick-off meeting scheduled after contract execution.

F24 funds are budgeted in Admin line item 80.6711.1870 in the amount of \$35K, plus an additional \$25K available in the same line item to fund this strategic development plan.

Also attached is a supporting motion for award, passed by the Port Commission at their Special Meeting held on Thursday, 5 October 2023.

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**Recommendation:**

That the Nome Common Council pass Resolution R-23-10-04 authorizing the City Manager to execute a contract with PND Engineers, Inc. for \$53,625 to perform work known as the PON Strategic Development Plan – Phase A.

# Memo

TO: Mayor John Handeland & Nome Common Council  
FROM: Jim West - Chairman, Nome Port Commission *JW*  
THRU: Glenn Steckman - City Manager  
DATE: 10/06/2023  
RE: Support City Council Award of Strategic Development Plan Update to PND Engineers, Inc. for Phase A at \$53,625

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The following motion was passed by the Nome Port Commission at their Regular Meeting on Thursday October 5, 2022.

1. Moved by **C. McLarty**, and seconded by **C. Smithhisler**, the following motion be approved as written:
  - **MOTION:** Recommend Nome Common Council award PON Strategic Development Plan Update to PND Engineers, Inc. for Phase A – Inventory & Concept Development at a revised fee of \$53,625.

**AT THE ROLL CALL:**

Ayes: Rowe; McLarty; Smithhisler; Lean; West  
Nays:  
Abstain:

The motion **CARRIED** unanimously.

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Discussion reflected in the minutes from the October 5, 2023 Special Meeting.



## MEMORANDUM

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**PROJECT NO. 23A-130**

**DATE: 10/4/2023**

**PROJECT:** Nome Strategic Development Plan

**TO:** Joy Baker

**FROM:** Bryan Hudson, PE, SE and Doug Kenley, PE

**SUBJECT:** Strategic Development Plan Proposal

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Thank you for the discussion regarding PND's proposal for the Nome Strategic Development Project submitted September 21, 2023. We understand that our methodology, approach and qualifications were well received and you would like to move forward with the fully developed scope as described, however; the proposed lump sum budget was higher than your available funds. To help accommodate your funding, PND was asked to develop a schedule and budget to break down the scope of services into multiple phases. The following outlines our proposed approach to phase the services in terms of scope, schedule and budget. The reduced lump sum budget total (**\$211,090**), assumes the City will provide lodging, airfare and travel accommodations as discussed.

### **Phase A - \$53,625 (Lump Sum)**

The scope for the first phase of the project would cover a Kickoff Meeting, Coordination Meetings, Economic Review, Background Data Collection, Open Meeting 1 and 2 as shown in our proposed preliminary schedule. The team will also provide a summary report of existing conditions, economic opportunities, preliminary development options along with community feedback provided during the first set of Open Meetings. In addition, scheduling of Open Meetings 2 and 3 will be discussed. It is anticipated that this phase will take us through to approximately late February 2024.

### **Phase B – \$86,606 (Lump Sum)**

The second phase of the project would cover the second set of Open Meetings, additional refinement to development options identified in Phase I, based on feedback from Open Meetings and discussions with port staff and other stakeholders. The deliverable for this phase would be an updated report outlining all considered Alternatives in a draft report with work stretching into spring 2024.

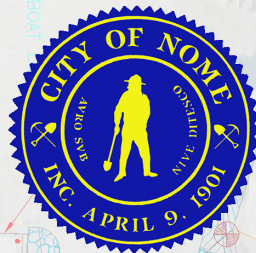
### **Phase C – \$70,859 (Lump Sum)**

The last phase includes the development of a final draft report that presents the preferred alternative development option and cost estimate. The preferred alternative would be presented during an online meeting in summer 2024, with a bound final report submitted a few weeks later.

Thank you again for the opportunity to work in Nome. Please reach out with any additional questions.

# PORT *of* NOME

## STRATEGIC DEVELOPMENT PLAN UPDATE



RFP NO. 2023-03  
9.21.2023

PROPOSAL PREPARED BY:



ENGINEERS, INC.

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ANCHORAGE, AK 99503  
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ENGINEERS, INC.

September 21, 2023

Joy Baker  
Port Director  
City of Nome  
PO Box 281  
Nome, AK 99762

**Subject:** Port of Nome Strategic Development Plan Update

Dear Ms. Baker:

Through our ongoing efforts on the expansive multiphased Port of Nome Modification Project and our extensive experience in waterfront development throughout the State of Alaska, PND Engineers, Inc. (PND) is uniquely qualified to consult the City of Nome on the Port of Nome Strategic Development Plan Update. PND's blend of professional expertise and significant project experience in the City of Nome illustrates our commitment to the city, port, local community, and regional stakeholders. PND's extensive marine engineering/planning experience, deep knowledge of Nome and the surrounding area, and unwavering support for the port's success makes our team the ideal fit for strategizing and updating the Port of Nome's future development plans.

PND's relationship with the City of Nome spans over three decades, beginning with the design and construction of Westgold Dock in 1989 and continuing today with the Port of Nome Modification Project. Our longstanding partnership is a testament to the trust and confidence between the City of Nome and PND's capabilities for repeatedly delivering successful projects on time and under budget. Over the past decade, PND Principal Engineers Doug Kenley, PE, and Bryan Hudson, PE, SE, have been instrumental in managing several projects at the Port of Nome, including providing dredging plans and concept design for the Snake River floats and haulout facilities. Doug and Bryan also provided management, engineering, and quality control services for design of the new sheet-pile dock expansion along the West Causeway during Phase I of the modification project. Their hands-on experience and close collaboration with City of Nome and port personnel provides them with a unique understanding of the city's operations, infrastructure, and future port needs.

PND and our proposed subconsultants, Corvus Design and Northern Economics, have efficiently and effectively collaborated on other similar planning and development studies at multiple ports across





ENGINEERS, INC.

Alaska in communities such as Craig, Juneau, Kenai, Naknek, Saxman, Seward, Sitka, Unalaska, Valdez, Whittier, and Wrangell. We understand the importance of community engagement; our team is committed to involving the public throughout the planning process, ensuring that valuable community input helps shape the strategic development plan. This approach ensures the plan update will align with Nome's aspirations and goals. Our team is entirely Alaska-based, which gives us an intrinsic advantage and intimate understanding of the region's nuances and challenges posed by Arctic ports. Our local expertise and tapestry of teamwork will be invaluable when devising strategies for the Port of Nome's future.

PND recognizes the critical role the Port of Nome Strategic Development Plan Update will play in continuing Phases II and III of the Port of Nome Modification Project. Our devotion to seeing the modification project come to fruition demonstrates our dedication to the long-term success and prosperity of Nome and its surrounding communities. Our team's combined strengths will benefit the City of Nome and the Port of Nome's positive transformation.

PND recommends a lump sum fee of \$224,000 to fulfill the outlined scope of services in the attached proposal. This cost has been carefully estimated to support the creation of a comprehensive strategic development plan for the City of Nome, emphasizing a robust level of community engagement. Our select team has a strong track record of successfully delivering similar planning documents that have garnered enthusiastic support from local communities, thanks to our methods and approach. We firmly believe that our team is exceptionally suited to assist the City of Nome in this endeavor. While we are confident that the proposed scope will yield the most comprehensive end product, PND is open to discussions and negotiations regarding the fee if the City of Nome prefers to reduce or modify our proposed methodology. We are committed to ensuring that our services align with your specific needs and objectives.

Sincerely,  
PND Engineers, Inc. | Anchorage Office

A handwritten signature in black ink that reads "Bryan Hudson".

Bryan Hudson, PE, SE  
PND Principal Engineer  
Email: [bhudson@pndengineers.com](mailto:bhudson@pndengineers.com)

Note: PND acknowledges receipt of Addendum No. 1 on September 6, 2023.



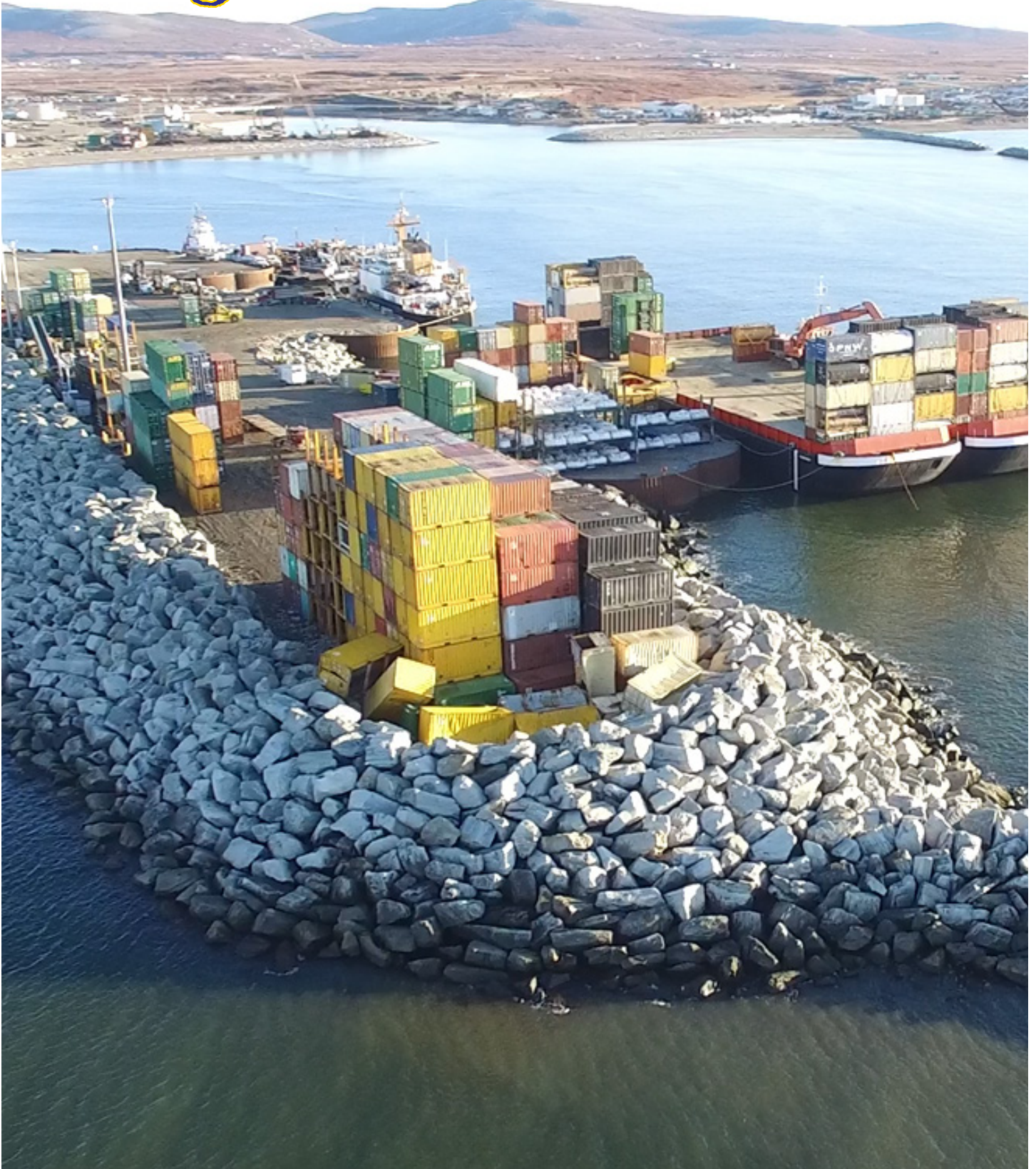
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# UNDERSTANDING & APPROACH





**PND** Engineers, Inc. (PND) welcomes the opportunity to provide professional services to the City of Nome for the Port of Nome Strategic Development Plan (SDP) Update. PND has completed nearly 50 projects for the City of Nome over the past 35 years, and we are very familiar with the community, its waterfront facilities, the variety of stakeholders and community interests, as well as the inherent design and development challenges presented by the community’s local and climactic conditions.

We fully understand the importance of an SDP as an essential planning and implementation tool for guiding port priorities into the future. To be an effective tool, this master planning effort must have the support and input of various city departments, residents, local businesses, tribal communities, and other stakeholders, and it must be compatible with the community character and environmental conditions consistent with the region.

We feel it is of utmost importance that the City of Nome teams with a consulting firm that brings familiarity with the community and decades of waterfront planning services in arctic Alaska. To that end, PND has assembled a complete Alaska-based planning team with experience in waterfront planning, public involvement, and arctic design. Our individual team members all have relevant experience working in Nome, know the community well, and have the specific skillsets necessary to identify and address user needs and priorities in order to create an inclusive and community-supported SDP. PND has collaborated on a range of previous planning projects with each of our subconsultants, Corvus Design and Northern Economics, as demonstrated on the following pages of this proposal.

PND’s team brings the essential qualifications and experience necessary to deliver project engineering, economic feasibility, conceptual plans, cost estimating, and related professional services for producing an SDP for the City of Nome.

PND confirms that it is licensed to do business by the State of Alaska, and all proposed responsible personnel that we have identified to participate in the project hold the appropriate professional licenses in Alaska to conduct the tasks they are assigned.

**PND ORGANIZATIONAL CHART**



**ACTION PLAN**

PND will provide overall project management of our team and lead all elements of the SDP, including coordinating with City of Nome staff, the Port Commission, and other stakeholders (referred to henceforth as steering groups). PND will develop public involvement strategies and approach; lead the team in preparing SDP drawings and narratives; provide existing facilities structural and load-capacity analyses; oversee financial studies and benefit-cost analyses; and prepare concept-level construction cost estimates. PND is a multidisciplinary engineering firm that specializes in marine and waterfront facility planning and design. We have participated in and spearheaded development planning efforts for multiple waterfront communities throughout Alaska and the Pacific Northwest, including several with Corvus and Northern Economics.

PND’s extensive experience in Nome uniquely positions us to develop a highly effective SDP for the Port of Nome. Our familiarity with all port infrastructure, gained through our 35-year work history and recent inspections of the majority of Nome’s port facilities, provides us with an in-depth understanding of the existing assets and their conditions. We are also familiar with and contributed to the most recent SDP update in 2016.



We are currently at the 95% design completion stage for Phase I of the Port of Nome Modification Project, scheduled for construction bids in late 2023. Our direct involvement in the planning and design of the modification project has significantly heightened our awareness and familiarity with the port's facilities, operations, and short-, mid-, and long-term goals. It also gives us an understanding of the unique challenges, costs, and logistical issues that face operating and maintaining an arctic port that will be critical to planning the Port of Nome's future. Our established and excellent working relationships with port personnel shows our ability to effectively engage with key stakeholders and ensures the alignment of our SDP with the port's evolving needs and the broader community it serves. This wealth of experience uniquely positions us to create a forward-looking plan that will guide future decisions and facilitate the execution of Phases II and III of the Port of Nome Modification Project that will benefit the Port of Nome, its community, and users.

### **UNDERSTANDING**

PND understands this project will develop a comprehensive waterfront master plan, construction cost estimates, economic feasibility analyses, and action plan strategies for key areas of the Port of Nome to ensure the city and port are ready for future development. To achieve a successful outcome, PND and its subconsultants will work closely with City of Nome staff, the steering groups, and other stakeholders to ensure all are engaged in the process and have the opportunity to provide input during all phases of the work.

### **APPROACH**

The PND team has used RFP No. 2023-03 (and Addendum No. 1) as a basis for developing our approach and specific activities, incorporating and expanding upon the tasks listed in the RFP. Our proposed methodology has been highly successful in working with numerous stakeholders, users, and land managers within the project area during past projects of similar nature. This inclusive and collaborative process will help achieve community-wide support and approval of the SDP, the phased action plan, and its financial implementation. Our proposed action plan approach is as follows:

## **1. Project Kickoff**

PND will confirm the City of Nome's project goals, scope, schedule, and deliverables, as well as refine our project strategies, during the project kickoff phase. Our team will build off our past experience on similar planning efforts to develop appropriate objectives and strategies for this project. We will work to establish project parameters and expectations at the onset of the project with City of Nome staff, port personnel, and steering groups so that the work can be performed efficiently and within budget.

### **1.1 Define Project Objectives**

The overall project objective is clear: The City of Nome is determined to prepare itself for the future by conducting a thorough assessment of its current and future facilities within a comprehensive SDP update for its port. This plan aims to provide the most effective insights into the direction and strategies required to maximize success at the nation's only Arctic deep-draft port, including identifying new projects and development opportunities.

There are several goals that should be established early in the planning effort that will serve to promote the overall project objective. The project methodology and scope can be refined as needed to ensure all objectives are met. Such goals will likely include the following:

- ◇ Promoting economic opportunities and sustainability for Ports & Harbors, its facilities, and the community.
- ◇ Providing facilities that support and enhance Nome's harbors as a premier destination for industry, fisheries, mining, recreation, commerce, and visitor services.
- ◇ Taking inventory of existing facilities and verification of user needs and costs to evaluate priorities.
- ◇ Preparing a community-endorsed development plan that best meets the needs of users and industry through cooperation and consensus-building.
- ◇ Reviewing available funding options for current and future projects.
- ◇ Establishing short-, mid-, and long-term development opportunities and goals.
- ◇ Linking phased development with construction costs, permitting, funding opportunities, and economic development.
- ◇ Developing easy-to-read graphics and plans contained in a concise dynamic planning and strategic development document.



## 1.2 Develop Strategy Process

We will develop a detailed project strategy through discussions with the City of Nome and the Port Commission in response to developed goals, objectives, expectations, and related discussions. Developing this strategy at the onset will establish a flexible and streamlined framework for quick response to potential changes in priorities or desires.

## 1.3 Develop Community Involvement Plan (CIP)

When community members and stakeholders have a part in creating the comprehensive SDP and see their concerns reflected, they will become actively engaged to ensure an agreed-upon vision is achieved and the project is supported. Development means different things to different people, and goals may differ accordingly. We will develop an inclusive process that fosters consensus and support throughout the course of the project, ensuring that all stakeholders are aware of and able to provide input in the SDP. The CIP will develop community advocates to help bring other members along during the planning process.

## 1.4 Develop Digital & Community Content

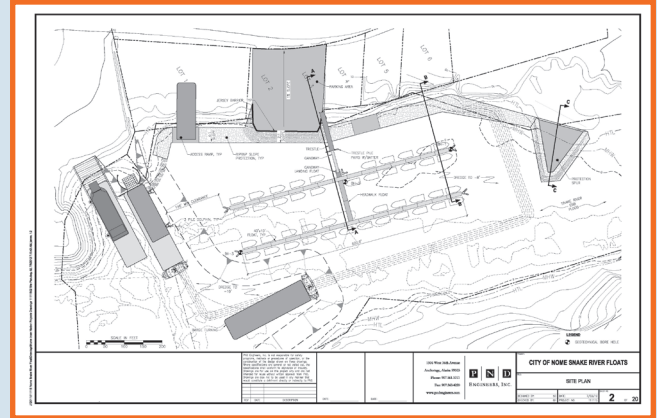
Our CIP will include developing digital and community content for a project website, social media, community boards, and print media. The interactive project website will serve as a portal for communicating project information to the public, as well as gaining valuable feedback. The website will serve as the public record and sequentially list input and direction received. Social and print media will help advertise meetings and direct people to the project website.

## 2. Background Research & Analysis

This phase, running concurrently with other phases, will initiate with project kickoff. The majority of this work will be completed prior to the public outreach effort.

### 2.1 Initial Research & Data Collection

Our team members have broad experience with the project areas and the community as a whole. While we will need to validate and update previous project priorities and needs, we are well versed on the significant amount of existing data and inventory work available (as indicated in the breakout at right). We will assess existing documents to identify shared priorities, opportunities, and conflicts that may exist. This will help ensure consistency and continuity across adjacent uses within the area, community, and waterfront development planning efforts.



### INITIAL RESEARCH & DATA COLLECTION

The following is a list of resources our team is familiar with and/or has previously developed ourselves:

- ◇ **Port of Nome Modification Project (2023):** PND is designer of record for Phase I dock, issued for bid in late 2023.
- ◇ **Cape Nome Jetty Erosion Protection (2023/2011):** PND provided emergency repair design and extension concepts in 2011 and is currently providing repair design in response to Typhoon Merbok.
- ◇ **Northwest Alaska Transportation Plan (2022):** Northern Economics developed economic and population forecasts and conducted research and industry interviews to develop scenarios for economic activities that could affect region's population.
- ◇ **Port of Nome Modification Feasibility Study (2020):** PND participated in charrettes for USACE-issued port expansion study.
- ◇ **Port of Nome Facilities Inspection Reports (2019):** PND's inspections included majority of floats, docks, causeway, and seawall along Front Street; included as-built design information and condition assessments of each facility.
- ◇ **Snake River Moorage & Vessel Haulout Facility (2017):** PND developed 35% designs for potential grant funding.
- ◇ **Nome Strategic Development Plan (2016):** PND contributed figures and conceptual design drawings for study.



## 2.2 Site Data Collection

Our design team will consolidate as-built drawings, site plans, plats, topography, geotechnical data, easements, zoning, allowable fill limits, LiDAR, aerial imagery, and GIS data for the site and surrounding use areas. This will form the basis for planning and for updating graphic maps (GIS) for public meetings and the final report. Delineation and clarification of land ownership, property lines, and land use agreements will be essential, including leases, rights-of-way, and legal conditions. A review of existing utilities and services, as well as traffic and pedestrian circulation, will be beneficial toward establishing options for enhancing connectivity between the waterfront and downtown.

## 2.3 Economic Data Collection

Northern Economics will lead the economic feasibility and cost-benefit analyses components of the development planning effort. Economic research and analyses will commence while compiling data that reflect economic trends and conditions in Nome, which will include federal, state, and local sources. These data will provide a high-level picture of trends in the local economy, in terms of population demographics, employment, wages, personal income, and various maritime industry-specific trends.

Baseline research will also include an analysis of Nome's maritime industries (seafood, marine service, recreation, marine-based tourism), potential development opportunities in the region, and additional commercial, retail, and service activities. Analyzing what other port communities are/are not providing and identifying local needs will highlight economic opportunities for Nome. We will work with the City of Nome to identify those other port communities that are most suited for comparison. Looking at economic multipliers to better understand the larger impact of wages and spending by Nome's different industries will provide an understanding of the economic opportunities and rates of return on investments in infrastructure and local employment.

## 2.4 Economic Forecasting for Programming

We will assess the usability of the existing facilities as well as the new facilities that will be provided with the Port of Nome Modification Project. With expansion of the causeway and dock structures in the harbor, Nome will have greater capacity to serve the commercial fishing, visitor industry, military, fuel, research, and cargo fleets that operate in

the region. However, Nome has limited capacity to provide the maintenance services and facilities needed by those fleets. We will interview port managers, vessel owners, and others to understand the types of facilities and services in greatest demand, while considering Nome's competitive position relative to service providers in other port communities. Based on this assessment, potential benefits will be identified in terms of business and city revenue, employment, and other economic impacts, then compared to the cost of building and maintaining the infrastructure and facilities.

The economic analysis could also include identifying short-, mid-, and long-term benefits and costs associated with other development opportunities. An active, mixed-use waterfront, where visitor- and recreational-related activity occur in close proximity to commercial and/or industrial activity, can present both planning challenges and opportunities. A fully functional, attractive, and vibrant waterfront can attract visitors, resulting in additional spending. Benefit-cost analyses will consider up to five top potential areas of development where infrastructure and facility investment are likely to generate the greatest return in terms of jobs and revenue.

## 3. Public Outreach & Engagement

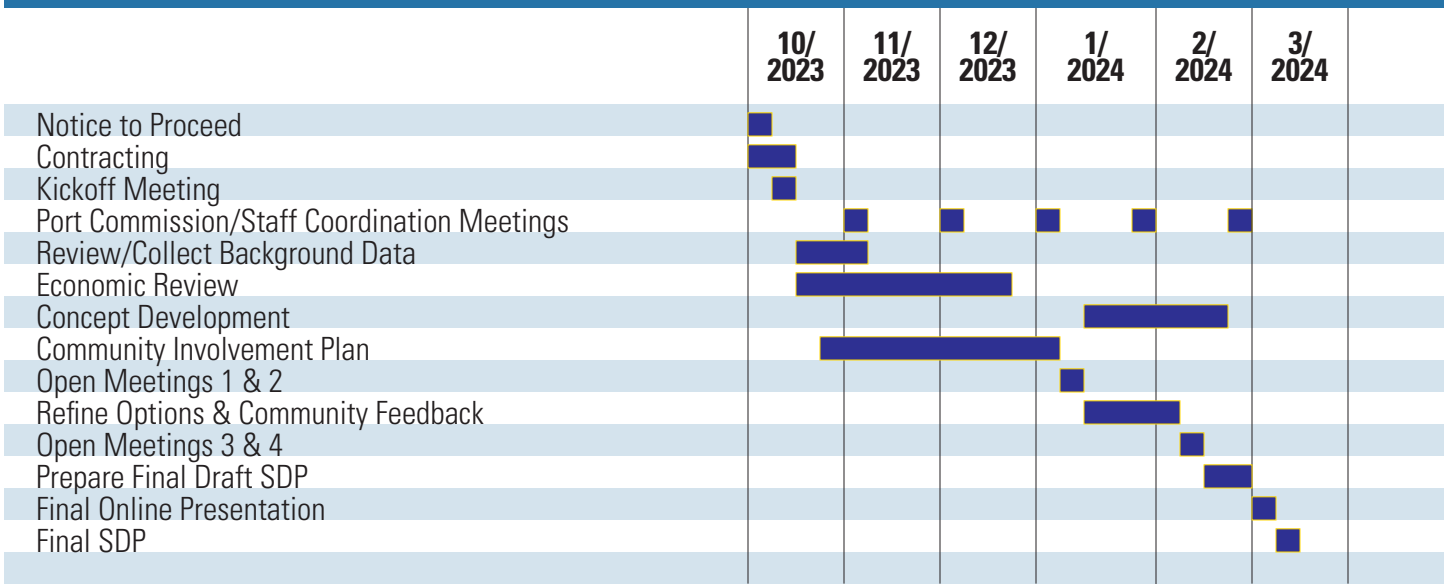
Immediately after receiving a notice of award, PND will coordinate with the City of Nome to confirm an appropriate schedule for the project. The proposed schedule on the following page outlines approximate timing that would need to be discussed with city officials to ensure that facilities and the local community are available. We want to make sure that our public outreach effort is in line with the city's expectations and that the community feels they have contributed their input in the process.

### 3.1 Meeting Planning

Our team will coordinate with City of Nome staff and steering groups prior to leading and coordinating stakeholder and public meetings, which will provide information necessary to determine community needs, priorities, and preferences. To maximize participation, meetings may be advertised via newspaper, public service announcements, posters placed around town, digital internet postings, Constant Contact emails, city websites, and press releases prior to each public meeting.



**PORT OF NOME STRATEGIC DEVELOPMENT PLAN UPDATE PRELIMINARY SCHEDULE**



**Note:** PND anticipates notice to proceed on Monday, October 9, 2023, and the final deliverable Friday, March 15, 2024.

**3.2 Local Open Studio Concept**

One-on-one interaction between the planning team and local users, stakeholders, and residents is essential. We propose hosting multiple daily open house sessions where the team develops the designs within the project area. The open-door studio approach allows us to validate our work and meet with stakeholders while developing the project and promotes community ownership and support. The additional expense associated with this concept should be minimal, as work that would typically be done at the office is instead happening with the stakeholders in your community.

**3.3 Public Meeting Materials**

We will share all presentation materials with the City of Nome project manager and steering groups for approval prior to public meetings. Easy-to-read graphics, plans, and maps are essential to help the public understand and participate in the process. We believe physical paper maps and plans engage the public to participate and allow them to “scribble their ideas out loud,” while projected images are less dynamic and receive less public input. Some members of the public are less comfortable commenting in a public setting or require time to develop thoughts and ideas. We will develop comment sheets, surveys, website content, and other means of participation outside of meetings.

**3.4 Public Meetings**

We anticipate visiting the community two times to conduct public meetings, host an open studio, and interact with stakeholders. There will be two main public meetings during each visit, structured to ask questions that elicit focused response. By developing meeting agendas with clear goals and objectives, we will keep the public focused and provide the information needed to move forward. We firmly believe that community planning should be guided and developed by the community. We will not be “talking heads” but instead will ask thoughtful questions and listen respectfully to what the community has to say. We will focus on the consensus-building process.

The first meeting will introduce the project to the public, verify goals and objectives, and present initial economic data and preliminary site observations. Citizens will have the opportunity to offer general thoughts on waterfront planning, including short-, mid-, and long-term priorities for key areas. Based on priorities, we will develop a range of programming/priority options during the open studio session to present at a second public meeting a few days later.

Based on direction provided by City of Nome personnel and the steering groups, our team will present a variety of plan



options for each key waterfront area at the third meeting (second visit to Nome). Based on public feedback, we will refine the options during an open studio session and present these at a fourth public meeting a few days later. At the end of the meeting, we will anticipate direction from the City of Nome project manager to develop a preferred plan for each of the waterfront sites.

The fifth meeting will be virtual, presenting and refining the preferred plans. Short-, mid-, and long-term priorities will drive the phased development of the plans, which will be supported by funding matrixes and cost estimates. Plans will be developed to allow immediate implementation of “low-hanging fruit” priorities to initiate development of the sites.

### 3.5 Stakeholder Interviews

Targeted input from the business community, government entities, and community groups is essential. With approval from the City of Nome project manager and steering groups, we can interview a select cross-section of people for their insight into short- and long-term visions for the port. This input will be useful for strategic planning and, again, be geared toward consensus-building.

### 3.6 Staff & Steering Group Involvement

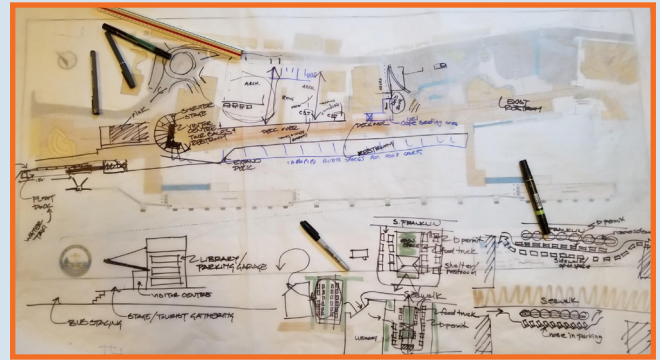
We anticipate that City of Nome personnel and steering groups will be involved throughout the project, providing input and reviews. In addition to public meetings, we can provide project status updates to staff and steering groups as needed.

## 4. Strategic Development Planning

In conjunction with the public meetings, we will produce development plan alternatives for public comment followed by development of a preferred plan.

### 4.1 Strategic Development Plan Programming

Priorities established by users and stakeholders, verified by City of Nome personnel and steering groups, will form the programming elements for port development planning. Needs, economic opportunities, and funding will be driving factors. This is a key opportunity to generate revenue and elevate Nome as a premier port providing needed facilities to service marine-based industries and support its surrounding communities.



Physical paper maps and plans



PND Principal Engineer Dick Somerville, PE, (middle) and Corvus Design Principal Landscape Architect Christopher Mertl, PLA, (right) at a Valdez open house

### 4.2 Strategic Development Plan Alternatives

We propose developing three plans for each key area that reflect priorities identified by users, stakeholders, and steering groups. The plans will resolve potential conflicts, identify potential growth, and reflect desired short-, mid-, and long-term opportunities, supported by economic opportunities and funding options. We will identify phasing options, land management, and permitting requirements. Plans will be prepared as large-format color site plans, with supporting sketches. Each alternative presented will be evaluated based on a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for ease of comparison.

### 4.3 Preferred Development Plans

Based on comments from the public and direction by the steering groups, a single preferred development plan will be provided for each key area. Each plan will identify short-, mid-, and long-term phased development options supported by a funding matrix to identify potential economic opportunities for identified elements. Construction cost



estimates and rates of return on investment will be provided for each phase. We will explore options for private/public partnerships and land management issues (such as lease, easements, and purchase of property). We will also identify environmental permitting needs.

### 4.4 Cost Estimating

PND will prepare all concept-level construction cost estimates. Through our history with the Port of Nome, PND has a unique understanding of the costs and logistics of working in the arctic and will accurately take these into consideration when preparing cost estimates. PND Principal Engineer Chip Courtright, PE, SE, will lead this task, as he has for several similar projects in the past, including Middle Dock and the Port of Nome Modification Project. PND will use the state-of-the-art cost estimating program, InEight, based on conceptual level planning and design; InEight allows for extremely accurate accounting of project costs and schedule over traditional rough order of magnitude estimates. PND uses a bottom-up approach for developing cost estimates, allowing for a more detailed assessment of construction requirements and associated costs.

## 5. Document Preparation

Document preparation will run concurrently with project development, with draft delivery once the preferred development plan is completed. The final plan would be concluded a few weeks after receiving comments on the draft plan.

### 5.1 Develop Comprehensive Master Plan Report

The team will prepare a summary report of all information gathered, along with goals, recommendations, priorities, plans, sketches, feasibility studies, implementation, and funding strategies. Initial document organization will include:

- ◇ **Executive Summary:** A summary overview of existing conditions, summary of public outreach and community priorities, and an overview of the plans developed as well as the preferred alternatives and action plan summary.
- ◇ **Project Goals & Process:** Reiterates initial project planning and confirms a valid process was used.
- ◇ **Existing Conditions/Site Analysis:** A picture of the project area as it relates to surrounding planning and development, list of opportunities, and inventory

of the site and facilities. Key elements include traffic/driveway analysis, property lines, land use agreements, and facility inventories.

- ◇ **Economic Analysis:** Explores potential options for best use of sites, including those that would generate economic opportunities while increasing vitality and revenue generation. Provides understanding of user needs and what other port communities are/ are not providing and how to capitalize on these opportunities to better position the Port of Nome.
- ◇ **Public Outreach & Engagement:** Summarizes the process and lists stakeholders, planning partners, and the general public's concerns, priorities, and desires developed during the public participation process.
- ◇ **Development Planning:** Describes how priorities are synthesized to develop the alternative plans and preferred development plan. Short-, mid-, and long-term phased development options will be described.
- ◇ **Action Plan:** Discussions surrounding how to implement short-, mid-, and long-term development options and achieve priorities. A funding matrix will identify potential economic opportunities. Focus on implementation strategies that make City of Nome eligible and competitive for funding and grant opportunities and immediate implementation of short-term options.

### 5.2 Submit Draft Report

The draft report will be a simple and highly useful document, well written and organized, and packaged in a visually pleasing, easy-to-read format using a combination of text, maps, tables, photographs, and illustrations.

#### **Review Comments with Staff & Steering Groups:**

We will meet with City of Nome staff and steering groups to review comments that have been received and develop responses accordingly.

**Final Report Revisions:** After comments have been reviewed and direction approved by the Port Commission and staff, the document will be updated.

### 5.3 Final Report & Adoption

The final Port of Nome SDP Update, consisting of the preferred plan for each of the key areas, will reflect adjustments made to the draft based on feedback and recommendations received during review. It will be a clearinghouse of all project information, submitted to the Port Commission and the City of Nome for adoption.



# PROJECT MANAGER



TEAM QUALIFICATIONS





**PND** Principal Engineer Bryan Hudson, PE, SE, will serve as our project manager for the Port of Nome Strategic Development Plan Update. Bryan’s close associations with Port of Nome personnel over the past decade providing design, inspection, cost estimation, and grant application support give him a unique working knowledge of all of the city’s port marine facilities and will provide a seamless transition toward fulfilling the scope of services for the strategic development plan update. Bryan is currently managing PND’s design services for the city’s multiphased Port of Nome Modification Project, which gives him a deep understanding of the city’s goals and initiatives for shaping the port’s future of maritime infrastructure in the Arctic and opening up new possibilities for economic growth and connectivity in the region.

Bryan brings the perfect combination of experience and skills to this leadership position. He will be the single point of contact for the City of Nome, directly answerable to the city’s project manager while engaged in executing the work. Bryan will oversee development of team deliverables, directly manage all disciplines, assign work, coordinate office work and any fieldwork as necessary, and maintain project budgets and schedules. Bryan has nearly 20 years of engineering design experience and has built his career at PND on planning, design, management, and inspection of structures, including marine engineering and waterfront development projects. His project experience includes concept development, permitting, alternatives analysis, cost estimating, logistics, alternatives selection, physical scale testing of design alternatives, detailed design, construction contract development, construction management, and construction inspection. He is experienced at managing unique, complex, multidisciplinary projects.

Bryan works closely with private and public clients, producing economical designs that meet the needs of all parties involved. His project management philosophy emphasizes communication, coordination, efficiency, technical expertise, and a full understanding of the project scope and objectives. This ensures that schedules and budgets are met and all technical concerns are addressed. PND only assigns managers who can readily accommodate the demands of establishing a new project and seeing it through to project completion to give the client and the project the priority and attention they deserve for the duration of the contract.

**CITY OF NOME**

**CONTRACT MANAGER**

Doug Kenley, PE | **PND**  
AK-PE-8176

**QUALITY CONTROL MANAGER**

Dick Somerville, PE | **PND**  
AK-PE-8845



**PROJECT MANAGER**

Bryan Hudson, PE, SE | **PND**  
AK-PE-12004  
AK-SE-14290

**MARINE DESIGN & COST ESTIMATOR**

Chip Courtright, PE, SE | **PND**  
AK-PE-12820  
AK-SE-126438

**SUBCONSULTANTS**

**PUBLIC FACILITATION**

Peter Briggs, PLA | **Corvus**  
AK-PLA-10737

**UPLANDS PLANNER**

Christopher Mertl, PLA | **Corvus**  
AK-PLA-10440

**ECONOMIC FORECASTING**

Michael Fisher, MSPM, MBA, PMP  
| **Northern Economics**

**PND ENGINEERS, INC. ORGANIZATIONAL CHART**

The lines of authority, as indicated in our organizational chart above, will flow through PND Principal Engineer Bryan Hudson, PE, SE. We will communicate via email, telephone, online meetings, and in person at our Anchorage office. PND is a dynamic multidisciplinary firm with 124 employees and ample resources to support the Port of Nome Strategic Development Plan Update. Over half of our employees are professionally licensed engineers and/or land surveyors. We regularly demonstrate to clients that we are able to provide a variety of additional services as the need arises while assigning additional staff to maintain critical path schedules, even on short notice. PND maintains the flexibility to reassign staff if the workload on this contract lightens or is accelerated.



**BRYAN HUDSON, PE, SE | PND PRINCIPAL ENGINEER | PROJECT MANAGER**



Bryan Hudson has 20 years of civil and structural engineering experience performing and managing all types of engineering projects, including bridge and dock design, arctic port design, bridge inspection, sheet-pile bulkhead design, and construction engineering, as well as planning and administration of a variety of projects throughout Alaska. Bryan's experience designing marine infrastructure in Arctic environments is supplemented by his work developing waterfront master plans and his specific project experience in Nome. Bryan has been working closely with the City of Nome on multiple projects since 2016, including managing the Port of Nome Modification Project.

**EDUCATION**

B.S., Civil Engineering,  
University of Alaska  
Anchorage

**REGISTRATION**

Professional Civil Engineer:  
Alaska #12004

Professional Structural  
Engineer: Alaska #14290

**CERTIFICATIONS**

National Highway Institute  
Program Manager for Safety  
Inspection of In-Service  
Bridges

Industrial Rope Access Trade  
Association Level I

**REFERENCES**

Joy Baker, Port Director, City  
of Nome, 907.304.1905

Jathan Garrett, Project  
Manager, U.S. Army Corps  
of Engineers, Alaska District,  
907.753.2869

Mike Cutler, PE, SE,  
Technical Authority,  
ConocoPhillips Alaska,  
907.265.6137

**SELECT RELEVANT PROJECT EXPERIENCE**

**PORT OF NOME MODIFICATION PROJECT, Nome, AK. Project Manager.** Bryan is currently managing PND's role on this major port expansion project for the City of Nome. Phase I of the project focuses on expanding the existing approximately 2,500-foot-long armor stone causeway by 3,500 feet and adding a new sheet-pile bulkhead that will provide more than 2,000 feet of new dock and an additional 10 acres of additional uplands storage for the port. Phase II will significantly deepen the port's capabilities from a 22-foot dredge depth to 40 feet. Phase III will provide additional dock facilities and staging area when the existing east breakwater is removed and replaced with an armor stone causeway.

**PORT OF NOME FACILITIES INSPECTION, Nome, AK. Project Manager.** Bryan managed this City of Nome project for PND, providing comprehensive inspections for multiple marine facilities at the Port of Nome, including Westgold Dock, City Dock, Middle Dock, Fish Dock, Low Dock, High Ramp, Small Boat Harbor floats and gangway, causeway bridge abutments, causeway revetments, seawall revetment, and barge ramp. PND prepared a written report including data, photos, and site descriptions. The report outlined all uncovered deficiencies, deviations from as-built drawings, and recommended/required maintenance items with timetables for completion.

**SNAKE RIVER FLOAT & BOAT LIFT, Nome, AK. Project Manager.** Bryan managed this City of Nome project for PND, providing full 35% design drawings and cost estimates for floats and a boat haulout facility. The project was designed to provide additional, safer, and deeper draft moorage for vessels, providing a boat haulout/washdown area for repairs and protecting the shoreline of the new facility with armor stone. A fuel dock was incorporated into the boat haulout facility to ease fueling traffic on the already crowded small boat harbor. PND's cost estimates include directs and indirects such as overhead and profit, as well as construction administration, construction inspection, and engineering support services during construction.

**SNAKE RIVER INNER HARBOR DREDGING PLANS & SPECIFICATIONS, Nome, AK. Project Manager.** Bryan managed this City of Nome project for PND, providing a dredging plan and specifications for the inner harbor along the Snake River as part of the Thornbush site development. PND provided draft drawings showing extents of proposed new dredging with rough order magnitude dredge quantities, then provided an analysis report comparing survey data in the Snake River West Basin and evaluating sedimentation rates.



**BRYAN HUDSON, PE, SE | PND PRINCIPAL ENGINEER | PROJECT MANAGER (CONT'D)**



**Port of Nome Modification Project (rendering)**

**PORT OF NAKNEK MASTER PLAN, Naknek, AK. Project Manager.** Bryan is currently managing the master planning effort for the Port of Naknek and Bristol Bay Borough. Work has involved a site investigation, SWOT analysis, and developing conceptual designs and cost estimates for proposed port improvements. The purpose of the master plan is to guide the borough in developing the port to support industrial, commercial, and recreational use by identifying potential capital improvement projects.



**ARRC Seward Marine Terminal (rendering)**

**ARRC SEWARD/WHITTIER MARINE TERMINAL MASTER PLANS, Seward/Whittier, AK. Design Engineer.** Bryan developed drawing and design concepts, performed structural calculations, and assisted with the report for the Alaska Railroad Corporation (ARRC) Seward Master Plan, which presents concepts for how the ARRC port facilities can support freight and cruise ship passenger activities. The master plan addresses potential profitable uses of real estate and coordinates freight and passenger traffic. This effort required substantial stakeholder engagement and environmental analysis. Bryan also provided calculations, drawing/design review, and cost estimating services for a transportation study at the Port of Whittier to assess existing ARRC facilities, trends in usage, and the ability to support future freight operations.



**Kodiak Pier III**

**KODIAK PIER III REPLACEMENT, Kodiak, AK. Project Manager & Lead Marine Designer.** Bryan managed and led design for this project, which allowed the pier to support a new 100-foot-gauge container crane weighing nearly 4 million pounds and host a larger class of vessel than previously possible. Pier III is responsible for loading and offloading nearly all shipments for the City of Kodiak. Bryan oversaw the design of the facility, communicated with the client on design, and provided specifications and bid documents. He coordinated with the on-site PND inspector and city representatives during construction.



**Point Thomson Development**

**ARRC SEWARD FREIGHT DOCK EXPANSION, Seward, AK. Design Engineer.** PND is currently designing the ARRC Seward Freight Dock expansion, which will widen the existing PND-proprietary OPEN CELL SHEET PILE™ (OCSP) dock at the east freight basin and provide a 375-foot-long OCSP dock extension. Bryan provided early-stage concept development and is assisting with permit applications and early design development.

**POINT THOMSON DEVELOPMENT, North Slope, AK. Design Engineer.** Bryan provided design drawings and calculations for an OCSP bulkhead dock and a pier facility. The design included breasting dolphins, a high-capacity barge-to-shore bridge, and a pile-supported pier. Bryan oversaw field inspection activities, including buildings, culverts, and foundations.



**DOUG KENLEY, PE | PND PRINCIPAL ENGINEER | CONTRACT MANAGER**



Doug Kenley has over 35 years of civil engineering experience on a broad range of projects throughout Alaska, including planning, civil design, and contract management for waterfront infrastructure development. He is thoroughly involved in all aspects of civil design from site development to construction administration, and his projects frequently include planning, grading, drainage, paving, and developing water service/treatment, sanitary sewers, and storm drainage design. Doug has been working with the City of Nome for nearly 20 years, and he provides a wealth of experience leading and managing civil design for master planning and strategic planning efforts for Alaska communities.

**EDUCATION**

B.S., Civil Engineering,  
Brigham Young University

**REGISTRATION**

Professional Civil Engineer:  
Alaska #8176

**REFERENCES**

Joy Baker, Port Director, City  
of Nome, 907.304.1905

James Wilson, Borough  
Manager, Bristol Bay  
Borough, 907.469.2799

“PND was responsive, on time, on budget, and kept our community informed every step of the way. They assembled and managed the perfect team to navigate a very difficult community who has expressed loudly to our city administration and council a case of ‘planning fatigue.’ Their commitment to the success of (the Valdez Comprehensive Waterfront Master Plan) has given our community a useful tool to develop our waterfront.”

Jeremy Talbott  
Ports & Harbors Director  
City of Valdez  
907.835.4564

**SELECT RELEVANT PROJECT EXPERIENCE**

**PORT OF NOME MODIFICATION PROJECT, Nome, AK. Quality Control & Civil Design.** Doug is overseeing quality control of project development and assisted with preliminary drawings and design for the civil portions of Phase I for this major multiphased City of Nome arctic port expansion project. Doug provided concept development for site grading and pavement design.

**VALDEZ COMPREHENSIVE WATERFRONT MASTER PLAN, Valdez, AK. Contract Manager.** Doug led development of the comprehensive waterfront master plan for the City of Valdez, which is currently serving as an essential planning and implementation tool for future development at the Port of Valdez. The plan was compatible with the community character and environmental conditions of Valdez, and the effort was conducted to earn the support and input of city departments, residents, local businesses, and other stakeholders. Doug revised the plan to include studies on flooding, tsunamis, avalanches, landslides, and soils in the area. The document will help guide public policy, master planning, and land use decisions for the next 20 years.

**VALDEZ SMALL BOAT HARBOR MASTER PLAN & IMPROVEMENTS, Valdez, AK. Project Manager & Lead Civil Design.** Doug managed this master plan effort, which included upfront planning and public meetings to create a list of priority improvements for the entire Valdez Small Boat Harbor area. Planning was conducted over an eight-month period, then projects were selected for design over a two-year period. Doug was the lead designer for this multitask project and was responsible for a new recreational boater parking area, vessel washdown pads with electrical/water service, boat launch, pedestrian directional signage, and several fish cleaning stations. He led permitting, cost estimates, and contractor coordination during construction.

**MIDWAY ISLAND COMPREHENSIVE MASTER PLAN, Midway Atoll. Contract/Project Manager.** Doug provided project management and quality assurance/quality control for this comprehensive master plan, in conjunction with the Henderson Airfield Master Plan, to evaluate the current status of Midway Atoll’s infrastructure and propose necessary improvements. Doug led a multiphased effort to demolish and replace sections of the steel sheet-pile seawall protecting the island and the airfield with new armor rock revetment. PND provided inspection, intensive permitting, replacement design, PS&E, and construction inspection for the seawall replacement.



DOUG KENLEY, PE | PND PRINCIPAL ENGINEER | CONTRACT MANAGER (CONT'D)



**Port of Nome Modification Project (rendering)**

**BBB MASTER PLAN, Bristol Bay Borough, AK. Project Manager.** Doug has managed several engineering services for the Bristol Bay Borough (BBB) since 2021, including master planning efforts for the Port of Naknek, South Naknek Dock, Naknek Landfill, and the BBB Public Facilities Master Plan, which will guide concept development of a campus-style, joint-use public services facility in a centralized location between the communities of Naknek and King Salmon. PND provided aerial survey and a preliminary geotechnical exploration for two representative locations near the focus areas. PND made recommendations based on borough consultations and feedback, assessments from site visits, historical background research, and narratives produced through previous capital improvement initiatives.



**Port MacKenzie Development**

**PORT GRAHAM MASTER PLAN CONCEPT PLANNING, Port Graham, AK. Contract Manager.** Doug led PND's work on this project for the Port Graham Corporation and the Port Graham Tribal Council with conceptual planning to improve port facilities and accommodate increased port activity, foster economic development, and provide safe moorage for drilling rigs. PND's conceptual design layout includes a new breakwater, wave barrier, marina, and OCSP system. PND provided geotechnical studies, bathymetry survey, permitting, and final design services for the master plan.



**Ouzinkie Port Development**

**PORT MACKENZIE DEVELOPMENT, Point MacKenzie, AK. Contract/Project Manager.** Doug managed three phases of design for this port facility on the west side of the Knik Arm. The first phase consisted of design for moorage and a 500-foot-wide sheet-pile bulkhead. The second phase consisted of design for a deep-draft dock, which extended an additional 500 feet into the arm. This facility provided access for larger oceangoing vessels, further enhancing the port's capabilities. Doug also served as project manager for modifications to the port's access road, which lowered the grade of the road from 10% to 5% to allow access for transport of larger modules from the port.

**OUZINKIE PORT DEVELOPMENT, Ouzinkie, AK. Project Manager.** Doug managed design of a 600-linear-foot sheet-pile bulkhead dock that serves the Alaska Marine Highway System, a 1,000-foot-long armor rock revetment, fuel systems modifications, and a public boat launch and boat grid in Ouzinkie Harbor. PND provided survey/mapping, geotechnical investigations, concept engineering, permitting, design/contract documents, contract administration, and on-site construction inspection. Work included public involvement meetings and permitting for a waterfront marine facility in an environmentally sensitive area. PND also designed and prepared a bid-ready package for construction of a south mooring dolphin at the municipal dock.



DICK SOMERVILLE, PE | PND PRINCIPAL ENGINEER | QUALITY CONTROL MANAGER



Dick Somerville has more than 40 years of professional engineering experience in Alaska. His background includes planning, permitting, site investigations, design, construction inspection, and contract administration, with a particular focus on ports, harbors, and waterfront projects. Dick has provided project management, civil design, and quality assurance/quality control for several master plan and strategic development projects, overseeing deliverables from multidisciplinary teams. He has developed scoping studies, condition assessments, marine facility designs, technical specifications, contract documents, permitting documentation, and cost estimates on hundreds of projects.

**EDUCATION**

B.S., Civil Engineering,  
University of Alaska  
Anchorage

**REGISTRATION**

Professional Civil Engineer:  
Alaska #8845

**REFERENCES**

Glorianne Wollen,  
Harbormaster, City of  
Petersburg, 907.772.4688

Nathan Sill, PE, Port  
Engineer, City & Borough of  
Juneau (CBJ), 907.586.0397

“PND is a highly professional and polished organization. Their efforts in design and overseeing the construction of the Juneau Cruise Ship Berths was masterful. Remarkably, this project was the largest awarded contract CBJ had ever issued, and the change orders amounted to only 0.12% of the initial award. I give them my highest recommendation for similar engineering work anywhere.”

Carl Uchtyl, PE  
CBJ Port Director  
907.586.0294

**SELECT RELEVANT PROJECT EXPERIENCE**

**DOWNTOWN JUNEAU WATERFRONT IMPROVEMENT PLAN, Juneau, AK. Contract/Project Manager.** This four-phased plan for the City & Borough of Juneau developed a comprehensive strategy to meet the long-term needs of residents and businesses. Work involved evaluating conditions, conducting an economic analysis of the cruise and seafood/fishing industries, interviewing stakeholders, conducting public meetings, and assessing responses to a community survey. The plan evaluated conditions and trends; identified needs, ideas, and opportunities; developed concepts and alternatives; and included plans to implement changes. Dick provided engineering assessments, concept designs, alternatives, and summary reports, as well as participated in public input and stakeholder meetings.

**WRANGELL WATERFRONT MASTER PLAN, Wrangell, AK. Contract/Project Manager.** This plan developed a four-phased approach to enhancing the downtown waterfront area for key user groups. It was developed with input from more than 100 stakeholders and residents throughout four community workshops, two three-day open houses, integrated design charrettes, stakeholder meetings, and intensive public outreach over three months. Dick provided engineering assessments, concept designs, cost estimating, and permit requirement summaries, as well as participated in public input and stakeholder meetings.

**MARINE PARK TO TAKU DOCK URBAN DESIGN PLAN, Juneau, AK. Contract/Project Manager.** Dick provided urban master planning services to develop a waterfront plan focused on Marine Park to Taku Dock to bring continuity to the waterfront. The public process looked at improving pedestrian circulation and bus loading and staging, as well as creating waterfront gateways and open spaces to create a world-class waterfront. Particular emphasis focused on economic opportunities, waterfront needs, connectivity to the surrounding waterfront, and establishing public/private partnerships for development.

**NCLH CRUISE SHIP DESTINATION MASTER PLAN, Juneau, AK. Contract/Project Manager.** Dick provided master planning, conceptual design, and public involvement services associated with the proposed Norwegian Cruise Line Holdings (NCLH) Cruise Ship Dock and shoreside facilities at the Juneau Subport. Planning efforts include upland passenger and vehicle facilities, underground parking for coaches and cars, open green park space, a seawalk, cruise ship dock and associated navigational assessments, small cruise ship moorage, harbor protection infrastructure, and a marina and seaplane base. Proposed utilities to the cruise ship dock include water, sewer, fire suppression, and shore-tie power.



DICK SOMERVILLE, PE | PND PRINCIPAL ENGINEER | QUALITY CONTROL MANAGER (CONT'D)



**Downtown Juneau Waterfront Improvements**

**PETERSBURG HARBOR FACILITIES PLAN, Petersburg, AK. Contract/Project Manager.** Dick managed the preparation of concept designs, cost estimates, and environmental permitting, as well as extensive public involvement for the redevelopment of all three downtown harbors. He also prepared concept designs and cost estimates for facilities at Scow Bay, providing additional moorage, a 150-ton boat haulout, boat launch ramp, heavy-load bulkhead, staging, utilities, lighting, washdown, restrooms, and parking.



**Petersburg Harbor**

**SITKA HARBOR SYSTEM MASTER PLAN, Sitka, AK. Contract/Project Manager.** Dick led this master plan effort to prioritize and budget maintaining and replacing harbor infrastructure over the long term. The planning process was conducted in two parts: Part 1 provided a comprehensive condition inventory, estimation of remaining service life, and replacement costs for all harbor-related marine and upland facilities operated by Sitka’s Port & Harbors Department. Part 2 guided the moorage rates required to fund the full lifecycle costs of the harbor system’s operations, maintenance, and replacement needs. In addition to rate recommendations, the report also presented a preliminary plan for debt issuance to support the city’s cash flow needs.



**Port of Juneau Cruise Ship Berths**

**CBJ CRUISE SHIP TERMINAL STAGING AREA, Juneau, AK. Contract/Project Manager.** PND provided extensive transportation and uplands operational master planning services followed by final design, contract administration, and inspection services on this multiphased project to improve vehicle and pedestrian circulation at Juneau’s congested Cruise Ship Terminal and South Franklin Street. Improvements included expanding pile-supported seawalks and platform docks and reconfiguring Franklin Street parking areas for passenger coaches, service vans, taxis, and vehicles in three adjacent parking lots. Extensive landscape and hardscape features were implemented along the waterfront corridor.

**PORT OF JUNEAU CRUISE SHIP BERTHS, Juneau, AK. Contract/Project Manager.** Dick led design and construction for two offshore floating concrete pontoon docks in Downtown Juneau. Each berth accommodates cruise ships up to 1,100 feet long. The marine facilities include transient moorage floats, two pile-supported approach docks, two vehicle-transfer bridges, 17 rock-anchored and -socketed mooring and breasting dolphins, catwalks, gangways, and utilities, as well as upland staging infrastructure for cruise activities. The design includes over 31,000 linear feet of large-diameter steel piles with pile tips anchored into bedrock with water depths over 100 feet. Dick managed planning, permitting, site investigations, survey, final design, and construction administration services.





CHIP COURTRIGHT, PE, SE | PND PRINCIPAL ENGINEER | MARINE DESIGN & COST ESTIMATOR



Chip Courtright has more than 17 years of professional engineering experience, primarily in the areas of civil/structural design, inspection, cost estimation, and construction administration. He has experience in design for harsh environmental conditions and has a history of innovative and practical design solutions, allowing him to complete complex projects on schedule and under budget. Chip has provided marine design and cost estimating services on a myriad of dock, harbor, float, and other marine structural projects across Alaska; he'll use his marine facility expansion and master planning experience to outline efficient cost estimates and provide conceptual designs for the City of Nome.

**EDUCATION**

B.S., Civil Engineering,  
University of Alaska  
Anchorage

**REGISTRATION**

Professional Civil Engineer:  
Alaska #12820

Professional Structural  
Engineer: Alaska #126438

**CERTIFICATION**

American Welding Society  
Inspector

**REFERENCES**

Jeremy Talbott, Ports &  
Harbors Director, City of  
Valdez, 970.835.4564

Norm Regis, Harbormaster,  
City of Seward,  
907.224.3138

"From the start, PND's services and support were excellent, timely, and responsive (on the Crowley Fuels Dock Replacement Project in Kotzebue). I would gladly work with the PND team again and recommend them without reservation."

Jed Dixon  
Crowley Project Manager  
907.777.5505

**SELECT RELEVANT PROJECT EXPERIENCE**

**PORT OF NOME MODIFICATION PROJECT, Nome, AK. Design Engineer & Cost Estimator.** Chip is providing marine engineering and cost estimating services for the City of Nome's major arctic port expansion project. He assisted with preliminary through 95% design for Phase I of the project. Marine elements include a 40-foot-draft deepwater basin and 2,200 feet of new sheet-pile dock, a 28-foot-draft outer basin, two sheet-pile docks, and mooring dolphins. Chip, together with PND Principal Engineers Doug Kenley and Bryan Hudson, also took part in the initial U.S. Army Corps of Engineers planning charrette in 2018 to guide the port's expansion.

**MIDDLE DOCK, Nome, AK. Design Engineer & Cost Estimator.** Chip provided design review and cost estimates for a 240-linear-foot, seven-cell OCSP bulkhead dock that increased total dock face by more than 50% and added 30,000 square feet of uplands. Design and construction were challenging due to extreme waves, heavy icing, and short shipping/construction season. PND also provided field assistance during installation of the high-mast light foundation, which used PND's trademarked SPIN FIN™ piles.

**ARRC SEWARD MARINE TERMINAL MASTER PLAN, Seward, AK. Lead Design Engineer & Cost Estimator.** Chip led conceptual marine design and provided cost estimates for comprehensive master planning of ARRC port facilities in Seward. This project required substantial stakeholder engagement, economic/environmental analysis, and close coordination between ARRC, port users, and the general public. The plan presented concepts for how port facilities can support freight and cruise ship passenger activities, addressed potential profitable uses of real estate, and coordinated freight and passenger traffic. In a separate project, Chip is leading a team of design engineers for the ARRC Seward Passenger Dock project, providing guidance and oversight for producing design calculations, drawings, and specifications for replacing ARRC's aging passenger dock with a new multipurpose sheet-pile dock designed for freight and passenger operations.

**VALDEZ COMPREHENSIVE WATERFRONT MASTER PLAN, Valdez, AK. Project Manager.** Chip provided concept layout of marine facilities for this master planning effort. He ensured concepts were feasible from an engineering and permitting standpoint and provided construction costs for elements of the design alternatives. The goal of Chip's planning effort was to gain support and input from city departments, residents, local businesses, and other stakeholders, while ensuring outcomes were compatible with the community culture and environmental conditions.



CHIP COURTRIGHT, PE, SE | PND PRINCIPAL ENGINEER | MARINE DESIGN & COST ESTIMATOR



Middle Dock

**VALDEZ SMALL BOAT HARBOR H-K MAJOR RECONSTRUCTION, Valdez, AK.**

**Project Manager.** Chip managed this major harbor development and float replacement project. PND provided plans, specifications, and cost estimates (PS&E) to completely replace the floats on the H-K system, including new utilities (water, fire suppression, electrical) and gangways for access. Chip also provided PS&E for replacing the boat launch ramp, Travelift Dock and gangway, and the Tour Dock float system, including utilities and ADA access.



Port Lions Ferry Terminal

**PORT LIONS FERRY TERMINAL MASTER PLAN, Port Lions, AK. Design Review & Cost Estimator.**

Chip provided design reviews and cost estimates for an OCSP bulkhead dock, as well as design study reports toward a master plan for replacing the existing city dock. He consulted with ferry service captains and other users throughout design, which included a 214-foot-long sheet-pile bulkhead, two dolphins, fuel system modifications, and 625 feet of armor rock revetment along the causeway.



Crowley Fuels Dock

**CROWLEY FUELS DOCK REPLACEMENT, Kotzebue, AK. Project Manager & Lead Design Engineer.**

Chip served as project manager and lead design engineer for this dock rehabilitation and replacement project. PND assessed conditions, determined erosion mechanisms, and implemented an emergency temporary repair. For the permanent repair, Chip's team developed an alternatives analysis and ultimately designed a new OCSP bulkhead system that encapsulated the existing failed sheet-pile bulkhead. PND also provided construction administration and inspection services.



Whittier Small Boat Harbor

**WHITTIER SMALL BOAT HARBOR IMPROVEMENTS, Whittier, AK. Design Engineer & Cost Estimator.**

Chip provided design engineering for the reconstruction and upgrade of the Whittier Small Boat Harbor. The project included design for a three-lane launch ramp, 57,000± square feet of new transient moorage, water/sewer, dredging, a 1,000-foot sheet-pile bulkhead, replacing the existing access trestles and gangways, removing one of the existing boat grids, and relocating the harbormaster's facility. Chip's main responsibilities included design, material takeoffs, cost estimates, scheduling, reporting, and bid assistance.

**DELONG DOCK REPLACEMENT, Whittier, AK. Project Manager, Lead Design Engineer, Cost Estimator.**

PND and a subconsultant performed site assessments and a feasibility study to assess replacing the DeLong Dock for the City of Whittier. Chip managed the project, leading inspections assessing dock deficiencies, general conditions, and operational limits. He also led development of repair design and the alternatives analysis for the dock replacement. The project focus was to develop grant applications.



PETER BRIGGS, PLA | CORVUS PRINCIPAL LANDSCAPE ARCHITECT | PUBLIC FACILITATION



Peter Briggs has more than 25 years of experience as a landscape architect and planner, and he has managed over 500 projects for Corvus Design since he founded the company in 2006. Relevant to planning projects, his expertise is developing stakeholder and public engagement strategies, quantitative planning related to spatial layouts and user experiences, and incorporating communication tools and reports that convey the project effectively to their target audiences. Peter has a close relationship with PND and its staff, both as a prime consultant and subconsultant. Our firms regularly support one another in planning projects and are effective collaborators.

**EDUCATION**

Master of Landscape Architecture, University of Guelph, Canada  
Diploma Urban Ecology, Danish Technical University  
B.Sc., Environmental Protection, University of Guelph, Canada

**REGISTRATION**

Professional Landscape Architect: Alaska #10737

**REFERENCES**

Bryan Hawkins, Port & Harbor Director, City of Homer, 907.235.3160  
Jeremy Talbott, Ports & Harbors Director, City of Valdez, 907.835.4564  
Josie Hardy Bahnke, Deputy City Manager, City of Kodiak, 907.654.4474

**SELECT RELEVANT PROJECT EXPERIENCE**

**PORT OF NOME MODIFICATION PROJECT, Nome, AK. Communications.** Peter has vast experience with developing visual simulations and exhibits that range from conveying the intent of a project to visual impact assessments that require high levels of accuracy. For the Port of Nome, Peter assisted PND with ongoing updates to computer-based visual simulations to realistically convey conceptual port planning.

**BRISTOL BAY BOROUGH WATERFRONT FACILITY IMPROVEMENTS, Naknek, AK. Communications.** Corvus assisted PND with developing graphics and illustrations to communicate various projects to its clients and the public. For this effort, Peter assisted PND with developing illustrative exhibits to communicate waterfront and harbor facility improvement options, evolving into final preferred designs.

**VALDEZ COMPREHENSIVE WATERFRONT MASTER PLAN, Valdez, AK. Public Facilitation & Communications.** Corvus was a subconsultant to PND for this master plan effort. Peter assisted the planning effort with a focus on engagement activities and graphics/narrative communication products. Improvements include harbor and dock improvements, cruise ship berth improvements, new business and housing development, marine service yard expansion, transportation and parking improvements, freight handling, parks, trails, and open space.

**LARGE VESSEL HARBOR CONCEPTUAL PLANNING, Homer, AK. Public Facilitation & Planning.** Corvus was hired to provide harbor layouts and illustrative plans to communicate conceptual level options for harbor improvements. Peter and Chris Mertl led a public workshop and worked closely with harbor staff before and after to document the needed and desired improvements. This information was used to develop two conceptual alternatives: an expansion adjacent to existing harbor facilities, and a new jetty-accessed harbor area. The intent was to check back in with the community for this ongoing effort and to update communication tools for funders and partners.

**MENDENHALL GLACIER RECREATION AREA MASTER PLAN, Juneau, AK. Public Facilitation, Communications, Planning.** Corvus led the planning, public involvement, and NEPA effort while managing over a dozen subconsultants, including PND. The planning work quantified current and future demand and recommended the development of facilities while minimizing negative impacts. Corvus developed an interactive planning exercise that was a key component for creating community-centric solutions.



**CHRISTOPHER MERTL, PLA | CORVUS PRINCIPAL LANDSCAPE ARCHITECT | UPLANDS PLANNER**



Chris Mertl has more than 25 years of experience as a coastal Alaska landscape architect focusing on waterfront planning and design. His work includes harbors, cruise ship docks, commercial vessel facilities, and smaller independent cruise ships facilities. As a landscape architect, his focus is uplands development and creating safe and welcoming gateways that include seawalks, plazas/open space, wayfinding/interpretation, and motor coach amenities. He has worked on nearly 30 waterfront projects throughout the state, most all of them with PND. Chris also provides specialized services for public facilitation and has led this work for many of our collaborative waterfront projects.

**EDUCATION**

Bachelor of Landscape Architecture, University of Guelph, Canada

**REGISTRATION**

Professional Landscape Architect: Alaska #10440

**CERTIFICATIONS**

Arborist, International Society of Arboriculture, PN-1563A

Wetlands Delineator-Alaska, U.S. Army Corps of Engineers

**REFERENCES**

Carl Uchtyl, PE, Port Director, City & Borough of Juneau, 907.586.0294

Jeremy Talbott, Ports & Harbors Director, City of Valdez, 907.835.4564

Carol Rushmore, Economic Development Director (retired), City of Wrangell, 907.305.0274

**SELECT RELEVANT PROJECT EXPERIENCE**

**VALDEZ COMPREHENSIVE WATERFRONT MASTER PLAN, Valdez, AK. Landscape Architect.** A master plan for five key waterfront properties totaling more than 300 acres was analyzed, programmed, and planned based on economic opportunities and trends, community priorities, and meeting the needs of existing businesses and industries. Chris led the planning effort with PND, which involved an extensive public process that included 15 days in the community with multiday design and open studio sessions/workshops with stakeholders and the public. Improvements included harbor and dock improvements, cruise ship berth improvements, new business and housing development, marine service yard expansion, transportation and parking improvements, freight handling, parks, trails, and open space. The project was completed in 10 months.

**JUNEAU CRUISE SHIP TERMINAL, Juneau, AK. Landscape Architect.** This multiphased planning and design project with PND included master planning, public facilitation, permitting, design, and developing construction documents. The project transformed the old state dock to a modern cruise ship facility. The project included cruise ship berthing, visitor center, port office, and U.S. Customs office all located within a large pedestrian plaza. Improvements also included expanding the seawalk, motor coach staging, pedestrian shelters, wayfinding, and improved pedestrian circulation.

**WRANGELL WATERFRONT MASTER PLAN, Wrangell, AK. Landscape Architect.** Chris provided public involvement and master planning services with PND to create a master plan that met the needs of industry and community. An essential component of the master plan was grounding it within the functional needs of a working waterfront and reinforcing the master plan with a regional and local economic analysis. The plan expands the marine services center, makes cruise ship docking improvements, and adds a new working pier that allows the berthing of yachts and fishing boats. The uplands consolidates parking and resolves pedestrian and vehicular conflicts, adds open space, and a waterfront walk.

**STATTER HARBOR MASTER PLAN, Juneau, AK. Landscape Architect.** This multiphased project included master planning, public facilitation, permitting, design, and development of construction documents. The team created several master plans to meet current and forecasted needs based on a robust public process. Improvements included a new harbormaster office, expanded parking/boat launch facilities, new moorage float systems, drive-down float, commercial/tour floats, visitor comfort shelters, parking lots, park/open space, waterfront walk, and significant utility upgrades.



**MICHAEL FISHER, MSPM, MBA, PMP | NORTHERN ECONOMICS PRINCIPAL CONSULTANT**



Northern Economics has 40 years of experience in Alaska and has completed dozens of economic analyses in support of port and harbor development projects. Northern Economics Vice President Mike Fisher has primarily focused on business and financial analysis and his work has included the assessment of a wide variety of transportation capital projects and procurements, including the development or improvement of airports, ports, harbors, and roads. Mike has worked on more than 50 port- and harbor-related projects, including benefit-cost analysis, infrastructure feasibility studies, harbor rate studies, and long-term harbor development plans.

**EDUCATION**

M.S., Project Management,  
University of Alaska  
Anchorage

MBA, Western Washington  
University

B.S., Physics, Western  
Washington University

**REGISTRATION**

Project Management  
Institute, Project  
Management Professional:  
#278257

**CERTIFICATIONS**

Multiple Data Science and  
R Specializations, Johns  
Hopkins University/Coursera

**REFERENCES**

Bryan Hawkins, Port  
Director, City of Homer,  
907.235.3160

Shawn Bell, Harbormaster,  
Haines Borough,  
907.766.2448

Dave Griffin, Operations  
Manager, Port MacKenzie,  
907.861.7799

**SELECT RELEVANT PROJECT EXPERIENCE**

**NORTHWEST ALASKA TRANSPORTATION PLAN, Northwest Alaska. Economic Forecasting.** Northern Economics helped update the Northwest Alaska Transportation Plan, which considers regional transportation needs such as movements between communities both within and outside the study area. Northern Economics developed economic and population forecasts and conducted research and industry interviews to develop scenarios for economic activities that could affect the region’s population. Northern Economics also prepared a chapter on private funding mechanisms for mining, oil and gas, and other industry projects the region might experience.

**NOME AIRPORT MASTER PLAN, Nome, AK. Economic Forecasting.** Northern Economics helped update the Nome Airport Master Plan for the Alaska Department of Transportation & Public Facilities. Mike’s scope of work included developing a socioeconomic baseline and population projections, as well as providing the financial portion of the master plan to address revenues, funding, and financing.

**SITKA HARBOR SYSTEM MASTER PLAN, Sitka, AK. Economic Forecasting.** A subconsultant to PND, Mike and Northern Economics contributed to the economic analysis and rate setting portion of this master planning effort for the City & Borough of Sitka’s harbor system. The rate setting used a lifecycle costing approach for each of the facilities to determine the level of moorage revenue needed. The cost was then used to determine an appropriate rate plan to address future needs.

**MIDWAY ISLAND COMPREHENSIVE MASTER PLAN, Midway Atoll. Economic Forecasting.** A subconsultant to PND, Mike and Northern Economics provided a lifecycle cost analysis for evaluating airfield paving alternatives at Henderson Airfield on Sand Island. Mike’s scope of work included a lifecycle cost analysis of four paving options to identify the lowest cost alternative.

**PORT OF BETHEL ECONOMIC ANALYSIS & LONG-RANGE DEVELOPMENT PLAN, Bethel, AK. Economic Forecasting.** The Port of Bethel’s dock was in need of replacement. The purpose of this study, conducted by Mike and Northern Economics as a subconsultant to PND, was to determine the appropriate replacement and maintenance of port infrastructure, including cargo, fuel, and storage facilities, based on projected population in the region and Bethel’s potential use to support development and operations of a mine at Donlin Creek.

# PROJECT EXPERIENCE



FIRM QUALIFICATIONS





**PND** has been providing professional engineering services for the City of Nome for more than three decades. Shortly after the original Nome causeway construction ended, PND designed the first dock structure – Westgold Dock – within the Port of Nome in 1989 with our proprietary OPEN CELL SHEET PILE™ (OCSP) bulkhead system. This sheet-pile structure is still in use today after more than 30 years of service. Two years later, we designed a second OCSP facility – City Dock – which was constructed in 1991 and also is still heavily used today. The success of these sheet-pile structures led to additional PND-designed OCSP systems within the port such as Fish Dock, High Ramp, Low Dock, and Middle Dock, and continues today with the Port of Nome Modification Project, where PND is the designer of record for multiple phases that ultimately will deliver five additional sheet-pile docks, mooring dolphins, and bridge/road design.

PND frequently collaborates with our subconsultants, Corvus Design and Northern Economics, who will provide public engagement/uplands master planning and economic forecasting services, respectively, for this contract. PND and Corvus recently developed the comprehensive waterfront master plan for the City of Valdez, and we've recently completed master plans for the Craig Historic Cannery and Harbor, Downtown Juneau Harbor Uplands and Urban Planning Design projects, Saxman Cultural Park and Harbor, and the Wrangell Waterfront and Mariner's Memorial. PND and Corvus have completed nearly 20 projects together over the last 10 years, including the recent Kenai waterfront revitalization project. Northern Economics has supported PND with economic forecasting on relevant projects such as the Sitka Harbor System Master Plan, Midway Island Comprehensive Master Plan, Port of Bethel Long-Range Development Plan, ARRC Whittier Master Plan Update, Valdez Small Boat Harbor Master Plan, and Unalaska Marine Center expansion.

PND Principal Engineers Bryan Hudson, Doug Kenley, and Chip Courtright have vast project experience in Nome, particularly at the port, while PND Quality Control Manager Dick Somerville, PE, has more than 40 years of experience on marine civil projects, including multiple waterfront master plans. The following projects represent a few select relevant strategic development and master planning examples our team has recently worked on that are similar in scope to the Port of Nome Strategic Development Plan Update:



Corvus Design rendering of Phase I of the Port of Nome Modification Project

### PORT OF NOME MODIFICATION PROJECT | Nome, AK

- ◆ **Client/Owner:** City of Nome
- ◆ **Engineering Fees:** \$3.2M
- ◆ **Key Personnel:** Hudson, Kenley, Courtright | Corvus
- ◆ **Reference:** Joy Baker, Port Director, City of Nome, 907.304.1905

PND is the designer of record for this multiphased \$600M-plus arctic port expansion project for the City of Nome. Spanning three distinct phases, this project will enhance the port's capacity for growing maritime demands in the Arctic and ultimately position the Port of Nome as the northernmost deepwater port in North America. A comprehensive joint feasibility study conducted by the city and USACE determined that expanding this maritime transportation hub was foundational to the long-term viability of the surrounding communities in the region. The first phase of the modification project focuses on expanding the existing approximately 2,500-foot-long armor stone causeway by 3,500 feet and adding a new OCSP bulkhead that will provide more than 2,000 feet of new dock and 10 acres of additional uplands storage for the port. The second phase, led by USACE, will significantly deepen the port's capabilities from a 22-foot dredge depth to 40 feet. PND will design additional dock facilities and staging area during the third phase, when the existing east breakwater is removed and replaced with an armor stone causeway. **Benefit to City of Nome:** This project gives the majority of our team a deep understanding of the city's goals and initiatives for strategically developing the port's future for economic growth and regional connectivity. PND, led by Project Manager Bryan Hudson, recently submitted 100% design deliverables for Phase I, which is scheduled for 2024 construction.



## PORT OF BRISTOL BAY WATERFRONT MASTER PLAN | Naknek, AK

- ◆ **Client/Owner:** Bristol Bay Borough
- ◆ **Engineering Fees:** \$812,750
- ◆ **Key Personnel:** Hudson, Kenley | Corvus
- ◆ **Reference:** James Wilson, Borough Manager, Bristol Bay Borough, 907.246.4224

PND has undertaken a series of planning efforts for different facilities throughout the Bristol Bay Borough. Draft master plans developed to date include the Port of Naknek Master Plan, Bristol Bay Borough Public Facilities Mater Plan, and the Naknek Landfill Master Plan. PND worked with Corvus to develop the Port of Naknek Master Plan, which covered Naknek Dock, South Naknek Dock, King Salmon Bulkhead, and the proposed new Fisherman’s Wharf facility. The plan covered repair and development of waterfront infrastructure to promote increased industrial, commercial, and recreational activity in the borough. The plans for Naknek Dock, South Naknek Dock, and King Salmon Bulkhead were for existing facilities and required evaluation of current infrastructure conditions and recommendations for planning strategies and facility improvements based on forecasted demands and needs. Fisherman’s Wharf is a proposed new facility; this task involved development of multiple waterfront concepts, as well as evaluation of potential siting locations within the community. Work for Fisherman’s Wharf included developing feasible access roads for each proposed location and evaluating the real estate and property procurement and development implications for each site. A number of capital improvement projects to advance economic development opportunities are identified in the plan, such as expanding Naknek Dock and incorporating a new boat launch, as well as adding shore power at South Naknek Dock. Development of the master plan required site investigations, SWOT analyses, and conceptual design and cost estimating. **Benefit to City of Nome:** PND and Corvus collaborated on The Port of Bristol Bay Waterfront Master Plan examining various development options for the waterfront areas of Naknek, South Naknek, and King Salmon with the intent to benefit the communities they serve while maintaining their character. The scope of services included SWOT analysis and goal identification, as well as assessments of existing facilities and potential needs – a scope of work similar to what is expected from the Port of Nome SDP Update.



PND rendering of ARRC Seward Marine Terminal

## ARRC SEWARD/WHITTIER MARINE TERMINAL MASTER PLANS | Seward/Whittier, AK

- ◆ **Client/Owner:** Alaska Railroad Corporation
- ◆ **Engineering Fees:** \$2.7M (Seward); \$231,751 (Whittier)
- ◆ **Key Personnel:** Hudson, Kenley, Courtright | Northern Economics
- ◆ **Reference:** Brian Lindamood, PE, SE, Vice President, Chief Engineer, ARRC, 907.265.3095

**ARRC Seward Marine Terminal:** PND led a team of subconsultants to develop a comprehensive 20-year master plan for the ARRC yard and dock facilities in Seward, Alaska. The primary focus was to produce concepts for replacing the aging passenger dock that services cruise ships each spring through early fall. The master plan examined options that used all three dock sites – freight, passenger, and coal-loading dock – in various configurations to concurrently accommodate two cruise ships in excess of 1,000 feet long. PND conducted metocean studies, dynamic finite element wave modeling, and other analysis methods to determine the most appropriate dock for the potential extreme sea state conditions expected during major storm events and successfully developed a concept that provided a floating dock configuration that was well received by the cruise ship industry. In addition to docks, the master plan examined economic potential for development of the real estate at the facility; designed a terminal building and associated parking area and traffic planning to simultaneously allow two full-size cruise ships; assessed and rearranged traffic patterns into and out of the facility to minimize conflicts between freight trucks, buses, vehicular traffic, and pedestrians; and established a more organized approach to use the available acreage more efficiently.





**ARRC Whittier Marine Terminal:** Under a separate contract, PND developed a comprehensive plan for the ARRC yard and dock facilities in Whittier, Alaska. The scope of work involved creating concepts for facilities to accommodate freight, cruise ship, and other marine traffic; analyzing economic drivers of ARRC operations in Whittier; and identifying existing strengths and weaknesses in Whittier. One project component included an in-depth freight dock study to identify the dock's existing conditions, business trends, and how ARRC facilities support potential improvements to the freight dock operations. **Benefit to City of Nome:** These comprehensive master planning efforts focused on driving economic growth at major ARRC marine facilities. Work involved engineering investigations, metocean studies, developing multiple conceptual alternatives for consideration, and economic analyses performed by Northern Economics.

### **VALDEZ COMPREHENSIVE WATERFRONT MASTER PLAN | Valdez, AK**

- ◆ **Client/Owner:** City of Valdez
- ◆ **Engineering Fees:** \$396,670
- ◆ **Key Personnel:** Kenley, Somerville, Courtright | Corvus
- ◆ **Reference:** Jeremy Talbott, Ports & Harbors Director, City of Valdez, 907.835.4564

PND provided professional services for developing a comprehensive waterfront master plan for the City of Valdez. The plan will serve the city as an essential planning and implementation tool for development. The planning effort was conducted to gain the support and input of various city departments, residents, local businesses, and other stakeholders. The master plan was compatible with the community character and environmental conditions, both of which are significant considerations for the isolated city near the northern tip of Prince William Sound. PND provided overall project management for the multidisciplinary team of subconsultants and led all elements of the master planning efforts, while Corvus led public involvement workshops. PND developed public involvement strategies and approach; provided existing facilities structural and load capacity analyses; oversaw financial studies and benefit-cost analyses; and prepared master planning drawings, narratives, and concept-level construction cost estimates. The plan focused on the existing Small Boat Harbor uplands;



### **VALDEZ COMPREHENSIVE WATERFRONT MASTER PLAN | Valdez, AK**

“We had recently severed a relationship with another planning team on an unrelated project that did not end well with our local community. Knowing this, PND tailored its approach and worked with the many diverse stakeholders and community groups. This project had a very tight timeline, and the end product was delivered with overwhelming community support.”

“Corvus won over a community of wary citizens that were tired of planning and projects that were not implemented. With its innovative approach and teamwork, I felt confident that we had a plan backed by our community, council, and stakeholders. Corvus’ unique approach to public engagement and planning actually changed the way our community feels about the planning process.”

**Jeremy Talbott**  
**Valdez Ports & Harbors Director**

North Harbor Drive; new Commercial Boat Harbor uplands; Sea Otter property at the end of South Harbor Drive; the Valdez Container Terminal; the Old Valdez Town Site; and the economic feasibility for a marine industrial trade park and marine dry-stacking facility. **Benefit to City of Nome:** PND used its familiarity with the community and decades of waterfront planning services to develop this master plan, which involved a similar scope of services as the Port of Nome SDP. PND and Corvus collaborated on a well-received waterfront plan intended to benefit the marine industrial, recreational, and commercial fishing facilities in Valdez.



## SAXMAN CULTURAL PARK & HARBOR MASTER PLAN

### | Saxman, AK

- ◆ **Client/Owner:** Corvus/City of Saxman
- ◆ **Engineering Fees:** \$31,922
- ◆ **Key Personnel:** Somerville | Corvus
- ◆ **Reference:** Lori Richmond, City Administrator/  
City Clerk (former), City of Saxman, 503.887.5988

As a subconsultant to Corvus, PND helped develop the 2021 Saxman Cultural Park and Harbor Master Plan that identified opportunities and facilities that would promote economic growth in Saxman. The plan primarily sought to increase cultural and recreation tourism in Saxman, as well as drive more traffic from the Southeast Alaska small cruise ship market. PND led conceptual master planning for development of a new harbor, small cruise ship berths, supporting facilities, and related uplands – along with associated cost estimates. Saxman currently does not have a harbor, and a major focus area for this project was to develop the waterfront to increase tourism opportunities, including expanding facilities to accommodate additional shops and vessels, while preserving the character of Saxman’s historic waterfront. The conceptual design presented for the new harbor would accommodate small cruise ships; yachts; seine boats; commercial fishing, charter, and recreational vessels; and a seaplane float. The waterfront design also incorporated a harbormaster office, large parking areas, and a waterfront promenade. The cultural park includes a visitor welcome center, theater, two new clan houses, art and cultural museum, market space for selling arts and crafts, improved carving shed, exhibit classroom, tour bus facilities, and parking within a pedestrian setting. The park also includes various recreation facilities, including a playground, ropes course, trail system, campground, and outdoor education center. All facilities are accessible and designed within a natural and interpretive landscape that complements the cultural park. The master plan identified project phasing strategies to develop facilities based on anticipated demand. **Benefit to City of Nome:** PND and Corvus collaborated on this master plan for addressing both the Cultural Park and Harbor developments to encourage future economic growth for the city and its expansion within cultural tourism, as well as establishing itself in the small cruise ship market. The team developed a programming study for the city to lay the foundation for the master plan.



Corvus Design concept for Saxman Cultural Park & Harbor Master Plan

## KENAI WATERFRONT REVITALIZATION |

### Kenai, AK

- ◆ **Client/Owner:** McKinley Research Group/  
City of Kenai
- ◆ **Engineering Fees:** \$14,000
- ◆ **Key Personnel:** Kenley | Corvus
- ◆ **Reference:** Donna Logan, President, McKinley  
Research Group, 907.351.5763

PND worked with McKinley Research Group and Corvus to develop the Kenai Waterfront Redevelopment Assessment and Vision document. The visioning document gives the City of Kenai options for redeveloping the waterfront at the mouth of the Kenai River to better support business, residential, recreational, and cultural spaces. The plan covers about 160 acres and evaluates economic trends, existing plans and zoning, regulatory considerations, funding strategies, and the community’s preferred vision and priorities. The project team conducted multiple public meetings involving group exercises for developing concepts, including performing SWOT analysis and identifying goals and a near- and longer-term vision. Research and public engagement informed the development of three waterfront revitalization alternatives, which were then presented in a public meeting with the preferred concept being selected at the forum. PND provided public involvement, brainstorming, narrative and figure development, and rough order of magnitude (ROM) cost estimates for potential improvements, which included pathways, a boardwalk, parking lots, utility extensions, and more. PND’s primary responsibility was to assess the engineering feasibility of options and prepare cost assessments. **Benefit to City of Nome:** This PND and Corvus collaboration used SWOT analysis, goal identification, and the community’s near- and long-term vision, along with economic analysis, to develop



a visioning document for waterfront development in Kenai using many of the same tools required for this contract.

**WRANGELL WATERFRONT MASTER PLAN | Wrangell, AK**

- ◆ **Client/Owner:** Corvus/City & Borough of Wrangell
- ◆ **Engineering Fees:** \$13,140
- ◆ **Key Personnel:** Somerville | Corvus
- ◆ **Reference:** Carol Rushmore, Economic Development Director, 907.874.2381

As a subconsultant to Corvus, PND was part of a team that provided master planning and public involvement services to the City & Borough of Wrangell to create a waterfront master plan that met the needs of industry and the community. Wrangell is an authentic working waterfront community with its marine service facility, docks and harbors, and large fishing fleet. The community understands the importance of its waterfront and its ability to generate economic opportunities. Through a series of multiday community workshops, the master planning team worked with users, land managers, and businesses to gather input and progressively refine options. An essential component of the master plan was grounding it within the functional needs of a working waterfront and reinforcing the master plan with regional and local economic analyses. The project included accurate construction estimates that ensured a high level of feasibility for the master plan recommendations. The master plan had four implementation phases, including short-, mid-, and long-term priorities, balanced with reasonable budgets. The plan expands the marine services center, consolidates parking, resolves pedestrian and vehicular conflicts, creates a waterfront heritage walk, and adds a new working pier that allows for yachts and fishing boats to berth. The dock includes a netshed to support the fleet, enabling visitors to watch fishermen repair nets while creating a new focal point along the waterfront. New commercial development locates marine-dependent businesses on the waterfront, providing employment, generating revenue, and creating private/public partnerships. Public open space along the waterfront allows access and views to the water. Other options included developing a marine technology center.

**Benefit to City of Nome:** PND and Corvus collaborated on a well-received master plan that produced multiple options and satisfied a diverse group of stakeholders.



**WRANGELL WATERFRONT MASTER PLAN | Wrangell, AK**

“Corvus led a team that was able to listen to and visualize the diverse opinions of the community and stakeholders. They went above and beyond in developing schematics and options, helping us focus on the priorities and develop a phased plan of action.”

**Carol Rushmore**  
**Wrangell Economic Development Director**

**DOWNTOWN JUNEAU HARBORS UPLANDS MASTER PLAN | Juneau, AK**

- ◆ **Client/Owner:** Corvus/City & Borough of Juneau
- ◆ **Engineering Fees:** \$26,660
- ◆ **Key Personnel:** Somerville | Corvus
- ◆ **Reference:** Gary Gillette, PE, Port Engineer, City & Borough of Juneau, 907.586.0398

As a subconsultant to Corvus, PND was part of a team that completed uplands and waterfront master planning developed with the input of more than 150 Juneau stakeholders and residents during four community workshops, three open house events, three harbor board presentations, integrated design charrettes, stakeholder meetings, and intensive public outreach over a period of 10 months. Juneau depends on its docks and harbors to meet the needs of its maritime sector and fuel the local economy. From three options developed, the selected master plan captured the community’s desires and priorities. The preferred Juneau Waterfront Master Plan – Bridge Park to Norway Point – develops four distinct areas of the waterfront: Norway Point, Harbor Road and Walk, Fisherman’s Terminal, and Harris Harbor. The phased plan enhances the downtown harbor uplands to support harbor



users, the fishing fleet, and the community while ensuring Juneau remains a premier Southeast Alaska port. The plan relocates the Marine Service Yard and tidal grid to Norway Point to consolidate all vessel repair work and resources to a single area; expands the Marine Service Yard; improves the safety of harbor access from Egan Drive; provides necessary facilities to service the fleet and develops a Fisherman's Terminal; updates harbormaster facilities; and improves uplands at Harris Harbor, including seawalk, commercial development, and a community building. **Benefit to City of Nome:** PND and Corvus collaborated on this master plan which required a significant number of relevant tasks similar to the SDP, including stakeholder engagement, uplands and waterfront master planning, feasibility study, economic development, construction estimates, and phased implementation planning.

### **MARINE PARK TO TAKU SMOKERIES DOCK: URBAN DESIGN PLAN | Juneau, AK**

- ◆ **Client/Owner:** Corvus/City & Borough of Juneau
- ◆ **Engineering Fees:** \$13,740
- ◆ **Key Personnel:** Somerville | Corvus
- ◆ **Reference:** Gary Gillette, PE, Port Engineer, City & Borough of Juneau, 907.586.0398

As a subconsultant to Corvus, PND developed four preliminary urban design plans that were refined into a single preferred master plan through input from the Docks and Harbors Board, Port of Juneau staff, and the public. The planning effort initiated public-private partnerships and brought land managers and investors to the project. An analysis of Juneau's economic indicators showed that the visitor industry was Juneau's top private sector industry, and investment in the waterfront was expected to attract increased economic activity to Juneau. The design plan included community involvement; identified ideas for potential growth; and worked within the framework of plans in place by adjacent private landowners and long-range plans. The concept is a mixture of open public space, retail spaces to support local and visitation interests, and support for cruise ship visitors. **Benefit to City of Nome:** PND and Corvus collaborated on this master plan developed with residents/stakeholders input during workshops, open studio events, board presentations, stakeholder meetings, assembly discussions, and intensive outreach over 10 months, including seven public meetings. 🧑🏫



### **NORTHERN ECONOMICS**

Northern Economics has 40 years of experience in Alaska and has completed dozens of economic analyses in support of port and harbor development projects. Northern Economics understands the linkages among transportation infrastructure, resource development, and economic growth, having worked on road, ferry, port/harbor, rail, highway, airport, and intermodal projects throughout Alaska. Their work has included benefit-cost analyses, traffic projections, passenger volume projections, feasibility studies, economic and demographic models to assess impacts, assessment of fiscal and employment effects of proposed projects, and many other services. Northern Economics knows the unique elements of the Alaska economy and how best to assess all factors of an Alaska infrastructure project, including both quantifiable and qualitative elements.

#### **Nome Experience:**

- ◆ Northwest Alaska Transportation Plan Phase II Update
- ◆ Port of Nome Rate Analysis
- ◆ Nome Airport Master Plan
- ◆ Nome Tourism/Transportation Plan

#### **PND Collaborations:**

- ◆ Sitka Harbor System Master Plan
- ◆ Midway Island Comprehensive Master Plan
- ◆ Port of Bethel Economic Analysis & Long-Range Development Plan
- ◆ ARRC Whittier Master Plan Update
- ◆ Valdez Small Boat Harbor Master Plan
- ◆ Unalaska Marine Center Revenue Analysis