



PROJECT WORK PLAN

Evergreen Cemetery Master Plan Richmond, Virginia

Submitted to:
Enrichmond Foundation

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Evergreen Cemetery’s Vision

To inspire present and future generations to honor the nation’s African American cultural, historical, and spiritual inheritance.

Evergreen Cemetery’s Mission

To reveal and celebrate African American cultural and spiritual experiences, legacies, and places through public programming, education, and preservation.

Background

Evergreen Cemetery is a historic African American burial ground, created in 1891 and located in the East End of Richmond, VA. It is the resting place for many of Richmond’s African American leaders of the nineteenth and twentieth centuries, including Maggie L. Walker, John Mitchell, Jr, and Rev. J. Andrew Bowler. In 2017, Enrichmond Foundation purchased Evergreen Cemetery from the Entzminger family. This acquisition represented a new beginning for the cemetery which had fallen into disrepair and forgotten by many in the community. Despite its condition, the cemetery held great value to many people and was a repository for the African American story in Richmond, Virginia. Many of the 5,000 burials are being unearthed due to the concerted efforts of the Enrichmond Foundation, their caretaker Ted Maris-Wolf, a committed group of stakeholders, and hundreds of volunteers.

In the fall of 2017, Enrichmond contracted with Stantec Consulting to host a community workshop on site to gather ideas about how to best care for the cemetery. Following this meeting, Enrichmond Foundation developed an “inside-out” community engagement process meant to empower those closest to the cemetery to craft its vision. Partnerships with multiple organizations (including VCU’s Center for Urban and Regional Analysis) helped further this effort. The result was the development of the Executive Planning and Review Team (ExPRT) who have been actively working to hone a vision for the future of Evergreen. In the fall of 2018, it was determined that beginning the next step of the Master Plan process would be appropriate. Working with the former Project Manager from Stantec, Andrew Kohr, Enrichmond engaged the services of Pond and Company, a multi-disciplinary firm based in Atlanta, Georgia, to develop the plan.

Project Team

The master plan is a collaborative effort between Enrichmond Foundation, ExPRT, and Pond.

Consultant Team

Matt Wilder, PLA, ASLA
Bob Williams, PE
Andrew Kohr, PLA, ASLA
Aubrey Sabba, ASLA
Debbie Mattson, ASLA

Role

Principal-in-Charge
Quality Control
Project Manager
Lead Planner
Project Planner

Periodically during the project Pond will use its in-house resources of civil engineers, environmental scientists, and planners to support the project as needed.

Ted Maris-Wolf will serve as the client Project Manager and point of contact for this project. A Master Planning Committee has been established that will meet regularly to discuss project progress and provide meaningful input. They represent Enrichmond staff and ExPRT.

<u>Consultant Team</u>	<u>Affiliation</u>
Ted Maris-Wolf	Enrichmond
Alan Delbridge	Enrichmond
Viola Baskerville	ExPRT
Veronica Davis	ExPRT
John Mitchell	ExPRT
J. Maurice Hopkins	ExPRT
Marilyn Campbell	ExPRT

Master Planning Process

A master plan provides a vision and framework for decision making over a set period of years. Master plans support the management of defined sites, ranging from private commercial developments to public parks. Cemetery master plans for properties like Evergreen focus on the conditions of existing assets and how they can be preserved, maintained, and promoted over time. Cemeteries often have committed volunteers and/or organizations who want to support this mission and public involvement is crucial because it highlights the value of these historic landmarks. The end product is a community master plan that embodies the mission and vision of the people who have chosen to preserve and maintain the site. The role of the consultant team is to augment that vision by providing best practices and technical expertise. The final master plan document should be a readily accessible document that caters to a variety of readers. The content for each document is different because the conditions and histories of each cemetery are unique. The following is the planning process that helps ensure uniqueness, input, and a collaborative final product

Part One: Discovery

Before a vision can be established we must first understand the site, the people, and the motivators behind the preservation of Evergreen. This stage of the planning effort includes listening and engaging stakeholders like ExPRT, evaluating the site’s existing conditions, and understanding the context behind the planning effort. Key elements we want to capture in the master plan during this phase are the history of the cemetery, physical conditions and characteristics of the site, and the vision the community has for Evergreen. The latter has already begun via efforts of ExPRT. We will build off of these community conversations to better refine the vision for the cemetery.

Part Two: Framework

Framework focuses on testing ideas once we have a more complete understanding of the site. This includes seeking feedback from the master planning committee, ExPRT, and the community to validate ideas and ensure that it aligns with the mission of the cemetery. During this part of the project, we also want to formalize the outline of the master plan document so we have a clear understanding of presentation. As these ideas are tested, we will begin developing preferred approaches on a variety of key topics ranging from restoration to memorialization.

Part Three: Inviting Success

The final part of the master plan process is developing a road map for implementation. This includes prioritizing activities, understanding future funding mechanisms, and attributing costs associated with improvements.

The final document will be a narrative document, organized in an easy-to-read format, and supported by graphics, photos, and renderings. An executive summary will be included that summarizes the process.

Scope of Work

Task 1 – Project Kickoff, Base Data Analysis

Once we have a signed contract/notice to proceed, we will develop a Project Work Plan that outlines project timelines, deliverables, and meeting dates. This will be based on our knowledge of upcoming meetings and events that Enrichmond would like to hold in association with this master plan effort. Once this has been completed, we will hold a Kickoff Meeting with Enrichmond and the Master Planning Committee (via phone call) to review the project work plan and coordinate next steps. During January, Enrichmond will coordinate a file transfer of all data from the CURA students and any relative GIS data so that Pond can begin developing basemaps. The intent of the GIS data is to transform the raw data immediately into Adobe and CAD software for the development of graphics. Our work will include no GIS data queries, data extrapolation, or additional GIS data map development. Once the data has been received, Pond will begin organizing base data for the project. We will also develop a document template for the master plan document. We will share this template with Enrichmond staff to concur on the design layout. We anticipate this task taking one month.

Task 2 – Initial Planning

Task two will take approximately 6 weeks to complete. It will begin in late February with a three-day workshop. Pond will have three team members participate in this effort that will be held in Richmond. This workshop will include frequent visits to the project site and interaction with Enrichmond staff and stakeholders. The preferred location for this workshop is the Enrichmond offices, but we may collectively determine a better site. The intent of the workshop is to conduct a site analysis, gather information, and begin conceptualizing ideas. Once the workshop is complete, we will spend approximately two weeks in concept development. We will then present the ideas to the Master Planning Committee (MPC) for review and input. In mid-March, we will develop a public presentation with Enrichmond and the MPC to showcase efforts to date and seek public feedback. During this task we will also develop content for the master plan document.

Task 3 – Concept Refinement

During March and April 2019 we will begin refining concepts based on input from Enrichmond, the MPC, ExPRT Team, and public feedback. This will include:

- Developing a toolkit of best practices for cemetery stewardship and maintenance
- Defining programmatic elements within the cemetery
- Developing preliminary opinions of probable costs
- Creating a rendered plan and visuals to support the master plan recommendations

Project Work Plan

We will present the findings to the Project Management Team and the ExPRT Team towards the end of April. Feedback collected at this meeting will be incorporated into the master plan.

Task 4 – Final Plan

During May and June, Pond will be refining and finalizing the master plan. This includes the revision of graphics, the preliminary opinion of probable costs, and the master plan document. The master plan document will generally be broken into the following format (subject to change based on content):

- Introduction and Context:
 - one to three chapters
 - will including a historic development and public engagement summary
- Master Plan Elements:
 - four to six chapters
 - chapters may focus on restoration practices, stewardship, programming, infrastructure
 - individual recommendations and strategies will be embedded in each chapter
- Implementation Strategy:
 - typically one chapter
 - summary of the recommendations, implementation plan, and summary of costs

Deliverables

Pond will provide Enrichmond with the following deliverables:

- An executive summary document highlighting critical elements of the master plan
- The master plan document
- Plan graphics to include a rendered master plan of the site, up to ten 3D images representing key concepts and ideas, and up to ten detail plan views showing specific elements within the cemetery

We will provide three copies of the master plan report and executive summary. We will also provide the all deliverables in PDF format to Enrichmond.

Public Involvement Plan

Enrichmond and ExPRT have already begun an extensive community engagement strategy. Pond is supporting this effort to ensure momentum moves forward. Ultimately, this will continue to be a community-led strategy to implement the plan.

Client Communication (led by Pond)

Weekly/bi-weekly team coordination through the duration of the project

ExPRT

We will meet with ExPRT on the following occasions:

1. February: workshop to include a listening session
2. March: presentation of alternatives coinciding with the public presentation.
3. April: presentation of refined alternatives

Public Meetings

Pond intends to support ExPRT/Enrichmond's ongoing community efforts. These are the recommended meetings that are referenced in the scope of work.

1. March Presentation to the public
2. Public Meeting in June once the project is complete

Digital Dialogue

We will continue using the Enrichmond website to post items and make them available to the general public.

Project Work Plan

Timeline

PROJECT MILESTONE	ANTICIPATED COMPLETION DATE	STATUS
KICKOFF MEETING	1.31.19	COMPLETED
COLLECT GIS DATA	2.5.19	ONGOING
COMPLETE BACKGROUND RESEARCH	2.15.19	ONGOING
PREP FOR WORKSHOP	2.18.19	ONGOING
BI-WEEKLY MEETING	12.14.19	PLANNED
WORKSHOP	WEEK OF 2.18.19	PLANNED
EXPRT MEETING 1	2.18.19	TBD/PLANNED
BI-WEEKLY MEETING	2.28.19	PLANNED
ALTERNATIVES DEVELOPMENT	3.14.19	
BI-WEEKLY MEETING	3.14.19	PLANNED
PUBLIC MEETING 1	3.25; 3.19; 4.2	PLANNED/TBD
BI-WEEKLY MEETING	3.28.19	PLANNED
ALTERNATIVES REFINEMENT	4.11.19	
BI-WEEKLY MEETING	4.11.19	PLANNED
EXPRT MEETING 2	4.25.19	TBD/PLANNED
BI-WEEKLY MEETING	5.9.19	PLANNED
DEVELOP DRAFT DOCUMENT	5.23.19	TO BE PROVIDED IN PIECES
BI-WEEKLY MEETING	5.23.19	PLANNED
BI-WEEKLY MEETING	6.6.19	PLANNED
BI-WEEKLY MEETING	6.20.19	PLANNED
PUBLIC MEETING 2	WEEK OF 6.24.19	PLANNED/TBD
RESPOND TO DOCUMENT EDITS	6.28.19	
BI-WEEKLY MEETING	7.11.19	PLANNED
FINALIZE VISION DOCUMENT	7.12.19	