

## Scope of Work

### Task 1: Cemetery Assessment and Operations Review

This review begins with a request for appropriate documents and a detailed review of the current standards before we are on-site. Once on-site we will meet with all operations and maintenance staff to understand how each facet of the operation is completed.

1. Kickoff meeting to confirm work plan, communication protocols, and schedule
2. Review with City staff all relevant available data, reports, maps, existing cemetery data base, and other data to inform the consultant team about the cemetery history, procedures, local regulations, and operations
3. Site visit with City staff (and Technical Advisory Committee) to tour cemetery and identify current issues to be addressed
4. Evaluate cemetery operations, policies, and procedures
5. Conduct interviews with City staff, cemetery volunteers, and other cemetery stakeholders

### Task 2: Physical Site Evaluation

On-site we would spend significant time accessing the physical site; studying the available mix of burial options as well as a review of structural elements, trees and landscaping, fencing, access and signage.

We would plan to work within the framework of larger master/strategic plans as we reviewed any undeveloped areas to determine their best use in the short and long term. This would begin with a basic capacity study and then an analysis of demographics and cemetery trends to see the site's true needs. Once that is established, we would work with the larger stakeholder community to assess options at the site.

1. Detailed site inspection reviewing both burial areas and physical elements which include but are not limited to structural elements, trees and landscaping, fencing, access and signage
2. Study the demographics to develop a capacity study for the site
3. Developing a list of future capital needs, including major repairs and opportunities to limit future capital maintenance
4. Review unused land and meet with stakeholders to determine best uses

### Task 3: Financial Review

We would study the financials of the cemetery for multiple years. We would carefully review the revenue side and compare it against other similar cemetery operations to determine a baseline for our recommendations. We would also look at each expense category to see where savings could be identified. Finally, we would look at any current funds that are set aside for the preservation of the cemetery or for future projects.

1. Evaluate 3-5 years of financial statements, ideally these would include profit and loss statements as well as budgets
2. Review the current retail price list and compare to other local cemeteries

#### **Tacks 4: Public Engagement**

As part of the each of the tasks above we would meet with key stakeholders to better understand aspects of the operation. Once that is complete, we would work with City staff to determine how is best to engage the public for this project. We hope to be able to host at least on larger discussion that would include some of our initial recommendations.

1. Work with City staff to identify and contact a cross-section of members of the public who are interested in the cemetery
2. Host a discussion in which we present recommendations to receive valuable public feedback

#### **Task 5: Cemetery Strategic Plan**

Our report will be written in a way to ensure that we deliver to the City a clear action plan that is both practical and forward looking. While the review of current conditions will play a large role in the report, we will ensure that our report is innovative and works to serve as a new baseline for the coming years.

1. Prepare all findings and recommendations into a Draft Strategic Plan
2. Meeting or conference call to review City comments on the draft plan
3. Based on comments, make revisions and prepare Final Cemetery Strategic Plan
4. Present our findings and recommendations to the City Council