



Proposal for
**Town of Dedham Parks and Recreation and
Open Space Master Plan and Open Space and Recreation Plan Update**
Dedham, Massachusetts

Table of Contents

The Horsley Witten Team	1
Company Descriptions	1
Team Experience in Open Space and Recreation Planning	3
Team Experience with Community Engagement	4
Our Key Staff Members.....	6
Scope of Work	8
Task 1. Orientation and Kick-Off.....	8
Task 2. Public Participation Plan	9
Task 3. OSRP Background Sections	10
Task 4. Update Park Inventory and Standards.....	10
Task 5. Park, Athletic Field, and Open Space Needs Assessment.....	12
Task 6. Identify Priority Projects, Programs, and Areas.....	14
Task 7. Determine Funding, Operations, and Maintenance Feasibility.....	14
Task 8. Assembling Final Reports.....	15
Proposed Schedule	17
References	18

Attachments
Project Descriptions
Resumes
Forms

The Horsley Witten Team

Horsley Witten Group Inc. (HW) is pleased to team with Birchwood Design Group (Birchwood) on this important project. HW and Birchwood (the “HW Team”) encompasses the optimal combination of planning, design, and implementation experience and will provide the Town of Dedham with the highest quality Parks and Recreation and Open Space Master Plan (Recreation Master Plan) and Open Space and Recreation Plan (OSRP) Update.

Company Descriptions

Horsley Witten Group, Inc.

HW is a small business, full-service planning, design, and engineering firm with offices based in Sandwich, Massachusetts. HW also runs three satellite offices in Boston, Massachusetts, Providence, Rhode Island and Atlanta, Georgia. The firm was incorporated in 1988 and consists of a professional staff of close to 50 land use planners, engineers, scientists, graphics designers, and landscape architects. HW specializes in providing consulting services in land use planning, zoning reform, public outreach and engagement, and community design. Our clients include government agencies at the federal, state, tribal, regional, county, and municipal levels, as well as private sector organizations, non-profit organizations, and individuals. Our corporate goal is to create innovative solutions to land use problems by successfully integrating our regulatory, engineering, scientific, and management skills. HW has assembled a team for this project that will enable us to deliver the highest quality planning, legal and mapping skills to the Town of Dedham.

Birchwood Design Group

At Birchwood Design Group (Birchwood), the corporate mission is to weave the goals and aspirations of clients into viable solutions by delivering comprehensive planning and design services. Founded by Kris M. Bradner, RLA and Arthur J. Eddy, RLA, LEED AP, Birchwood provides creative, engaging and sustainable landscape architecture while fostering the growth and achievement of its employees. The strength of the firm lies in its team approach to projects and its foresight regarding implementation and construction. By cultivating an atmosphere of collaboration with consultants, clients and user groups and approaching each project with pragmatism and innovation as guiding values, Birchwood is able to create landscapes of lasting value and beauty which reconcile the needs and aspirations of owners, stakeholders and users.

Birchwood is committed to improving the built environment and enhancing human experience through design. It strives to create the beautiful and sublime while at the same time having a positive impact upon the environmental, cultural and social life of our clients and communities. Birchwood wants to make places that are exciting and memorable; meaningful and lasting. Birchwood creates spaces for enjoying life, discovering the environment around us, and having a place to dwell in the world. Regardless of the project type we maintain the same imaginative and rigorous design process.

Birchwood employs original and innovative design thinking combined with sound working strategies grounded in art, science and sustainable principles to arrive at the landscapes, spaces and places it creates. Staff members do not profess to have all the answers or attempt to advance a singular vision. Birchwood is committed to a participatory design process engaging clients, user groups and stakeholders in the creation of unique and engaging projects. Each project is viewed through the unique lens of its specific circumstances and the clients' needs, aspirations, requirements and budget.

Team Experience in Open Space and Recreation Planning

The development of a Recreation Master Plan and an OSRP for the Town of Dedham requires a team that understands the full range of planning, design, construction, and management issues associated with a comprehensive and accessible recreation system. Attached to this proposal is a more detailed collection of sample projects and HW Team member résumés. Highlights of our collective experience include:

Parks, Recreation, and Bike Paths

- Ballardvale Park, Andover, MA
- Bartlett Pond Dam Removal, Lancaster, MA
- Comprehensive Parks Evaluation, Oak Bluffs, MA
- Harrisville Bike Path, Burrillville RI
- Little Pond Conservation Area Master Plan, Falmouth, MA
- Mill River Park, Taunton, MA
- Norman Bird Sanctuary, Middletown, RI
- Norwell School Pedestrian Path, Norwell, MA
- Roger Williams Park, Providence, RI
- Scituate Bike Trail, Scituate, MA
- Swansea Dam, Swansea, MA
- Sydney's Pond Trail, South Peabody, MA
- Veteran's Memorial Park, Cumberland, RI
- Veteran's Memorial Park, Peabody, MA

Open Space and Recreation Plans (OSRPs)

- Billerica, MA (ongoing)
- Bourne, MA (ongoing)
- Brewster, MA
- Provincetown, MA
- Scituate, MA
- Stoughton, MA
- Yarmouth, MA

Athletic Facilities

- Abington Middle/High School, Abington, MA
- Battis Field Bleachers, Middleborough, MA
- Bristol Athletics, Bristol, RI
- Cumberland Tucker Field, Cumberland, RI
- CCRI Baseball Complex, Warwick, RI
- East Bridgewater High School, East Bridgewater, MA
- Ferguson Field, Lincoln, RI
- Franklin High School, Franklin, MA
- Johnson & Wales Harborside Athletic Complex, Cranston, RI
- Johnston Athletic Facility, Johnston, RI
- Marshfield High School, Marshfield, MA
- Max Reed Field, Pawtucket, RI
- Medfield Athletic Master Plan, Medfield, MA
- Notre Dame Academy, Hingham, MA
- Plymouth North High School, Plymouth, MA
- Plymouth South High School, Plymouth, MA
- Somerset-Berkley Regional High School, Somerset, MA
- Southborough Athletic Master Plan, Southborough, MA
- Tucker Field, Cumberland, RI
- West Warwick Athletics, West Warwick, RI

One of the more interesting administrative aspects of this project is the degree to which the work for the Recreation Master Plan will overlap with the OSRP and, equally as important, where they substantively differ. The combined experience of HW Team members will allow us to seamlessly weave these processes together where appropriate to create greater efficiency. Where necessary, we will identify points in the process where separate analyses or different types of public input may be necessary to meet the needs of the different plans.

Team Experience with Community Engagement

HW Team members provide training at local and national planning conferences (e.g., SNEAPA and APA National), to local groups and Planning Boards, and regularly serve Massachusetts EEA and GrowSmart RI in an advisory/training role. Many members of the team were trained by the National Charrette Institute (NCI) and can execute public policy and design exercises at the highest professional level. Tools and techniques that our team has at its disposal include:

E-blast Campaigns

At the core of stakeholder engagement is the need to create a constant, growing awareness of the project. The pool of stakeholders should always be increasing and all of them should know where we are on the project timeline. E-mail is an effective means of maintaining a level of awareness at the community level and we will work with the Town to develop a mailing list that meets the needs of the project.

Local Media

We are prepared to develop press releases for the Town if this is deemed to be an effective means of communicating with stakeholders. Like e-blast campaigns, local media is best used to maintain awareness and keep people informed about the progress of the study. Distribution to local papers, news outlets (e.g., The Patch, Wicked Local), radio, or community television is outlets with which we have experience.

Social Media

If desired by the Town, we can use Facebook and/or Twitter to provide project updates or alert stakeholders to events and meetings. New accounts can be created for the project, or we can use existing accounts that may already have a significant following.

Project Website

HW regularly creates basic but effective project websites that can be used for project awareness, but also can provide services for document sharing as products develop. We can develop independent websites hosted by HW, or we can work within the Town's website framework.

Web Surveys

Web surveys are low cost and easy to deploy, compile, and analyze. Target audiences for web surveys could include businesses, manufacturers, local groups, and Town residents. The consultant team regularly deploys tools from developers like SurveyMonkey® to create

efficient, user friendly surveys that are equipped to produce reports at any point in the project schedule. Because these surveys are generally available to a broad audience, web surveys are better for identifying topics of high interest and collecting ideas.

Telephone Surveys

Telephone surveys provide valuable insight into consumer perception, regional shopping patterns, and how Dedham's commercial areas can better attract customers. This technique can be costly, but can also provide much useful information about consumer shopping habits and how Dedham's shopping areas compare to competitive areas in other communities. Unlike web-based surveys, which may be more difficult to control, telephone surveys can more easily be used to generate statistically significant data.

One-on-One Interviews

The target audience for one-on-one interviews would include town officials and local groups who have a significant stake in parks, recreation, and/or conservation areas. The goals of these interviews would be to gain a more intimate understanding of local issues and specific details about facilities and utilization.

Focus Groups

Focus groups are extensions of one-on-one meetings. Focus groups will generally consist of six to ten person group meetings with a targeted audience that represents a particular sector or interest group in Braintree. Focus groups with businesses in each opportunity area can help to identify key issues and needs unique to that area, and build support for specific strategies and recommendations. A focus group with visitor attractions and tourist-oriented business would uncover market trends, needs and development strategies most suitable to that sector.

Working Groups

Where focus groups tend to concentrate discussion within a group of people with similar perspectives (e.g., manufacturers, regulators, etc.), working groups deliberately create a cross-section of perspectives to deal with a single issue or product. For example, bird watchers, property owners, mountain bikers, and hunters might come together to work on use restrictions related to conservation lands. These groups often meet between three and five times to continue developing ideas or products over time, with the HW Team providing technical support between meetings and facilitation support during meetings.

Public Meetings

Public meetings can be designed to develop ideas for future development, as well as solicit feedback on proposed strategies and recommendations. Planning workshops with group breakout sessions are useful for identifying key assets and opportunities, as well as areas of agreement and disagreement within the community. Community open houses offer flexible drop in periods for one-on-one engagement with interested residents.

Our Key Staff Members

HW will be the prime consultant and will be responsible for all elements of the projects. Birchwood will be a subconsultant to HW. The following key personnel will be assigned to the project. Detailed résumés are provided as an attachment to this qualifications package.

Horsley Witten Group



Nathan (Nate) Kelly, AICP, NCI – Principal-in-Charge

Nathan Kelly is Principal Planner for HW and directs the firm's Providence Office. Nate will serve as Project Manager and technical lead for the project. He has successfully managed projects for over 15 years at Horsley Witten, providing professional planning and zoning services to more than 50 New England municipalities. His work includes a unique blend of public engagement, policy development, regulatory reform, and community design. Many of Nate's projects require extensive public outreach in the form of charrettes, workshops, and consensus building processes. He

regularly provides technical training on a wide variety of innovative regulatory tools and focuses on translating community goals into predictable and clear regulatory systems.



Craig Pereira, CFM, NCI – Project Manager

Craig brings over ten years of industry experience in public engagement/outreach, training, comprehensive planning, and open space and recreation planning. Craig served as the Outreach Coordinator most recently for the South Kingstown, RI and Easton, MA comprehensive plan development projects. Duties on those projects included designing the project website, organizing public forums, performing project interviews, and developing outreach materials. Craig also recently developed a comprehensive assessment of recreational facilities for the Town of Oak

Bluffs on Martha's Vineyard. His recent work in designing healthy communities and developing local health-oriented policy has been groundbreaking in the Town's of North Kingstown and Bristol, RI.



Krista Moravec, AICP, NCI – Project Planner

Krista has been a practicing professional planner in New England for more than ten years and works on a variety of planning and engineering projects for both public and private sector clients. Her experience focuses on the interconnectedness of economic, social and environmental issues in the development of community assessments, neighborhood plans, comprehensive/master plans and other local, regional and statewide community planning efforts. Much of Krista's work requires public input and engagement. She is able to assist

communities and organizations in developing public participation and community outreach

programs that meet local needs and demographics. Most recently, Krista is managing the updates for three OSRPs in Billerica, Stoughton, and Bourne.



Jeff Davis, AICP, NCI – Project Planner

Jeff has been a practicing professional planner for 12 years, first in the greater Washington, DC area, and then for the past six years in New England. He has worked on a variety of planning and community development projects in past positions in the public and non-profit sectors, and is currently working on planning and zoning projects for public sector clients. His experience is particularly strong in the area of public engagement. Most recently, Jeff is leading “Middletown on the Move” in Connecticut. This project engages three different neighborhoods to

discuss the future recreation opportunities for existing brownfield sites at various sizes and degrees of contamination.

Birchwood Design Group



Arthur (Art) Eddy, ASLA, LEED AP

Art is a registered landscape architect with over 12 years of experience as a professional landscape architect, project manager and business administrator. His ability to see design through the eyes of a builder, from the ground up, is the foundation of his design approach. This starting point encompasses problem solving from adhering to client budgets, to ensuring constructability. Art feels that the success of a project is dependent on a combination of figuring out what a client wants, designing what the client needs, and encompassing aesthetic desires and sustainability. Embracing

environmental sustainability, Arthur became certified in Leadership in Energy and Environmental Design (LEED) in 2008. Over the course of his career, Art has performed over twenty recreation assessment, design and construction projects in Massachusetts and Rhode Island. Most recently he is finishing the Southborough Athletic Facilities Master Plan.



Justin Roberthshaw, ASLA

Justin is a project manager with over eight years of experience, having formerly worked in the State of Iowa where he is a registered landscape architect. He has worked on a wide range of both domestic and international projects varying in complexity and scales. Since joining Birchwood, Justin has enhanced the company’s focus on the planning, design and construction of athletic fields and facilities. His experience

working on high profile athletic facilities including the Duane Banks Field at the University of Iowa has developed his ability to understand the complexities of athletic design and the translation of that into successful built projects. This starting point encompasses intricate problem solving solutions that embrace a client’s budget while providing the highest value, to ensuring that phasing and constructability are developed into the design.

Scope of Work

The following text provides a detailed scope of work for the HW Team. The structure of the scope provided in the RFP is maintained here with the same number of sections and general flow of work product. Most of the language provided here is a departure from the scope language in the RFP in order to better characterize the approach of our team. In a few instances, the language in our scope of work is taken directly from the RFP to ensure that we are being consistent with certain procedural requirements (e.g., the adoption process) or to ensure we are being responsive (e.g., specified deliverables).

Task 1. Orientation and Kick-Off

This first task is designed to let both the Town's project manager and the HW Team to take a "first cut" at identifying issues with the current regulatory framework and developing a contact list for the project.

A. Communications Infrastructure

While the complete Public Participation Plan (Task 2) will provide all of the details related to engaging officials, business owners and residents, some of the protocols and tools can be established at the outset of the project. These include:

- Project Contact List. HW will work with the Town to develop a preliminary contact list for the project core team. This list represents the HW Team and municipal staff who will be working on the project day-to-day and sharing regular updates.
- Stakeholder Contact Database. The Town will provide HW with an e-mail contact list that will be used for e-blast notifications to key stakeholders and the general public. HW will assist the Town with identifying potential stakeholders that can help spread these electronic notifications into previously established network (e.g., the library, social service organizations, etc.). Names will eventually be placed into different categories based on interests and how the individual or group might engage with the project.
- Town Planner Coordination. HW will work with the Town Planner to develop a schedule of regular "check in" communications for project updates. These meetings, usually brief conference calls, provide a means to maintain the pace of the project and ensure continued progress along a "critical path" approach. Also, in the event that barriers are encountered by the HW Team, these calls can be used to identify a way address them.
- Project Website. HW will develop a project website that can be used as part of public outreach to post documents, meeting times, and notifications of milestones. (see sample at www.obdowntown.com).
- Document Development and Review Protocol. The plan elements will likely be reviewed by different parties (e.g., Town Planner, Recreation, etc.) and in different

formats (e.g., text only, text with graphics, maps, etc.). As such, HW will develop a protocol with the Town regarding how these review processes will occur and in which format the product will appear at different stages of review.

Task 1A Deliverables:

- Contact lists, tools, website and protocols as listed above.

B. Initial Review of Community Planning Documents

In advance of the project kick-off meeting, and building upon the development of a document library, senior staff from the HW Team will read all pertinent documents from the Town regarding parks, recreation, and open space.

Task 1B Deliverables:

- Memorandum of preliminary findings.

C. Project Kick-Off Meeting

The HW Team will attend and facilitate a meeting with the Town's project team members to review the following:

- Project schedule and milestones;
- Ideas for community engagement;
- Communications tools and protocols.

Task 1C Deliverables:

- Project schedule with milestones.
- Schedule for project communications.
- Presentation of preliminary findings.
- Facilitated discussion for community engagement.
- An "Information Needs Report" for municipal staff.

Task 2. Public Participation Plan

HW has five employees who have received training from the National Charrette Institute (NCI). In addition to our continuous experience with project-based engagement, this training puts our staff in a unique position to understand the importance of a Public Participation Plan (PPP) and how to manage that plan over the course of a project. A well designed PPP contains the following:

- The list of the "Project Core Team" members along with contact information.
- The membership of the Steering Committee along with a description of its charge, and all of its members' contact information.

- The overall project schedule with milestones.
- A list of potential stakeholders with contact information, a description of their interests relative to the project (e.g., conservation lands, team sports, access, etc.)
- The most effective manner of engagement for each stakeholder (e.g., one-on-one interview, focus group, e-mail, etc.)
- Dates of interest including, but not limited to:
 - Special gatherings/events for local groups;
 - Regularly scheduled meetings (e.g., Board of Selectmen);
 - “Black out” dates such as school vacations, holidays, and other times where engagement is challenging or impossible;
 - List of media outlets, contact person and contact information;

Task 2 Deliverables:

- Draft and Final PPP
- Project website
- Launch of social media outlets (e.g., Facebook page)
- Periodic updates to the PPP over the course of the project

Task 3. OSRP Background Sections

Sections 2 through 4 of the OSRP require a good deal of information, much of which is unnecessary for the Master Plan; however, the information is a programmatic requirement of DCS. Accordingly, the development of these sections will be performed as a separate task. The HW Team will gather readily available information from the U.S. Census, MassGIS, MAPC, and other sources to develop the text and maps for these OSRP chapters. In some cases, the information required will be from local sources. The HW Team, will develop a checklist for local agencies (e.g., Conservation, DPW, etc.) and follow up as needed in order to get these sections completed in the shortest possible timeframe.

Task 3 Deliverables:

- Draft and Final Sections 2 through 4 of the OSRP.
- One meeting with the Steering Committee to review the draft.
- Phone call follow-up meetings with local agencies to mine information.

Task 4. Update Park Inventory and Standards

A. Analyze Existing Conditions

A critical component to both the Recreation Master Plan and the OSRP will be a detailed assessment of existing facilities. This task will update the inventory of existing public and private parks, school properties, recreation areas, recreational facilities, athletic fields and open spaces. DCS has very prescriptive requirements for its inventory (Section 5 of the OSRP), which will also be useful to the Recreation Master Plan.

However, through the Recreation Master Plan process, the Town is at liberty to add other important information relative to the condition of equipment, hours of operation, level of service, and other characteristics that provide a more detailed perspective on individual facilities. Further, the OSRP only obligates the Town to review municipally owned facilities, while the Master Plan will include an assessment of private and non-profit recreational facilities. Facilities that will be inventoried and assessed include, but are not limited to:

- Public parks, trails, conservation areas (identifying any historic assets that should be protected);
- Private and non-profit parks, and recreational facilities open and accessible to the community; and
- Public school playgrounds, athletic fields and facilities open and accessible to the community.

Develop a map and database to capture information about the geographic location and physical characteristics of the parks and open space system. (Includes park classifications and list of amenities.)

Task 4A Deliverables:

- 1-2 days of field reconnaissance
- Digital photo inventory
- Full inventory of parks and recreation facilities
- Full inventory of Conservation Lands
- Section 5 of the OSRP

B. Identify Service Areas and Population Served

The HW Team will identify the most likely populations served at each park, recreation, and open space site. The demographics of surrounding neighborhoods, scheduled user groups, empirical observation, and local knowledge will serve as the basis for identifying populations served as well as any relevant information from the survey (Task 5).

Task 4B Deliverables:

- Service area delineations and narrative description of populations served

C. Access to Parks, Athletic Fields and Facilities

This sub-task will add a different perspective to the inventory process by examining likely pedestrian and bicycle travel routes to and from parks, as well as other modes of transportation. Barriers to access at the neighborhood level will be identified along with structural barriers (e.g., poorly constructed sidewalks, intersections, etc.).

A final component to this sub-task will be an assessment of facilities for compliance with provisions of the Americans with Disabilities Act (ADA). This assessment has very specific requirements from DCS both in the content and the approach to the assessment. The HW Team will be able to lead the Town of Dedham through this important exercise.

Task 4C Deliverables:

- Service area delineations and narrative description of populations served.
- ADA Assessment of recreational facilities.

D. Public Forum #1: Open Space and Recreation Goals

The HW Team will package the information from Subtasks A-C above into a series of posters and presentations that will serve as the platform for our first public forum. This forum will be used to vet the information we have and pull more from participants about their own experiences with facilities in Dedham and what they hope to see in the future. These aspirational discussions will provide a framework that can be used to organize the documents, materials on the website, and specific sections of the OSRP (Sections 6 and 8).

Task 4D Deliverables:

- Facilitated Public Forum with all required materials and files.
- Written summary of forum results.
- Section 6 of the OSRP.

Task 5. Park, Athletic Field, and Open Space Needs Assessment

This Task will look to the future of Dedham's recreation system to determine where trends will strengthen existing needs, create new needs, and alter the way in which Dedham delivers recreational opportunities to its residents. It will also be used as the basis for developing Section 7 (Analysis of Need) of the OSRP. **Note that some of the language in each of these subtasks is provided specifically to address the focus on recreational programming listed in the RFP Addendum.**

A. Profile of Prospective Park, Facility and Recreational Programming Users

The HW Team will perform demographic analyses based on the most recent available data to develop an accurate snapshot of who could be using parks and recreation amenities and recreational programming in Dedham today. Projections from the local School Department, MAPC, and the U.S. Census will be examined to create a viable prediction of different demographic groups that will shape recreation needs for facilities and programming. These include, but are not limited to, active seniors, people with disabilities, children of different ages, and families.

A second part of this analysis will be performed using a community-wide survey. The HW Team has developed dozens of surveys for community planning projects and will work with the Steering Committee to determine the best format and distribution method. Electronic surveys are a much more efficient approach to these surveys. However, old-fashioned community-wide mailings can often yield a higher response and provide data that are more representative of the community as a whole.

As a final element, HW will review the Manor Fields and Town Landfill Reports to ensure any relevant findings are integrated into the broader town-wide assessment.

Task 5A Deliverables:

- Demographic analysis memorandum showing potential future demands.
- Survey development, deployment, and summary of community wide survey.
- Summary of Manor Fields and Town Landfill Reports

B. Evaluate Athletic Field Use, Operation, and Maintenance

The HW Team will arrange for site visits and interviews with administrative/programming staff, maintenance staff, and user groups to develop an assessment of how individual facilities are (or are not) meeting current or future needs related to different demographic groups or programming needs. These discussions will include, but will not be limited to, anticipated capital expense for improvements/expansion, projected needs for programming, and staffing requirements for maintenance.

Task 5B Deliverables:

- Site visits and interviews with municipal staff.
- Assessment of required improvements and staffing.

C. Assess Needs for Existing and Future Recreational Programming

The HW team will build upon the data collection, survey, and interviews performed in Tasks 5A and 5B to provide a Needs Assessment for recreational programming. This assessment will:

- Compile the projected population and demographic factors for each program's established service area and/or until the threshold for the population served is reached.
- Determine how each recreational program park contributes to the needs of the population served based on the profile of prospective park users.
- Assess the viability of existing and future programs based on a financial perspective; the ability to incorporate the program into existing facilities; access issues related to specific demographic groups; .

- Make recommendations on existing and future recreational programming changes.

Task 5C Deliverables:

- Memorandum detailing how existing conditions compare with existing needs and what level of resources will be required to meet future needs. Needs assessment will include facilities and programs.
- Section 7 of the OSRP.

Task 6. Identify Priority Projects, Programs, and Areas

The HW Team will use the memorandum developed in Task 5 as the foundation for developing a set of priorities for the Town moving forward. The priorities will be developed using a combination of two different techniques. First, a quantitative rating system will be developed through discussions with the Steering Committee where different aspects of improvements will be examined against a series of questions that are numerically weighted. For example, improvements that can go straight to construction may be weighted higher than those that require more complex design work. In another example, facility improvements that would result in increased access to elderly and/or disabled individuals may be weighted higher for particular neighborhoods.

The second means to gauging priorities within the community is through public input gathered at the second project forum. Using mechanisms like “dot voting” in an open house venue, the HW Team can create highly informative and visual displays that allow participants to thoughtfully consider the relative merits of different improvements and offer their opinion on which should be prioritized.

Task 6 Deliverables

- Public Forum #2 for the project, including all presentations, posters and materials required for the forum.
- Written summary of the forum.
- Section 8 of the OSRP.

Task 7. Determine Funding, Operations, and Maintenance Feasibility

A. Assess fiscal capacity for the parks, recreation, and open space system

To assess the level to which Dedham can meet future demands for recreation needs, the HW Team will interview staff and review documents related to budgeting for parks, recreation, and open space. These may include, but would not be limited to, individual department budgets, town-wide Capital Improvement Plan (CIP) documents, and any

history of successful grant applications. This will provide a baseline understanding of the procedures and levels of funding associated with parks, recreation, and open space in the recent past.

Task 7A Deliverables:

- Memorandum detailing the current funding practices for parks, recreation, and open space.

B. Estimate costs to support community's desired level of service

The HW Team will use the Needs Assessment and priorities identified by the community to compare planning level cost estimates with municipal budgeting practices. To match the DCS guidelines for OSRP updates, we will examine this issue over a seven year horizon. Estimates will include planning level capital costs as well as costs associated with personnel and, if the analysis proves to be useful, may include estimates and funding gaps for different scenarios.

Task 7B Deliverables:

- Planning level cost estimates for achieving desired levels of service.

C. Identify alternative funding options

The HW Team will provide a list of different funding models and/or tools for the Town to consider and include planning-level estimates of how well these different tools could address any predicted shortfalls in future budgeting. We will also provide a technical memorandum recommending operation and maintenance programming for different sites, identifying potential community partners for future maintenance; and recommendations to increase public awareness and involvement.

Task 7C Deliverables:

- Planning level cost estimates for filling funding gaps.
- Recommendations for future maintenance programming, partnerships, and public engagement.

Task 8. Assembling Final Reports

The HW Team will use the analyses and outreach performed in preceding tasks to assemble both the Recreation Master Plan and the OSRP Update. These will be presented at a Board of Selectmen meeting where representatives from municipal staff and key stakeholders will be invited to comment on and support the documents. If a different venue (other than the Board of Selectmen) is desired, the HW Team can accommodate the Town's preference. This task also includes gathering all of the necessary documentation and support letters for the OSRP as

required by DCS. The member of the HW Team will also work with Dedham to address any comments on the plans received from MAPC and/or DCS as the Town deems appropriate.

Task 8 Deliverables

- Sections 1 (Plan Summary) and Section 9 (Seven-Year Action Plan) of the OSRP
- Electronic and five (5) hard copies of both reports.
- Changes to the project website as necessary.
- All supporting materials and meeting summaries developed over the course of the project.
- All GIS based maps in hard copy and electronic format including any GIS data developed or modified during the course of the project.