

FY2026 to FY2030 Capital Improvement Plan										
Department	Project #	Project	Project Description	Funding Source	Total Project Cost	FY2026 Request	FY2027 Request	FY2028 Request	FY2029 Request	FY2030 Request
Police	MPD 18	AEDs	Replace 9 AED units	Capital Stabilization Fund	24,300					24,300
Police	MPD 16	Police vehicle	Replace Line Cruiser	Capital Stabilization Fund	66,000		66,000			
Police	MPD 17	Communications Upgrade	Radio System	Capital Stabilization Fund	100,000				100,000	
Police	MPD 19	Police Vehicle	Replace Line Cruiser	Capital Stabilization Fund	66,000	66,000				
Police	MPD 20	Taser	5 year Replacement per Warranty	Capital Stabilization Fund	85,000					85,000
Police	MPD 16	Police vehicle	Replace Line Cruiser	Capital Stabilization Fund	66,000			66,000		
Police	MPD21	Drone	Upgrade (6 year replacement)	Capital Stabilization Fund	7,500					7,500
Fire	MFD 1	Replace Engine 3	Replace Engine 3, a 1989 Pierce due to age, maintenance costs, and reliability. This vehicle was purchased to replace the previous Engine 3, a 1983 Mack, which had an electrical fire. This vehicle was replaced with a lease purchase financing agreement. \$48,095 per year for 10 years	Tax Levy / Local Receipts	240,475	48,095	48,095	48,095	48,095	48,095
Fire	MFD 9	Structural Fire Gear	The National Fire Protection Associations standards mandate that fire gear should be taken out of service after 10 years as the materials start to breakdown during exposure to sunlight. Members of the department have gear older than 13 years. Each set is approximately \$2,570, including helmet, hood, jacket, pants, gloves, and boots.	Capital Stabilization Fund	30,000	30,000				
Fire	MFD 18	Car 3	Replace the 2012 Pick up used by the Shift Commander	Capital Stabilization Fund	60,000		60,000			
Fire	MFD 19	Ambulance 1	Replace Ambulance 1, a 2017 vehicle	ALS Revolving Fund / Ambulance Revolving Fund	440,000	440,000				
Fire	MFD 21	Ladder 1	Replace Ladder 1	General Fund Debt	1,200,000			1,200,000		
Fire	MFD 22	Power Load System	Power load system replacement	ALS Revolving Fund	-					
Fire	MFD 23	Power Stretchers	Replacement of existing stretcher given condition of current stretcher and pending ambulance replacement	ALS Revolving Fund	-					
Information Technology	IT 5	School Information Technology	Upgrade school IT infrastructure and hardware	Capital Stabilization Fund	1,500,000	300,000	300,000	300,000	300,000	300,000
Information Technology	IT 7	Town departmental computer and server upgrades	Upgrade IT equipment at Town buildings	Capital Stabilization Fund	250,000	50,000	50,000	50,000	50,000	50,000
Parks and Recreation	PARKS 13	Metacomet Tennis Courts	Tennis courts need to be re-surfaced	Parks and Recreation Revolving Fund/ Capital Stabilization Fund	500,000	500,000				
Parks and Recreation	PARKS 14	Small SUV for Department	The department is in need of a small SUV	Parks and Recreation Revolving Fund	40,000	40,000				
Parks and Recreation	PARKS 15	Strategic Planning Consultant	The department is in need of a strategic plan and forecasting the future of the department	Capital Stabilization Fund	40,000	40,000				
Parks and Recreation	PARKS 13	Pickleball Courts	To add Pickleball Courts for the town	Parks and Recreation Revolving Fund	-		TBD			
Facilities	FAC 5	Vehicle replacement	Replacement of 1975 tractor used for snow removal and other grounds maintenance needs	Capital Stabilization Fund	55,000	55,000				
Public Works	PW 10	Backhoe Loader	Replace vehicle #16, a 2004 Backhoe	Capital Stabilization Fund	175,000	175,000				
Public Works	PW 12	Road Improvements	Chapter 90 road improvements, including crack sealing, mill and overlay, and reclamation	Chapter 90	2,060,000	412,000	412,000	412,000	412,000	412,000
Public Works	PW 15	Transfer Station Solid Waste Trailer	Reconstruct the transfer station to improve traffic flow, solid waste and recycling stations, and install new compactors and equipment	Capital Stabilization Fund	120,000					120,000
Public Works	PW 18	6-Wheel Dump Truck	Replace vehicle #25, a 2005 Ford F350 with plow with a 2025 F350 with plow	Capital Stabilization Fund	127,000	127,000				
Public Works	PW 19	Snow Blower	Replace unit #68, a Sno-Go Snow blower, with a 2026 Snow Blower	Capital Stabilization Fund	125,000		125,000			
Public Works	PW 20	Ford F550	Replace vehicle #9, a 2008 Ford F550, with a 2026 F550 with plow	Capital Stabilization Fund	105,000		105,000			
Public Works	PW 21	Dump Trailer	Replace unit #67, a 1988 Dump Trailer, with a 2026 Dump Trailer	Capital Stabilization Fund	50,000		50,000			

Public Works	PW 24	Sweeper	Replace existing Elgin Sweeper #12 with new Sweeper	Capital Stabilization Fund	200,000			200,000		
Public Works	PW 25	6 Wheel Dump Truck	Replace Vehicle #7, a 2005 Mack Truck with a new Mack Truck with plow and sander	Capital Stabilization Fund	200,000			200,000		
Public Works	PW 27	Wheel Loader	Replace vehicle #30, with a new CAT Wheel Loader	Capital Stabilization Fund	190,000				190,000	
Public Works	PW 28	Sidewalk Paver	Replace existing sidewalk paver with a new sidewalk paving machine	Capital Stabilization Fund	55,000				55,000	
Public Works	PW 29	Transfer Station Reconfiguration	Reconstruct the transfer station to improve traffic flow, solid waste and recycling stations, and install new compactors and equipment	Capital Stabilization Fund	500,000				500,000	
Public Works	PW 30	Kubota Zero-Turn Mower	Replace mower #44 Kubota ZD331 with a new Zero-Turn Mower	Capital Stabilization Fund	30,000					30,000
Public Works	PW 31	Hustler 60-inch Zero-Turn Mower	Replace mower #91 Hustler Super Z with a new Zero-Turn Mower	Capital Stabilization Fund	20,000					20,000
Public Works	PW 32	Mack GR64F 10-Wheel Dump Truck	Replace vehicle #8 Mack 10-wheel dump truck with a new Mack Dump truck	Capital Stabilization Fund	200,000					200,000
DPW Pavement Management	PAVE 7	Pavement Management and Improvement - Various Projects	Pavement management and improvement projects	Capital Stabilization Fund	925,000	185,000	185,000	185,000	185,000	185,000
				<b>TOTAL</b>	<b>9,852,275</b>	<b>2,468,095</b>	<b>1,401,095</b>	<b>2,661,095</b>	<b>1,840,095</b>	<b>1,481,895</b>

Funding Source	FY2026 Request	FY2027 Request	FY2028 Request	FY2029 Request	FY2030 Request
Capital Stabilization Fund	\$1,028,000	\$941,000	\$1,001,000	\$1,380,000	\$1,021,800
Tax Levy / Local Receipts	\$48,095	\$48,095	\$48,095	\$48,095	\$48,095
ALS Revolving Fund / Ambulance Revolving Fund	\$440,000	\$0	\$0	\$0	\$0
General Fund Debt	\$0	\$0	\$1,200,000	\$0	\$0
Parks and Recreation Revolving Fund/ Capital Stabilization Fund	\$500,000	\$0	\$0	\$0	\$0
Parks and Recreation Revolving Fund	\$40,000	\$0	\$0	\$0	\$0
Chapter 90	\$412,000	\$412,000	\$412,000	\$412,000	\$412,000
<b>Total</b>	<b>\$2,468,095</b>	<b>\$1,401,095</b>	<b>\$2,661,095</b>	<b>\$1,840,095</b>	<b>\$1,481,895</b>

**TOWN OF MEDFIELD: FY\_26 CAPITAL REQUEST DETAILS**

Department/Division:	Medfield Parks and Recreation
Capital Project/Purchase Title:	Metacomet Tennis Courts
Requested Funding Amount:	\$500,000
Expected Life Cycle:	10+ years

<b>Requested Funding Source:</b> <i>(check all those that apply)</i>	<input type="checkbox"/> Resubmission (prior request not funded) <input checked="" type="checkbox"/> Replacement of existing equipment	<input type="checkbox"/> Permitting required <input type="checkbox"/> New addition to equipment fleet
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<b>Check all those that apply</b>	<input type="checkbox"/> Debt	<input type="checkbox"/> Capital Stabilization Fund	<input type="checkbox"/> Enterprise Fund
	<input type="checkbox"/> Grant	<input checked="" type="checkbox"/> Revolving Fund	<input type="checkbox"/> Free Cash
	<input type="checkbox"/> Tax Levy	<input type="checkbox"/> Other	

**Description: Parks and Recreation would like the Metacomet Tennis Courts to be re-done.**

The Metacomet Tennis courts need to be fully reconstructed. The current court and fence conditions are extremely poor. Resurfacing the courts is not a viable option because the asphalt has a significant amount of full-depth cracking and cannot be re-used. Therefore, the entire court area needs to be reconstructed.

**Benefits of Project and Impact if Not Completed:**

This would create a safe place for tennis players to be active and be able to play tennis. This is not just for residents, but also for high school athletics and Parks and Recreation programs. If project is not completed, we would potentially have to close the courts due to safety issues.

**Alternatives Considered (if any):**

We have already seal coated multiple times, however it's past the point of seal coating fixing the issue.

**Operating Budget Impact:**

None

Project Phase/Category <i>(if applicable)</i>	Amount
Study/Design	
Land Acquisition	
Construction	\$500,000
Equipment Cost	
Contingency	
Other	
<b>TOTAL</b>	<b>\$500,000</b>

<b>Check all that apply:</b>	
<input type="checkbox"/> Rehabilitates obsolete assets	<input type="checkbox"/> Legal obligations (including lease payments)
<input type="checkbox"/> Address assets at end of life cycle	<input checked="" type="checkbox"/> Alleviate/prevent service disruptions
<input type="checkbox"/> Reduces future investment/maintenance needs	<input type="checkbox"/> Leverages state/federal grant funds (matching funds, etc.)
<input type="checkbox"/> Public health/safety needs	<input type="checkbox"/> Regulatory requirements

*Please attach purchase/project estimate to this form*

## TOWN OF MEDFIELD: FY\_26 CAPITAL REQUEST DETAILS

Department/Division:	Medfield Parks and Recreation
Capital Project/Purchase Title:	Strategic Plan
Requested Funding Amount:	\$40,000
Expected Life Cycle:	10+ years

Requested Funding Source:	<input type="checkbox"/> Resubmission (prior request not funded)	<input type="checkbox"/> Permitting required
	<input type="checkbox"/> Replacement of existing equipment	<input type="checkbox"/> New addition to equipment fleet

Check all those that apply	<input type="checkbox"/> Debt	<input type="checkbox"/> Capital Stabilization Fund	<input type="checkbox"/> Enterprise Fund
	<input type="checkbox"/> Grant	<input checked="" type="checkbox"/> Revolving Fund	<input type="checkbox"/> Free Cash
	<input type="checkbox"/> Tax Levy	<input type="checkbox"/> Other	

### Description: Parks and Recreation would like to hire a company to create a Strategic Plan.

This will help create a vision for our department, as well as ways to incorporate the open space and recreation plan from the town. It will help create additional funding opportunities for the department.

### Benefits of Project and Impact if Not Completed:

Benefits: We would be able to add what is needed to the town as far as field rentals, new programs and events and capitalize on what surrounding areas don't offer. We would also be able to define department goals, develop new opportunities for the residents, establish new partnerships throughout the town. If not completed, it's hard to have a clear direction and goals.

### Alternatives Considered (if any):

### Operating Budget Impact:

None

Project Phase/Category (if applicable)	Amount
Study/Design	\$40,000
Land Acquisition	
Construction	
Equipment Cost	
Contingency	
Other	
<b>TOTAL</b>	<b>\$40,000</b>

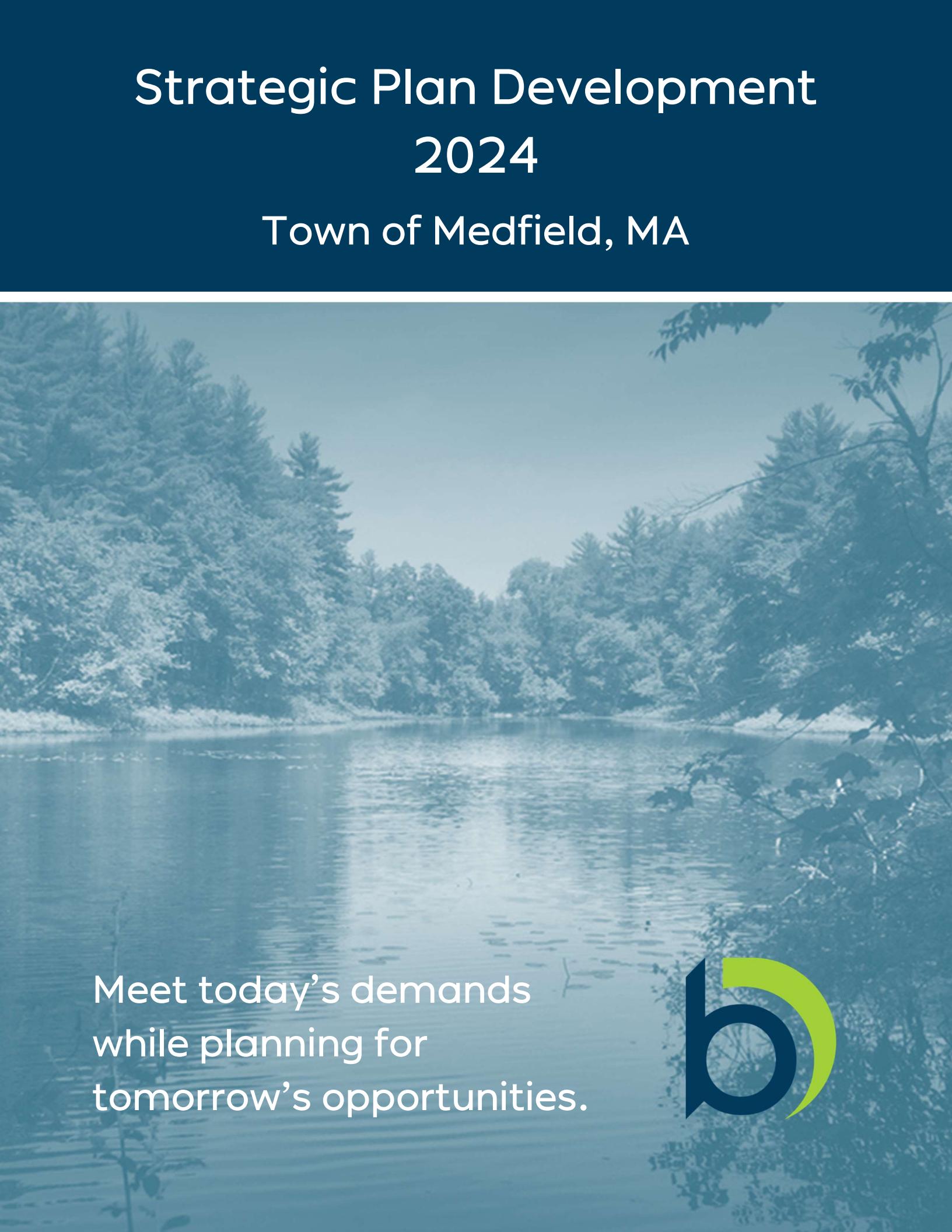
Check all that apply:	
<input type="checkbox"/> Rehabilitates obsolete assets	<input type="checkbox"/> Legal obligations (including lease payments)
<input type="checkbox"/> Address assets at end of life cycle	<input type="checkbox"/> Alleviate/prevent service disruptions
<input type="checkbox"/> Reduces future investment/maintenance needs	<input type="checkbox"/> Leverages state/federal grant funds (matching funds, etc.)
<input type="checkbox"/> Public health/safety needs	<input type="checkbox"/> Regulatory requirements

*Please attach purchase/project estimate to this form*

# Strategic Plan Development

## 2024

Town of Medfield, MA

A scenic view of a lake surrounded by dense evergreen trees. The water is calm with some ripples, and the sky is clear and blue. The trees are tall and green, creating a natural border around the water.

Meet today's demands  
while planning for  
tomorrow's opportunities.



August 20, 2024

Medfield Parks and Recreation  
Attn: Katie Walper, Director  
124 North Street  
Medfield, MA 02052

Dear Ms. Walper and Members of the Selection Committee:

Thank you for connecting with the BerryDunn team to discuss your upcoming needs and goals for the Town of Medfield's (the Town's) 2024 Parks and Recreation Strategic Planning process. We appreciate the opportunity to provide this overview of our proposed scope of work and qualifications. We believe that this process will be helpful in guiding the Town's future decisions on current and future provision of parks and recreation services, amenities, and facilities.

Berry, Dunn, McNeil, & Parker, LLC (BerryDunn) is a leading consulting firm with a specialized Parks, Recreation, Libraries Practice led by former industry practitioners and consulting experts who use their backgrounds to provide grounded and actionable recommendations to clients like the Town. Our firm's culture is centered on a deep understanding of our clients' commitment to serving the public. We proudly tailor each of our projects to recognize the work our clients do every day.

This project will be led by Lakita Frazier, who is a senior consultant in our Parks, Recreation, Libraries Practice and has more than 20 years of experience leading and consulting parks and recreation agencies throughout the country. She is an expert in developing high-performance teams, designing programs through community engagement and partnership, and managing public-sector organizations. She specializes in helping parks and recreation agencies develop and implement strategic initiatives to help ensure organization success. I look forward to you getting to know her and the team, as I believe you will find them a valuable asset to your team.

BerryDunn team members take pride in our ability to serve as an unbiased third party that will gain no inherent benefit as the result of project recommendations. We will provide an objective review of the Town's parks and recreation needs and compile goals and objectives that reflect the internal and external stakeholder's needs.

We appreciate the opportunity to provide our approach and look forward to working with you on this important initiative.

Sincerely,



**Chad Snow | PMP®**  
Principal and Chief Operating Officer, Consulting  
Services Team  
207-541-2294 | [csnow@berrydunn.com](mailto:csnow@berrydunn.com)



## Parks, Recreation, and Libraries Practice

Our strong history of providing management consulting services to local governments nationwide is driven in part by our specialized team of parks and recreation industry experts.

This practice builds upon our firm's strong foundation and decades of success in the public sector to assist municipal parks, recreation, and library agencies across the country with programming assessment, revenue studies, feasibility studies, master and strategic planning projects, community engagement, operational and organizational assessments, staffing and culture assessments, change management, business planning, financial analysis and cost recovery, and service quality assessments.

All our Parks, Recreation, Libraries consultants are former industry practitioners and seasoned advisors. We offer our clients deep industry expertise built upon decades of experience working in and with agencies like the Town. Our team leverages this experience to help our clients push the limits of what they think is possible and achieve their goals.

We pride ourselves on applying our understanding of the programmatic process to our analyses, beyond what "looks good on paper." Our academic and practical backgrounds in the industry are a cornerstone from which we approach all projects.

## Project-Specific Qualifications

BerryDunn offers the following project-specific qualifications to assist the Town in developing their Strategic Plan with actionable recommendations rooted in solid data.

- **We understand how to innovate within public-sector parameters because we have held similar positions.** Each of our proposed team members has decades of experience working in local government park and recreation agencies. We leverage these experiences to provide best practices and coaching related to developing high-performance teams, delivering remarkable customer experiences, improving and maintaining level of service, and more.

- **We use data-driven methods to analyze and strategize.** We utilize survey and community engagement findings, demographic trends analysis, and other methods to help ensure our recommendations are backed by solid data. We are pioneering and go beyond industry standard planning efforts.
- **We offer a proven yet flexible approach.** We will work closely with the Town and its stakeholders to thoroughly understand the current environment and develop realistic and implementable recommendations to guide the strategic planning process. Our team will consider various data elements to inform our efforts and help the Town efficiently run its parks and recreation system. Our efforts are performed through an equity lens, as well as focused on delivering high-quality services to residents and visitors alike.
- **We are experienced with community partnerships to develop parks and services.** We are experienced at identifying opportunities and challenges to help achieve the best outcomes for stakeholders. We recognize the value of collaboration and recommend partnerships that can enhance the opportunities for the community.
- **We have a commitment to client success.** Expertise, innovation, and independence are qualities that have driven us for more than four decades and are the qualities we continue to bring to every client engagement—every day. While we have evolved over the years to stay on the forefront of the many industries we serve, our mission has remained constant: *to help each client create, grow, and protect value—while delivering exceptional service, based on integrity, expertise, and a constant commitment to client success.*

As a team of park and recreation professionals, our focus is nearly entirely on public projects. Collectively, the BerryDunn team offers a thorough set of skills built on a foundation of excellent verbal and written communication abilities. Our experience allows us to effectively manage our time while producing plans that are detailed, customized, and implementable. Below is a list of our selected relevant project experience.

Client and Project	Strategic Planning Projects
<b>City of Capitola, California</b>	
Strategic Plan Development	
<b>City of Colorado Springs, Colorado</b>	
Strategic Plan	
<b>City of Cooper City, Florida</b>	
Strategic Plan	
<b>City of Ennis, Texas</b>	
Strategic Plan	
<b>City of Foley, Alabama</b>	
Strategic Plan	
<b>City of Groveland, Florida</b>	
Strategic Plan	
<b>City of Lauderhill, Florida</b>	
Vision and Strategic Planning	
<b>City of Margate, Florida</b>	
Strategic Plan	

Client and Project	Strategic Planning Projects
<b>City of Menifee, California</b> Strategic Plan	
<b>City of Milton, Georgia</b> Strategic Plan	
<b>City of New Braunfels, Texas</b> Strategic Plan Development	
<b>City of Peoria, Illinois</b> Strategic Plan Development	
<b>City of Redlands, California</b> Strategic Plan	
<b>City of Rock Springs, Wyoming</b> Parks and Recreation Department Needs Assessment, Resource Analysis, and Strategic Plan	
<b>City of St. Charles, Illinois</b> Strategic Plan	
<b>City of Washougal, Washington</b> Strategic Plan	
<b>City of Westminster, Colorado</b> Strategic Plan Development	
<b>DuPage County, Illinois</b> Strategic Plan	
<b>Elmhurst Park District, Illinois</b> Comprehensive and Strategic Plan Update	
<b>Evergreen Park and Recreation District, Colorado</b> Strategic Plan	
<b>Hyland Hills Park and Recreation District, Colorado</b> Strategic Plan	
<b>Illinois Park and Recreation Association</b> Strategic Plan	
<b>Jefferson County, Washington</b> Strategic Plan	
<b>Johnson County Park and Recreation District, Kansas</b> Children's Services Strategic Plan	
<b>Johnson County Park and Recreation District, Kansas</b> Strategic Plan Update	
<b>Lancaster County, Nebraska</b> Strategic Planning Services	
<b>Lane County, Oregon</b> Strategic Plan	
<b>Lombard Park District, Illinois</b> Comprehensive Master Plan and Strategic Plan	

Client and Project	Strategic Planning Projects
<b>Loudoun County, Virginia</b>	Strategic Plan for the Department of Parks, Recreation, and Community Services
<b>Marquette County, Michigan</b>	Strategic Planning Services
<b>Maryland National Capital Park and Planning Commission</b>	Youth Sports Strategic Plan
<b>Orange County, North Carolina</b>	Countywide Strategic Plan
<b>Peninsula Metropolitan Park District, Washington</b>	Strategic Plan
<b>San Luis Obispo County, California</b>	Parks and Recreation Strategic Plan
<b>Somerset County Parks Commission, New Jersey</b>	Strategic Technology Planning
<b>Stanford University, California</b>	Campus Recreation and Wellness/Facilities and Services Strategic Plan
<b>Summit County, Colorado</b>	Strategic Plan
<b>Town of Holliston, Massachusetts</b>	Strategic Plan Development
<b>Washington County, Minnesota</b>	Strategic Plan
<b>Washington Township, Ohio</b>	Strategic and Business Plan
<b>Weld County, Colorado</b>	Strategic Plan
<b>Western DuPage Special Recreation Association, Illinois</b>	Strategic Plan
<b>Wilmette Park District, Illinois</b>	Comprehensive and Strategic Plans

## References

Below and on the following pages, we provide reference information for three current and prior clients who can speak to the quality of BerryDunn's relevant work, as well as our commitment to maintaining clear, consistent, positive communication throughout projects and keeping project timelines and budgets on track.

### **Suffolk, Virginia | Staff Engagement Study**

Mark Furlo, Director of Parks and Recreation  
757-514-7250 | [mfurlo@suffolkva.us](mailto:mfurlo@suffolkva.us)

### **Douglasville, Georgia | Proforma Development**

Christopher Bass, Parks and Recreation Director  
770-920-3007 | [bassc@douglasvillega.gov](mailto:bassc@douglasvillega.gov)

### **Western DuPage Special Recreation District, Illinois | Strategic Plan**

Dan Leahy, Executive Director  
630-681 | [danyl@wdsra.com](mailto:danyl@wdsra.com)

# Team Member Backgrounds



**Lakita Frazier** CPRP  
**Senior Consultant**

As project manager, Lakita will serve as the Town's primary point of contact during the project. She will be responsible for organizing and directing all aspects of the project.

Lakita Frazier is a senior consultant in our Parks, Recreation, Libraries Practice. She has more than 20 years of parks and recreation leadership experience within county and municipal agencies, including as executive director for Richland County Recreation Commission, South Carolina, and as director of parks and recreation for the City of Suffolk, Virginia. She is an expert in developing high-performance teams, designing programs through community engagement and partnership, and managing public-sector organizations. Lakita is an active member of the industry, holding leadership roles with organizations including NRPA, American Academy of Parks and Recreation Administration, National Association of Park Foundations, and more.

She also has experience in fiscal management, public/private sector alliances, and personnel management, along with proven success in special event planning and community service through solid communication and exceptional supervisory/interpersonal skills.

## Key Focus Areas

*Project oversight*

*Strategic planning*

*Data analysis*

## Key Focus Areas

*Engagement*

*Data analysis*

*Online survey oversight*

As supporting consultants, Becky and Tom will help

Lakita in all aspects of the project.

**Becky Dunlap** CPRP  
**Senior Consultant**



Becky Dunlap is a senior consultant in our Parks, Recreation, Libraries Practice. She is a purpose-driven, strategy-focused CPRP who specializes in maximizing organizational efficiencies and opportunities for innovation. She takes a human-first approach to find solutions for the most pressing issues facing the field of parks and recreation, leveraging her broad experience in camp, sports, recreation facility, and park management.



**Tom Diehl** **MS, CPRP**  
**Manager**

Tom Diehl is a manager in our Parks, Recreation, Libraries Practice. He is a recreation and athletics management professional with 38 years of experience serving both public and private institutions. He has concentrated on program and facility enhancement, and his expertise includes strategic and master planning, feasibility studies, capital and operational planning, budgeting, resource management, procurement/contract administration, equipment specifications, construction management and historical renovations. He has extensive experience with recreation and athletics programming, community relations, and special events management. He has successfully overseen capital projects valued up to \$60 million.

**Key Focus Areas**

*Parks, facility, and program inventory*

*Gap analysis*

*Engagement*



## Proposed Scope of Work

*Below and on the following pages we present our work plan intended to achieve the Town's goals and objectives for this important initiative. We look forward to discussing our approach with the Town and further customizing our work plan to best accommodate the Town's strategic planning needs.*

### Phase 1: Discovery

**1.1 Initial Planning Call.** We will conduct an initial project planning and discovery session to identify stakeholder groups, project team members, project milestones, and expectations. We will discuss our proposed project schedule, project work plan, and roles and responsibilities. Outcomes of this discussion will be used to develop the Project Work Plan and Schedule in Task 1.2.

**1.2 Facilitate a Kickoff Meeting.** We will conduct a virtual kickoff meeting with the Town's project team to establish objectives for the project, including roles and responsibilities, project methodology, scope of services, timeline, and answer any questions the Town's project team may have.

**1.3 Develop the Project Work Plan and Schedule.** BerryDunn will develop the Project Work Plan and Schedule, which will outline our communication and scope; review a timeline to schedule project meetings; and confirm stakeholder groups. In addition, the Project Work Plan will incorporate agreed-upon procedures between BerryDunn, and the Town related to project control, including quality management and deliverable submission/acceptance management.

**1.4 Conduct Status Update Meetings.** We will conduct regular status update meetings with the Town's project manager at key project points to communicate current and anticipated project management needs, provide updates on project progress and the schedule, and support communication throughout the process.

- ▲ *Deliverable 1: Project Work Plan and Schedule*

## Phase 2: Engagement

**2.1 Create a Detailed Engagement Strategy.** To reach a broader section of community members, we have proposed a hybrid approach for this master planning project. We chose this approach for the following reasons:

- An interactive, virtual project site can give residents a “home base” to give opinions and check on ongoing events. This consistent access to project communication will support our stated goal to engage the community throughout the engagement.
- In-person events will play a key role in reaching disconnected community groups or groups with limited access to technology.
- Multiple channels of engagement will support efforts to include users and non-users within the Town’s system.

As we develop a Detailed Engagement Strategy with the Town, we will discuss both virtual and in-person options, identify and describe methods of community involvement, identify key stakeholders, create a schedule for public input events and surveys, develop a schedule for the promotion and coordination of stakeholder input events, and identify specific stakeholder interview and focus group questions. The Detailed Engagement Strategy will also be developed with the Town’s culture and identity in mind.

**2.2 Develop a Project Website and Engagement Portal.** We will work with Town staff to create a customized project website that will keep the community informed of the project. The Town’s customized engagement site will also provide community members a means to share valuable input. This interactive online tool helps strengthen the Town’s relationship with its stakeholders, resulting in a diverse collection of feedback and better-informed planning outcomes.

We will collaboratively determine which tools will best serve the desired outreach outcomes. We anticipate that the Town will see value in utilizing surveying, mapping tools, forums, and ideas walls, and we look forward to discussing and customizing this site to reflect the needs and desires, goals and objectives, and community culture of the client.

*Note: Our team will plan to maintain the project website throughout the planning process to keep residents and staff up to date on project progress and promote any participatory events.*

**2.3 Host Public Input Sessions.** Our team will facilitate four in-person public focus groups to collect input from key community stakeholders. We will seek input from businesses, nonprofits, public agencies, and volunteer partners, as well as any neighborhood alliances and representatives. Further, we will routinely reach out to representatives of identified under-represented population groups and engage them in the assessment and recommendations development process, helping to ensure an inclusive and equitable engagement process.

The assigned groups, community activities, and locations are suggestions; we anticipate working with the client to identify which groups and individuals will participate in engagement activities.

Our team aims to anticipate obstacles to participation, which might include technology barriers, special needs, childcare, language barriers, and work schedules. During our strategy development,

we will work with the client to organize events that are child-friendly; physically accessible for those with hearing, vision, or mobility challenges; and scheduled at a variety of times to widen attendance. Additionally, we will leverage Social Pinpoint's language feature to provide multiple language options on the project site.

**2.4 Facilitate Stakeholder Meetings.** To gather external perspectives, we will hold stakeholder meetings with key community leaders, a mixture of user groups, homeowner associations, neighborhood associations, friend groups, alternative providers, and other groups or individuals as identified.

If the Town desires additional engagement activities as a part of this planning process, the consulting team has a breath of additional services at its fingertips. For example, the team could lead additional staff and/or community focus groups, to include more voices in the process, host booths at various Town events, facilities, or locations, or integrate interactive engagement tools (i.e., follow-up surveys, voting, forums) into the Town's website. Basic pricing for these additional engagement opportunities can be provided upon request.

## Phase 3: Analysis

**3.1 Review Demographic Data.** To provide insight into the community's makeup, we will conduct a demographic analysis of the Town. Our team will utilize the U.S. Census Bureau, Esri, and other national and local sources to understand who comprises Town represents before making future plans regarding how to serve its constituents. We will also review and analyze demographic trends and socioeconomic data to provide more insight into the community, its current, and future needs.

**3.2 Identify Recreation Needs.** Based on the analysis of the community input data, demographic, trends, and socioeconomic data, will analyze to identify gaps in service.

**3.3 Conduct an Inventory and Assessment of Resources.** The consulting team will conduct an inventory and assessment of the existing parks, facilities, and programs. We will provide insight and recommendations of our findings in the final report.

▲ *Deliverable 3: Needs Assessment*

## Phase 4: Visioning

**4.1 Facilitate Visioning Workshop 1.** Our team will host a visioning framework workshop with Town Parks and Recreation Department staff and any other key stakeholders identified for inclusion. This workshop will primarily be focused on defining the Parks and Recreation Department's vision statement and guiding principles. Our process will include an interactive approach to mission and vision work, with specific emphasis on deploying the mission and vision and making them a living part of the future.

▲ *Deliverable 4: Strategic Goals*

**4.3 Develop an Action Plan Timeline.** Following the workshops, we will assist with finalizing the mission and vision, strategic themes, objectives, and initiatives that will allow the Town to continue adding value to the community. A tailored action plan for short-, mid-, and long-term initiatives will be outlined and subsequently prioritized according to Town-affirmed factors. The action plan will include potential funding sources and key performance and key performance indicators aligned with a clear timeline for implementation.

**4.4 Prepare a Draft Plan.** BerryDunn will develop a Draft Strategic Plan documenting any changes to the Town's mission, vision, values as well as new strategic goals, objectives, initiatives, and key performance indicators. We will provide the Draft Strategic Plan to Town leadership and provide an opportunity to make edits and comments.

▲ *Deliverable 5: Draft Strategic Plan Document*

## Phase 5: Finalization

**5.1 Deliver a Final Presentation.** BerryDunn will present the Draft Strategic Plan to Town leadership and the public, to provide an opportunity for them to ask questions and request final edits.

**5.3 Finalize the Plan.** We will incorporate any desired changes into a final Strategic Plan document and facilitate the adoption of the Strategic Plan through a formal resolution or similar process.

▲ *Deliverable 6: Final Strategic Plan*

## Phase 6: Implementation

**6.1 Conduct an Implementation Workshop.** Our team not only brings extensive strategic planning consulting experience, but also experience leading implementations through our work as practitioners with multiple parks and recreation agencies. We are extremely interested in working with staff to implement successful organizational and staffing strategies.

We propose facilitating an Implementation Workshop with Town staff, where we will review techniques to deploy staffing and organizational changes effectively upon approval of Town leadership.

To help ensure the recommended strategies are actionable, we will check in with the Town six months and one year after the report is adopted to discuss any issues, challenges, and successes of the implementation.

▲ *Deliverable 7: Implementation and Monitoring Plan*

# Timeline

Table 1 below outlines our proposed schedule for the Town's project.

*Table 1: Proposed Project Timeline*

Phases	O	N	D	J	F	M
Phase 1: Discovery	✓					
Phase 2: Engagement		✓	✓			
Phase 3: Analysis		✓	✓			
Phase 4: Visioning			✓	✓		
Phase 5: Draft and Final Study, Presentations, and Deliverables				✓	✓	
Phase 6: Implementation						✓



# Fee Proposal

BerryDunn's fixed fee for this project is **\$37,758**. Table 2 presents a breakdown of our proposed base fees by project phase. Our proposed fee reflects the level of effort we believe is required to complete the requested scope. Other factors that contributed to this fee include:

- ▲ Our staffing plan and resource allocation, which provides the Town with the appropriate number of resources and level of expertise to complete the tasks defined in the scope of work
- ▲ Our experience conducting projects of similar scope and size
- ▲ Our proposed team's experience working together on similar projects

*Table 2: BerryDunn's Proposed Base Fees*

	Phase	Cost
1	Discovery	\$ 13,818
2	Engagement	\$ 7,650
3	Analysis	\$ 7,688
4	Visioning	\$ 3,255
5	Finalization	\$ 4,418
6	Implementation	\$ 930
Total Base Fee		\$ 37,758

# Appendix A. Resumes

## Lakita Frazier, MPA, CPRP

SENIOR CONSULTANT / PROJECT MANAGER



### EDUCATION AND CERTIFICATIONS

Master of Public Administration, Liberty University

Bachelor of Social Work, Norfolk State University

Certified Parks and Recreation Professional (CPRP)

### AFFILIATIONS AND MEMBERSHIPS

- Member, Board of Directors, National Recreation and Parks Association (NRPA), 2020 to Present
- Fellow, Committee Chair, American Academy of Parks and Recreation Administration, 2020 to Present
- Instructor, Co-Chair, National Recreation and Parks Association Directors School, 2022
- Membership Chair, Board of Directors, National Association of Park Foundations, Present
- Regent/Instructor, National Recreation and Parks Revenue Development and Management School, 2019 to Present
- Member, Board of Directors, National Association of County Park Officials, 2018 to 2022
- Member, Society of Human Resource Management, 2018 to Present

Lakita Frazier is a senior consultant in our Parks, Recreation, Libraries Practice. She has more than 20 years of parks and recreation leadership experience within county and municipal agencies, including as executive director for Richland County Recreation Commission, South Carolina, and as director of parks and recreation for the City of Suffolk, Virginia. She is an expert in developing high-performance teams, designing programs through community engagement and partnership, and managing public-sector organizations. Lakita is an active member of the industry, holding leadership roles with organizations including NRPA, American Academy of Parks and Recreation Administration, National Association of Park Foundations, and more.

She also has experience in fiscal management, public/private sector alliances, and personnel management, along with proven success in special event planning and community service through solid communication and exceptional supervisory/interpersonal skills.

### RELEVANT EXPERIENCE

**Organizational Development:** Lakita has assisted numerous parks and recreation agencies as they address organizational issues and needs, including those related to human resources and diversity, equity, and inclusion (DEI). She is skilled at working with management and staff to understand their goals, challenges, and requirements for capacity building. She excels at establishing long-term relationships with staff at all levels to achieve performance and productivity. She has managed teams with as many as 200 full-time employees and 600 part-time employees, volunteers, and contractors, and developed and implemented compensation and job classification plan to create equity in pay.

**Strategic Planning:** Lakita specializes in helping parks and recreation agencies develop and implement strategic initiatives. She understands what is required to align long-range recreation program and facility development with anticipated community growth; how to develop capital improvement programs and related funding mechanisms; and how to analyze departmental programs, facilities, and services to measure effectiveness. As an instructor and co-chair of the NRPA Directors School, she is well-versed in industry best practices and emerging trends.

**Cost Recovery:** Lakita's public-sector parks and recreation background includes formulating and managing a \$25 million budget. She is skilled in financial management and in developing partnerships and securing grants to support programs and services.

**Women in Parks and Recreation:** Lakita provides overall management responsibility for Women in Parks and Recreation, a growing impactful nonprofit organization with over 11,000 members online. She combines inspirational leadership and sophisticated management abilities to advance the organization's culture, capability, processes, and impact. She works closely with the organization's executive team to inspire innovation and help ensure the organization is well-equipped to advance its mission.

# Becky Dunlap, CPRP

SENIOR CONSULTANT / SUPPORTING CONSULTANT



## EDUCATION AND CERTIFICATIONS

Bachelor's degree, Forest Resources, Natural Resources, and Tourism, University of Georgia

Certified Parks and Recreation Professional (CPRP), National Recreation and Park Association (NRPA)

## SELECT CLIENTS

City of Brush, CO

City of Henderson, NV

Coconino County, AZ

Hamilton County, TN

Hesperia Recreation and Park District, CA

Phelan Piñon Hills Park and Recreation District, CA

Prospect Heights Park District, IL

San Bernardino, CA

San Luis Obispo County, CA

Town of Florence, AZ

Becky Dunlap is a senior consultant in our Parks, Recreation, Libraries Practice. She is a purpose-driven, strategy-focused CPRP who specializes in maximizing organizational efficiencies and opportunities for innovation. She takes a human-first approach to find solutions for the most pressing issues facing the field of parks and recreation, leveraging her broad experience in camp, sports, recreation facility, and park management.

## RELEVANT EXPERIENCE

**Industry Excellence:** Becky is passionate about empowering the next generation of leaders in the field. She has published over 100 episodes of the Let's Talk Parks podcast, a show to inspire and share resources within the parks and recreation field. In addition, she has been published in Parks and Recreation Business Magazine and was recognized in the inaugural cohort of NRPA's 30 under 30 in 2021.

**Community Engagement:** Becky leads dynamic community engagement efforts. She specializes in leveraging technology to reach participants virtually, wherever they are and whenever is most convenient for them. She combines engagement tools like Social Pinpoint with social media, marketing, branding, trends identification, and demographic analysis, and she trains parks and recreation departments on how to promote continued engagement with their communities.

**Public Sector Experience:** Thanks to broad exposure to various public-sector roles, Becky brings a holistic perspective to each engagement. She understands how parks and recreation functions fit within larger local government structures and how to maximize potential for collaboration. She has worked for both a city and a county in roles such as facility operations coordinator, zoo camp director, marketing assistant, and customer service team member.

**Master Planning:** Becky has contributed to parks and recreation master plans in more than 10 communities throughout the country. Since 2015, Becky has developed hundreds of demographics and trends reports, helping agencies understand how to better plan for their changing communities. She excels at blending nationally-recognized best practices with community-specific trends, customs, and needs.

## PUBLICATIONS AND PRESENTATIONS

- Georgia Parks and Recreation Association, 2019
- Missouri Parks and Recreation Association, 2018
- National Recreation and Parks Association, 2017 and 2018
- Colorado Parks and Recreation Association, 2016
- Topics: Technology, Marketing, Productivity, Organizational Efficiencies
- NRPA Marketing and Communications Certificate program, co-author, 2018
- "Defining an Audience," Parks and Recreation Business, December 2017
- Creator and Host of the Let's Talk Parks podcast, 2017 – Present

# Tom Diehl, MS, CPRP

MANAGER / SUPPORTING CONSULTANT



## EDUCATION AND CERTIFICATIONS

Master of Science, Health and Physical Education, Syracuse University

Bachelor of Science, Syracuse University

Certified Parks and Recreation Professional (CPRP), National Recreation and Park Association (NRPA)

Leadership Development Training, VCU, Grace E. Harris Leadership Institute

Certified Pool Operator

Certified Emergency Shelter Operator

Active Shooter Training

## AFFILIATIONS AND MEMBERSHIPS

- NRPA, Member
- National Intramural and Recreation Sports Association (NIRSA), Member
- Colorado Parks and Recreation Association

## SELECT CLIENTS

City of Albany, NY

Town of Brookline, MA

Town of Colchester, VT

**Tom Diehl** is a manager in our Parks, Recreation, Libraries Practice. He is a recreation and athletics management professional with 38 years of experience serving both public and private institutions. He has concentrated on program and facility enhancement, and his expertise includes strategic and master planning, feasibility studies, capital and operational planning, budgeting, resource management, procurement/contract administration, equipment specifications, construction management and historical renovations. He has extensive experience with recreation and athletics programming, community relations, and special events management. He has successfully overseen capital projects valued up to \$60 million.

## RELEVANT EXPERIENCE

**Parks and Recreation Consulting:** Tom has extensive parks and recreation consulting experience, completing more than 90 projects across 21 states. This includes more than 25 recreation and open space strategic and master plans, more than 20 feasibility studies, and more than nine conceptual park master plans, along with several needs assessments, operation and maintenance cost analyses, sports tourism economic impact studies, land preservation plans, athletic field studies, and ADA transition plans. He has seen it all and leverages this perspective while still bringing innovative, forward-thinking ideas to the table.

**Recreation and Facility Leadership:** Tom's background includes serving as director and assistant director of recreational sports at Virginia Commonwealth University (VCU); assistant athletic director for facilities at Marist College; and intramural director and facility director at Le Moyne College. He served as a principal with GreenPlay, LLC for seven years before the company merged with BerryDunn. Tom is a longtime member of both NRPA and NIRSA, actively participates in conferences and events, and is committed to industry excellence.

**Project Management:** Tom frequently serves in project management roles for the full spectrum of parks and recreation projects. He excels at maintaining clear, open lines of communication between clients and BerryDunn, keeping projects on track and on budget, and developing collaborative relationships with communities. Tom is also a graduate of the VCU Grace E. Harris Leadership Institute's Leadership Development Training.

**Coaching:** Tom played Division I lacrosse for Syracuse University and has 13 years of experience coaching at the university- and high school-level. His coaching experience spans almost all sports at various youth levels.



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**TOWN OF MEDFIELD: FY\_26 CAPITAL REQUEST DETAILS**

Department/Division:	Medfield Parks and Recreation
Capital Project/Purchase Title:	New SUV
Requested Funding Amount:	\$37,000
Expected Life Cycle:	7-10 years

<b>Requested Funding Source:</b> <i>(check all those that apply)</i>	<input type="checkbox"/> Resubmission (prior request not funded)	<input type="checkbox"/> Permitting required
	<input type="checkbox"/> Replacement of existing equipment	<b>New addition to equipment fleet</b>

<b>Check all those that apply</b>	<input type="checkbox"/> Debt	<input type="checkbox"/> Capital Stabilization Fund	<input type="checkbox"/> Enterprise Fund
	<input type="checkbox"/> Grant	<b>Revolving Fund</b>	<input type="checkbox"/> Free Cash
	<input type="checkbox"/> Tax Levy	<input type="checkbox"/> Other	

**Description: Parks and Recreation is need of a small SUV. Often times we are limited with vechiles that can transport program supplies.**

We also are trying to avoid employees from driving their personal cars for work related programs/events/ errands. Most do not feel comfortabel driving the 15 passenger van.

**Benefits of Project and Impact if Not Completed:**

The benefits would be employees do not have to use their personal cars for programs and events, but also give us opportunities to transport participants if needed in a town vechile.

**Alternatives Considered (if any):**

**Operating Budget Impact:**

None

Project Phase/Category <i>(if applicable)</i>	Amount
Study/Design	
Land Acquisition	
Construction	
Equipment Cost	\$37,000
Contingency	
Other	
<b>TOTAL</b>	<b>\$37,000</b>

<b>Check all that apply:</b>	
<input type="checkbox"/> Rehabilitates obsolete assets	<input type="checkbox"/> Legal obligations (including lease payments)
<input type="checkbox"/> Address assets at end of life cycle	<input type="checkbox"/> Alleviate/prevent service disruptions
<input type="checkbox"/> Reduces future investment/maintenance needs	<input type="checkbox"/> Leverages state/federal grant funds (matching funds, etc.)
<b>Public health/safety needs</b>	<b>Regulatory requirements</b>

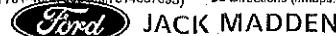
*Please attach purchase/project estimate to this form*



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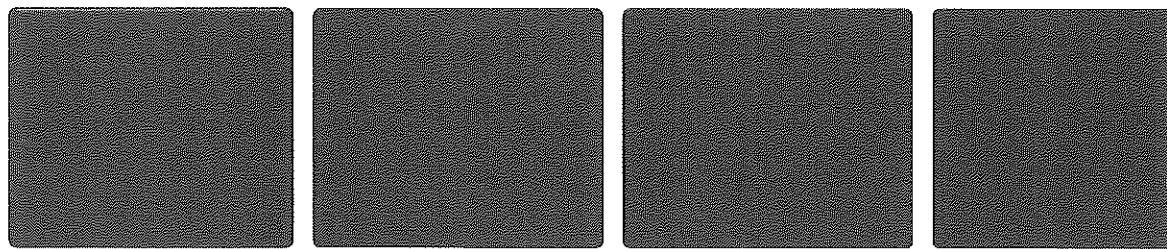
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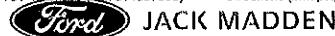
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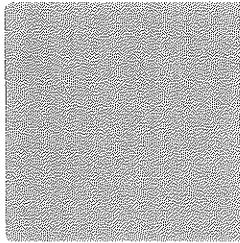
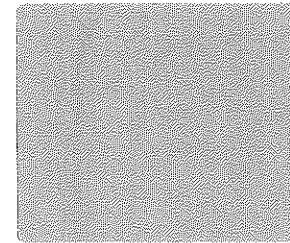
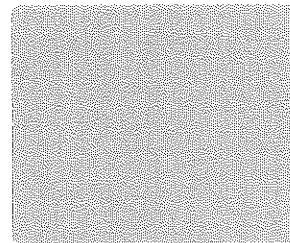
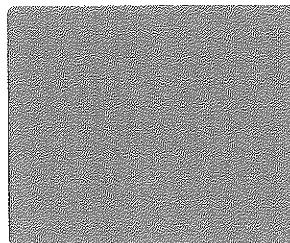
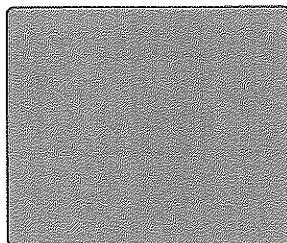
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JACK MADDEN PRICE

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Retail Price	\$34,895
Dealer Discount:	-\$1,899
Final Price:	<b>\$32,996</b>

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