

**HEARINGS, MEETINGS, LICENSES**  
**8-24-09**



## MIDDLEBOROUGH FIRE DEPARTMENT

125 North Main Street

Middleborough, Massachusetts 02346



LANCE M. BENJAMINO  
Fire Chief

Tel: 508-946-2461  
Fax: 508-946-2464

August 12, 2009

Patrick Rogers, Chairman  
Middleboro Board of Selectmen

Dear Chairman Rogers,

Captain George Andrade is requesting to meet with the Board at their next scheduled meeting to give a brief presentation (5 minutes) regarding the upcoming Muscular Dystrophy drive scheduled for September 5<sup>th</sup> and 6<sup>th</sup>.

Please contact me with a confirmed date and time.

Sincerely,

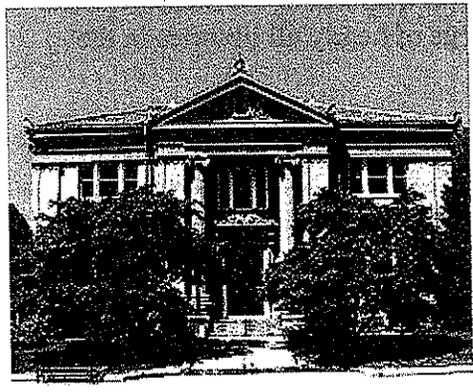
A handwritten signature in cursive script, appearing to read "Diane Henault".

Diane Henault, Administrative Assistant  
Middleboro Fire Department

# Middleborough Public Library

## Plan of Service

Danielle Bowker, Library Director



FY2010-FY2014



## **INTRODUCTION**

The Middleborough Public Library is continuing the practice of developing a plan in order to help identify and analyze community and library needs, determine library service priorities and develop goals and objectives which address short and long-range solutions to library problems.

This plan was developed using the model presented in *Strategic Planning For Results* (Nelson, 2008.) The Director attended a series of workshops at the SEMLS office prior to beginning the process. She served as a primary resource person, gathering and analyzing data, identifying library needs and preparing drafts for consideration and approval of the Library Board of Trustees. At the initial brainstorming meeting, the vision and mission statements from the 2007-2009 Long Range Plan were reviewed and revised.

The plan produced by this process will serve as a blueprint to guide library service development for the next five years. The plan is not static. Planning is an ongoing process which will require revisions as the plan begins to produce results. In light of the current dismal state of the economy, budgets at the Departmental, Municipal, and State levels will all have an impact on the timelines of this plan. Annual updates and revisions are to be expected. If planning strategies contained in goals, objectives and activities are successful, objectives may change during this cycle, with new objectives replacing those which have been met.

## **BACKGROUND**

The Town of Middleborough, second largest in area in Massachusetts, has a population 22,207. In the past two decades, the Town has experienced substantial growth. The community seeks to find a balance between maintaining the small-town atmosphere and welcoming businesses that would provide sufficient revenue to support a high level of services.

The Library, built in 1903, underwent an addition and renovation in 1992. The present building has 25,000 sq. ft., is handicapped accessible and is equipped for public Internet access, including wireless. The Library is a member of the SAILS Network. The Library is also a member of the Southeastern Massachusetts Library System (SEMLS) and participates in the Massachusetts Virtual Catalog which allows residents to access the holdings of nearly all libraries in the Commonwealth.

There are five full-time and seven part-time employees working a total of 368 hours per week in the Library. Salaries are funded through municipal appropriation and with the use of State Aid Funds. In FY 2008 and 2009 some LSTA Grant funds were also available for salaries. Currently, the Library is open 50 hours/week from Labor Day through the end of June, and 45 hours/week in the Summer. A series of budget cuts at the beginning of FYs 2006, 2007 and 2008 plus reinstatements of funding at Fall Special Town Meetings led to fluctuations of schedules and confusion on the part of some Library users. FY 2009 was the only stable year in the previous plan cycle.

We provide library services in accordance with to ALA's Library Bill of Rights and comply with the Massachusetts Board of Library Commissioners Minimum Standards. The local appropriation has increased at a pace necessary to meet minimum standards. In FYs 2006, 2007,

and 2008, waivers were applied for and the applications subsequently pulled as funds were reinstated at the fall Town Meetings.

When looking to the future, a key element to keep in mind is the Town's level of growth: the population is expected to reach the 25,000 mark during the life of the plan. The Middleborough Public Library then enters the next grouping as outlined by the Massachusetts Board of Library Commissioners. The Library would then be required to be open an additional 9 hours per week.

### **SERVICE RESPONSES AND GOAL SETTING**

The list of *Service Responses in Strategic Planning for Results* differs from those listed in the previous edition of Sandra Nelson's planning guide, *The New Planning for Results*. Of the eighteen responses defined, eleven were considered to be part and parcel of our normal Library service. The group felt that two: "Build Successful Enterprises" and "Express Creativity" would not be included in this document. While the Middleborough Public Library does offer information relative to both service areas, it does not provide enough service to warrant inclusion at this time.

Five responses were chosen as main areas of focus for the 2010 – 2014 cycle and goals and objectives were developed to support the following:

1. Create Young Readers: Early Literacy
2. Stimulate Imagination: Reading, Viewing and Listening for Pleasure
3. Make Informed Decisions: Health, Wealth and Other Life Choices
4. Satisfy Curiosity: Lifelong Learning
5. Know Your Community: Community Resources and Services

**Goal 1. The Middleborough Public Library will maintain a level of service that meets or exceeds the expectations of the residents of the community.**

Objective 1. By FY14, 98% of survey responders will indicate that the service received from the Middleborough Public Library meets or exceeds their expectations.

- Activity 1. Develop surveys.
- Activity 2. Conduct surveys and analyze.

Objective 2. In each year of the plan, the Library will continue to conform to the standards set forth by the Massachusetts Board of Library Commissioners for State Certification of Libraries. (See Appendix)

- Activity 1. Each year, the Library Director will prepare a budget which meets the needs of the community and commensurate with the regulations.
- Activity 2. The Director, the Trustees and the Friends of the Library will advocate for the budget in discussions with the Board of Selectmen and the Finance Committee and on Town Meeting floor.

**Goal 2. Parents and Children of Middleborough will have access to Library spaces and programs which provide opportunities for promoting the joy of reading and improving family literacy.**

Objective 1. The Library will continue to offer family story hours at the current level of two per week during the non-holiday periods in each of the plan years.

Objective 2. During each year of the plan, the Library will conduct a Summer Reading Program.

Activity 1. Coordinate with the SEMLS Region to participate in the chosen theme.

Activity 2. Children's staff will work cooperatively with other Town Depts. and groups to provide enrichment experiences for youngsters and their families.

Activity 3. Develop and promote the schedule through various media & fliers to schools.

Objective 2. The Library will maintain its partnership with the Middleborough Public Schools to provide field trip opportunities for Kindergarten and Elementary classes.

Activity 1. Develop a co-operative plan with the Memorial Early Childhood Center to introduce young children to the Library.

Activity 2. Library staff will have a presence at MECC, Mary K. Goode and Burkland School Fall Open House nights to introduce the Library to families.

Objective 3. During each year of the plan, at least 2 informative and entertaining family events will be hosted by the Library.

Activity 1. Coordinate with EPIC, PTA groups, and Home schooling parents to determine areas of interest.

Activity 2. Schedule programs.

Activity 3. Promote events through various media & fliers to schools.

**Goal 3. The residents of Middleborough will have an up-to-date, accessible, and attractive collection of titles, in a variety of formats and in keeping pace with the newest technology in information dissemination, which satisfies their interests and meets their informational needs.**

Objective 1. By the end of FY12, total circulation of materials will increase by 5% over FY09 totals.

- Activity 1. Note circulation statistics for FY09. Weed current material; replace with newer material.
- Activity 2. Promote new materials by through media, programs and outreach.
- Activity 3. Note circulation statistics for FY12 and compare. Analyze.

Objective 2. By FY14, 98% of survey responders will indicate that their experience in finding sufficient reading, viewing and/or listening materials through the Middleborough Public Library has been good to excellent.

- Activity 1. Develop surveys.
- Activity 2. Conduct surveys and analyze.
- Activity 3. Respond to surveys by adjusting budgets, weeding, and purchasing materials as needed.

**Goal 4. The Young Adults of Middleborough will have a permanent place at the library for engaging in networking, social interaction, and education activities.**

Objective 1. By 2011, Teen Scene will be open a minimum of two days per week during the school year.

Objective 2. 95% of Teen Scene users will indicate that their experience of the room was very good to excellent.

- Activity 1. Survey Teen Scene users by the end of the school year.
- Activity 2. Survey MTAG members by the end of the school year.
- Activity 3. Analyze survey data and input from observations and informal conversations.

Objective 3. Each year of the plan, at least 3 programs aimed at youth 11-18 will be presented.

- Activity 1. Conduct quarterly meetings of the Teen Advisory Group (MTAG) to gain input on program ideas and assistance with program planning and implementation.
- Activity 2. Schedule programs to work with the Middle School and High School calendars.

Objective 4. In FY14, a part-time YA Librarian Position will be instituted. The duties of this individual will include collection development and programming for this age group.

**Goal 5. The Library will partner with other local departments, groups or agencies to present opportunities to explore information on a variety of life choices for our adult and / or teen users.**

Objective 1. Each year of the plan, at least 2 programs will be presented for the benefit of users in response to needs and wants as expressed in surveys and direct requests.

Activity 1. Collect data via annual surveys and specific requests by patrons relative to subject matter for potential programs.

Activity 2. Gather information for other groups/agencies with respect to their ability and willingness to present a session at the Library.

Activity 3. Schedule and promote programs in the media.

Activity 4. Survey attendees to assess program success.

**Goal 6. The residents of Middleborough will have access to a wide variety of avenues for their ongoing informational and educational needs.**

Objective 1. By FY14, the number of patrons making use of the educational online services will increase by 20% over the FY10 usage.

Activity 1. Investigate online products that would enhance Lifelong Learning Activities.

Activity 2. Promote and educate the public on chosen products.

Activity 3. Conduct survey of users and analyze use statistics to assess products for renewal or replacement.

Objective 2. By FY14, the number of patrons making use of Library Memberships area museums, zoos and educational attractions will increase by 20% over the FY10 usage.

Activity 1. Develop a list of the most desirable and cost-effective pass plans made available to public libraries.

Activity 2. Seek funding / sponsorships for annual memberships.

Activity 3. Promote the service in the media.

Activity 4. Conduct survey of users and analyze use statistics to assess products for renewal or replacement.

**Goal 7. The people of Middleborough will have a primary resource for local information in the Public Library.**

Objective 1. By FY14, the number of people seeking local information through the Library will increase by 5% over the FY09 level .

Activity 1. The library will maintain a database of local information including, but not limited to, lists of groups serving Middleborough residents and business people.

Activity 2. The Library will work closely with the Town to serve as a depository of both current and archival information. (*i.e. Town Meeting tapes, etc. Current public documents of interest*)

Activity 3. Analyze reference statistical reports to assess increase / decrease of use.

APPENDIX A

Within the period of this plan, the Town's population will reach 25,000. This puts the Middleborough Public Library into the next category and will require that the Library be open 59 hours per week. The following time line adds in hours and staffing gradually. Salary figures are based on the current pay scale which expires at the end of FY10.

FY10 – Open 50 Hours

MG		Lib Tech	Gr 6 St 9	35.0	20.1200	\$36,618
SD		Lib Tech	Gr 6 St 9	12.0	20.1200	\$12,555
LS		Lib Tech	Gr 6 St 9	35.0	20.1200	\$36,618
JT* taking voluntary cut in	Jan '10	Lib Tech	Gr 6 St 9	35.0	20.1200	\$28,772
BR* hours cut		Lib Tech	Gr 6 St 3	10.0	15.0600	\$452
Part-time Total				140.0		\$115,015
RC		Custodian	Cust Step 8	25	18.2500	\$23,725
CD		Asst. Dir.	Gr 10 St 5		982.57	\$51,094
D.Bowker		Director	DH St 2			\$73,819
MT		Youth Ser Lib	Gr 9 St 9		1038.50/wk	\$46,823
BB		Adult Ser Lib	Gr 9 St 9		1038.50/wk	\$54,002
DI		Sys Lib	Gr 9 St 9		1038.50/wk	\$54,002
PS*		Secretary	Gr 6 St 8	25	19.1600	\$21,766

Number of "desk staff" hours is 140 for 6 months  
then 125 for 6 months  
Should be 200 for 50 hour week

Short 75 Hours/Week as of Jan. 1, 2010

FY11 - Open 52 Hours

MG		Lib Tech	Gr 6 St 9	35.0	20.1200	\$36,618
SD		Lib Tech	Gr 6 St 9	12.0	20.1200	\$12,555
LS		Lib Tech	Gr 6 St 9	35.0	20.1200	\$30,341
JT		Lib Tech	Gr 6 St 9	20.0	20.1200	\$20,925
TBA		Lib Tech	Gr 6 St 1	15.0	13.6900	\$10,678
BR		Lib Tech	Gr 6 St 5	16.5	16.5700	\$14,217
Part-time Total				146.50		\$95,117
RC		Custodian	Cust Step 9	25	18.2500	\$23,725
CD		Asst. Dir.	Gr 10 St 6		1031.68	\$53,647
D.Bowker		Director	DH St 2			\$76,045
Child. Lib		Youth Ser Lib	Gr 9 St 1		729.36	\$37,927
BB		Adult Ser Lib	Gr 9 St 9		1085.73	\$56,458
DI		Sys Lib	Gr 9 St 9		1085.73	\$56,458
PS		Secretary	Gr 6 St 9	25	20.1200	\$26,156

Number of "desk staff" hours is 146.5

number of "desk staff" hours should be 208 to make 52 hours

Short 59.5 Hours / Week

FY12 – Open 54 Hours

MG		Lib Tech	Gr 6 St 9	35.0	20.1200	\$36,618
SD		Lib Tech	Gr 6 St 9	12.0	20.1200	\$12,555
LS		Lib Tech	Gr 6 St 9	35.0	20.1200	\$36,618
JT		Lib Tech	Gr 6 St 9	20.0	20.1200	\$20,925
TBA		Lib Tech	Gr 6 St 2	15.0	14.4000	\$11,232
BR		Lib Tech	Gr 6 St 6	10.0	17.3900	\$14,921
new PT (2)	at 18/ea	Lib Tech	Gr 6 St 1	36.0	13.6900	\$25,628
Part-time Total				176.00		\$158,497
RC		Custodian	Cust Step 9	30	18.2500	\$28,470
CD		Asst. Dir.	Gr 10 St 7		1083.27	\$56,330
D.Bowker		Director				\$78,327
New CL		Youth Ser Lib	Gr 9 St 2		767.75	\$39,923
BB		Adult Ser Lib	Gr 9 St 9		1085.73	\$56,458
DI		Sys Lib	Gr 9 St 9		1085.73	\$56,458
PS		Secretary	Gr 6 St 9	25	20.1200	\$26,156

Number of "desk staff" hours is 176  
 number of "desk staff" hours should be 216 to make 54 hours

Short 40 Hours / Week

FY13 – Open 56 Hours

MG		Lib Tech	Gr 6 St 9	35.00	20.1200	\$36,618
SD		Lib Tech	Gr 6 St 9	12.00	20.1200	\$12,555
LS		Lib Tech	Gr 6 St 9	35.00	20.1200	\$36,618
JT		Lib Tech	Gr 6 St 9	20.00	20.1200	\$20,925
TBA		Lib Tech	Gr 6 St 3	15.00	15.0600	\$11,747
BR		Lib Tech	Gr 6 St 7	18.00	18.2500	\$17,082
PT (2)	at 18 hrs	Lib Tech	Gr 6 St 2	36.00	14.4000	\$26,957
New PT	at 18 hrs	Lib Tech	Gr 6 St 1	18.00	13.6900	\$12,814
Part-time Total				202.00		\$135,545
RC		Custodian	Cust Step 9	30	18.2500	\$28,470
CD		Asst. Dir.	Gr 10 St 8		1137.43	\$59,146
D.Bowker		Director				\$80,676
new CL		Youth Ser Lib	Gr 9 St 3		808.18	\$42,025
BB		Adult Ser Lib	Gr 9 St 9		1085.73	\$56,458
DI		Sys Lib	Gr 9 St 9		1085.73	\$56,458
PS		Secretary	Gr 6 St 9	25	20.1200	\$26,156

Number of "desk staff" hours is 202

number of "desk staff" hours should be 224 to make 56 hours

Short 24 Hours / Week

FY14 – Open 59 Hours

MG		Lib Tech	Gr 6 St 9	35.00	20.1200	36,618.40
SD		Lib Tech	Gr 6 St 9	12.00	20.1200	12,554.88
LS		Lib Tech	Gr 6 St 9	35.00	20.1200	36,618.40
JT		Lib Tech	Gr 6 St 9	20.00	20.1200	20,924.80
TBA		Lib Tech	Gr 6 St 4	15.00	15.9700	12,456.60
BR		Lib Tech	Gr 6 St 8	18.00	19.1600	17,933.76
PT (2)		Lib Tech	Gr 6 St 3	36.00	15.0600	28,192.32
PT (1)		Lib Tech	Gr 6 St 2	18.00	14.4000	13,478.40
Part-time Total				202.00		137,106.84
RC		Custodian	Cust Step 9	40	16.6300	34,590.40
CD		Asst. Dir.	Gr 10 St 9		1194.30	62,103.60
D.Bowker		Director				85,590.00
new CL		Youth Ser Lib	Gr 9 St 9		808.18	42,025.36
BB		Adult Ser Lib	Gr 9 St 9		1085.73	56,457.96
DI		Sys Lib	Gr 9 St 9		1085.73	56,457.96
New PT Lib.		YA Lib	Gr 9 St 1	18.00	20.12	18,832.32
P. Scott		Secretary	Gr 6 St 9	25	20.1200	26,156.00

Number of "desk staff" hours is 202  
 number of "desk staff" hours should be 236 to make 59 hours

Short 34 Hours / Week

## Summary of Survey Responses

Question 1: 97% of the responders have library cards, 3% do not

Question 2: 27% come in weekly, 23% come in 2 or 3 times/month, 31% monthly, 14% come yearly and 4% never come

Question 3: There were a total of 2204 positives and 415 negative responses.

400 people said that the overall atmosphere was one of the things they liked best about the Library. The collection was a close second at 382. In the negative, 162 people responded that the hours were what they liked least. 47 people responded negatively about the adult programs.

Question 4: Website use. 88.5% responded that they have used the website. 34% use it monthly, 29% use it weekly, 29% rarely use it.

Question 5: 74.7% of those that use the website, use it to access the catalog and place holds. 39.4% have reserved passes. 43.7% check the calendar. Obviously, we need to do a better job of promoting the online services as the lowest uses were World Book (3.6%), Tumblebooks (4.3%) and Live Homework Help (7.4%) Learning Express was left off the survey.

Question 6: Extended Hours: Later Saturday closing was the highest with 35% followed closely by Sunday afternoons at 26%

Question 7: By far, most people use the fiction collection. The highest number under “need more” was movies.

Question 8: Rating of experience finding what they want to read, listen to, or watch:

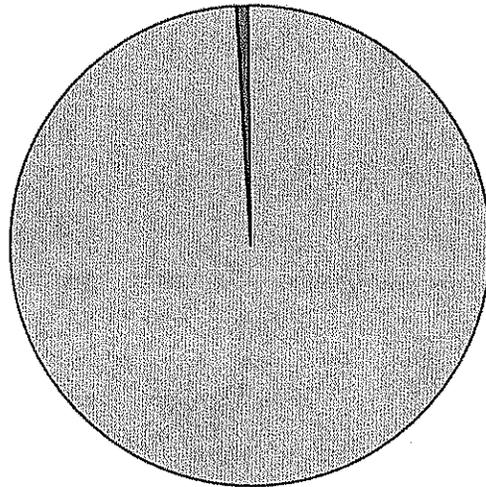
44.3% - Excellent, 46.9% - Good, 5.9% - Fair

Question 9: Local history is the most requested program (45%), Computer Skills (38.8%) Job Hunting and Current Events each had 33%

Question 10: 53% get information about programs from our website; 49% from the Gazette; 39% from posted fliers; 25% from the email newsletter

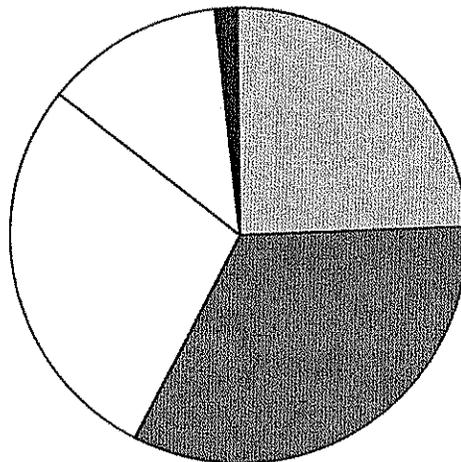
Question 11: 69.7% answered that our service meets their expectations and 29% say we exceed their expectations. 2.1% say we don't measure up.

**Do you have a Library card?**



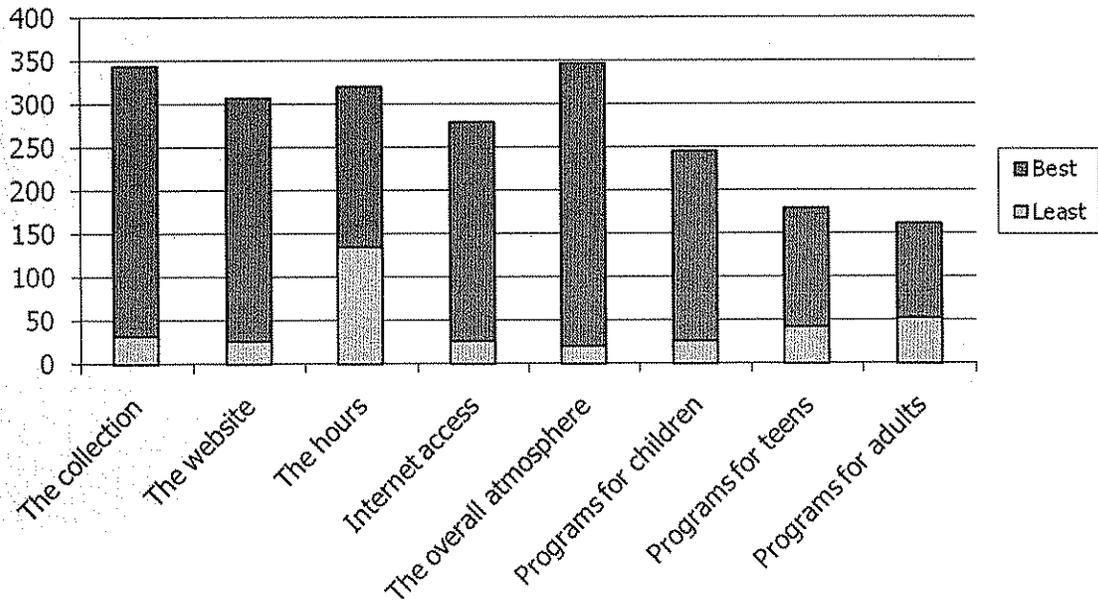
- Yes
- No

**How often do you use the Library?**

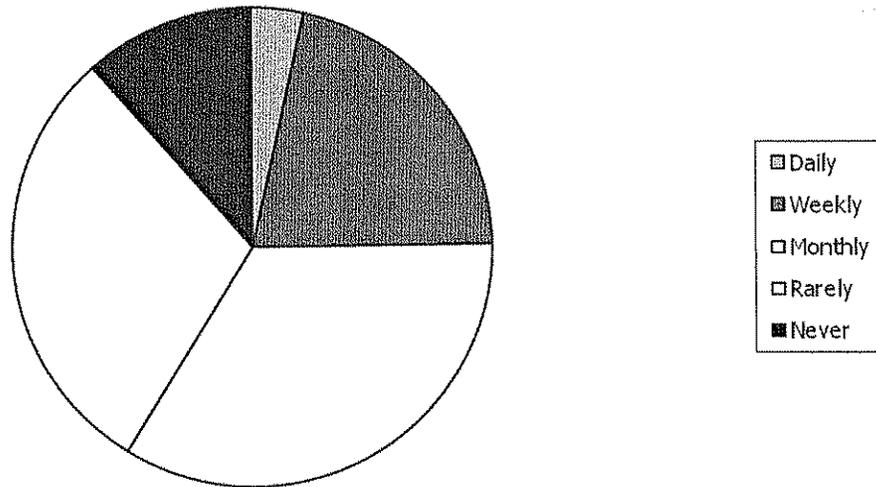


- Once per week
- Once per month
- 2 - 3 times per month
- Once per year or less
- Never

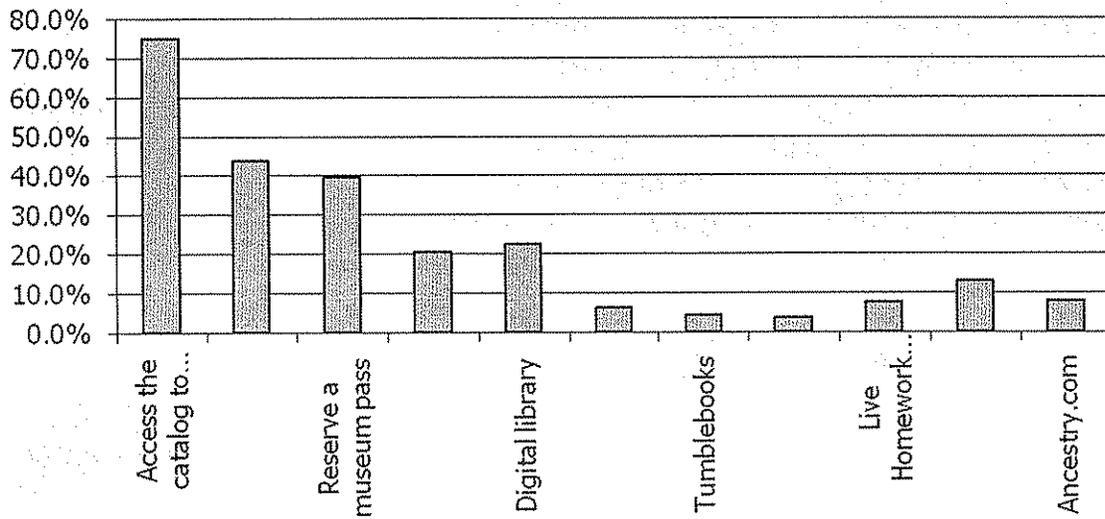
**We'd like to know what you like best or least about the Library.**



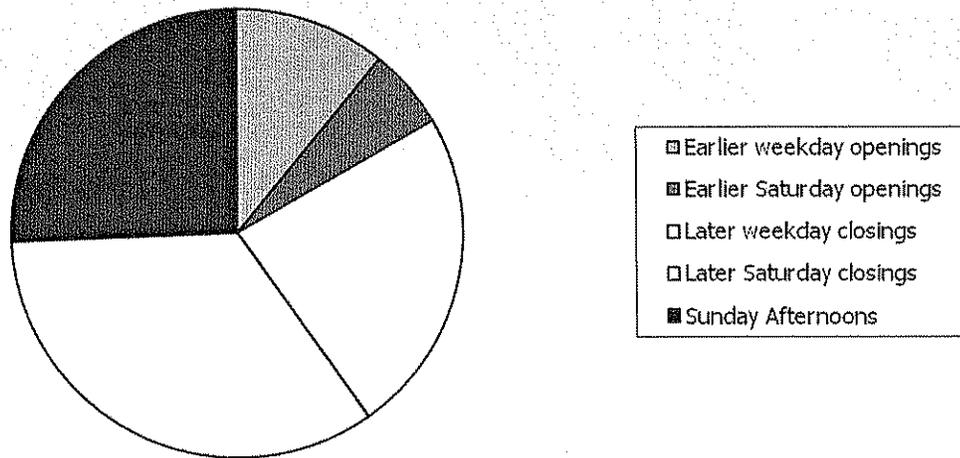
**How often do you use the Library's website (www.midlib.org)?**



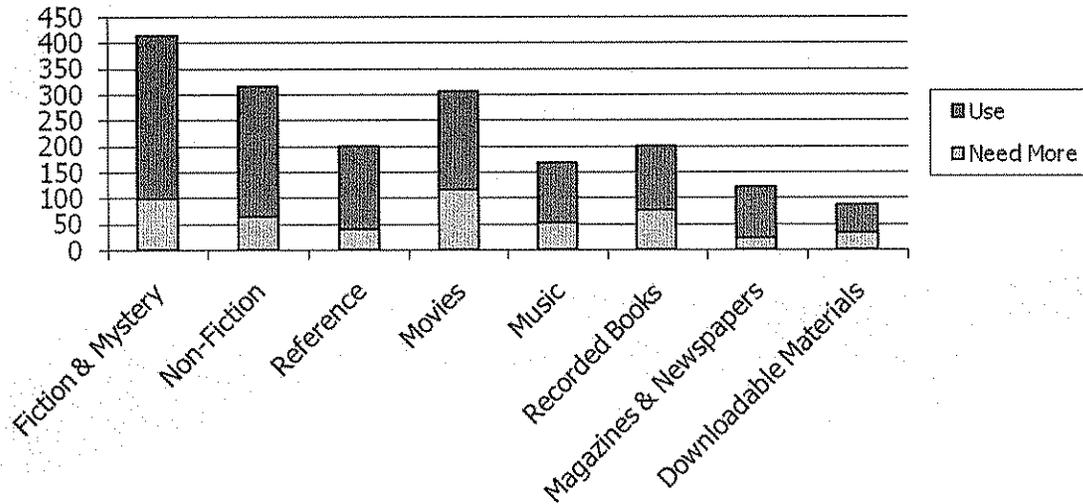
**Which of the following Website features and service have you used? (check all that apply)**



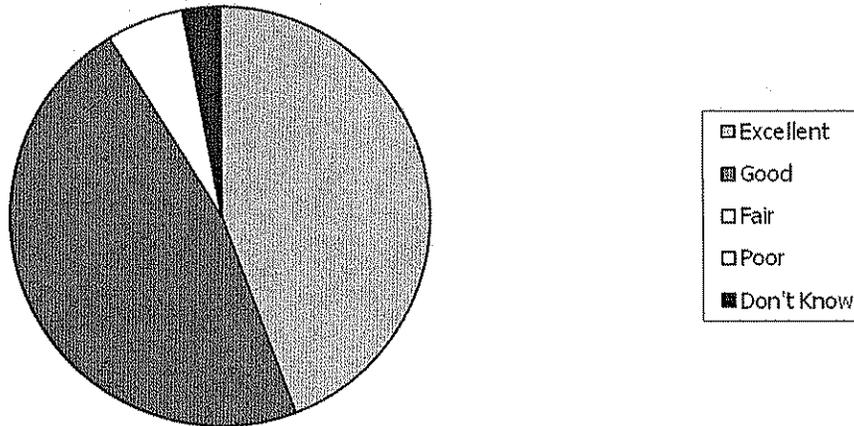
**If the Library could extend its hours, where would you like them added? Check only one.**



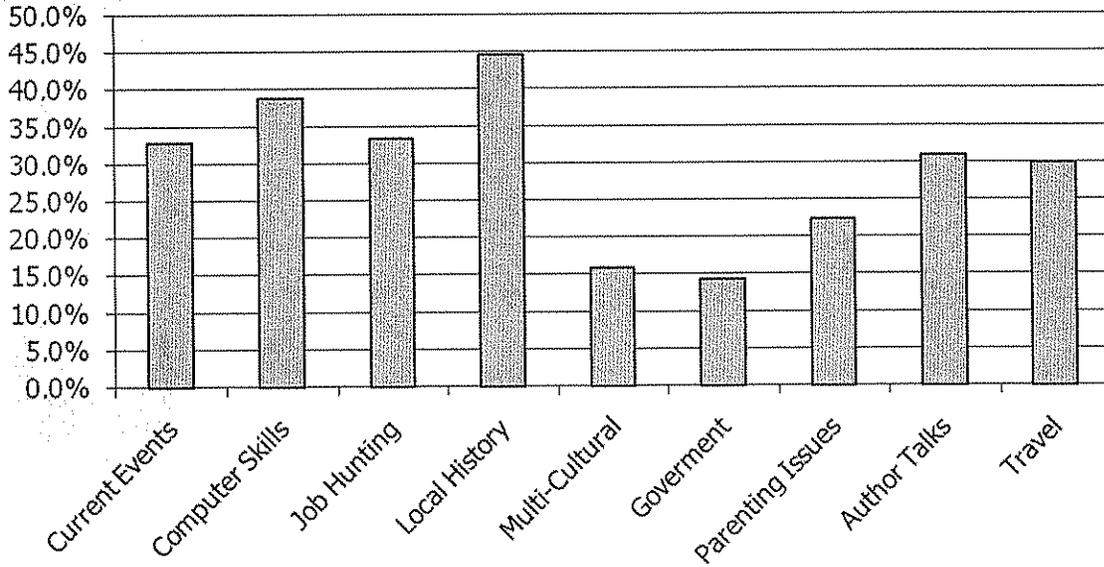
**Which part of the collection do you use and which would you like to see expanded? Check all that apply**



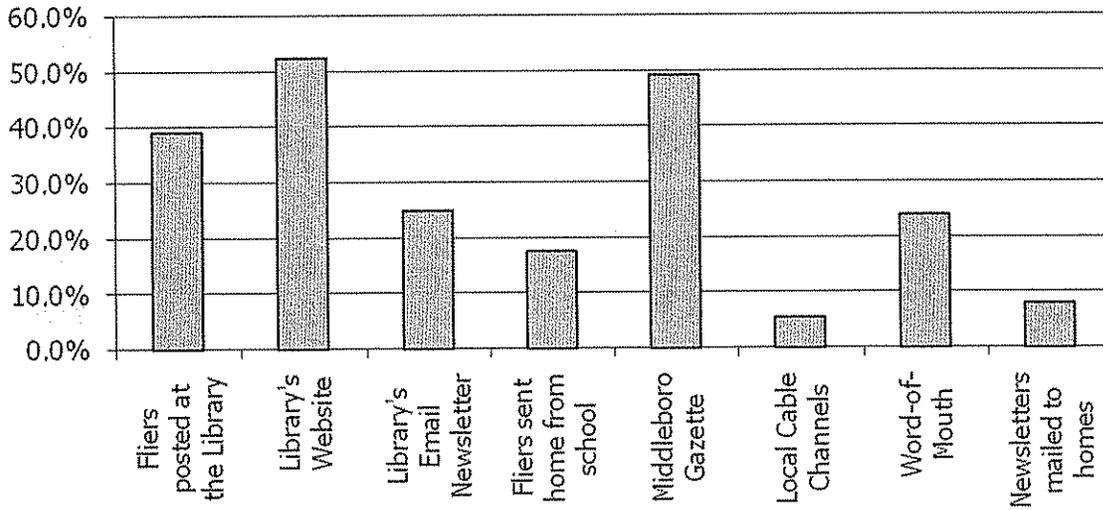
**Please rate your experience finding sufficient reading, viewing and / or listening materials through your use of the Middleborough Public Library and the SAILS Library Network.**



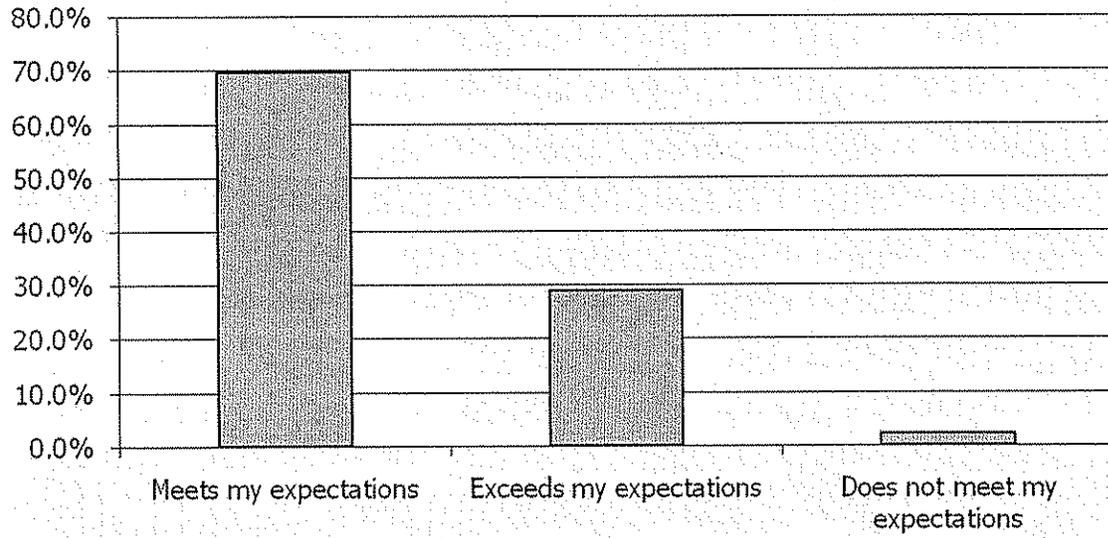
**What topics would you like to see featured in adult programming?  
Check all that apply.**



**Where do you find information regarding the Library's programs or events? Check all that apply.**



**Please rate the overall service of the Middleborough Public Library.**



*Incorporated 1669*  
*336 Years of Progress*



CRANBERRY CAPITAL  
OF THE WORLD



## Town of Middleborough

Massachusetts

Town Manager

508-947-0928  
FAX 508-946-2320

### MEMORANDUM

To: Board of Selectmen

From: Charles J. Cristello, Town Manager

cc: Ruth McCawley Geoffroy, Town Planner  
Anna Nalevanko, Director, Office of Economic & Community Development  
Jeanne Spalding, Health Officer

Date: August 20, 2009

Subject: Use of Resort Pre-Planning Funds

I have modified the votes I drafted for you several weeks ago based on your discussion on July 27th. I am recommending that we continue the staff funding for another month until we clarify the situation with federal and state grants. In addition, the Health Department request contemplates a consultant rather than an employee. I have also attached the letter from the tribe that we had requested.

Authorize the use of resort pre-planning funds for three staff positions through the end of September.

Authorize the staff to seek proposals for a Strategic Plan for the John Glass (Everett Square) Area.

Authorize the staff to seek proposals for a Medical Feasibility Study

Authorize the staff to work on a contract with McMahon Associates for Transportation Design and Assistance.

Authorize the use of \$6,000 in resort pre-planning funds for a color plotter for GIS mapping.

Authorize the use of \$23,400 in resort pre-planning funds for a consultant, and \$1,000 in administrative costs, to assist the Health Department in researching, developing and providing education on a housing program relative to the state housing codes,

Please feel free to call me if you have any questions.



## Mashpee Wampanoag Tribe

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August 19, 2009

Charles J. Cristello  
Town Manager  
Town of Middleborough  
10 Nickerson Avenue  
Middleborough, MA  
02346

Dear Mr. Cristello:

Thank you for your note and the accounting of the annual pre-opening mitigation and planning payments to the Town. We appreciate the professional manner in which the Town has undertaken to manage these payments associated with the Tribe's Gaming Project.

In your letter, you raised questions that have circulated concerning the Tribe's intentions if the project does not proceed. Specifically, your letter addressed whether the Tribe would seek the return of monies provided to the Town. As I indicated when I spoke to the Selectmen recently, the Tribe has no intention of seeking the return of monies provided by the Tribe that were spent by the Town according to the terms of the Intergovernmental Agreement (IGA). I would like this letter to stand as a confirmation of the Tribe's intentions and understanding in this regard.

As I did when I spoke with the Selectmen, I want to reiterate our desire to proceed with the Gaming Project in Middleborough and our desire to ensure the Town's participation in the development of the Project, including in discussions with the State of Massachusetts.

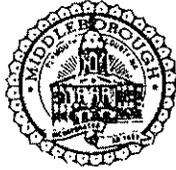
Please give me a call if you have any questions concerning this letter.

Sincerely,

A handwritten signature in black ink, appearing to read "Cedric Cromwell".

Cedric Cromwell  
Chairman, Mashpee Wampanoag Tribe

cc: Board of Selectmen  
Resort Advisory Committee  
Ruth Geoffroy, Planning Director



*Town of Middleborough*  
*Massachusetts*

PLANNING DIRECTOR  
Ruth McCawley Geoffroy

Planning Board

Telephone (508) 946-2425  
Fax (508) 946-1991

**MEMORANDUM**

To: Board of Selectmen  
From: Ruth McCawley Geoffroy, Planning Director *RMG*  
Date: June 9, 2009  
Re: Casino Pre- Planning Funds

**SALARIES:**

The end of the fiscal year is approaching and it is time to encumber the Casino Pre-planning monies for the salaries of Town employees working to mitigate the project for the next fiscal year. Those positions and FY '2010 amounts include:

POSITION	DEPARTMENT	HOURS	SALARY	BENEFITS	TOTAL
Staff Planner	Planning Department	40	\$54,937	\$ 797	\$ 55,734
Junior Clerk	Planning Department	20	\$18,993	\$10,160	\$ 29,153
Director	OECD	35	\$53,872	\$ 4,122	\$ 57,994
					<u>\$142,881</u>

It should be noted that if grant money becomes available to support the OECD Department that position will be reduced respectively, even though Anna will continue to work on planning, economic development and housing matters to prepare the Town for the arrival of the casino.

**Estimated Cost: \$142,881**

**JOHN GLASS (EVERETT) SQUARE AREA - STRATEGIC PLAN:**

Middleborough must prepare for the arrival of a resort/casino by preparing Downtown to remain economically competitive while a casino develops in close proximity, providing adequate housing opportunities and alleviating slum and blight. Therefore it is proposed that the Town solicit qualifications from consulting firms to develop a **Strategic Plan** for the Downtown Middleborough John Glass (Everett) Square /Centre Street Revitalization Area, extending from Oak Street and the former St. Luke's Hospital to Cambridge Street including a redevelopment plan for the former Washburn Mill site.

This strategic plan would be a companion piece to the PWED Grant that the Town has applied for to redesign and reconstruct the Everett Square roadway system, the Oak/Centre Street intersection and the Pearl Street parking lot.

**Estimated Cost:** ≤ \$25,000

#### **MEDICAL FACILITY FEASIBILITY STUDY:**

There is a perceived need for additional local medical care, especially with projected growth over the next 5 to 10 years with the proposed development of a resort casino. The Town desires to assess the future use of the St. Luke's property as a medical facility which will boost economic development in the downtown and to also study other potentially more suitable locations within the Town.

**Estimated Cost:** ≤ \$15,000

#### **TRANSPORTATION DESIGN AND REVIEW ASSISTANCE:**

McMahon Associates, the Town's current traffic engineers, has provided a Scope of Services for representing the Town with respect to the casino's traffic impacts. The work includes preparation of roadway and traffic signal design alternatives; review of all transportation related elements of the proposed resort casino and the related studies and design documents (Draft Environmental Impact Study - DEIS) submitted in relation to the project; and, providing suggestions to the Town to accommodate anticipated traffic volumes and desired vehicular and transit access. Because the DEIS has not yet been submitted and released for public comment, the scope is general with the exact tasks subject to change, however a general outline of tasks has been provided.

It is anticipated that McMahon's services will commence well before the DEIS is available in order to be up to speed on all available and relevant traffic volume and design data for the roads within Middleborough anticipated to be impacted, this includes but is not limited to Route 44. McMahon will also begin evaluation of design alternatives for some of the more critical roads and intersections such as Everett Street/Route 44, Everett Square, the Green and Route 105 (Thompson, East Main and South Main Streets) to actively work with Town representatives on the pro's and con's of various design scenarios. Once the DEIS is submitted there is limited time for the Town and the public to comment on it and we need to be prepared. Also, as a partner with the Tribe in this project, the Town has unique access to influence design decisions being made for the road infrastructure.

**Estimated Cost:** \$100,000 - \$125,000

#### **RENTAL HOUSING CERTIFICATION PROGRAM:**

When the Town Manager, Director of OECD and Planning Director interviewed local officials during our trip to Connecticut the one significant impact on their towns that they all cited from the two casinos located there was the impact of employee rental housing. Although there was not a giant surge in residential construction, there was a change in existing housing occupants as well as a significant surge in conversion of properties to multifamily rental units. The condition and safety of the rental units became a problem as well as the overcrowding and "hotbedding" in the units. Planner Marcia Vlaun in Montville

emphasized how important it was to have the housing stock ready before the casino broke ground and to have the most up to date zoning and housing codes in effect. She said that a Housing Certification and Inspection Program was imperative.

To prepare Middleborough's multifamily housing stock the Health Officer has prepared a proposal to develop a Housing Program which would include development of regulations as well as inspecting and certifying existing and new units. Implementation of this program now would result in all of Middleborough's approximately 2000 rental units being inspected and certified within 2-3 years.

**Estimated Cost: \$64,000**

### **COLOR PLOTTER FOR GIS MAPPING:**

The Planning Department has been actively using the Town's and our own GIS systems to prepare maps and analyze demographic and other geocoded data to support the planning, grants and economic development efforts of the Town in relation to the resort casino. Currently, the only large scale plotter available for printing color presentation size maps is located in the Town Hall. This setup has proven to be problematic in producing these maps in a timely fashion as well as in some cases producing them at all. A major presentation by the Town to the Secretary of Energy and Economic Development was accomplished with a map thrown together at the last minute that was ½ printed and ½ hand drawn because of printing glitches. There needs to be a color plotter in the Financial Office Building for use by Departments located there. Problems using the plotter in the Town Hall include but are not limited to:

- confirming that someone is in IT or arranging to get key afterhours.
- going to IT to confirm map is printing once commands are sent.
- confirm correct version of map is printing
- returning to Bank Building to cancel or correct commands if no printing
- waiting 15-30 minutes at IT for map to print or running back and forth between buildings checking on progress.
- If critical presentation being done, this building to building shuttle could be occurring at any hour of the day or night and is extremely time consuming.

This purchase would be fully coordinated with IT for compatibility and maintenance.

**Estimated Cost: \$6,000 + installation**

### **FUTURE CASINO PRE-PLANNING PROJECTS:**

DEIS Review and Comment:

- Wetland Scientist
- Habitat Specialist
- Atlantic Design Engineers – drainage review
- LEED Specialist

Recodification of the Town's Zoning By-law

- retype, renumber and include all zoning amendments
- Municode, Inc.

FEIS Traffic Review

**PAST EXPENDITURES OF CASINO PRE-PLANNING MONEY:**

<b>Date</b>	<b>Activity</b>	<b>Credit</b>	<b>Debit</b>	<b>Balance</b>
9/2007	Payment Received	\$250,000		
8/5/08	Payment Received	\$250,000		
	Total Received			\$500,000
2/14/08	Salaries 2/14/08-6/30/08		\$ 17,592	
2/22/08	Advertise for Staff Planner		\$ 1,866	
5/8/08	APA Conference		\$ 1,688	
6/11/08	Matrix EMS Study		\$ 24,900	
7/1/08	Salaries 7/1/08-6/30/09		\$111,168	
8/20/08	GIS Computer Planning Dept		\$ 3,544	
2/2/09	Pinnacle Hotel Feasibility Study		\$ 16,000	
2/2/09	Fort Hill Advisors Growth District Assist		\$ 7,500	
2/2/09	Appraisal Land across from S&S		\$ 5,000	
	<b>Total Available as of 6/9/09</b>			<b>\$310,742</b>

**PROPOSED EXPENDITURES OF CASINO PRE-PLANNING MONEY:**

<b>Date</b>	<b>Activity</b>	<b>Credit</b>	<b>Debit</b>	<b>Balance</b>
	Total Available as of 6/9/09			\$310,742
7/1/09	Salaries 7/1/09-6/30/10		\$142,884	\$167,858
7/1/09	Everett Square - Strategic Plan		\$ 25,000	\$142,858
7/1/09	Medical Facility Feasibility Study		\$ 15,000	\$127,858
7/1/09	Transportation Consultant ½ contract		\$ 50,000	\$ 77,858
7/1/09	Housing Program		\$ 64,000	\$ 13,858
7/1/09	Color Plotter for GIS Mapping		\$ 6,000	\$ 7,858

**FUTURE EXPENDITURES OF CASINO PRE-PLANNING MONEY:**

<b>Date</b>	<b>Activity</b>	<b>Credit</b>	<b>Debit</b>	<b>Balance</b>
	Total Available as of 7/1/09			\$ 7,858
8/1/09	Payment to be Received	\$250,000		\$257,858
10/1/09	DEIS -Wetland Scientist		\$ 12,000	\$245,858
10/1/09	DEIS - Habitat Specialist		\$ 12,000	\$233,858
10/1/09	DEIS ADE – drainage review		\$ 12,000	\$221,858
10/1/09	DEIS - LEED Specialist		\$ 17,000	\$204,858
10/1/09	Transportation Consultant ½ contract		\$ 50,000	\$154,858
1/1/10	Recodification of Zoning By-law		\$ 30,000	\$124,858
3/1/10	FEIS Traffic Review		\$ 50,000	\$ 74,858



## Town of Middleborough

### Strategic Plan for Downtown Middleborough John Glass (Everett) Square/ Centre Street Revitalization Area

June 22, 2009

#### I. Introduction

The Town of Middleborough has entered into an Intergovernmental Agreement with the Mashpee Wampanoag Tribe for the development of a Resort Casino in Middleborough. As a result Middleborough is preparing for this event by alleviating slum and blight, providing adequate housing opportunities and preparing the Downtown to remain economically competitive while a casino develops in close proximity. This effort includes but is not limited to rehabilitation of existing multifamily housing, as well as rehabilitation or redevelopment of underutilized and abandoned properties.

The Town of Middleborough, Massachusetts, under the direction of the Board of Selectmen is soliciting qualifications from consulting firms to conduct a **Strategic Plan** for the Downtown Middleborough John Glass (Everett) Square/Centre Street Revitalization Area. This revitalization area extends from Oak Street and the former St. Luke's Hospital to Cambridge Street and the Washburn Mill site.

The purpose of the plan is to assist the Town with better understanding the unique character of this section of the Town's historic downtown and to develop a strategy for Everett Square's revitalization which will be a catalyst for the enhancement of the economic viability of the entire downtown area. The study should assess the development potential of specific properties and buildings in the project area as well as preparing concepts for improving certain related public infrastructure. The plan should identify opportunities for the rehabilitation of existing multifamily housing in the Everett Square area as well as include multifamily housing within the development strategy. Design and planning work should set a standard of quality for future downtown development projects.

#### II. Scope of Work

Specific components of the Scope of Work are as follows:

- Evaluation of the existing business climate.
- Prepare an architectural/historic assessment to identify the unique character of the existing buildings and develop design guidelines to maintain or enhance the historic theme.

- Develop a vision for the reuse of the area with types of potential businesses, housing opportunities, streetscape and architectural components
- Inventory of Town-owned, significant, underutilized and available property in the project area deemed important to the area's revitalization. The compilation should include information that may be useful to the Town when marketing or soliciting interest in the properties.
- Development of a list of reuse options for noted properties, identifying types of commercial uses appropriate for the site(s) and for enhancing overall economic vitality of the area. Include 2<sup>nd</sup> and 3<sup>rd</sup> floor residential units.
- List of multifamily housing which requires rehabilitation.
- Preparation of data that supports findings. This may include descriptions and photographs of projects similar to the subject property.
- Preparation of concept site plans for revitalizing certain parcels and buildings.
- Preparation of drawings showing concepts for public improvements that would promote revitalization of the Everett Square/Centre Street area. (in addition to what Town is proposing for a PWED grant).
- Develop a conceptual reuse plan for the Washburn Mill property, maximizing the property's potential individually and as an anchor to the downtown district.
  - ✓ Recommend the highest quality of building design, whether commercial, residential or mixed use in a manner that is sensitive to and compatible with established architectural traditions in the downtown.
  - ✓ The redevelopment of the Washburn Mill property should be revenue positive and result in an improvement to the quality of life in Middleborough. The Washburn Property site development should enhance the Centre St/ Station St triangle and strengthen its relationship to downtown.
  - ✓ Two scenarios should be presented:
    - ◆ Salvage and preserve the freight house as part of the redevelopment
    - ◆ Raze the freight house for full site development

### III. Eligible Bidders

To be considered eligible for consideration for award, bidders must have professional expertise in consulting services in the medical field, preferably some experience with conducting feasibility studies for municipalities.

### IV. Acceptance or Rejection of Proposals

The Town reserves the right to reject any proposal that, in its judgment, fails to address the objectives in this RFP or which is incomplete or obscure, or which contains irregularities, or in which errors occur. Any fees or other expenses associated with the proposal process are solely the responsibility of parties submitting the proposals and will under no circumstances be reimbursed by the Town.

The Town reserves the right to reject any and/or all proposals when such rejection is in the interest of the Town; to reject the proposal of Bidder who has not met the prerequisites of the bid, who has previously failed to perform properly or complete on time contracts of a similar nature; and to reject proposal of Bidder who is, in the opinion of the Town, not in a position to perform the contract.

The Town of Middleborough is an Affirmative Action/Equal Opportunity Employer and does not discriminate on the grounds of race, color, creed or religion, sex, national origin, age or handicap.

## V. Form of Proposals

### Narrative

Narrative proposals must consist of the following information in the order indicated below:

- Cover letter stating interest in project with signature of duly authorized principal and contact information.
- Technical qualifications.
- Experience with similar projects.
- Experience of key staff personnel assigned to the project.
- Description of the overall approach that will be taken to accomplish the project and timeline.
- 3 references (from similar consulting projects).

### Cost Proposal

- Fee for service (includes all consultant expenses).

## VI. Proposal Submission/Delivery

Respondents should submit:

- ◆ 3 sets of sealed narrative (non-cost) proposal with attachments, one set clearly marked original.
- ◆ 3 sets of sealed cost proposal, one set clearly marked original.

### ***For express mail and hand delivery drop off:***

Town of Middleborough, Office of Economic & Community Development, 20 Centre Street,  
3<sup>rd</sup> Floor, Middleborough, MA 02346.

### ***For mail delivery:***

Anna Nalevanko, Town of Middleborough, Office of Economic & Community Development,  
P.O. Box 490, Middleborough, MA 02346.

Questions or requests for clarification regarding this RFP should be submitted in writing to Anna Nalevanko at [analevanko1@verizon.net](mailto:analevanko1@verizon.net) or via mail at:

Anna M. Nalevanko, Director, Office of Economic and Community Development  
Town of Middleborough, 3<sup>rd</sup> Floor  
20 Centre Street

Middleborough, MA 02346

The deadline for delivery of proposals is ?

### VIII. Evaluation Process

Proposals will be evaluated on two factors that are described below.

**Capacity = 50 Points.** Points will be awarded on the basis of prior experience in performing similar work produced within the previous five years; technical expertise; record of past job performance.

**Project Approach = 50 Points.** Points will be awarded on the approach to work and ability to meet project deadline.

Award will be made (unless all bids are rejected) to the most advantageous proposal from a responsible and responsive offeror taking into consideration the evaluation criteria set forth in this section (bidder receiving the highest number of points) and price.

The Town intends to complete its review of proposals by ?. It is anticipated that the work will be accomplished within a three to four week timeframe from date of award.



## Town of Middleborough

### Request for Proposals: Medical Facility Feasibility Study June 22, 2009

#### I. Introduction

The Town of Middleborough, Massachusetts, under the direction of the Board of Selectmen is soliciting proposals from qualified consulting firms to conduct a *medical facility feasibility study*.

The purpose of this study is to evaluate the opportunity for attracting a medical facility to Middleborough through a market analysis. This analysis will:

- Examine data such as Middleborough demographics, outpatient and in-patient service patterns of residents (what are preferred hospitals? where are clusters of physicians? etc.).
- Determine unmet needs and gaps in service.
- Identify area hospitals/medical groups that are exploring satellite locations and can benefit from the Middleborough location.

In addition the Town is seeking to identify:

- Several suitable locations for a medical facility including the potential reuse of a vacant hospital building in the downtown (old St. Luke's property).
- Type of medical facility/services that would be most advantageous.
- Strategies for determining interest by area hospitals/health groups in a Middleborough site and packaging the potential location and Middleborough assets to market the properties.
- Benefits to the Town – tax revenue, building re-use, etc.

It is expected that these sites also will be evaluated on such attributes as location, physical constraints, parking, surrounding uses, and other relevant factors.

#### II. Background

Middleborough's geographic location of 30 miles north of Providence and 40 miles south of Boston places it in the middle of two cities and in the heart of southeastern Massachusetts. With a total of 72 square miles, Middleborough is the second largest town in area in Massachusetts. The Town has five exits off of I-495 and easy access to other major routes and commercial rail and a commuter rail stop.

The Town of Middleborough supports economic development strategies as prioritized through our Community Development Plan and Board of Selectmen. One potential area for economic growth and to meet resident service needs is in medical services. There are several independent doctors in Town and a medical building with condo units is located on Grove Street (route 28) but there is a perception that local medical care is inadequate.

In the past year, several medical groups have shown interest in locating in Middleborough. For example, one developer sought a downtown location with specific interest in the vacant St. Luke's property since this was an active, known site to residents for medical care. The building owner did not accept their offer. Another medical group explored acquiring property in Route 18.

There is a perceived need for additional local medical care, especially with projected growth over the next 5 to 10 years with the proposed development of a resort casino. The Town desires to stimulate interest in the St. Luke's property as a boost to economic development in the downtown but does not want to restrict this study to one site as there may be more suitable locations for a medical facility.

### III. Scope of Work

Components of the Scope of Work are as follows:

- Meet with Town staff to refine scope and specific work tasks. Staff will provide background information and direction.
- Conduct site/market area analysis.
- Gather demographic/other data, conduct surveys if needed to determine out-patient patterns and medical preferences of residents, and interview relevant persons to obtain a picture of the unmet needs and priority areas of concern.
- Summarize medical groups/hospitals that would have potential interest in a Middleborough satellite location.
- Determine priority medical care/services needed in the community.
- Determine potential suitable locations for a facility.
- Provide strategies for determining interest by area hospitals/health groups in a Middleborough site and packaging the potential location and Middleborough assets to market the properties.
- Present draft findings to Middleborough Town staff and/or Board of Selectmen
- Submit final report (to include priority development sites, types of medical care/services that can be supported, potential benefits to the Town, etc.)

#### **IV. Eligible Bidders**

To be considered eligible for consideration for award, bidders must have professional expertise in consulting services in the medical field, preferably some experience with conducting feasibility studies for municipalities.

#### **V. Acceptance or Rejection of Proposals**

The Town reserves the right to reject any proposal that, in its judgment, fails to address the objectives in this RFP or which is incomplete or obscure, or which contains irregularities, or in which errors occur. Any fees or other expenses associated with the proposal process are solely the responsibility of parties submitting the proposals and will under no circumstances be reimbursed by the Town.

The Town reserves the right to reject any and/or all proposals when such rejection is in the interest of the Town; to reject the proposal of Bidder who has not met the prerequisites of the bid, who has previously failed to perform properly or complete on time contracts of a similar nature; and to reject proposal of Bidder who is, in the opinion of the Town, not in a position to perform the contract.

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##### **Narrative**

Narrative proposals must consist of the following information in the order indicated below:

- Cover letter stating interest in project with signature of duly authorized principal and contact information.
- Technical qualifications.
- Experience with similar projects.
- Experience of key staff personnel assigned to the project.
- Description of the overall approach that will be taken to accomplish the project and timeline.
- 3 references (from similar consulting projects).

##### **Cost Proposal**

- Fee for service (includes all consultant expenses).

## VII. Proposal Submission/Delivery

Respondents should submit:

- ♦ 3 sets of sealed narrative (non-cost) proposal with attachments, one set clearly marked original.
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Town of Middleborough, 3<sup>rd</sup> Floor  
20 Centre Street  
Middleborough, MA 02346

The deadline for delivery of proposals is ?

## VIII. Evaluation Process

Proposals will be evaluated on two factors that are described below.

***Capacity = 50 Points.*** Points will be awarded on the basis of prior experience in performing similar work produced within the previous five years; technical expertise; record of past job performance.

***Project Approach = 50 Points.*** Points will be awarded on the approach to work and ability to meet project deadline.

Award will be made (unless all bids are rejected) to the most advantageous proposal from a responsible and responsive offeror taking into consideration the evaluation criteria set forth in this section (bidder receiving the highest number of points) and price.

The Town intends to complete its review of proposals by ?. It is anticipated that the work will be accomplished within a three to four week timeframe from date of award.



McMAHON ASSOCIATES  
300 Myles Standish Boulevard | Taunton, MA 02780  
p 508-823-2245 | f 508-823-2246  
www.mcmtrans.com

May 22, 2009

Ms. Ruth Geoffroy, Planning Director  
Town of Middleborough  
Town Hall Annex  
20 Centre Street  
Middleborough, MA 02346

PRINCIPALS  
Joseph W. McMahon, P.E.  
Rodney P. Plourde, Ph.D., P.E.  
Joseph J. DeSantis, P.E., PTOE  
John S. DePalma  
William T. Steffens  
Casey A. Moore, P.E.

ASSOCIATES  
Gary R. McNaughton, P.E., PTOE  
John J. Mitchell, P.E.  
Christopher J. Williams, P.E.  
John F. Yacapsin, P.E.  
Thomas A. Hall  
Mark A. Roth, P.E.

RE: Transportation Design and Review Assistance for the Proposed Resort Casino  
Middleborough, MA

Dear Ms. Geoffroy:

McMahon Associates is pleased to submit this scope of work for transportation engineering design, planning and review services related to the proposed resort casino and associated infrastructure improvements in Middleborough, Massachusetts. In addition to the scope of work included below, we have provided representative qualifications information for our firm and key selected project staff. We offer the technical expertise and depth of staff experience to provide the Town of Middleborough with the full range of transportation engineering and planning services necessary to complete this scope of work. In addition to our traffic engineering design and planning experience, our projects have included transit planning studies and project management, including intermodal centers, shuttle services, public transit, and commuter rail; parking studies and design, including parking supply and management in downtowns, analyses of shared parking for major developments, assessment of commuter rail parking requirements; and planning and design for parking facilities; and pedestrian and bicycle facilities planning and design.

We are committing the necessary project staff to provide the Town of Middleborough with the necessary experience and staffing levels to meet the needs of this project. I will lead our effort and provide the Town with nearly 18 years of transportation engineering design and planning experience. I have a broad range of experience that has included highway and signal design, transportation planning, traffic engineering studies, transit and parking planning and design, and peer reviews. This project will be my top priority and as a Vice President of McMahon Associates, I will have the ability to draw on the full resources of our 140 person firm to meet the needs of the Town. I have included resumes of key local project staff that will be available to assist on this project.

Based on our knowledge of the project area and discussion with Town Staff, we have prepared the following scope of services. As the resort casino project has yet to file its Environmental Impact Statement (EIS) and numerous elements of the off-site improvements are not yet

defined, the exact scope of services that will be required is subject to change as the project progresses.

### *Scope of Services*

McMahon will provide transportation consulting services to the Town of Middleborough on an as-needed basis. The anticipated scope of services includes preparation of roadway and traffic signal design alternatives, review of all transportation related elements of the proposed resort casino and the related studies and design documents submitted in relation to that project, and providing suggestions to accommodate anticipated traffic volumes and desired vehicular and transit access. While the exact scope of these services is subject to change through the project development phase of the resort casino and proposed infrastructure design, we have outlined the following general tasks:

1. Obtain and review available traffic volume data and studies of roadways and intersections within the Town of Middleborough.
2. Identify key areas of concern in and around the proposed resort casino, including roadways and intersections providing connections between the resort casino site, downtown Middleborough, and the regional roadway network.
3. Conduct preliminary analysis of key intersections based on existing and projected traffic volumes.
4. Develop conceptual design alternatives for key roadways and intersections that will be impacted by the resort casino and coordinate with the Town of Middleborough to present the alternatives to town officials and residents, as appropriate.
5. Advance design plans, as requested, to fully identify construction impacts of alternatives and provide final design plans of alternatives, as appropriate.
6. Conduct a review of the traffic impact study portion of the Draft EIS and all subsequent filings.
7. Review and analyze proposed conceptual traffic mitigation plans and recommend alternative design concepts, as appropriate.
8. Participate in the Town review process, including meetings with Town staff and presentations at public forums.
9. Serve as the Town's liaison to the Massachusetts Highway Department (MHD).
10. Review existing and proposed transit and shuttle services, including the interaction of potential transit improvements associated with the resort casino and the existing commuter rail service.
11. Review site plans relative to access, site circulation, and parking.
12. Conduct detailed design reviews of improvements proposed for Town roadways and conceptual review of improvements proposed on MassHighway roadways.
13. Provide additional transportation-related technical assistance to the Town, as needed, throughout the permitting, design, and construction of Phase I of the resort casino.

14. Provide on-going peer review services, to include some or all of Tasks 1 through 8 above, to monitor the effectiveness of Phase I traffic/transportation mitigation and the future development of Phase II.

Each of these tasks is described in greater detail below.

#### **Task 1 –Traffic Analysis and Roadway Design Services**

McMahon will obtain and review available traffic volume and accident information and previous studies for key roadways likely to be impacted by traffic generated by the resort casino development. We will work with Town staff to identify key routes and intersections that will require improvements to accommodate projected traffic volume increases or experience operational or safety deficiencies under existing conditions. Specific areas of concern are likely to include Everett Street, East Main Street (Route 105), and the Green (East Main Street at Plympton Street, Plymouth Street, and Wood Street). We will perform traffic analysis and develop design plans for improvement alternatives at key locations, as warranted for either existing or projected volumes.

Specific consideration during this task and during the review of the resort casino infrastructure improvements will be given to the Route 44 access design. Assessment of and design considerations for potential access from a grade separated Route 44 at Everett Street or other local roadways will be completed under this task.

#### **Task 2 – Review of EIS Traffic Impact Study**

McMahon will review all technical aspects of the traffic impact study portion of the Draft EIS and subsequent filings. Trip generation rates, project trip distribution, traffic assignments, capacity analysis, internalization rate calculations, and all traffic analysis assumptions and methodology will be checked for accuracy and reasonableness. The following specific tasks will be completed based on the material and information provided in the EIS:

- Obtain a copy of the Draft EIS prepared by the project team, which includes the transportation component and related appendices. We will also attempt to obtain electronic copies of the analysis files to facilitate our review.
- Compile all background information that is relevant to the transportation infrastructure affected by the proposed resort casino. The background material may include prior studies of Route 44 or other study area intersections; specific development traffic impact studies; commuter rail planning studies, and historic traffic count data.
- Review the traffic count data for appropriateness to assess the overall transportation network. We anticipate the proponent will provide traffic volume counts as well as origin-destination data for key study area roadways and intersections.

- Review and supplement the assessment of the existing roadway conditions and their suitability to accommodate projected traffic volumes.
- Review the methodology used and growth rates applied to estimate future no-build traffic conditions, including estimates of future traffic for other known study area developments.
- Review the projected trip generation estimates for the resort casino. We will consider the estimated peak hour levels as well as the trip generation for other times of the day to assess the overall project impacts and determine the appropriateness of the peak time periods assessed in the study.
- Review the projected traffic distribution, and roadway assignments for the proposed resort casino including shared and pass-by trip rates and mode split. We will also assess projected traffic pattern changes resulting from proposed roadway improvements that alter existing access, such as the grade separation of intersections along Route 44.
- Assess the appropriateness of the study area given the anticipated traffic generation and distribution patterns for the resort casino. The assessment of the study area will also consider the effects of proposed roadway improvements that may alter traffic patterns within Middleboro. Based on our current knowledge of the project and the proposed roadway improvements, we have identified an anticipated study area, which is illustrated on the enclosed figure.
- Review the capacity analyses methodology and results for existing, future no-build and build conditions, including projected traffic operations and queuing.
- Assess public transportation access to/from the resort casino site, including existing and proposed transit and shuttle services. This assessment will consider the potential New Bedford/Fall River commuter rail line extension and the interaction of the resort casino and associated roadway improvements with existing and potential future commuter rail station locations.
- Assess proposed bicycle and pedestrian access to the project site and the impacts of the proposed transportation infrastructure on existing pedestrian and bicycle routes.
- Assess potential impacts to school bus routes and access resulting from the proposed resort casino and the transportation infrastructure improvements.
- Review material related to potential future expansion plans for the resort casino site and related impacts.
- Consider traffic impacts during construction of the resort casino and associated infrastructure. Impacts to all study area roadways, including the Route 44 corridor in particular, and the potential for diversions to local roadways will be considered.

### **Task 3 – Review and Analyze Proposed Conceptual Mitigation**

We will review the proposed conceptual traffic mitigation and assess the effect of the mitigation on the surrounding street system and the overall effectiveness of the mitigation plan. The proposed geometry and design of the improvements are to be reviewed as well as the traffic analyses, which form the justification for establishing the effectiveness of the improvements.

We will offer input on the scale of the improvements relative to the proposed site and its consequential impacts. The mitigation process will likely involve a series of mitigation scenarios, and we will participate throughout the mitigation process, including meetings with the proponent's team, Town staff, MassHighway, and public presentations.

Specific mitigation improvements that we anticipate will require assessment and possible modification during this process include aspects of the Route 44 improvement project. Specifically, the consideration of an interchange at Everett Street and possible modifications to the connections to I-495 will be assessed as part of this scope of work.

Many of the proposed mitigation measures will be completed on roadways under the jurisdiction of MassHighway or possibly on roadways beyond the Town of Middleborough. As such, the review of those improvements will be limited to a more general review of the design details. The focus of the review of these improvements will be the projected traffic operations and their impacts on overall site access and the Town of Middleborough's roadway infrastructure, including existing circulation patterns and potential diversions that may result from changes in access to the regional roadways.

Additional review efforts will include the assessment of the need for further mitigation on Town of Middleborough roadways that may be impacted by traffic generated by the resort casino. We will also develop alternative mitigation concepts as appropriate to address the project impacts and to provide acceptable access and operations for the surrounding roadway network.

#### **Task 4 – Participate in Town Review Process**

We will participate in the Town review process for the proposed resort casino or proposed roadway improvements developed under Task 1. Participation at town and board meetings will be provided. We will make presentations at public meetings to present the findings of our review or to facilitate discussions related to transportation infrastructure alternatives. We will meet with the project proponents, their consultants, other municipalities, and MHD to discuss the traffic related aspects of the proposed development, as requested by the Town of Middleborough.

#### **Task 5 – Serve as Town's Liaison to Massachusetts Highway Department**

We will serve as the Town's liaison to the Massachusetts Highway Department (MHD). The site mitigation will involve improvements to state roadways and the improvements will require state approval. We will attend meetings with MHD and represent the Town's interests.

#### **Task 6 – Review Transit and Shuttle Services**

We will review existing and proposed transit and shuttle services. It is expected that the proponent will implement a shuttle service within the project site and potentially to area businesses and transportation centers, including the commuter rail stations. There may also be public transit service provided by GATRA or alterations to the commuter rail system that extends through Town. We will participate in the assessment of the proposed transit system and the interaction with potential alterations to the commuter rail system. These tasks will also include an assessment of existing and proposed parking supply intended to serve any shuttle services or proposed commuter rail facilities.

#### **Task 7 – Review Site Plan Relative to Access and Parking**

We will review and comment on the proposed resort casino site plans relative to the access to the site and the parking areas, including but not limited to the following:

- Geometric design of site entrances and exits.
- Appropriateness of overall parking capacity.
- Design of parking facilities.
- Proposed management of parking areas.
- On-site traffic circulation design, including vehicular (automobile, truck deliveries, and bus transit/shuttle), pedestrian, and bicycle accommodations.

#### **Task 8 – Conduct Design Reviews**

We will conduct detailed design reviews of improvements proposed for Town roadways. The roadway geometry, appropriateness, and effectiveness of the proposed improvements are to be evaluated, as well as the compatibility with the surrounding street network and abutting land uses.

We will conduct conceptual reviews of improvements proposed on MassHighway roadways. It is anticipated that MassHighway will conduct the detailed design review of improvements on their roadways. The effect of these improvements on the local roadway system is to be evaluated by McMahon. In addition, the overall appropriateness and effectiveness of improvements to State roadways will be evaluated at a conceptual level.

#### **Task 9 – Permitting and Construction Phase Transportation-related Technical Assistance**

We will provide additional transportation-related technical assistance to the Town of Middleborough, as needed, throughout the permitting, design, and construction of the resort casino. These services may include, but are not limited to, traffic analysis, conceptual design, design review, coordination, public meeting participation, and construction field reviews.

### **Task 10 – On-going Peer Review Services**

We will provide on-going peer review services following opening of the of the resort casino, including some or all of Tasks 1 thru 9 above, to monitor the effectiveness of the traffic/transportation mitigation. It is anticipated that the proponent will implement a traffic monitoring program following the opening of the resort casino. The monitoring program will be expected to include vehicle volume counts as well as transit usage. We will assess the results of that traffic monitoring program and review any additional mitigation measures or modification of prior mitigation to address deficiencies that are identified through the monitoring program. Also, should the proposed development be presented in multiple phases, we will provide services as described in Tasks 1 thru 9 above relative to any subsequent phase.

#### *Standards and Deliverables*

Design plans, reports, correspondence, and presentation materials will be prepared documenting the results and findings of the tasks identified above. Specifically, all design plans and any findings related to the review of the EIS will be documented in draft format and submitted to Town staff for review prior to finalization. Review material will be provided sufficiently in advance of any review deadline to allow the Town adequate time for review and inclusion of this information in their EIS comments.

All material will be prepared and presented for ease of readability by the average citizen. Materials will be provided in paper and digital format. Reports will include executive summaries. We will work with Town staff to determine the appropriate format for all reports and correspondence.

#### *Fee*

We propose to provide the above services on a time and materials basis. For budgeting purposes, we have provided the following estimate for the initial tasks that are anticipated to be completed through the review of the Draft EIS. With the Draft EIS filing pending, we expect the transportation design, planning, and related review and planning services will begin with a high level of activity as it will be critical to identify the proposed transportation infrastructure improvements early in this process to allow for the design and implementation of the improvements prior to the resort casino opening. We estimate the time and material fees through the review of the Draft EIS will be approximately \$100,000 to \$125,000.

As stated above, the exact scope of services and level of effort from McMahon is uncertain at this time and subject to change. Therefore, the estimated fees could also be subject to change. We will provide the Town with monthly summaries of the work completed and related

Ms. Ruth Geoffroy  
May 22, 2009  
Page 8

expenditures. As expenditures approach the above estimates, we will work with Town staff to determine an appropriate extension of the budgeting timeframe.

**Schedule**

We are prepared to initiate work on this project immediately upon authorization to proceed. Early action items, such as collecting and reviewing prior conceptual designs and traffic studies and gathering of historic traffic count data may begin immediately. The review of the transportation element of the EIS will begin upon receipt of the Draft EIS and will be completed in sufficient time to allow the Town to review our findings and submit comments within the allotted review period. Additional services will be provided on an as needed basis and we will work with Town staff to establish the appropriate schedule for completion of such services.

**Conditions**

The conditions of our agreement call for the execution of this contract in the space provided below with the understanding that invoices will be provided monthly and are payable within 30 days. The fee quoted above is valid for a period of 90 days from the date of this contract. Any changes in the specific work program described above may result in an adjustment in the conditions and fees.

If you should have any further questions or require additional information, please feel free to contact me. We appreciate the opportunity to submit this proposal and look forward to working with you on this truly exciting project.

Very truly yours,

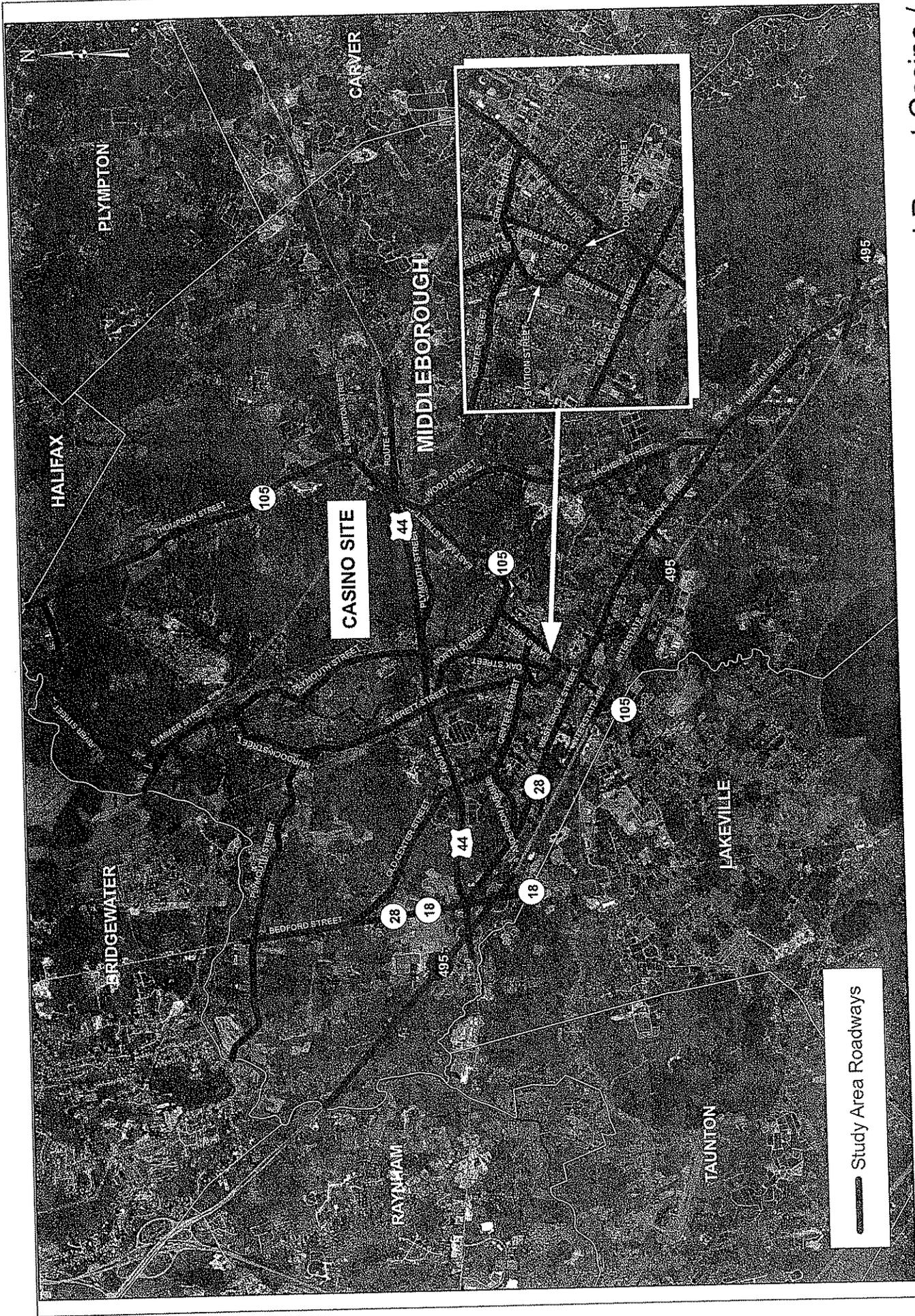


Gary R. McNaughton, P.E., PTOE  
Vice President & General Manager – Taunton

Accepted for Town of Middleborough

By: \_\_\_\_\_ Title: \_\_\_\_\_  
(Signature of Authorized Representative)

\_\_\_\_\_ Date: \_\_\_\_\_  
(Printed Name of Authorized Representative)



Proposed Resort Casino /  
 Route 44 Transportation Review  
 Middleborough, Massachusetts



## TOWN OF MIDDLEBOROUGH HEALTH DEPARTMENT

Jeanne Spalding, RS, CHO  
Health Officer  
Hours: 9am-5pm

PH: 508-946-2408  
FX: 508-946-2321

### MEMO

**TO:** Ruth Geoffrey, Town Planner

**FROM:** Jeanne Spalding, Health Officer

**DATE:** June 2, 2009

**RE:** Casino proposal impacts

It has been two years since various departments have been asked to identify potential impacts from the planned casino project. The proposed casino will present several issues that may require the services of the Health Department with rental housing being the most significant impact identified to date.

The emphasis of services performed by the Health Department is expected to vary between the construction period as compared to the operational period however, the immediate concerns are rental housing availability, conditions, potential "hotbedding" and property management. Existing rental housing inventory in Middleborough is aging and in many cases, not in compliance with the state housing codes. It is imperative to get the existing available housing identified and up to code prior to the increase in availability of new rentals for the planned workforce associated with construction of the new facility through to full operation.

Meetings with Officials in towns in Connecticut that host or are in close proximity to the existing casinos have confirmed that a housing certification program is a necessary first step in dealing with the housing problems unique to large casino resort areas. A Housing Program must be in place and fully

operational so that safe and adequate housing can be identified for construction workers and for the anticipated long term resort employees.

For immediate consideration, the currently unfilled Health Inspector position is proposed to be restored to develop a housing program. The housing program responsibilities will include:

- Research and develop a housing certification regulation.
- Conduct public outreach and education sessions regarding housing issues, regulations and housing program
- Identify and assess existing rental housing
- Certify existing rental units in compliance with state codes
- Inspect and certify new units as they become available
- Maintain rental unit database
- Research and develop and implement a neglected, abandoned, derelict housing bylaw

It is anticipated that this program will be self funding within a two year period of program implementation. Rough estimates of over 2000 rental units exist. Cost estimates for the inspector to implement the program are \$52,000. salary and \$12,000. benefits.

The Health Dept. will provide necessary equipment and inspection vehicle to perform the duties of this position. The Health Department is requesting funding released from the casino pre-planning funds to cover the costs of this position to implement the housing program as housing was the primary impact identified by this department two years ago.



**Public Sector Sales**

June 10, 2009

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- o Please note that Hewlett Packard must be listed as the vendor.
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# PRICE QUOTATION

Quote Number: 3780739

June 10, 2009

Debbie Franz

Provided by: IPG Public Sector Gr

Contract: STATE AND LOCAL PRICELIST (S&LWEB)

Product availability and product discontinuation is subject to change without notice. The prices in this quotation are valid for 30 days from quote date above. Please include the quote number and contract from this quote on the corresponding purchase order. HP CONFIDENTIAL AND PROPRIETARY INFORMATION. DO NOT SHARE.

Item	Part No.	Description	Qty.	Unit Price	Extended
<b>Group:</b>					
1.	CK839A#B1K	<p><b>HP Designjet T1120 44-inch printerCK839A#B1K</b></p> <p>Product - HP Designjet T1120 44-in printer</p> <p>In the box: - Printer; printheads (3 x 2 colors each); introductory ink cartridges; 44-in stand; quick reference guide; setup poster; Serif PosterDesigner Pro poster; start-up software; power cord</p> <p>Energy Star® Compliant - Yes</p> <p>Cable included? - No</p> <p>Model size - 44 inches</p> <p>Print Speed - 72 D prints per hour (General); 56 D prints per hour (US D Plain Paper); 30 ft<sup>2</sup>/hr (Glossy Paper); 445 ft<sup>2</sup>/hr (Coated Paper)</p> <p>Resolution - Up to 2400 x 1200 optimized dpi from 1200 x 1200 input dpi with maximum detail selected</p> <p>Line accuracy - plus/minus 0.1 percent</p> <p>Media sizes - Letter to E-size sheets, 11 to 44-in rolls</p> <p>Media handling - Sheetfeed, roll feed, automatic cutter</p> <p>Print languages, std. - HP-GL2/RTL, CALS/G4, HP PCL3GUI</p> <p>Standard paper handling accessories - Input: Roll loading; single-sheet rear tray</p> <p>Output: Basket output tray</p> <p>Memory (std/max) - 384MB/384MB</p> <p>Connectivity standard - 1 Gigabit Ethernet (1000Base-T) port; 1 Hi-Speed USB 2.0 certified port; 1 EIO Jetdirect accessory slot</p> <p>Network-ready - Yes, standard</p> <p>Compatible Operating Systems - Windows Vista (R) (32 and 64-bit); Windows Server 2008 (32 and 64-bit); Windows XP Home and Professional (32 and 64-bit); Windows Server 2003 (32/64 bit); Mac OS X v 10.4; Mac OS X v 10.5; Novell NetWare 5.x, 6.x; Citrix XenApp; Citrix XenServer</p> <p>Display - 240 x 160 LCD grayscale 2 bits per pixel</p> <p>Processor - 800 MHz</p> <p>Warranty - One-year limited hardware warranty</p>	1	\$5,464.00	\$5,464.00
<b>SUB TOTAL :</b>					<b>\$5,464.00</b>

Note: For detailed warranty information, please link to "URL" for more information [www.hp.com/go/specificwarrantyinfo](http://www.hp.com/go/specificwarrantyinfo). Sales taxes added where applicable. Freight is FOB Destination.



# PRICE QUOTATION

Quote Number: 3780739

June 10, 2009

Provided by: IPG Public Sector Gr

Page 2 of 3

Debbie Franz

Contract: STATE AND LOCAL PRICELIST (S&LWEB)

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Item	Part No.	Description	Qty.	Unit Price	Extended
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**TOTAL PRICE :**

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Quote Number: 3780739

June 10, 2009

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Page 3 of 3

Debbie Franz

Contract: STATE AND LOCAL PRICELIST (S&LWEB)

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Item	Part No.	Description	Qty.	Unit Price	Extended
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Comments: Andre Straughan  
Public Sector Sales Agent  
800-950-4784 Ext 43030  
astraughan@psipghp.com

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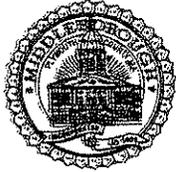
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Gaithersburg, MD, 20878

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*Town of Middleborough*  
*Office of Economic & Community Development*  
*20 Centre Street*  
*Middleborough, MA 02346*

*Tel: 508-946-2402, Fax: 508-946-2413*

August 5, 2009

**Memorandum**

**To:** Chair Patrick Rogers and Board Members Marsha Brunelle, Muriel Duphily, Stephen McKinnon, and Alfred Rullo  
*AMN*

**From:** Anna M. Nalevanko, Director, Office of Economic & Community Development

**RE:** Casino Planning Funds – Work Plan Update for OECD Director

In February 2008 the Board of Selectmen approved the attached work tasks to partially fund my position through resort casino planning funds. This initial proposal serves as the base for an action plan that I recently updated for your review (see attached).

If the Board of Selectmen identifies additional work tasks, the action plan can be updated to reflect these tasks for FY2010.

Thank you for your consideration. Please let me know if you have any questions.

c: Charles Cristello, Town Manager  
Eric Cedarholm, Resort Advisory Committee



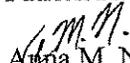
*Town of Middleborough*  
*Office of Economic & Community Development*  
*20 Centre Street*  
*Middleborough, MA 02346*

*Tel: 508-946-2402, Fax: 508-946-2413*  
*Analevanko1@verizon.net*

February 8, 2008

**Memorandum**

**TO:** Chair Brunelle and Board of Selectmen – Wayne Perkins, Adam Bond,  
Patrick Rogers, and Steven Spataro

**FROM:**   
Anna M. Nalevanko, Director  
Office of Economic and Community Development

**RE:** Resort Casino Planning Funds  
Proposal for Partial Funding – OECD Director

At your request I am submitting a proposal with regard to the use of resort casino planning money to partially fund my position.

The attached outlines specific work tasks that I can accomplish with support of these planning funds. The activities do not include those affordable housing and other related activities (housing rehab projects, commercial sign and façade program) funded through Community Development Block (CDBG) grants. Many of these tasks were outlined previously in an impact statement submitted to Jack Healey, former Town Manager, in May 2007.

It is not too soon to invest in economic and community development strategies, planning, and activity generation in preparing for future growth and the resort casino. A proactive approach results in the most effective outcomes. This funding support is an opportunity for me to concentrate effort on economic development that will support our tax base while at the same promote desirable, appropriately sited commercial projects in the community and promote our downtown and other retail corridors and cultural resources.

I appreciate your consideration of this proposal and please do not hesitate to contact me with questions.

**C:** Ruth Geoffroy, Director, Planning Department  
Brian Giovanoni, Chair, Resort Casino Advisory Committee

# Resort Casino Planning Funds Proposal for Partial Funding - OECD Director

## Draft Economic/Community Activity Areas and Action Plan

February 2008

This is a draft outline of proposed OECD director works tasks relating to the economic and community development planning for the resort casino. This action plan will be updated and modified as directed by the Board of Selectmen and Planning Director. The OECD Director will work collaboratively with the resort casino lead planning staff, Ruth Geoffroy, in setting priorities and implementing activities based on project needs and grant cycles. The director will also work closely with and provide support to the citizen Resort Advisory Committee and other relevant Boards & Commissions. Targeted areas along with action steps follow:

I. **Economic Development**- *Update and implement an economic development strategy which confirms to needs, priority locations, and incentives.*

- Lead update of the Town's 2005/2006 Community Development Plan (to reflect impacts and planning for a resort casino).
- Update and refine policies in these areas and where applicable implement and monitor: 1) tax increment financing (TIF) and District Improvement Financing (DIF), 2) balance land use/split tax rate, 3) water and sewer service to industrial areas, 4) agricultural protection, and 5) streamlined permitting. (refer to Community Development Plan recommendations).
- Apply for the following state economic development grants – 43D (streamlined permitting) and 40R (transit oriented design smart growth and mixed use development). The 43D grant would provide \$100,000 to \$150,000 to the Town for personnel to implement a guidance document for developers (“So You Want to Build in Middleborough”) and to support streamlining of other processes (i.e., permit tracking software for the Building Department, part-time help to scan in existing building permits). The anticipated submittal date on this grant is May/June 2008 (after presented and approved in spring Town meeting).

The 40R grant provides financial incentives to the Town for mixed use development in proximity of rail transportation. A first step in pursuing this grant is to coordinate a 40R workshop geared towards local commercial property owners, specifically those abutting the 495/105 exchange (an ideal area for mixed use development near rail) and potentially another target corridor. If feasible and commercial property owners are committed to a comprehensive mixed use development, I would support implementation of strategy, proposal, and partnering to complete a 40R grant application.

- Support “Town and Gown” relationship with the anticipated Massasoit Community College in areas of curriculum development (i.e., to ensure offering of appropriate hospitality programs) and infrastructure needs/improvements.
- Target economic development strategies, specifically in five priority areas which do not overly tax the Town's infrastructure, fiscal capacity, and diverse natural and historic resources: 1) industrial development with a focus on build to suit light manufacturing and R&D, 2) mixed use village centers, 3) tourism, 4) commercial development with a focus on hospitality, regional retail, and medical office, and 5) agriculture. (refer to Community Development Plan recommendations).

- Serve as point of contact with developers (spin-off businesses from resort casino) interested in locating in Middleborough, small business owners, and also established larger commercial property owners. In addition, this Office would serve as the point person with these state and regional offices/activities to take advantage of technical assistance and to stay current with state funding opportunities and regulations: MASS Office of Business Development, the MASS Alliance for Economic Development, the SRPEDD Regional Economic Strategy Committee, and Senator Pacheco's monthly economic development meetings. Disseminate demographic data and marketing materials, respond to requests for information, connect perspective businesses with commercial/ industrial developers, etc.
- Proactively attract desirable businesses to the downtown and to commercial/industrial sites. Support retention of businesses and be responsive to concerns. Strategize on minimizing any negative impacts that a resort casino may have on their operations (i.e., impacts of new road configurations). Maintain an inventory of commercial vacancies.
- Assist in identifying infrastructure needs of spin-off developments/housing and constraints and plans to address.
- Participate in local professional meetings to facilitate communications across organizations: Cranberry Chamber of Commerce, Middleborough on the Move, Middleborough Downtown Business Association, Middleborough Business & Industrial Commission (B&I), and SRPEDD's Regional Economic Strategy Committee. Draft recommendations to enhance the B&I's role in economic development planning and to increase participation and recommend on reactivating the IDC (bonding capabilities).
- Assist in updating zoning districts/by-laws (i.e., commercial development district by-law, multi-family zoning) outlined in the Town's Community Development Plan.

**II. Housing /Affordable Housing -Support the assessment and planning for affordable housing to meet the demands of the resort casino.**

- Update the housing section of the Town's Community Development Plan.
- Update the Town's Affordable Housing Plan in accordance with federal and state regulations (in conjunction with the Middleborough Housing Authority and other Town departments) projecting needs of a resort casino and obtaining the approval of the Commonwealth's Department of Housing and Community Development.
- Identify zoning districts or geographic areas desirable for expanded affordable housing related to the resort casino. Identify potential problems associated with influx of casino staff (i.e., overcrowding, hotbedding) and methods/plans for addressing.
- Evaluate municipally owned properties that could be suitable for affordable housing.
- Address infrastructure needs and support writing of relevant grants to make needed improvements.
- Support coordination and planning activities and grants in area of societal needs due to increased casino related population (i.e., gambling addictions, ESOL)

**III. Economic Development: Tourism & Cultural & Recreational Resources – *Support the promotion, as part of the economic development strategy, of Middleborough as a tourism destination by showcasing our natural resources, historic homes, museums, and cultural resources and events. Benefit from tourism dollars coming into the area from resort casino visitors.***

- Coordinate a workshop on tourism and cultural resources to fully identify the range of resources and tourism opportunities in the Town and to provide a forum for public input.
- Develop priorities and funding strategies to enhance current attractions (i.e., Soule Farm, Oliver Mill Park, Oliver Estates, National Register Districts, Historical Society museum) and to support new ventures tied to Middleborough's history (i.e., contiguous horse trails with maps, potential equestrian center). Wampanoag Tribe members have demonstrated an interest in working collaboratively with the Town in this area.
- Oversee the implementation of appropriate, visible, attractive signage for gateways into Town, for state highways, and to promote local attractions and events.

**IV. Other General Administrative/Planning – Communications/Grants Writing**

- Lead drafting/monitoring of, at minimum, these grants: PWED infrastructure grant, 43D streamlined permitting, Economic Development fund grant, Brownsfield grant, and private foundation grants (i.e., Makepeace).
- Improve current newsletter (i.e., add updates on resort casino related planning/activities, possibly initiating an e-newsletter similar to New Bedford's).
- Expand on current hard copy marketing materials directed to potential commercial/industrial developers (i.e., demographic data, site specific data, etc.). Work with the Town's IT Department to update and expand economic and community development information on the Town's website.
- Research grants and prioritize. Develop an annual grants calendar available to other Town departments and local non-profits.

## MEMORANDUM

To : Board of Selectmen  
From: Pat Rogers  
Subject: Proposal for Engineering Services for former Saint Luke's Hospital and Potential Police Station.

Attached is a proposal that was prepared by the architectural firm, Brown and Lindquist at the request of the Police Station Study Committee.

The proposal has been broken into two phases.

Phase 1 - outlines conceptual evaluation for a proposed police station at the site, and preparation of the building for 'design' concepts.

Phase 2 - would be the design plan preparation for converting the building and site into a police station along with an alternative use(s).

It has been suggested that Resort Planning monies be utilized for completion of Phase 1 (\$ 40,000.00), so that the project can move forward.

We may want to consider including \$ 5,000.00 in order to evaluate the site for purchase from the existing owners.

The Resort Planning monies discussion will be moved onto the Agenda for Monday August 24, 2009, instead of August 10th.

PROPOSAL

FOR

**Architectural & Engineering Services**

BUILDING & SITE ASSESSMENT AND DESIGN STUDY  
RENOVATION OF FORMER ST. LUKE'S HOSPITAL FOR  
MIDDLEBOROUGH POLICE HEADQUARTERS  
52 OAK ST.  
MIDDLEBOROUGH, MA

To

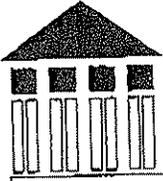
MIDDLEBOROUGH POLICE STATION STUDY COMMITTEE  
TOWN OF MIDDLEBOROUGH, MA

27 JULY 2009

SUBMITTED BY:



BROWN LINDQUIST FENUCCIO & RABER ARCHITECTS, INC.  
203 WILLOW STREET, SUITE A YARMOUTHPORT, MA 02675  
508-362-8382 FAX 508-362-2828



BROWN LINDQUIST FENUCCIO & RABER ARCHITECTS, INC.

27 July 2009

Gary Russell  
c/o Middleborough Police Station Study Committee  
P.O. Box 542  
Middleborough, MA 02346

RE: Proposal for Architectural & Engineering Services for the  
Building & Site Analysis of former St. Luke's Hospital  
For Middleborough Police Headquarters

Dear Mr. Russell:

We would like to thank you and the other members of the Middleborough Police Station Study Committee for considering our firm for the proposed renovation of the former St. Luke's Hospital Building for use as the new Middleborough Police Headquarters. In response to your request for a proposal to provide architectural and engineering services, we are pleased to submit our Scope of Services Outline and Fee Proposal.

As qualified Architects, **Brown Lindquist Fenuccio & Raber Architects, Inc.** is interested in once again serving the Town of Middleborough as the Architectural and Engineering Consultant because we have the talent, resources and experience to deliver the professional services needed. We have served as Architects for over 40 years and take special pride in the completion of many successful commercial and municipal projects.

In the proposal that follows, you will find:

- A Project Understanding
- An Outline of our Project Team including the Sub-Consultants whom we propose to utilize for special engineering disciplines
- A detailed Scope of Services Outline and itemized Fee Proposal
- A Preliminary Project Schedule based upon the assumption of a Fall 2009 Town Meeting Appropriation

Our Scope of Services Outline and Fee Proposal Section is organized into the following phases:

- Phase I: Pre-Design Building & Site Assessment Phase
- Phase II: Program Development & Conceptual Design Phase

} ✓ PHASE  
A

The following future project phases would be completed after successful acquisition of the property and additional project funding:

- Phase III: Regulatory Approvals Phase (if applicable)
- Phase IV: Design Development Phase
- Phase V: Construction Documents Phase
- Phase VI: Contractor Bidding & Selection Phase
- Phase VII: Construction Administration Phase

} - PHASE  
B

Our Architectural and Engineering Fee for Phases I and II is presented herein as a fixed fee. It would be our intention to develop a mutually agreeable fixed fee agreement for subsequent Phases III-VII once the true scope of the project is more fully known and the town has acquired the property from the current owner. ✓

After you review the specifics of this proposal, we hope you will provide us with the opportunity to serve as your Architectural and Engineering Team for this very exciting project. In the meantime, if you have any questions or need any supplemental material, please call me at any time.

Thank you for this opportunity.

Yours truly,

Richard P. Fenuccio  
Principal-in-Charge / Architect

CC: Police Chief Bruce Gates

RPF/ak

**Project Team**

The following outline represents our proposed project team; however, all consultants will be retained only after discussing their qualifications with the Owner.

Firm Name	Discipline
<b>Brown Lindquist Fenuccio &amp; Raber Architects, Inc.</b> Yarmouthport, MA	Architecture / Project Management
<b>Allen &amp; Major Associates, Inc.</b> Middleborough, MA	Consulting Site/Civil & Structural Engineers
<b>Building Engineering Resources, Inc.</b> Easton, MA	Mechanical, Electrical, Fire Protection & Plumbing Consultants
<b>Gale Associates Inc.</b> Norwell, MA	Building Envelope & Masonry Consultants
<b>Hygienetics Environmental Services Inc.</b>	Hazardous Materials Consultant
<b>A.M. Fogarty &amp; Associates</b> Hingham, MA	Independent Cost Estimating Consultant

✓  
✓  
✓  
✓  
✓  
✓

## Project Understanding

*The following is our understanding of the basic project issues and objectives discussed at our most recent meetings and serves as the basis for our proposal:*

1. On December 3, 2008, BLF&R Architects conducted a cursory review of the existing site and structure in conjunction with former Police Chief Gary Russell, Wayne Perkins and Shawn O'Donnell, President of SRO Companies LLC of Kingston, MA, the current owner of the property. Several weeks later, preliminary site and architectural drawings prepared by Manchester Engineering LLC of Plymouth, MA dated 4/25/03 were provided to our office by Mr. O'Donnell which depicted a proposed 43 unit residential condominium concept. This development concept purportedly went through some level of local regulatory review but obviously was never executed.

## 2. Miscellaneous Site and Building Data

Based upon the information provided to us, the following is a quick summary of site and building data for your reference:

- The subject parcel is referenced as Map 50N Lot #5215 (Book: 22877 Pg. 152)
- The parcel is 3.51 acres in size and is located at the juncture of Center St. and Oak St.
- The site is currently located and serviced by all major utilities (water, electric, gas, telephone) and municipal sewer infrastructure
- The site has a topographic grade change from elevation 85.0 at the far northeast corner to 102.0 at the southwest corner. However, the building occupies a moderately sloped section from elevation 94.0 to 100.0. Stormwater runoff appears to be positively draining away from the building into an on-site drainage system.
- The building has a series of paved drives and parking areas organized around the perimeter of the building. The parking surface is; however, in poor condition and would require a significant amount of new work..
- The site is improved with a three story concrete and masonry building of  $\pm 74,265$  gross square feet and a separate two story detached accessory garage building of  $\pm 2400$  square feet on the ground floor level.
- The main building consists of several distinct sections which appear to have been constructed from the 1930's through the 1960's although we have not done any detailed research into the exact dates of construction. The building area is allocated as follows:
  - > Basement Lower Level = 29,620 SF
  - > First Floor Level = 29,460 SF
  - > Second Floor Level = 11,910 SF
  - > Third Floor Level\* = 3,275 SF

74,265 SF

(\* The third floor was not accessible during the site visit and this area is an estimate only)

- The main building is constructed primarily of full height reinforced concrete walls at the lower basement level and exterior walls of concrete block back-up with masonry brick veneer at the central main portion and terra cotta blocks with brick veneer at the rear original section. The basic structural floor system consists of cast-in-place two way concrete flat slabs or waffle type slabs supported by cast-in-place square concrete columns spaced at approximately 22'x22', although this spacing varies throughout the building. ✓
- The roofing system is a flat tar and gravel system with interior roof drains. The condition of the roof should be further evaluated by a competent roofing contractor or consultant who is experienced with this type of roofing system. ✓

### 3. Initial Observations and Comments

- The extensive size of the current building is far in excess of the ± 18,000-20,000 square feet which would be required to accommodate the present Middleborough Police Department. The 18,000-20,000 square foot space requirement was determined by our firm working closely with former Chief Russell and the other members of the Police Station Building Study Committee to define a space program on the "Wood Road Site" during January - June 2005. ✓
- The building could, with proper planning, easily accommodate future expansion requirements of the MPD while also offering opportunities for future expanded law enforcement functions. At the site, I mentioned the possibility of incorporating a regional police training facility which perhaps could be utilized by other police departments and law enforcement organizations and subsequently generate a revenue stream for the Town. ✓
- Although the building is quite large relative to the immediate police department needs, we would caution the town about whether any additional municipal departments or functions should be accommodated adjacent to the police department due to the specialized nature of law enforcement functions and the immediate concerns about public safety. ✓
- The rear original section of the building, which may be more costly to effectively renovate, could be easily removed to accommodate other required site features. ✓
- The site appears to be well located within the overall context of the town center and would allow the Police Department to maintain a downtown civic presence. ✓
- The site appears to be large enough to accommodate staff vehicles and police vehicles as well as separate public short term parking for visitors. ✓
- A potential two bay Sally Port could be easily constructed at the westerly side of the building already served by a perimeter driveway and the "back of house" booking functions could be organized in this same area which would also be remote from the current main entry and probable public area. ✓
- The current building owners have completely removed all interior building elements (walls, doors, finishes, HVAC and electrical distribution etc...) although some rough plumbing cast iron waste and vent piping remains. The exterior walls have been stripped down to the basic CMU/brick assemblies and no interior finishes exist at the first and second floor. ✓

20K #  
V.  
79K #  
MASS. RENTAL  
AGENCY

- The fire suppression system is not active at this time. ✓
- The attached garage building could easily accommodate storage of stolen/recovered bicycles and other impounded items awaiting regular police auctions. ✓
- Although we did not conduct a detailed structural inspection, the overall concrete cast-in-place system appears to be in good condition. ✓
- The existing window and door openings are severely deficient and in many locations, the units are entirely missing. As such, there are multiple openings into the building which will allow increasing water or pest infiltration and the possibility of vandalism. ✓
- The clear space between the floor slab, and the lowest section of the waffle slab ceiling of the floor above is quite low at  $\pm 9'-6"$  and would require creative mechanical, electrical, plumbing and sprinkler system distribution while limiting the use of suspended acoustical ceiling systems. ✓
- The basic structural grid created by the concrete columns does not seem to be a significant deterrent to creating an efficient space plan for a Police Department use. ✓

#### 4. Summary

In conclusion, our cursory review of the subject building and site would indicate that the Middleborough Police Department could feasibly be accommodated at this site and within the parameters of the existing building.

A new Sally Port section would need to be added as no section of the building seems currently suited for indoor vehicle access and exiting.

The overall condition of the superstructure appears quite good but the town would clearly be acquiring a "shell only" building in need of a significant amount of renovation and interior fit-up. The basic utilities serving this previously institutional use are quite significant and the overall site development costs would clearly be much lower than an undisturbed raw land parcel.

If the town is able to negotiate a fair purchase price, it would be prudent to conduct a much more thorough series of inspections of the structure, exterior envelope, remaining MEP systems and equipment, roofing and utility sizes among other issues. In addition, a preliminary conceptual design should be prepared to determine how the Police Department's space requirements could best be accommodated within the building envelope.

5. The Middleborough Police Station Study Committee has requested a proposal from BLF&R Architects to complete the following basic tasks:
  - Comprehensive survey of the existing conditions including site, architectural, structural and "MEP" systems
  - Program Development outlining all requirements of the M.P.D.
  - Schematic (Preliminary) Design Drawings
  - Development of a Scope of Work / Outline Specification for all building systems
  - Preparation of a preliminary project cost estimate and overall project budget

MECHANICAL  
ELECTRICAL  
PLUMBING

PHASE 1  
A

## SCOPE OF BASIC ARCHITECTURAL & ENGINEERING SERVICES

Based upon information obtained during multiple meetings with the Middleborough Police Station Study Committee (MPSSC), our project team will complete the following basic architectural, engineering and related consulting services for the building and site assessment of the former St. Luke's Hospital for the possible re-use and renovation for the Middleborough Police Headquarters:

### PHASE ONE: PRE-DESIGN / BUILDING & SITE ASSESSMENT PHASE

- Task 1.01 Architect to conduct cursory site visit with town staff to review and photograph existing conditions and submit preliminary letter of opinion (completed).
- Task 1.02 Obtain and review all available site and architectural drawings from the current owner and any previously completed studies.
- Task 1.03 Conduct detailed field measure of existing conditions and prepare scaled Auto-CAD drawings of existing conditions and distribute to Owner and consulting team including:
- Architectural Site Plan
  - Floor Plans at all levels
  - Exterior Elevations
  - Building Sections
- Task 1.04 Conduct site visit with Building Envelope & Masonry Consultant to review condition of exterior envelope and prepare progress report outlining recommended envelope repairs and alterations including:
- Windows
  - Exterior Doors
  - Masonry (Brick & Stone) Components
  - Metal Flashings
  - Sealants
  - Roofing
  - Running Trim
- Task 1.05 Architects will conduct detailed on-site visual and photographic assessment of existing architectural systems and elements exclusive of those items covered by other consultants. This assessment will include a general review of the following:
- Exterior & Remaining Interior Partitions & Rough Carpentry
  - Remaining Interior Doors & Hardware
  - Remaining Architectural Millwork
  - Remaining Interior Finishes (floor coverings, wall finishes, ceiling finishes and acoustical tile systems)
  - Architectural Specialties
  - Stairwells

- Task 1.06 Consulting Site/Civil and Structural Engineer will conduct on-site visual and photographic assessment of existing conditions with Architect related to existing site conditions (i.e. pavement, drainage systems, utilities, grading, sewer connections etc..) and a visual survey of the building's basic structural components (i.e. foundations to the extent visible without demolition or excavation, structural cast-in-place concrete floor slabs and columns, any remaining wood framing systems, and exterior bearing walls).
- Task 1.07 Consulting MEP Engineers (mechanical, electrical & plumbing) will conduct a site visit to review and visually evaluate existing HVAC, Electrical, Plumbing and Fire Protection systems.
- Task 1.08 Architects and all Consulting Engineers will each prepare written reports outlining the apparent architectural, site, structural, mechanical, electrical and plumbing systems deficiencies and/or significant code deficiencies with recommendations for improving same, paying special attention to those items which would most effect the Owner's intended future use of the building as a police headquarters.
- Task 1.09 As part of Basic Services, we will conduct a cursory review with our Hazardous Materials Consultant to determine the likelihood that any suspect hazardous materials are still present in the mostly "gutted" existing building. Note: If any suspect materials appear to be present, we will submit a separate cost to conduct additional suspect material removal and testing activities; and provide a follow-up report to the MPSSC.
- Task 1.10 Architects and all Consulting Engineers will present all findings to MPSSC and address all existing conditions which could effect the acquisition and subsequent renovation of the subject property.

**Anticipated Deliverables:**

1. Scales "As-Built" Drawings
2. Written summary of Existing Conditions and Recommendations (Site, Architectural, Structural and MEP Systems)
3. Photographic Survey of Specific Existing Conditions
4. Meeting Memoranda

## PHASE TWO: SCHEMATIC DESIGN & COST ESTIMATING PHASE

- Task 2.01 To commence the "Design Phase", Architects will prepare and distribute an updated pre-design program questionnaire to M.P.D. Staff and Building Study Committee Members in advance of a "Programming" meeting.
- Task 2.02 Conduct pre-design programming meeting with appropriate M.P.D. Staff and MPSSC Members to discuss and identify the general functional, space and equipment requirements for the proposed renovation/change of use.  
*(Allowance of one meeting is included this task)*
- Task 2.03 Prepare a written Program Outline / Space Analysis and obtain MPD & MPSSC approval of same.
- Task 2.04 Review local Zoning By-Law for applicable requirements.
- Task 2.05 Review State Building Code and Accessibility Code for applicable requirements and prepare written code outline to guide conceptual design phase.
- Task 2.06 Based upon space programming input received from the MPD staff and the MPSSC, the Architects will prepare schematic design drawings consisting of:
- Architectural Site Plan
  - Floor Plans at all levels with alterations and potential furniture layouts indicated
  - Typical Building Sections
  - Exterior Elevations with notes of recommended improvements
  - Preliminary Material Selections
  - Miscellaneous Sketches to convey design concepts
- Task 2.07 Present initial concepts to MPD & MPSSC for review and discussion
- Task 2.08 Based upon MPD/MPSSC and Architect review, prepare revised design drawings as required and meet with Owner until final design concept is approved.  
*(Allowance of three (3) additional design meetings included this task)*
- Task 2.09 Prepare and distribute meeting notes for all progress meetings.
- Task 2.10 Meet with Site Engineer and review direction of schematic design drawings and discuss site development issues and implications as related to the proposed improvements.
- Task 2.11 Meet with MPD staff and consulting MEP Engineers to discuss probable Structural and MEP (mechanical, electrical & plumbing) systems approach and prepare written system narratives outlining the probable scope of work for upgrading of these systems to support the proposed renovation/change of use.

- Task 2.12 Prepare color rendered conceptual site plan, floor plans, and exterior elevations for presentation purposes.
- Task 2.13 Prepare specification outline addressing general materials and building systems for use in developing preliminary cost estimate and submit with all design documents to Independent Cost Estimating Consultant.
- Task 2.14 Meet with Cost Estimating Consultant to review all project requirements.
- Task 2.15 Review construction cost estimate and assist MPD & MPSSC with development of an overall project budget.
- Task 2.16 Coordinate with MPD and MPSSC and assist with preparation of all graphic material to support final study presentation to the Middleborough Board of Selectmen.

**Anticipated Deliverables:**

1. *Approved Program Outline / Space Analysis Summary*
2. *Building and Accessibility Code Analysis*
3. *Local Zoning By-Law Analysis*
4. *Schematic Building Design Drawings*
5. *Color Rendered Presentation Drawings*
6. *Outline Format Construction Specifications*
7. *Preliminary Construction Cost Estimate and overall Project Budget*

**FEE PROPOSAL**

Brown Lindquist Fenuccio & Raber Architects, Inc. and our Consultant Team will provide the Architectural and Professional Consulting Services outlined above for the following fees plus reimbursable expenses:

**Phase One: Pre-Design Building & Site Assessment Phase**

▪ Architectural/Project Management Fee	=	\$ 27,825.00
▪ Building Envelope & Masonry Consultant Fee	=	\$ 2,875.00
▪ Civil & Structural Engineering Fee	=	\$ 4,025.00
▪ Mechanical/Electrical & Plumbing Engineering Fee	=	\$ 4,025.00
▪ Hazardous Materials Consultant Fee	=	\$ 750.00
<b>Sub-total</b>	=	<b>\$ 39,500.00</b>

PHASE A  
 ✓  
 \$40K

**Phase Two: Schematic Design & Cost Estimating Phase**

▪ Architectural/Project Management Fee	=	\$ 31,000.00
▪ Civil & Structural Engineering Fee	=	\$ 3,750.00
▪ Mechanical/Electrical & Plumbing Engineering Fee	=	\$ 4,600.00
▪ Independent Cost Estimating Consultant	=	\$ 3,500.00
▪ Hazardous Materials Consultant Fee	=	\$ N/A
<b>Sub-total</b>	=	<b>\$ 42,850.00</b>

PHASE B  
 ✓

**Grand Total Fee** = **\$ 82,350.00**

**Design Fee Retainer Required to Commence** = **\$ 0.00**  
*(Deducted proportionately from subsequent invoices)*

**Estimated Reimbursable Expenses Budget** = **\$ 1,500.00**

**Hourly Rate Schedule**

Principal Rate	= \$ 150.00 / Hour	Associate Architect	= \$ 115.00 / Hour
CAD Drafter Level I	= \$ 90.00 / Hour	CAD Drafter Level II	= \$ 75.00 / Hour
Structural Engineer	= \$ 90.00 / Hour	Administrative Staff	= \$ 40.00 / Hour