



TOWN OF WAKEFIELD

TOWN COUNCIL

Ann Santos, Chair
Julie Smith-Galvin, Vice Chair

Mehreen N. Butt
Jonathan P. Chines

Anne P. Danehy
Edward F. Dombroski, Jr.

Peter J. May
Sherri A. Dalton, Clerk

NOTICE OF MEETING

May 10th, 2021 | 7:00 p.m.

Via Zoom: <https://us02web.zoom.us/j/85680418143>

Consistent with the Governor's orders suspending certain provisions of the Open Meeting Law, the public may not physically attend this meeting, but every effort will be made to allow the public to view and/or listen to the meeting in real time. Persons who wish to do so are invited to click on the following link <https://us02web.zoom.us/j/85680418143>. If you do not have a camera or microphone on your computer you may use the following dial in number: 1-301-715-8592 Meeting ID 856 8041 8143. Please only use dial in or computer and not both, as audio feedback will distort the meeting. This meeting will be audio and video recorded.

Item 1 | Call to Order

Item 2 | Pledge of Allegiance

Item 3 | Attendance

Item 4 | Town Council Reorganization

A. Nominations for Chair.

B. Nominations for Vice-Chair.

Item 5 | Public Engagement

Any member of the public who wishes to address the Town Council is asked to submit any comments or concerns to <https://www.wakefield.ma.us/public-participation> at least two hours prior to the start of the meeting. Alternatively, members of the public are invited to participate via the Zoom virtual meeting, using the instructions listed above.

In the event further deliberation or action is warranted, any issues raised may be included as an item on a future Town Council Agenda.

Item 6 | Approval of Minutes

Approval of April 26th, 2021 Town Council meeting minutes.

Item 7 | Mutual Aid Agreement

Metrofire Agreement Renewal.



Item 8 | Presentations

- A. Youth Council.
- B. 572-596 North Avenue Apartments.

Item 9 | Wakefield Boating Concessions RFP Proposals

- A. Guest Services / Boston Outdoor Recreation, LLC.
- B. Boys and Girls Club of Stoneham and Wakefield.

Item 10 | General Obligation Bond Anticipation Notes

- A. Approval of General Obligation Bond Anticipation Note, Series A - \$2,205,000.00.
- B. Approval of General Obligation Bond Anticipation Note, Series B - \$1,389,620.00.

Item 11 | Parking Space

Approval of Veteran parking space at Town Hall.

Item 12 | Appointments

- A. Appointment to the Cable Advisory Committee – Three-year term through April 2024.
- B. Approval to advertise for Planning Board Member – One-year term through April 2022.

Item 13 | Warrants

Update on Warrant 26 dated December 20th, 2020; Warrant 28 dated January 12th, 2021; Warrant 30 dated January 26th, 2021; Warrant 31 dated February 02nd, 2021; Warrant 32 dated February 09th, 2021; Warrant 34 dated February 23rd, 2021; Warrant 36 dated March 09th, 2021; Warrant 38 dated March 23rd, 2021 and Warrant 40 dated April 06th, 2021.

Item 14 | Announcements

Item 15 | Matters Not Anticipated for Agenda

Any Voting matters not anticipated prior to the 48-hour public notice requirement but necessitating immediate action by the Council.

Item 16 | Adjournment

Next Regular Town Council Meeting: Monday, May 24th, 2021 at 7:00 p.m. via Zoom.

Chief Richard DeLorie, Chairman
Wellesley Fire Department
475 Worcester St.
Wellesley, MA 02481
781-235-1300
rdelorie@wellesleyma.gov



Chief David L. Frizzell (Ret)
Executive Director
6 Arbor Lane
Woburn, MA 01801
O: 617-489-4846 C: 617-799-7867
metrofiredirector@gmail.com

Arlington
Belmont
Boston
Braintree
Brookline
Burlington
Cambridge
Chelsea
Dedham
Everett
Lexington
Lynn
Malden
Massport
Medford
Melrose
Milton
Needham
Newton
Quincy
Randolph
Reading
Revere
Saugus
Somerville
Stoneham
Wakefield
Waltham
Watertown
Wellesley
Weston
Weymouth
Winchester
Winthrop
Woburn

Metrofire Chiefs

February 19, 2021

RE: Renewal of the Metrofire Agreement

As you are aware, the current Metrofire Mutual Aid Agreement executed in November 2001 for a term of 20 years will expire on October 31, 2021. It will be your responsibility to have the new Mutual Aid Agreement Executed and returned to the Executive Director prior to July 1, 2021. Please review the steps required to properly execute the agreement as well as some important background information on Metrofire and the Mutual Aid Agreement.

Metrofire was formerly organized in 1981 as an association of fire departments in the Metropolitan Boston area to control mutual aid and to act as a common entity for improving the overall effectiveness of the fire service. For each community to be part of the agreement they must agree to provide mutual aid as well as receive it. The Metrofire service area covers roughly two million people in and around Metropolitan Boston and an area of over 351 square miles. It was recognized during its inception that no single urban community can totally rely on their own resources and therefore, mutual aid is necessary.

Currently, the 35 Metrofire member departments can provide up to 45 pumping engines, and 26 ladder trucks to one of its member communities for incident mitigation. The Metrofire member departments also offer up specialized resources such as heavy rescues, lighting plants, mobile air bottle filling equipment, brush fire equipment, and fire fighting foam resources that communities would not be able to fund and support at a local level.

The attached agreement has been reviewed by Metrofire legal counsel and has been streamlined to remove duplicate language already covered under State Law as well as allowing for the execution of this agreement in "counterpart." Each community will execute a separate agreement that in totality will represent agreements between all the 35 fire departments in Metrofire. The term of the new agreement will be for twenty years, expiring on October 31, 2041.

Recommended steps to execution of the Agreement.

1. Identify who in your community will be the appropriate "Executive Official" who will be executing this agreement. This person must have the legal statutory authority to enter into agreements on behalf of the community. In many cases this would be the Mayor, City Manager in a City, Town Manager or the Board of Selectmen (Select Board) by its chair acting on behalf of the whole Board, in a Town.
2. Arrange for the appropriate agenda or meeting where such vote(s), as may be required and can be made to execute the agreement and provide the required authorization under MGL Ch. 48 Sec. 59A. (Execution of the agreement and required vote for MGL Ch. 48 Sec. 59A may require action by two different entities. Plan accordingly).
3. Prepare the Mutual Aid Agreement by using the 2021 Metrofire Mutual Aid Agreement, which is a fillable PDF Form, by entering the following information:
 - a. Community Name
 - b. Executive Official Printed Name and Title
 - c. Head of Fire Department Printed Name
 - d. Dates.

(If you need assistance and you will supply the information, I can draft the document to be signed and send it back to you)

4. Print out at least one copy to be executed as an original and returned to Metrofire. Additional copies may be printed if your community wants to retain an original document.
5. In addition to the agreement execution, your community **must have authorized the Fire Department to provide Mutual Aid under Massachusetts General Law Chapter 48 Section 59A** (full language of MGL Ch. 48 Sec. 59A is included at the end of this letter). Many communities may have already conducted such a vote, but it is strongly recommended that the vote be updated. Many communities have reported that MGL Ch. 48 Sec. 59A was either "adopted" or "accepted" and that is not the appropriate or correct action as it does

not properly authorize the fire department to provide mutual aid. It is strongly recommended that a community authorize or reauthorize their fire department to provide mutual aid using the draft motion below:

"moved: to authorize the (Insert Name of Community) fire department, including any ambulance or other EMS component, to go to aid another city, town, fire district or area under federal jurisdiction in this commonwealth or in any adjoining state in extinguishing fires therein, or rendering any other emergency aid or performing any detail as ordered by the head of the fire department, or the Joint Base Cape Cod fire district and while in the performance of their duties in extending such aid the members of our departments shall have the same immunities and privileges as if performing the same within this municipality (or district)."

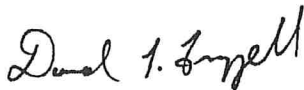
6. Mail an original executed agreement and a record of the actual motion and vote taken for the authorization or reauthorization to provide mutual aid under MGL Ch. 48 Sec 59A to the Metrofire Executive Director at:

Metrofire, Inc.
6 Arbor Lane
Woburn, MA 01801

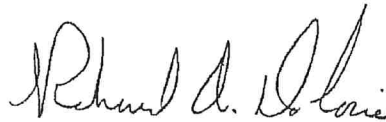
7. Once all communities have executed the agreement, a single copy of the signature page of all the executed counterparts will be sent to the Head of the Fire Department.

If you have any questions, would like Chairman DeLorie and/or myself to speak with the Executive Official or appear at a meeting in your community, please feel free to contact one or both of us.

Yours Truly,



Chief David L. Frizzell (Ret)
Executive Director
Metrofire, Inc.



Chief Richard A. DeLorie
Chairman
Metrofire, Inc.

Massachusetts General Law Chapter 48 Section 59A: Aid to other municipalities; authorization; fire departments defined; payment for damages

Section 59A. Cities, towns and fire districts may, by ordinance or by-law, or by vote of the board of aldermen, selectmen or of the prudential committee or board exercising similar powers, authorize their respective fire departments to go to aid another city, town, fire district or area under federal jurisdiction in this commonwealth or in any adjoining state in extinguishing fires therein, or rendering any other emergency aid or performing any detail as ordered by the head of the fire department, or the Joint Base Cape Cod fire district and while in the performance of their duties in extending such aid the members of such departments shall have the same immunities and privileges as if performing the same within their respective cities, towns or districts. Any such ordinance, by-law or vote may authorize the head of the fire department to extend such aid, subject to such conditions and restrictions as may be prescribed therein. The words "fire departments" as used in this section shall mean lawfully organized fire fighting forces, however constituted.

During the course of rendering such aid to another municipality, the municipality rendering aid shall be responsible for the operation of its equipment and for any damage thereto, and, subject to the limitations of municipal liability, for personal injury sustained or caused by a member of its fire department, and for any payments which it is required to make to a member of said department or to his widow or other dependents on account of injuries or death, notwithstanding paragraph (b) of subdivision (4) of section seven of chapter thirty-two, unless such municipalities have a written agreement to the contrary.

METROFIRE
MUTUAL AID AGREEMENT
FOR JOINT FIRE, RESCUE, and/or AMBULANCE SERVICE

THIS AGREEMENT made and entered into as of the first (1st) Day of November 2021 between and among the parties signatory hereto.

WITNESSETH;

WHEREAS, it has been determined that the provision of fire, rescue, ambulance and other emergency service assistance across jurisdictional lines in emergencies will increase the ability to preserve the safety and welfare of the entire area; and

WHEREAS, Massachusetts General Law Chapter 48, Section 59A allows communities to authorize their fire departments to go to the aid of others for extinguishing fires, rendering other emergency assistance or performing any detail as ordered by the head of the fire department; and

WHEREAS, the parties to the agreement wish to continue as they have for decades to provide mutual aid fire, rescue, ambulance and other emergency service assistance.

NOW THEREFORE, the parties hereto do mutually agree as follows:

1. Declaration of Need for Expanded Mutual Aid

When a need for assistance in extinguishing fires or rendering any other emergency aid or performing any detail exists, the head of the fire department or his/her designee shall notify the Metrofire Control Center established by the Operational Plan appended to this Agreement of the need for assistance under this agreement.

2. Operational Plan

An Operational Plan has been produced to outline the exact procedure to be followed in responding to a request for assistance under this Agreement. The head of the fire department or his/her designee shall meet at least annually to review and, if necessary, to propose revisions to the Operational Plan. Any such revisions shall become effective upon approval of a majority of the Fire Department Chiefs (by whatever title) of the parties to this Agreement.

3. Governmental Immunity

(A) The services performed and the expenditures made under this Agreement shall be deemed for public governmental purposes and privileges, and immunities from liability, enjoyed by the local government within its boundaries shall extend to its participation under this agreement in rendering fire, rescue, ambulance and other emergency service outside its boundaries shall extend to its participation under this agreement in rendering fire, rescue, ambulance and other emergency service outside its boundaries to the extent the law provides.

(B) During the course of rendering mutual aid assistance as provided for by this Agreement, the municipality rendering such aid shall be responsible for the operation of its equipment and for any damage thereto, and subject to the limitations of the municipal liability, for personal injury sustained or caused by a member of its fire department, and for any payments which is required to make to a member of a said department or to his widow or other dependents on account of injuries or death, notwithstanding Paragraph (b) of Subdivision (4) of Section Seven of Chapter Thirty-two.

(C) Each party shall waive any and all claims against all other parties hereto, which may arise out of their activities while rendering aid under this Agreement outside their respective jurisdictions, to the extent that each party may legally waive such claims.

4. Employment Benefits

All the privileges, immunities from liability and exemptions for laws, ordinances, by-laws and regulations which the parties, firefighters, rescue or ambulance attendants, agents and employees of the parties have in their own jurisdiction shall extend to and be effective in, and while traveling to and from the jurisdiction in which they are giving assistance.

5. Direction of Assistance

The parties, firefighters, rescue or ambulance attendants, agents, and employees rendering assistance under this Agreement shall do so under the direction and control of the appropriate official designated by the jurisdiction requesting their aid.

6. Duration

The Agreement supersedes any and all mutual aid agreements previously entered into among the parties hereto and shall remain in effect for a period of twenty years from the date of the execution; provided it is understood and agreed that a party is not bound by the terms hereof unless and until said party as obtained the required authority as set forth in Section 59A of Chapter 48, and any conditions of such authorization are disclosed to all parties.

Any of the signatories to this Agreement may terminate their involvement in this Agreement, provided, that notice of such termination is first given to each other party to the Agreement at least sixty days prior to the date of termination. Any party which has terminated its involvement in this agreement as provided above, may resume participation at any time upon written notice duly authorized as required reaccepting this agreement.

This agreement may be signed in counterpart without the need for all parties to sign the same document.

Amendments to this Agreement shall be in writing and require the same authorization as required for initial execution by a signatory

Community

Executive Official Signature

Executive Official Printed Name

Executive Official Position Title

Date

Head of Fire Department Signature

Head of Fire Department Printed Name

Date

Metrofire Mutual Aid Agreement Fire Departments

Arlington	Malden	Somerville
Belmont	Massport	Stoneham
Boston	Medford	Wakefield
Braintree	Melrose	Waltham
Brookline	Milton	Watertown
Burlington	Needham	Wellesley
Cambridge	Newton	Weston
Chelsea	Quincy	Weymouth
Dedham	Randolph	Winchester
Everett	Reading	Winthrop
Lexington	Revere	Woburn
Lynn	Saugus	

Youth Council 2020-2021 Term Overview

Town Council Meeting
May 10, 2021

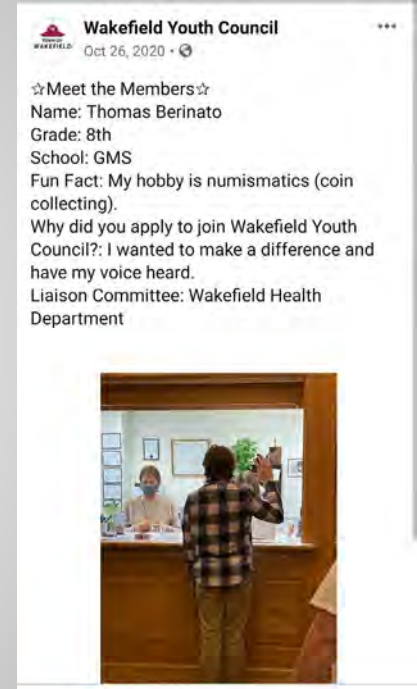


Community Engagement



Our Social Media Presence

- Instagram: @wakefield.youth.council
- Facebook: Wakefield Youth Council
- Both pages have similar content, such as meeting announcements with links, posts about town events, and materials related to our council initiatives



Outreach and Engagement: Council-Related

- Meeting announcements are posted on our Instagram and Facebook pages two days before our meetings, and a reminder is posted the day of
 - Meeting links and entry codes are always provided through the LinkTree on both pages

☆ Meeting Announcement! ☆

Our next meeting is Friday, February 12 @ 3:30 pm

☆ We will be having a discussion with Senator Jason Lewis on the current work involving the Massachusetts State Flag and hearing updates on multiple council initiatives!

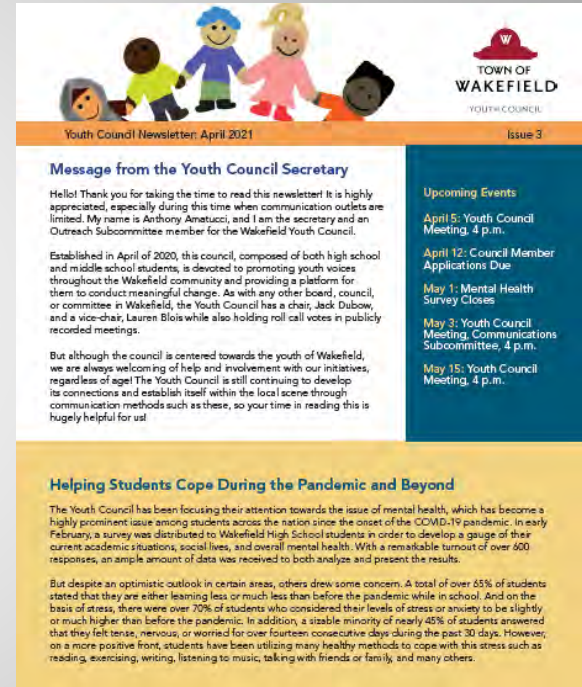
☆ We will be meeting remotely over Zoom.

☆ Our meeting agenda and Zoom link can be found on the Town Website.

We hope to see you there!

Newsletters and Press Releases

- In addition to our social media presence, we have worked with administration and PTOs to send our bimonthly newsletters and have sent press releases to the Daily Item



Outreach and Engagement: Applications

- Posts were made about the Youth Council application process throughout the time applications were open, including how to apply and reminders when the deadline was approaching
 - In addition to our social media pages, we also reached out to GMS and WMHS administration teams and asked them to spread the word about applications

☆ Youth Council Applications! ☆

Wakefield Youth Council applications are now OPEN!

☆ If you are 13-18 and interested in serving your community through government participation, now is your chance!

SWIPE for information on what Youth Council members do and more information on the application process.

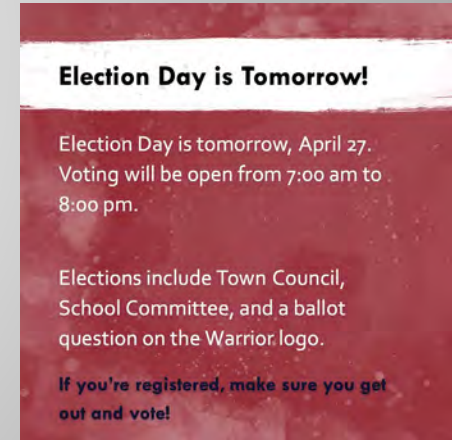
☆ Applications are DUE by April 30

☆ All application materials and instructions can be found at the link in our bio!

If you have any questions about the application process, feel free to reach out through a DM or email!

Outreach and Engagement: Election Involvement

- During the Town Election season, we made posts encouraging those eligible to vote on April 27
 - We also encouraged voter registration and pre-registration and provided links to the applications to do so



Warrior Logo Initiative

Decision Making

- On August 5th, the Youth Council liaison to the Human Rights Commission brought the logo issue to the attention of the Youth Council
 - Members discussed the issue and thought that it would be a good first issue for the council to focus on and invited a representative from the HRC to present to the Youth Council
- The Youth Council discussed the issue over multiple meetings, took preliminary polling data from the public, and voted to recommend to the school committee that the logo be changed

Outreach and Engagement: Warrior Logo

- Throughout our time working on the Warrior logo, we put out a number of polls and questions to our social media audiences to gauge their thoughts and give them a platform to voice their opinions



Actions Taken

- Three Youth Council members took the issue to the school committee and presented the council's opinion backed up by comments from the public, comments made by native tribes, and prior research
- The Youth Council offered its assistance to the school committee while they deliberated on their decision
- The School Committee in March voted to retire the logo

Mental Health Initiative



Our Reasoning and Mission

- Pandemic caused increased isolation
- We want to better understand the mental health of our peers and how we can help them
- Dismantle the stigma around mental health

What We Did

- Met with the WMHS Guidance Department and GMS Student Support Staff
- Alyssa Toppi created a survey that was sent out to WMHS students
- Posted resources on our social media platforms
- Formed a Mental Health Working Group
- Results were presented to the Youth Council and representatives from MassSupport, Wake-Up Coalition, the WMHS Guidance Department, the GMS Student Support Staff, and WMHS & GMS faculty

Since the beginning of the pandemic, how have your stress/anxiety levels changed? 602 responses

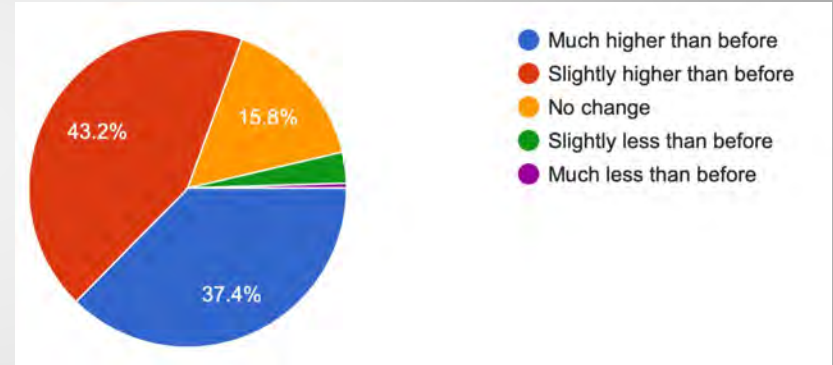
Much higher than before: 37.4%

Slightly higher than before: 43.2%

No change: 15.8%

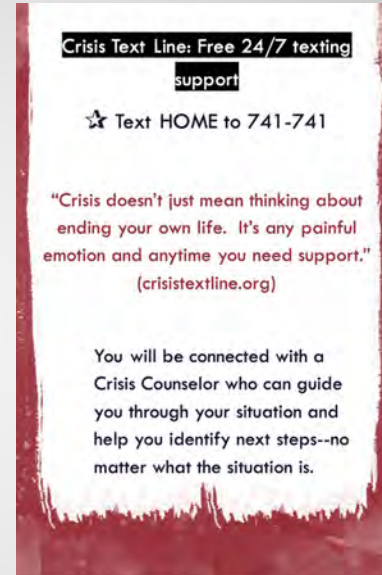
Slightly lower than before: 3.2%

Much lower than before: 0.5%



Outreach and Engagement: Mental Health

- After the administration of the Council's mental health survey, we used our social media pages to highlight a number of mental health resources available to community members
 - Resources included GMS and WMHS Guidance Department contact information, INTERFACE referral services, and national hotlines



Next Steps

- Present our findings to the School Committee
- Create a Press Release of our findings, interpretations, and resources
- Continue to research post-pandemic effects on youth mental health

Safe Routes to School Initiative



Our Reasoning and Mission

- We want *all* students to get to school safely, which doesn't always happen
- Youth Council member, Maggie Fournier, has been collaborating with Judith Crocker, the senior outreach coordinator for Massachusetts Safe Routes to School, to promote key information about the walking paths throughout Wakefield



Nahant Street crosswalk signage is posted at Partridge Road. There is also a school zone sign that is partially obscured by overgrown vegetation and a vehicle speed table.

Actions Taken

- Maggie joined other major figures throughout Wakefield, including Julie Smith-Galvin of the Town Council and Bill Renault, Town Engineer, to conduct a walking assessment on February 5th, 2021
- Judith presented to the Youth Council to highlight major findings from the walking assessment



Armory Street hosts two crosswalks within feet of each other when approaching North Street. This can be confusing for vehicles. Note how the crosswalk that serves the building is flanked by two "CROSSWALK" signs, including one with an incorrect arrow.



The area at Richardson at North Street is often congested due to the abutting gas station's patron traffic. Queued traffic is reported to block the crosswalk.

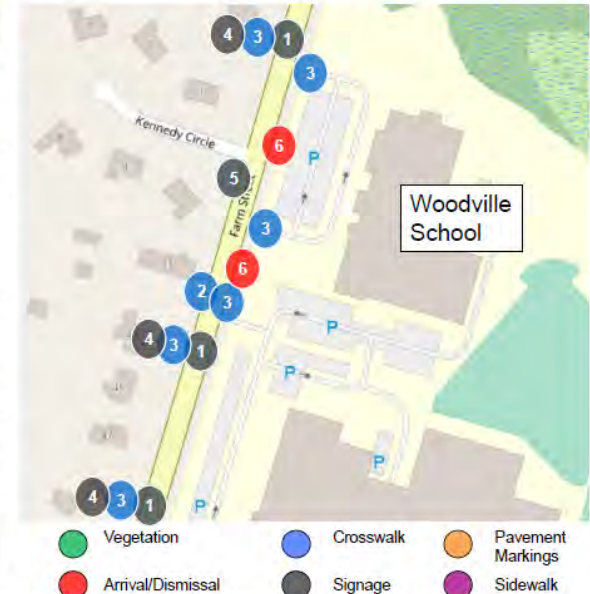
Next Steps

- At our next meeting we will meet with Brian McCoubry from the Safe Streets working group to discuss how to move findings forward

Engineering Recommendations

Map ID	Issue	Recommendation
1	Multiple crosswalks are along this straight road in front of two schools	Install reflective pole strips and reflective arrows to improve visibility and/or "CROSSWALK AHEAD" signs on both sides of the street
2	Multiple crosswalks are in close proximity	Consider eliminating redundant and non-ADA complaint crosswalks
3	Upon approach, difficult to identify upcoming crosswalks	Paint all school zone crosswalks the same for uniformity and to improve visibility using a ladder pattern with thermoplastic paint (not green)
4	Upon approach, difficult to identify upcoming crosswalks	Use in-road "PEDESTRIAN YIELD" bollasters year-round to improve visibility and determine their procedure for use (storage and daily installation)
5	Long straight-away roadway invites speed	Install "SCHOOL ZONE 20 MPH" signage in both directions midblock
6	Legally and illegally family parked cars impede line-of-sight with heavy traffic	Consider installing "NO PARKING" signage along the entire front of the Woodville School along Farm Street

19



Liaison Engagement



Liaison Positions

Having liaison positions greatly benefits the Youth Council for various reasons, mainly consisting of:

- It allows members of the council to communicate with and advocate for the Youth Council with other town boards, committees, and councils
- It allows members to transmit important information to and from their liaison positions to the Youth Council
- It gives members opportunities to give presentations on the overviews of their liaison positions at our meetings
- It allows members to influence the decision making and communication process of the council regarding details that their board, commission, or council works with

Members' Liaison Positions

Each member of the Youth Council has their own liaison position, them being:

Jack Dubow -- *Finance Committee*

Lauren Blois -- *School Committee*

Anthony Amatucci -- *Communications*

Alyssa Toppi -- *Town Council*

Meghan Cohen -- *Police Department*

Nicholas Pilleri -- *Police Department*

Summer Milsky -- *Envision Wakefield Downtown*

Uma Gerweck -- *Environmental Sustainability Committee*

Yana Herzog -- *Human Rights Commission*

Emmanuella Desruisseaux -- *Humanity Curriculum School Advisor*

Maggie Fournier -- *Library*

Jenna Farber -- *School Committee*

William Mezikofsky -- *Planning Board*

Ali Atoui -- *PTO*

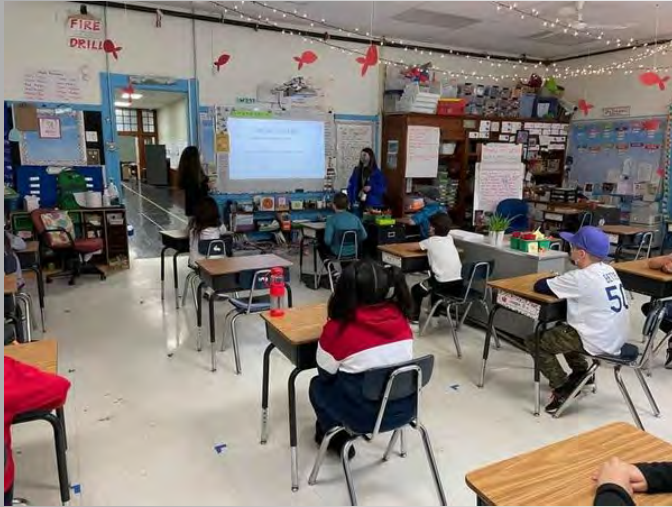
Thomas Berinato -- *Board of Health*

Youth Council Throughout the Community

Yana Herzog's Artwork Throughout Town



Lauren Blois and Yana Herzog's Persuasive Writing Presentation



Questions?





572-596 NORTH AVE APARTMENTS

Table of Contents

Tab 1	Project Summary Letter
Tab 2	Area Map and Photos
Tab 3	Architecture
Tab 4	Civil Engineering/Site Plan
Tab 5	Landscaping
Tab 6	Traffic/Safety
Tab 7	Fiscal Analysis
Tab 8	Development Team Information



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Attorneys-at-Law
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Wakefield, MA 01880
(781) 246-2525
regnante.com

March 31, 2021

Town of Wakefield
Town Council
Attn: Ann Santos, Chair
1 Lafayette Street
Wakefield, MA 01880

Re: Chapter 40B Application: 572-596 North Avenue
Applicant: 0 North Avenue, LLC

Dear Honorable Town Councilors:

We write to you with respect to a prospective Chapter 40B application for the property located at 572-596 North Avenue in Wakefield. Our development team is in the process of finalizing an application for site approval to the Massachusetts Housing Finance Agency (MassHousing), and as part of that process, we would request an opportunity to present this project to the Council and get feedback from the Councilors.

The property that our clients are seeking to develop is located at 572-596 North Avenue. We are legal counsel to the owners of this property, Ray Nickerson and Dana Lopez, who are also the owners and managers of 0 North Avenue, LLC – a limited dividend organization formed for the purpose of being the applicant and developer of this project.¹

The property is located in northwest Wakefield, approximately a quarter mile from the junction of North Avenue and I-95/Route 128. It is located at the edge of the Single Residence (SR) zoning district. The adjacent properties to the north and west are located in the Business (B) and Limited Business (LB) zoning districts. The property abuts two multifamily residential developments to the north, located at 598 and 600 North Avenue, and the Knights of Columbus Council 104 headquarters and function space to the south.

This location is well-served by numerous commercial and community amenities and public transport. Other nearby development includes the Lakeside Office Park and two automobile dealerships. On the northerly side of I-95 are various commercial amenities in the Town of Reading, including the Walkers Brook Parkway shopping center, two supermarkets, and various restaurants, commercial establishments, and offices. Other amenities in the area include close proximity to Lake Quannapowitt and its recreational areas, and the Wakefield Town Center and Town Hall are located approximately one mile to the south. North Avenue has MBTA bus service (Line 137), which provides service to Reading Town

¹ The property is sometimes classified in Town records as 0 North Avenue. It consists of three contiguous tax parcels: Parcel 2A-016-47B, Parcel 2A-16A-2+, and Parcel 2A-015-47L.

Center, as well as service to multiple MBTA Haverhill Line Commuter Rail stations in Wakefield and Melrose, ultimately terminating at the Malden Center commuter hub.

The property itself is an L-shaped lot with 323 linear feet of frontage on the westerly side of North Avenue. Our client intends to develop only the front portion of the site. The rear portion of the property contains extensive wetlands resources, which will be left largely untouched on this development proposal. The proposal is to develop this site with a 38-unit rental apartment building. The building will be four stories, all residential, with a lobby and common areas in the ground floor. The unit mix is proposed to be 21 one-bedroom units, 13 two-bedroom units, and 4 three-bedroom units. The development will contain 58 parking spaces, for a ratio of 1.53 spaces per unit. All parking would be outdoor surface parking.

Enclosed herewith are the preliminary engineering and architectural plans for this project. The proposed building is designed in a tasteful, contemporary style intended to complement the adjacent apartment development to the north, which is of comparable height to this proposed building (four stories, 49.5 feet). The setback of the building from North Avenue is intended to carry forward the same setback as the adjacent apartment buildings. One curb cut is proposed, and all parking is proposed for the side and rear of the building in order to avoid cluttering the street scene with parked automobiles. The exterior of the building is proposed to consist of various building materials, including stone, brick, and cementitious cladding, and the units are proposed to have small terraces to provide recreational space for residents. Tasteful residential lighting and landscaping is proposed around the site. Further details regarding the site and proposed building can be found in the enclosed narratives.

Because this project will be developed under Chapter 40B, 10 of the 38 units (>25%) will be designated as affordable units and will be available for rent only to persons earning not more than 80% of the local Area Median Income. However, in accordance with Department of Housing and Community Development (DHCD) regulations, all 38 units will be eligible for inclusion on the Town's Subsidized Housing Inventory (SHI). As of December 21, 2020, the Town's SHI indicates that Wakefield has 10,459 total dwelling units, of which 703 dwelling units are identified as "affordable" under Chapter 40B regulations, for an affordability percentage of 6.7%. Based on these numbers, the proposed 38 units will bring the Town of Wakefield above 7% affordability.

In sum, we believe that this project represents a great opportunity to create affordable housing in a location that is optimal for the development of residential housing. We would appreciate the opportunity to discuss this project with the Council. Thank you.

Respectfully,

REGNANTE STERIO LLP

/s/ Jesse D. Schomer, Esq.
JESSE D. SCHOMER, ESQ.
THEODORE C. REGNANTE, ESQ.



Walkers Brook Parkway
Shopping Center

Route 128

Lake Quannapowitt

Reading Town Center

MBTA
Commuter Rail

Automobile Dealerships

Lakeside
Office Park

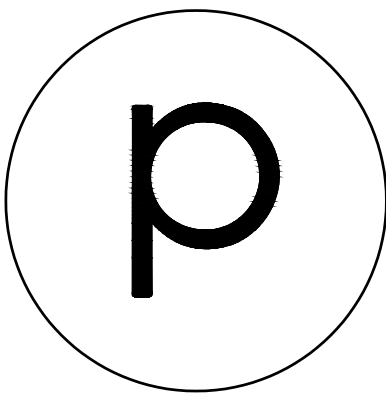
598 & 600
North Ave

Locus

North
Avenue







phoenix
ARCHITECTS

PETER L. SANDORSE, AIA
WAKEFIELD, MA
781.246.0988

NOTE:
ALL DIMENSIONS TO BE FIELD
VERIFIED & CHECKED.
CONTRACTOR TO REPORT
CHANGES AND OMISSIONS TO
ARCHITECT.

572-596 NORTH
APARTMENTS

572-596 NORTH AVE
WAKEFIELD, MA

572-596 NORTH AVE APARTMENTS

UNIT COUNT

1BR:	21 UNITS
2BR:	13 UNITS
3BR:	4 UNITS
TOTAL:	38 UNITS

SF CALCULATION

FIRST FLOOR:	10,938sf
SECOND FLOOR:	11,143sf
THIRD FLOOR:	11,036sf
FOURTH FLOOR:	10,232sf
TOTAL:	43,349sf

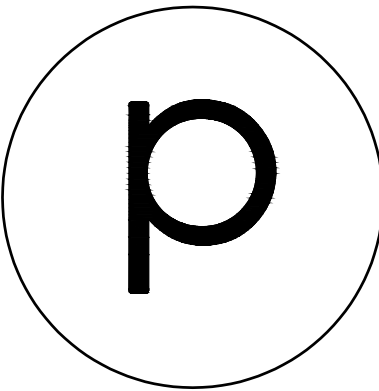
PROPOSED
FLOOR PLANS

4		
3		
2		
1		
No.	Revision/Issue	Date

1/8"=1'-0"

2.22.21

1



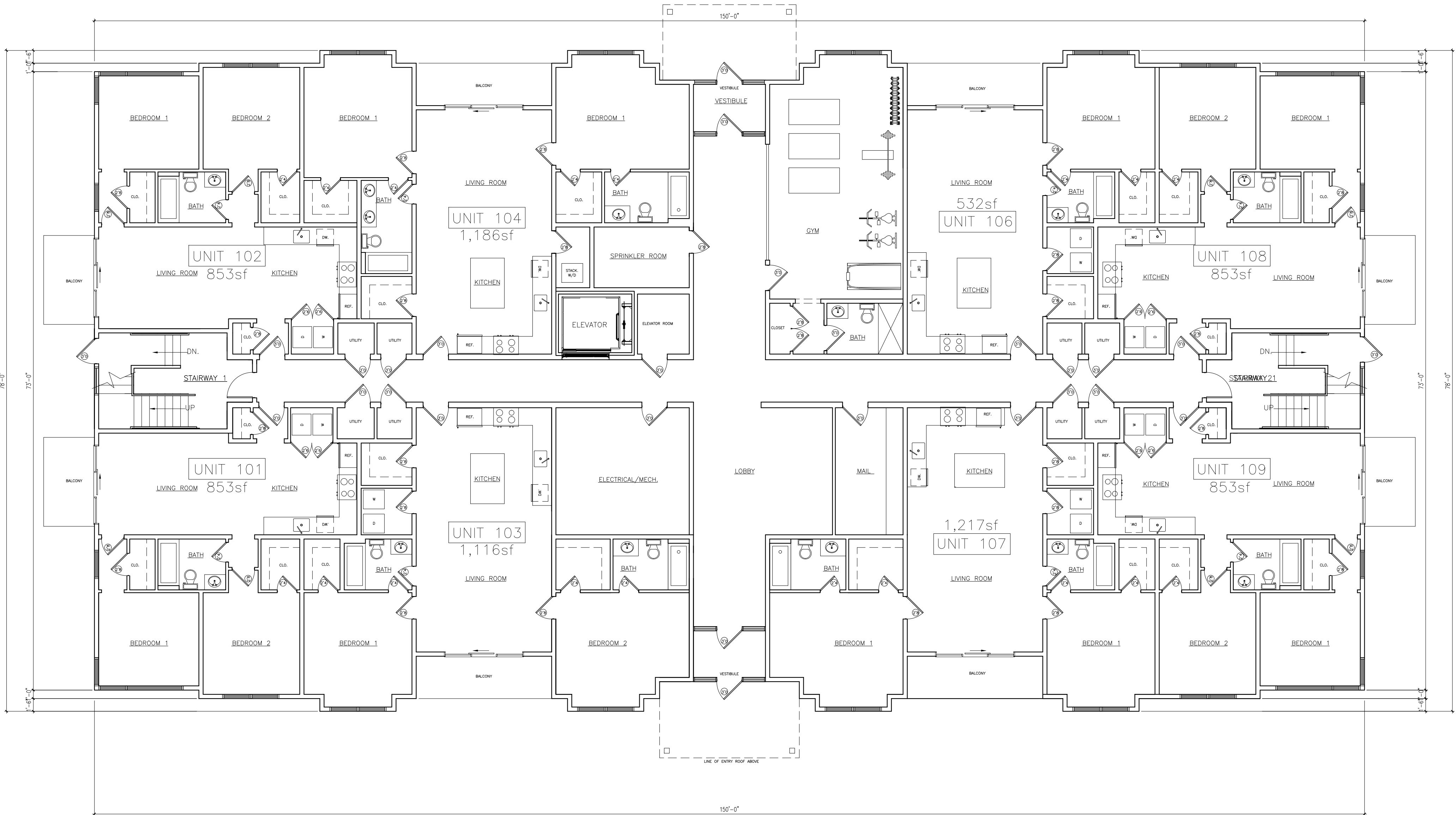
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572-596 NORTH APARTMENTS

572-596 NORTH AVE
WAKEFIELD, MA



FIRST FLOOR PLAN
SCALE: 1/8" = 1'-0"

(8) 2BR UNITS
(8) TOTAL UNITS

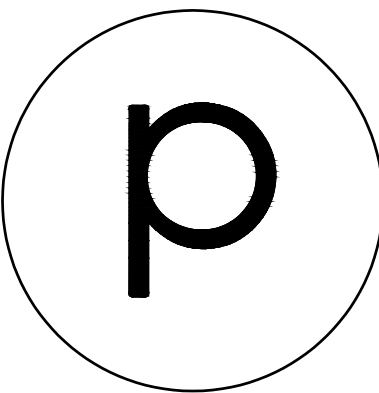
PROPOSED FLOOR PLANS

4		
3		
2		
1		
No.	Revision/Issue	Date

1/8"=1'-0"

2.22.21

2



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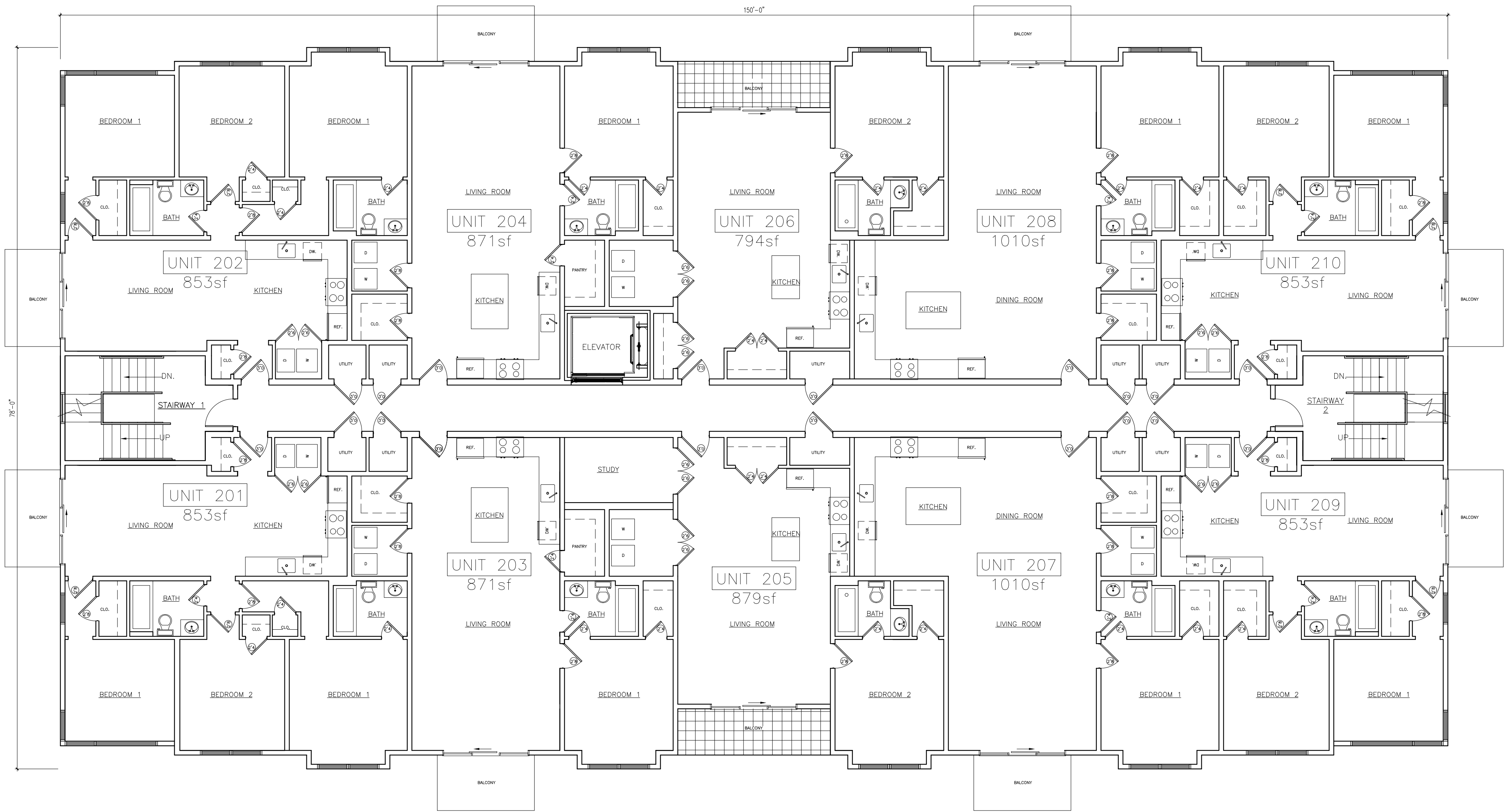
572-596 NORTH APARTMENTS

572-596 NORTH AVE
WAKEFIELD, MA

PROPOSED FLOOR PLANS

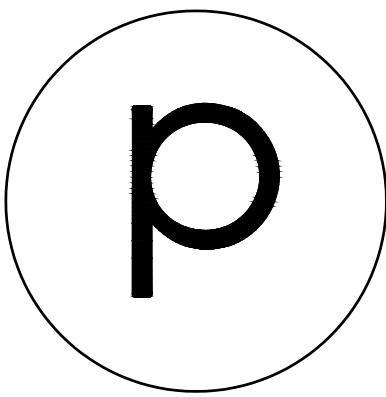
4		
3		
2		
1		
No.	Revision/Issue	Date

1/8"=1'-0"	3
2.22.21	



SECOND FLOOR PLAN
SCALE: 1/8" = 1'-0"

- (2) 3BR UNITS
- (2) 2BR UNITS
- (6) 1BR UNITS
- (10) TOTAL UNITS



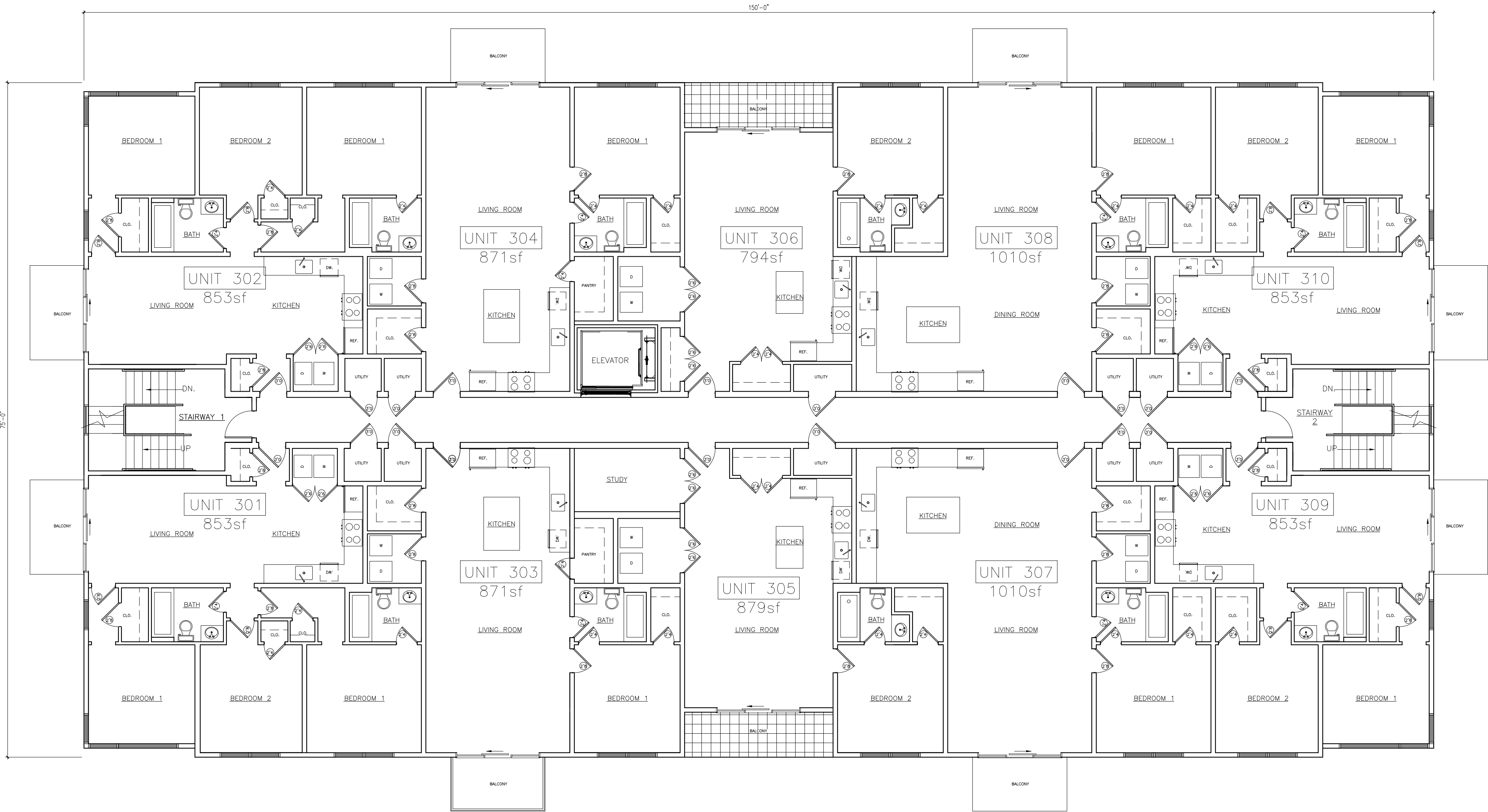
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572-596 NORTH APARTMENTS

572-596 NORTH AVE
WAKEFIELD, MA



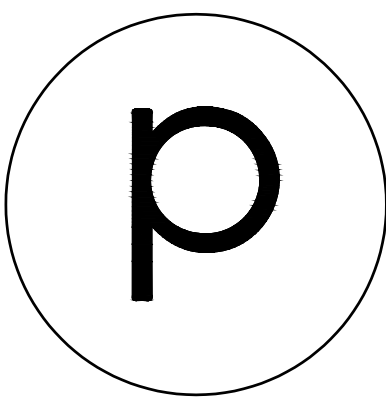
THIRD FLOOR PLAN
SCALE: 1/8" = 1'-0"

- (2) 3BR UNITS
- (2) 2BR UNITS
- (6) 1BR UNITS
- (10) TOTAL UNITS

PROPOSED FLOOR PLANS

4		
3		
2		
1		
No.	Revision/Issue	Date

1/8"=1'-0"
2.22.21



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572-596 NORTH APARTMENTS

572-596 NORTH AVE
WAKEFIELD, MA



FOURTH FLOOR PLAN
SCALE: 1/8" = 1'-0"

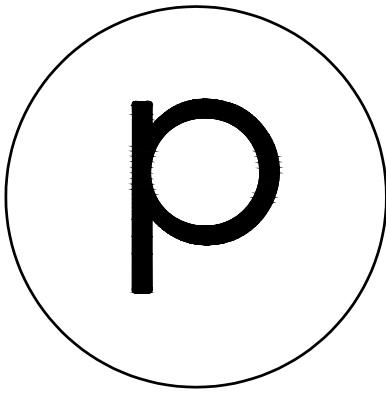
- (2) 2BR UNITS
- (8) 1BR UNITS
- (10) 2BR UNITS

PROPOSED FLOOR PLANS

4		
3		
2		
1		
No.	Revision/Issue	Date

1/8"=1'-0"

2.22.21



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572-596 NORTH APARTMENTS

572-596 NORTH AVE
WAKEFIELD, MA

PROPOSED FLOOR PLANS

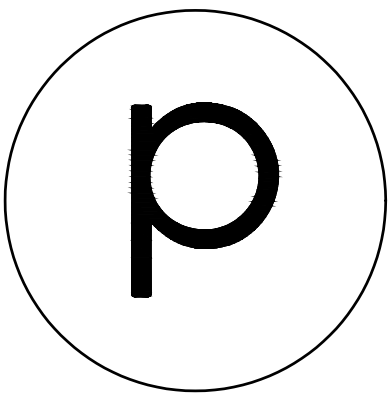
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3		
2		
1		
No.	Revision/Issue	Date

1/8"=1'-0"
2.22.21

6



FRONT ELEVATION
SCALE: 1/8" = 1'-0"



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WAKEFIELD, MA

PROPOSED FLOOR PLANS

4		
3		
2		
1		
No.	Revision/Issue	Date

1/8"=1'-0"

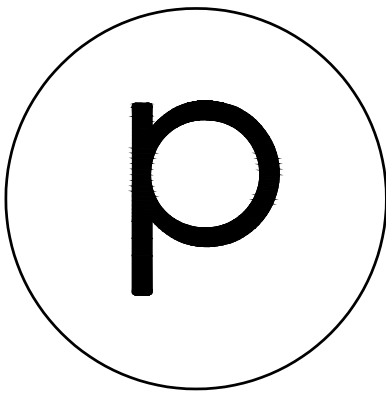
2.22.21

7



RIGHT ELEVATION

SCALE: 1/8" = 1'-0"



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APARTMENTS

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FLOOR PLANS

4		
3		
2		
1		
No.	Revision/Issue	Date

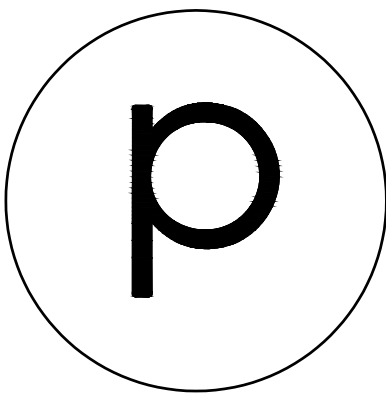
1/8"=1'-0"

2.22.21

8



LEFT ELEVATION
SCALE: 1/8" = 1'-0"



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572-596 NORTH APARTMENTS

572-596 NORTH AVE
WAKEFIELD, MA

PROPOSED FLOOR PLANS

4		
3		
2		
1		
No.	Revision/Issue	Date

1/8"=1'-0"
2.22.21

9



REAR ELEVATION
SCALE: 1/8" = 1'-0"

572-596 North Ave Narrative in Support of Application for Site Plan Review

March 1, 2021

INTRODUCTION

This narrative supports the application of “0 North Ave, LLC” (the “Applicant”) by its Manager, Dana Lopez, for approval relating to land in the town of Wakefield located at 572-596 North Ave (the “Property”) as a proposed multi-unit development (the “Project”). The property consists of approximately 220,547 square feet of land located in the Single Residential District in an area of mixed multi-family and single-family residences as well as commercial buildings.

The proposed residential use will match the use of its surrounding buildings as a residential property. This project will be a continuation of the neighboring multi-family buildings that have been recently developed on North Ave.

There are multiple benefits to the proposed project. Located near I-95 and only a few exits from the intersection of I-95 and I-93, the project provides much-needed commuter-oriented housing in the neighborhood. Insofar as the surrounding area has many multi-dwelling properties of similar height and density, there would be no detriment to the public good, and the granting of the requested variances is consistent with the intent and purposes of the ordinance in this Single Residential District. The design of the proposed structure will be an improvement to this area and be similar in scale to other multifamily properties in the neighborhood. The project presents an opportunity to enhance the surroundings and provide a positive impact on the public good.

PROJECT DESCRIPTION

The Applicant seeks to construct a new thirty-eight (38) unit building, four (4) story residential structure. The new structure will consist of (21) 1-bedroom units, (13) 2-bedroom units, and (4) 3-bedroom units. The new structure will also provide fifty-three (53) off-street, non-tandem parking spaces that will be compliant regarding height, density and will also include three accessible ADA compliant parking spaces.

A “Site Plan” prepared by William Sparages Engineers, accompanies this application, along with elevations and floor plans prepared by Phoenix Architects, LLC, Wakefield, MA.

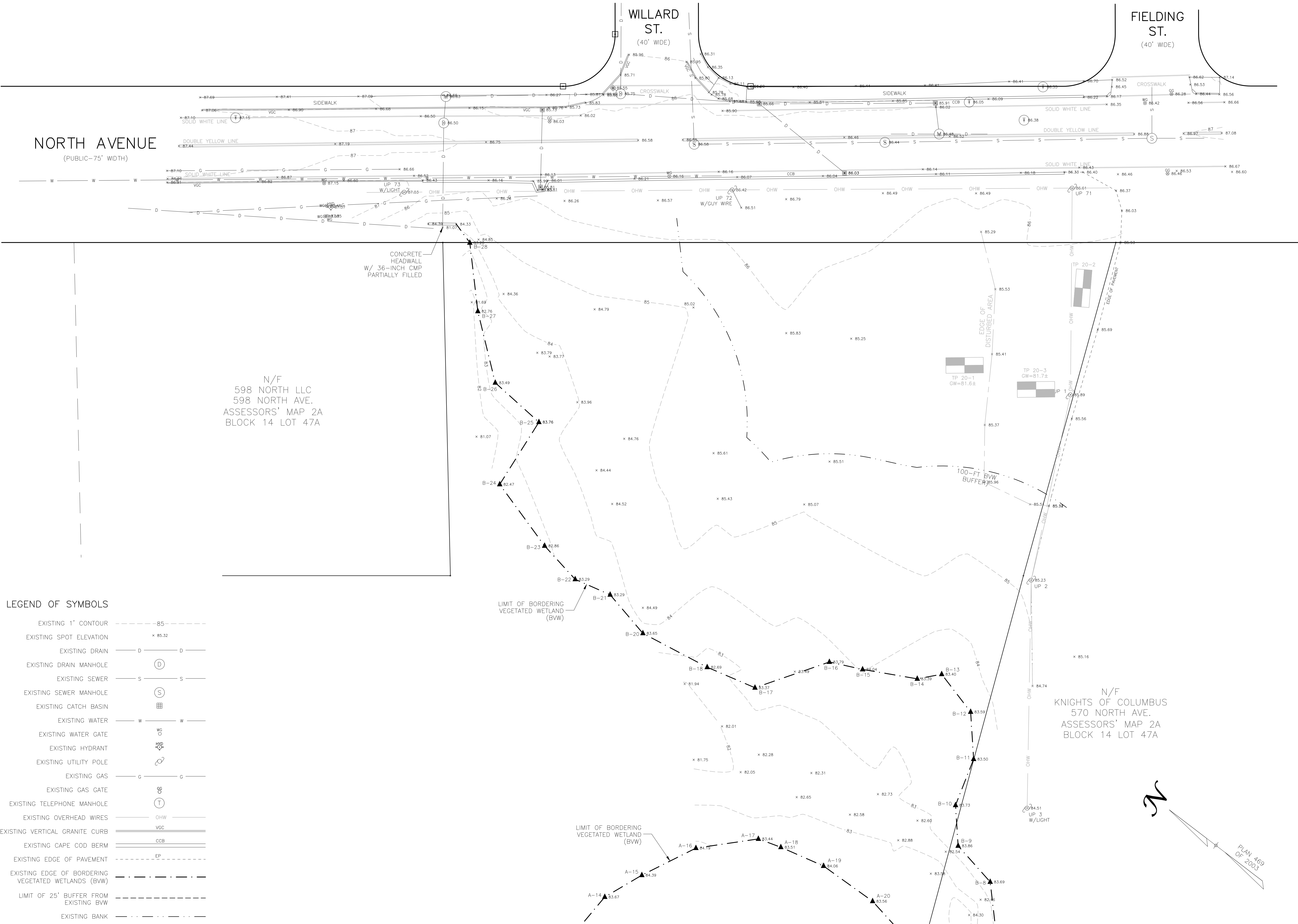
The unit description contained in the plans show of twenty-one (21) 1-bedroom units, thirteen (13) 2-bedroom units, and four (4) 3-bedroom units. Within these units, two are fully ADA compliant comprised of 1 and 3-bedroom units. The building is situated as far from the side and rear abutters as possible to eliminate any sense of crowding or shading, and open areas are maintained on both rear and side yards.

COMPATIBILITY WITH EXISTING ARCHITECTURE

The proposed design is of a scale and execution that will be compatible to the neighborhood and fits comfortably in line with neighboring buildings along North Avenue. A traditional brick veneer was incorporated to relate to the neighboring lakeside development. Contemporary casement windows, a steel entry roof, and standing seam metal bay roofs are some of the modern elements incorporated into the design to contrast the more traditional neighboring buildings. All venting will be through the roof, and no antennas or dishes will be allowed on the sides of the structure. The bulk of the siding will be clad in a combination of brick veneer, Hardie plank siding, and Azek trim boards. The massing of the building was broken into two main portions to give hierarchy to the structure and minimize the scale of the front facade.

ENVIRONMENTAL IMPACT

No surface waters or FEMA flood areas are impacted; and no environmental issues are anticipated



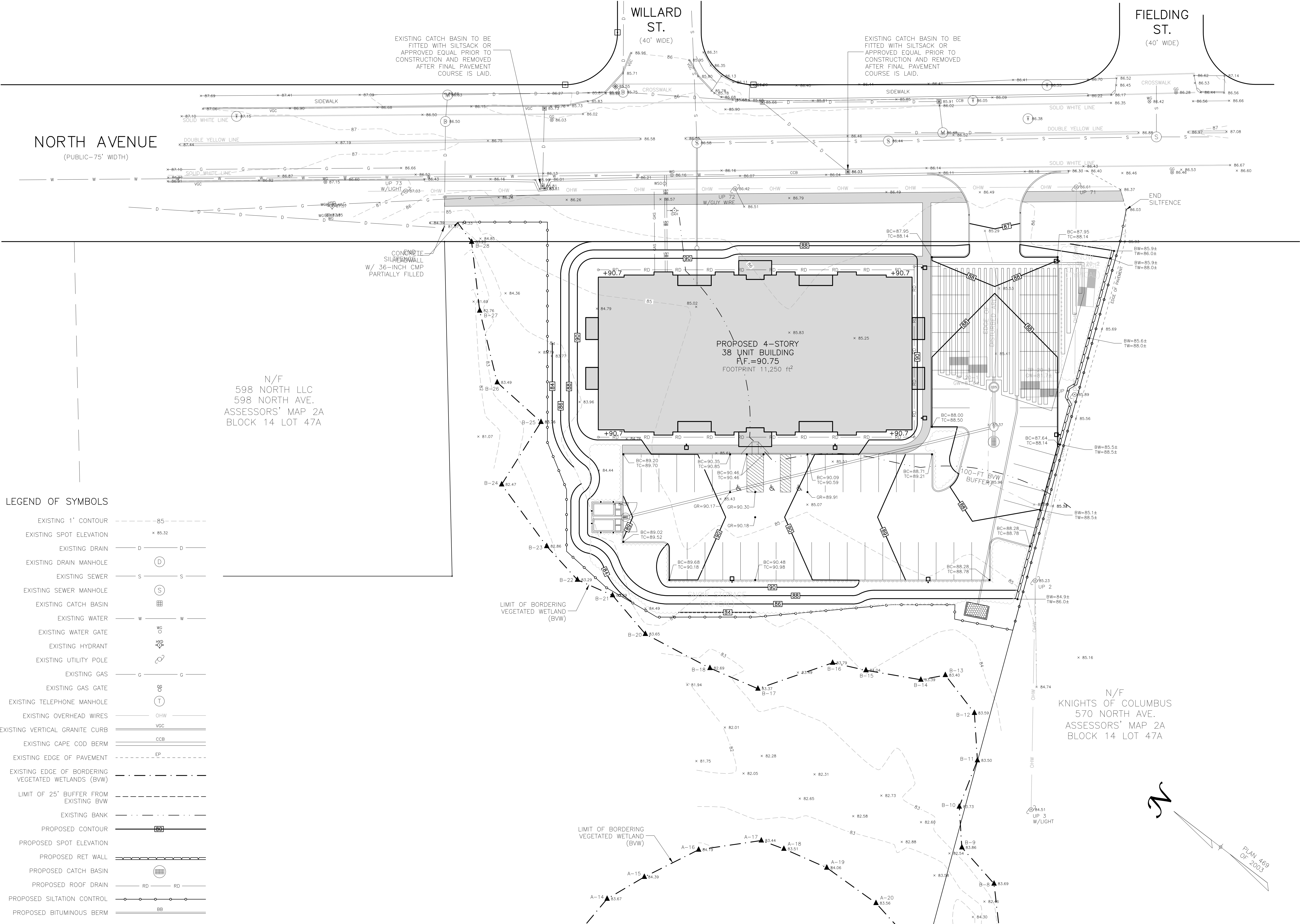
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Drawn By: MEM
Reviewed By: CPS
Project Manager: CPS
Job File Number: WAKE-0070
Drawing File Folder: WAKE70

☒ Drawing Issued for Review
☐ Drawing Issued for Permit
☐ Drawing Issued for Construction

Owner:
Raymond Nickerson
And Dana Lopez
26 Venditto Road
Revere, MA 02151

Applicant:
Raymond Nickerson
And Dana Lopez
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Revere, MA 02151





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SEAL

GRADING & DRAINAGE PLAN

572-596 NORTH AVENUE, WAKEFIELD, MA

DRAWING: C3.1

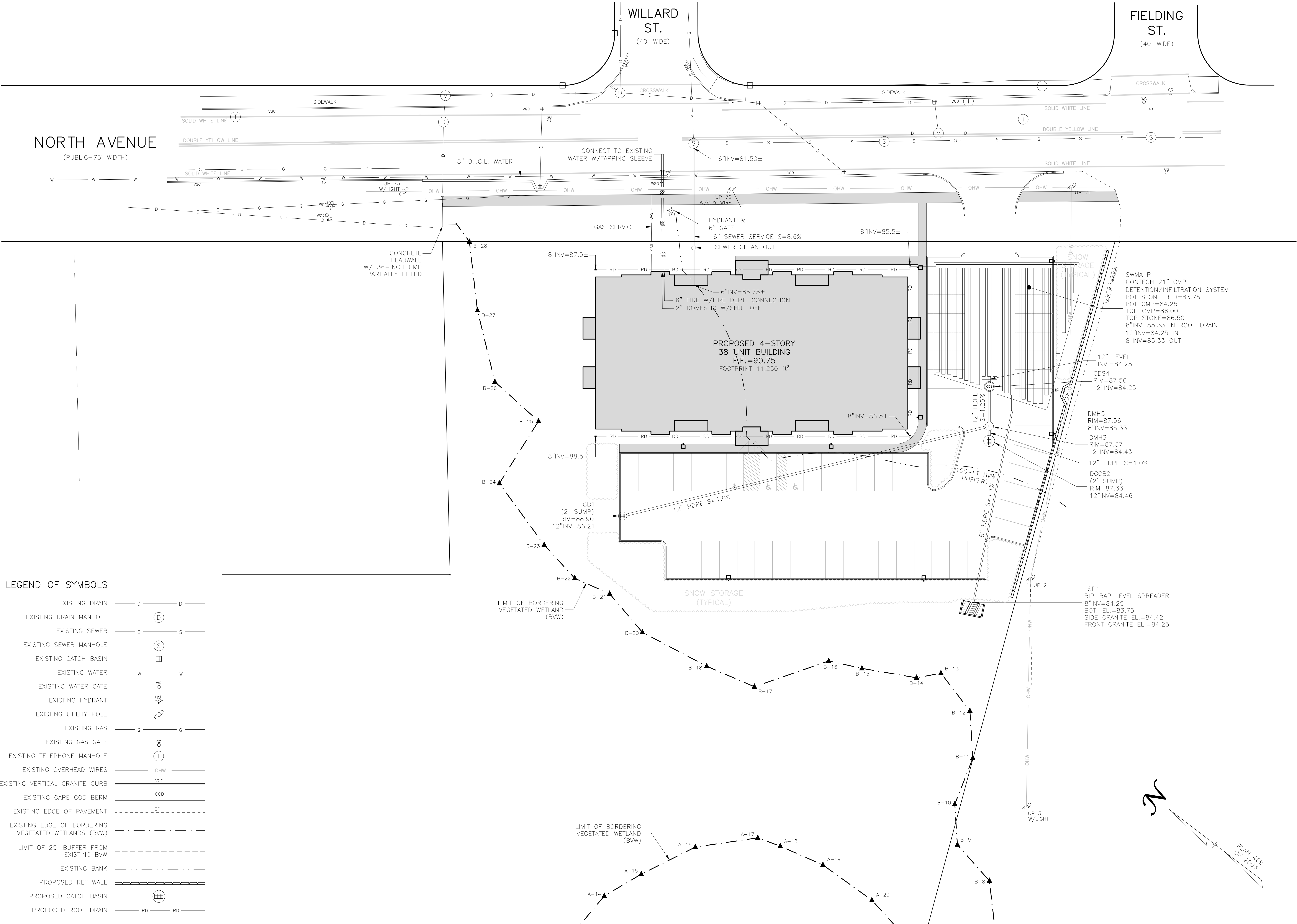
SHEET 3 OF 9

0' 10' 20' 40'

SCALE: 1"=20'

DECEMBER 2, 2020

PLAN 469 OF 2003



LEGEND OF SYMBOLS

EXISTING DRAIN	D
EXISTING DRAIN MANHOLE	D
EXISTING SEWER	S
EXISTING SEWER MANHOLE	S
EXISTING CATCH BASIN	CB
EXISTING WATER	W
EXISTING WATER GATE	WG
EXISTING HYDRANT	HY
EXISTING UTILITY POLE	UP
EXISTING GAS	G
EXISTING GAS GATE	GG
EXISTING TELEPHONE MANHOLE	T
EXISTING OVERHEAD WIRES	OHW
EXISTING VERTICAL GRANITE CURB	VGC
EXISTING CAPE COD BERM	CCB
EXISTING EDGE OF PAVEMENT	EP
EXISTING EDGE OF BORDERING VEGETATED WETLANDS (BVW)	BVW
LIMIT OF 25' BUFFER FROM EXISTING BVW	25' BUFFER
EXISTING BANK	BK
PROPOSED RET WALL	RET WALL
PROPOSED CATCH BASIN	CB
PROPOSED ROOF DRAIN	RD



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SEAL

UTILITY PLAN

572-596 NORTH AVENUE, WAKEFIELD, MA

0' 10' 20' 40'

SCALE: 1"=20'

DECEMBER 2, 2020

DRAWING: C4.1

SHEET 4 OF 9

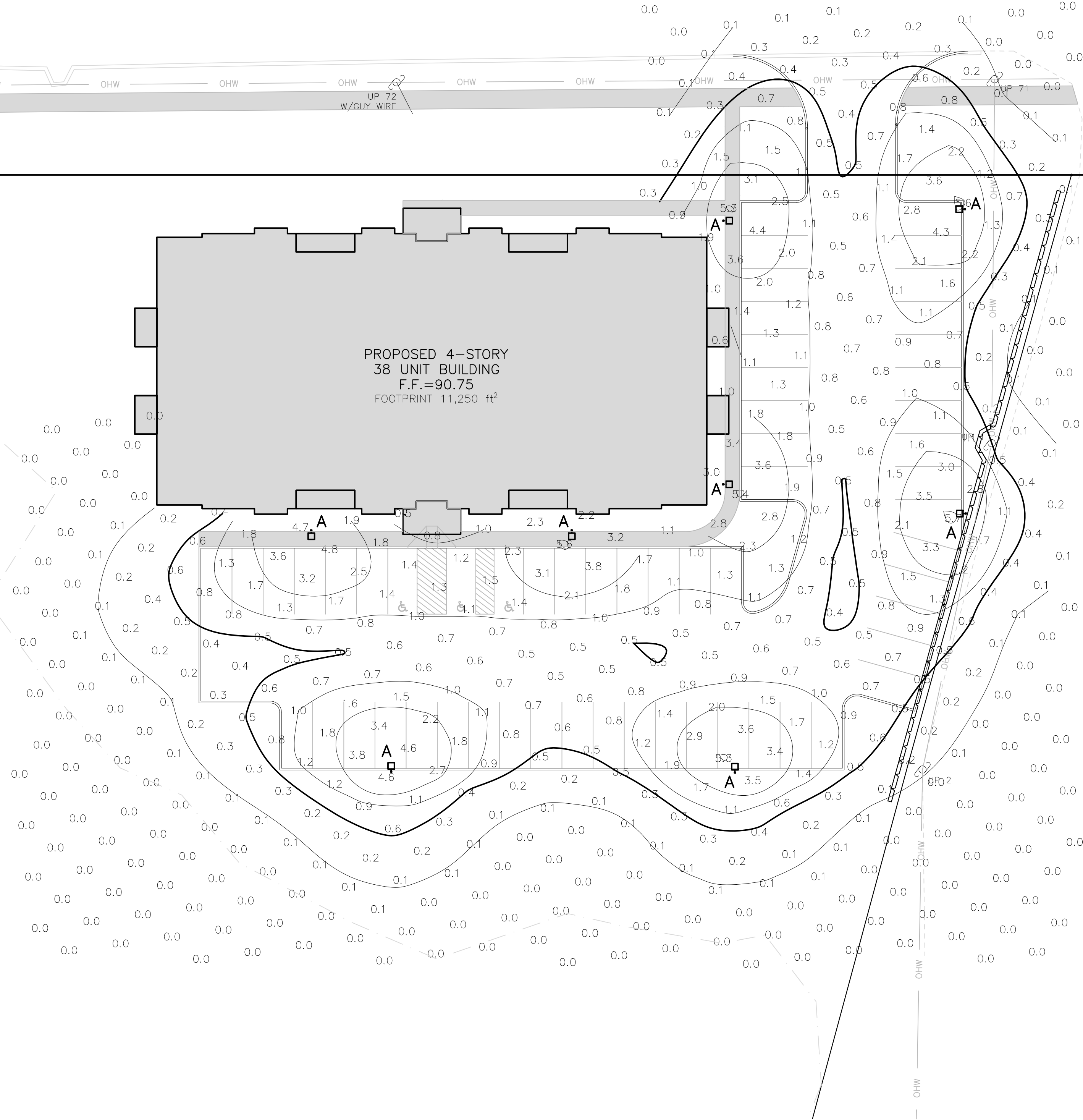
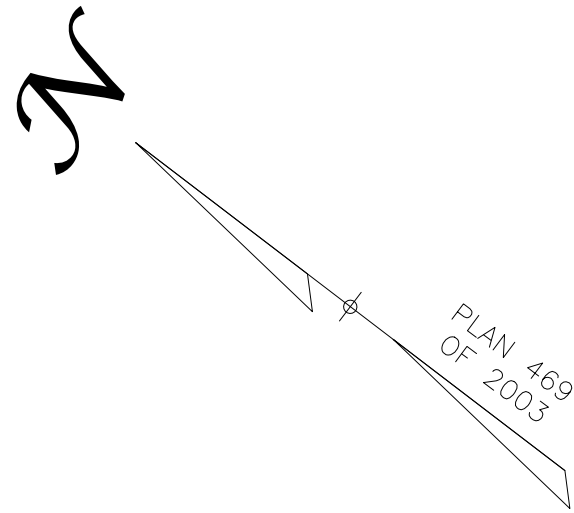
PLAN 469
OF 2003

P:\WAKE-0070\North Avenue\Drawings\Sheet06.dwg, 3/18/2021 1:35:25 AM, CPS

NORTH AVENUE
(PUBLIC—75' WIDTH)

WILLARD ST.
(40' WIDE)

FIELDING ST.
(40' WIDE)



GENERAL
PHOTOMETRIC
SCHEDULE

AVERAGE FOOT-CANDLES	0.75
MAXIMUM FOOT-CANDLES	5.7
MINIMUM FOOT-CANDLES	0.0
MINIMUM TO MAXIMUM FC RATIO	0.00
MAXIMUM TO MINIMUM FC RATIO	9971.44
AVERAGE TO MINIMUM FC RATIO	1305.45

NOTES:

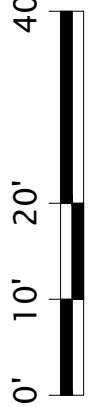
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2. ILLUMINANCE VALUES CREATED FROM MANUFACTURERS PHOTOMETRIC DATA.
3. ILLUMINANCE VALUES SHOWN REPRESENT MAINTAINED HORIZONTAL FOOTCANDLES AT GROUND LEVEL.
4. FOOT CANDLE VALUES SHOWN DO NOT ACCOUNT FOR LIGHT REFLECTION, EXISTING LIGHT SOURCES, SLOPING GRADE OR EXISTING OR PROPOSED THREE DIMENSIONAL OBJECTS.

LUMINAIRE SCHEDULE

SYMBOL	LABEL	QUANTITY	CATALOG NUMBER HADCO/BREX	DESCRIPTION	LAMP	TILT	LLF	CANDELA FILE
□	A	8	HADCO PIMA SERIES LED CXFxx48-G2-3W3-16 (FINISH & ELECTRICAL TO BE SPECIFIED BY OTHERS)	TYPE III OPTICS 15' MOUNTING HEIGHT	3000K 5090 LUMENS PER LAMP	0°	1.00	CXFxx48-G2-3W3-16.IES

PHOTOMETRIC PLAN

572-596 NORTH AVENUE, WAKEFIELD, MA



SCALE: 1"=20'

DECEMBER 2, 2020

DRAWING: C6.1

SHEET 6 OF 9

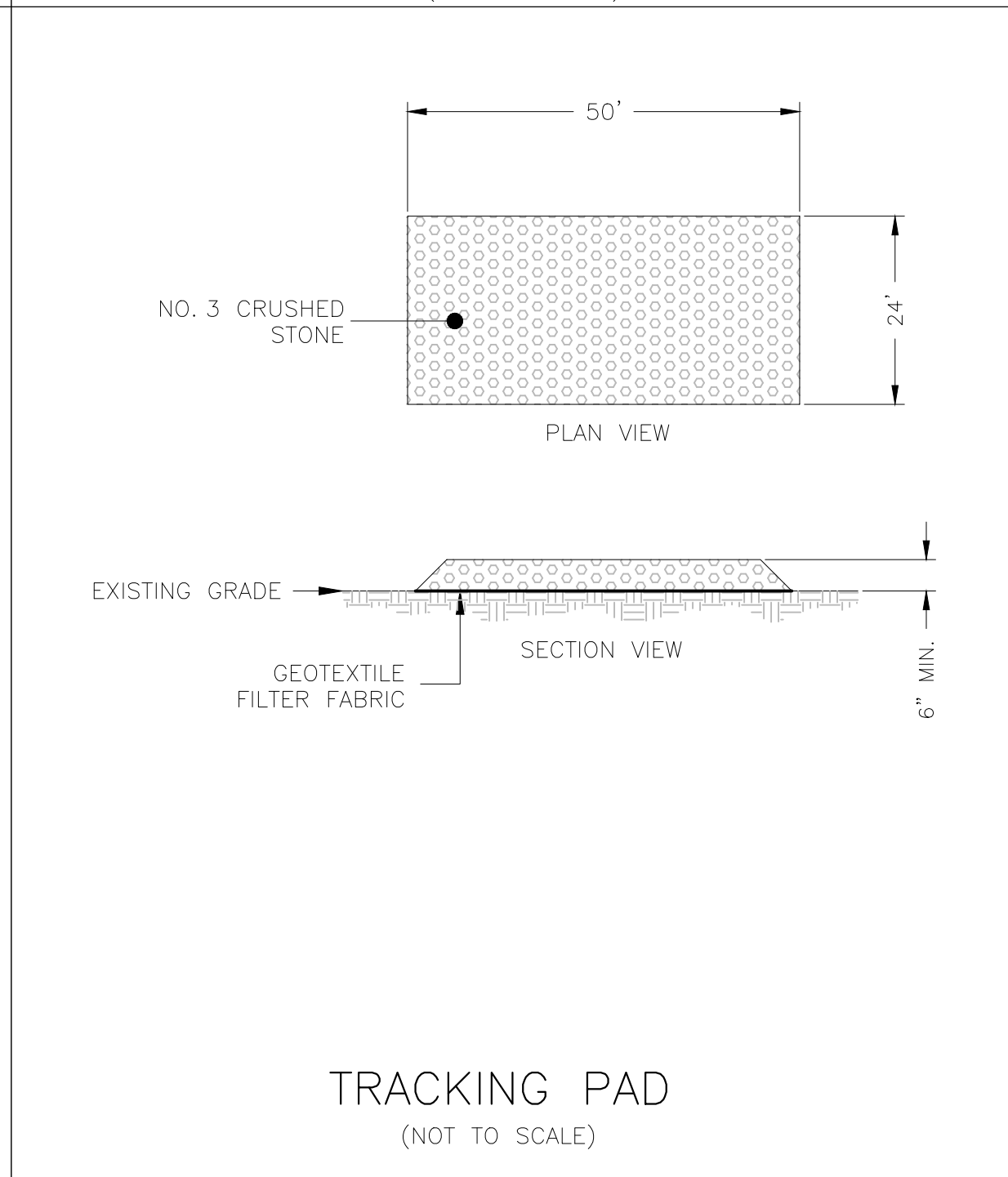
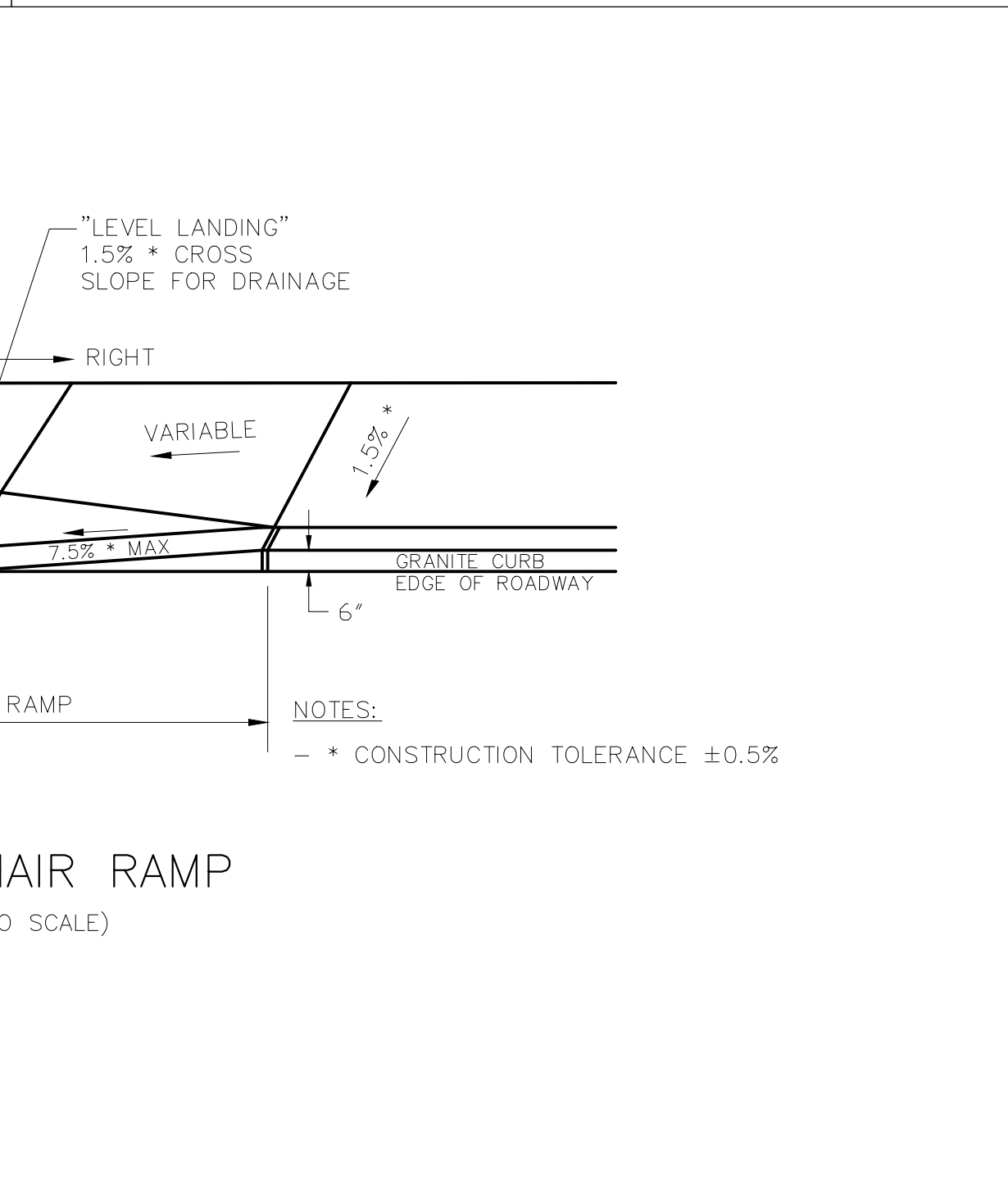
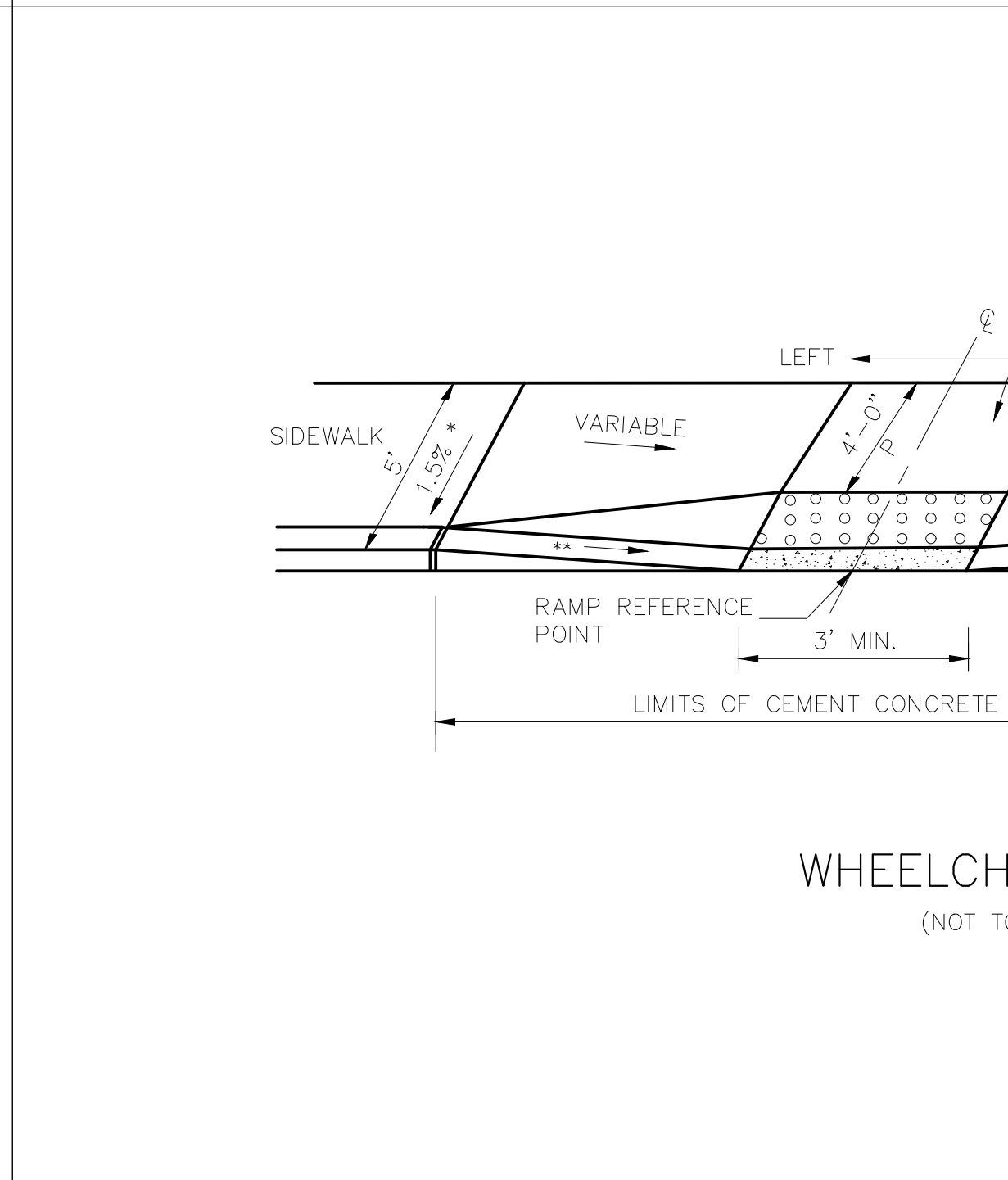
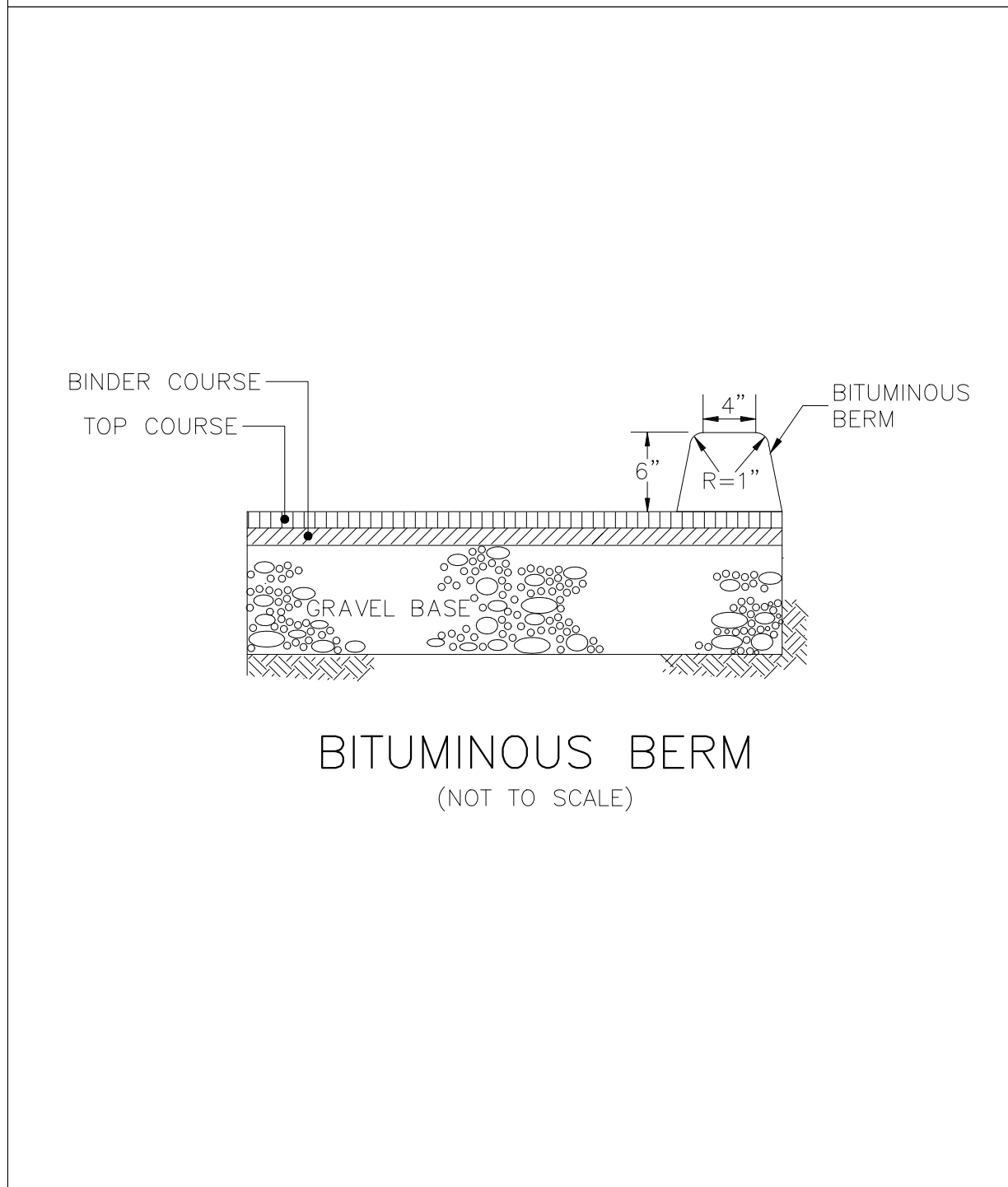
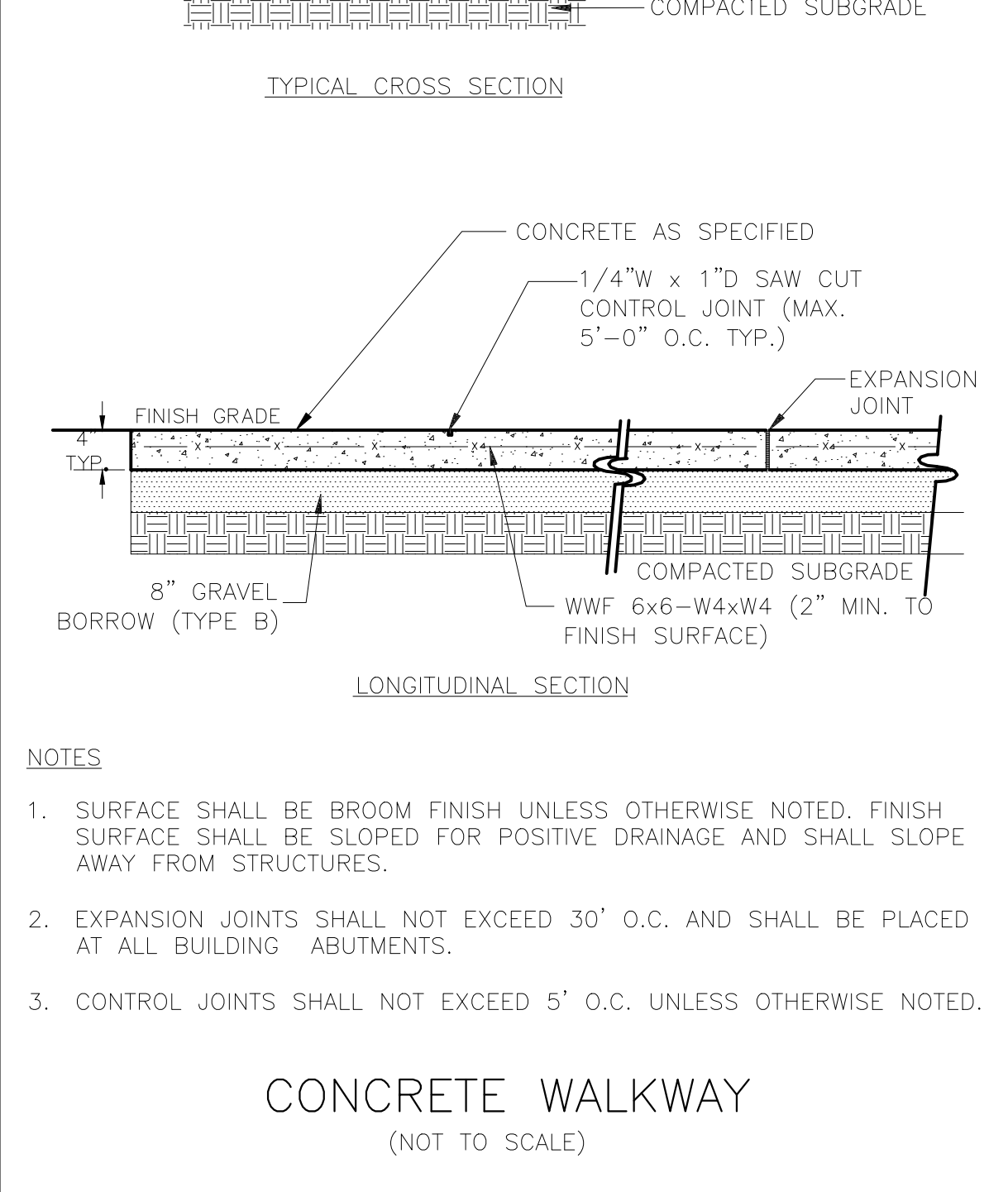
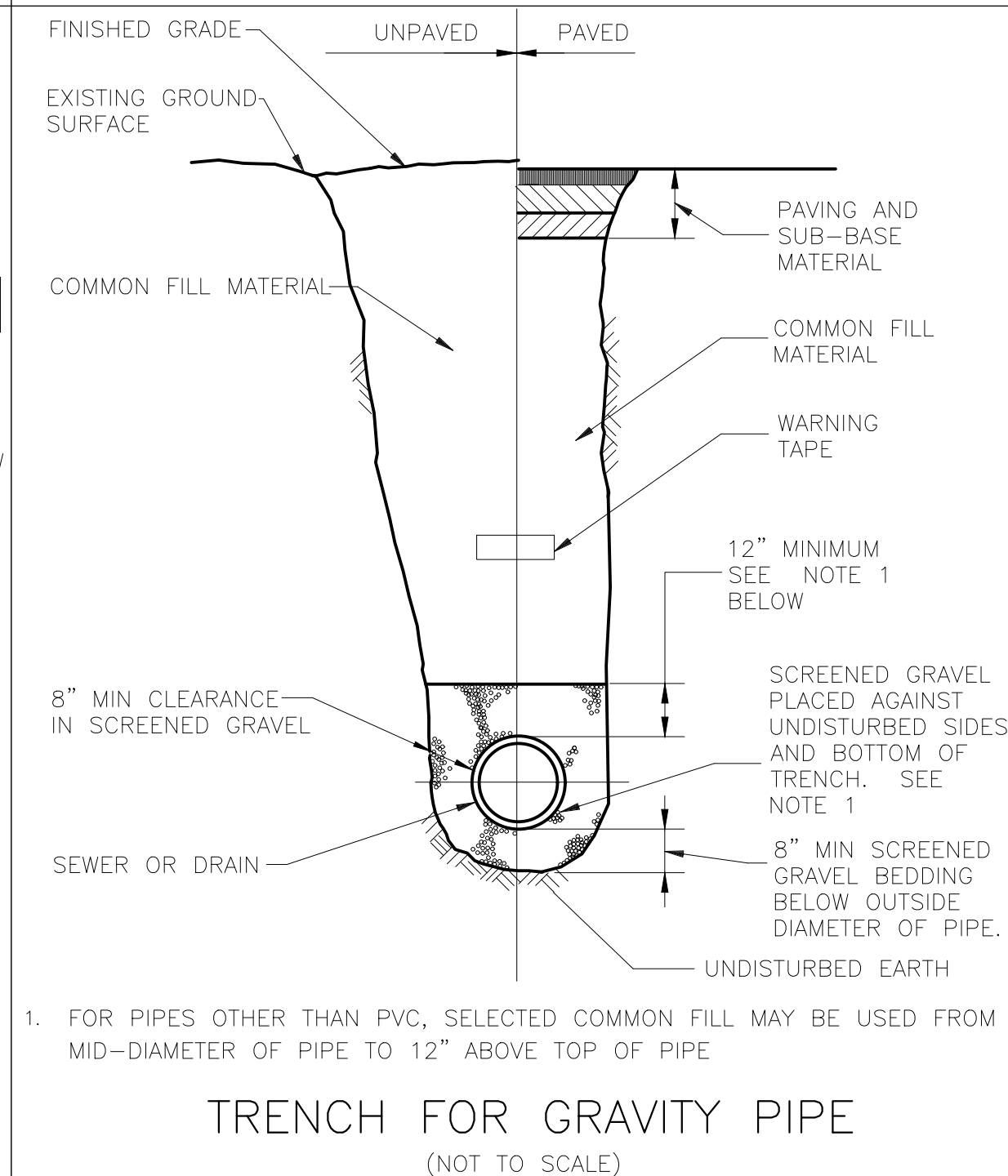
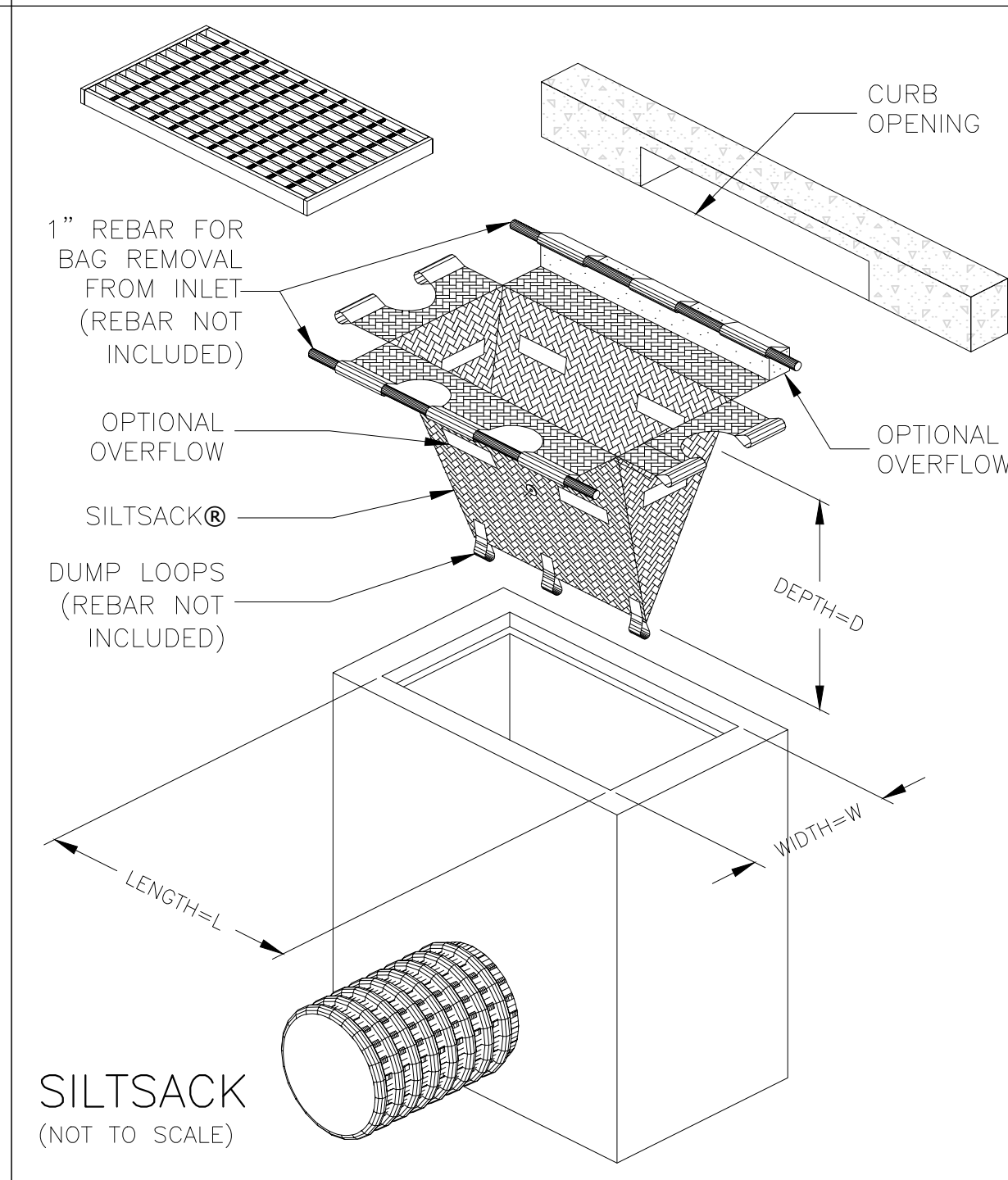
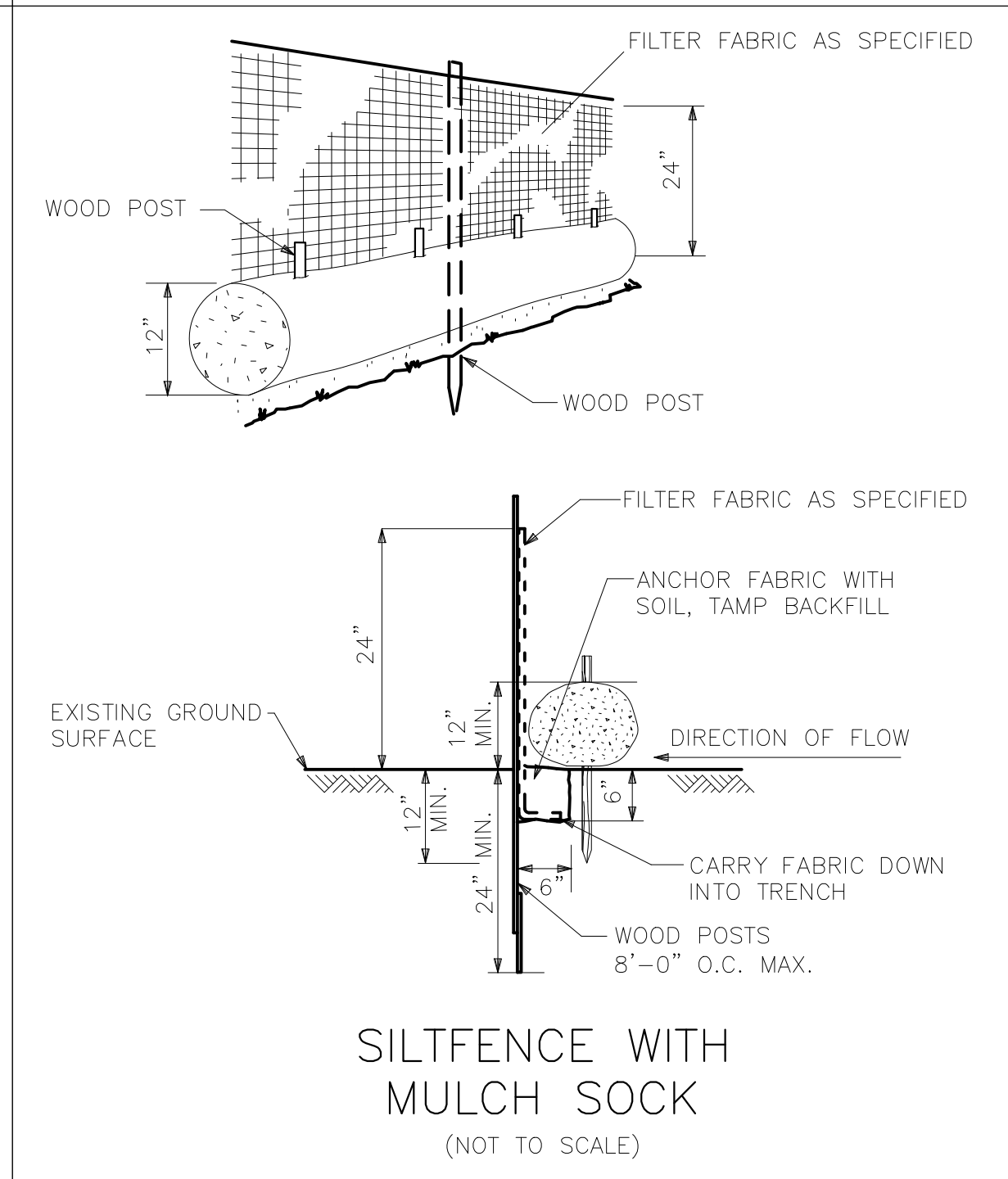
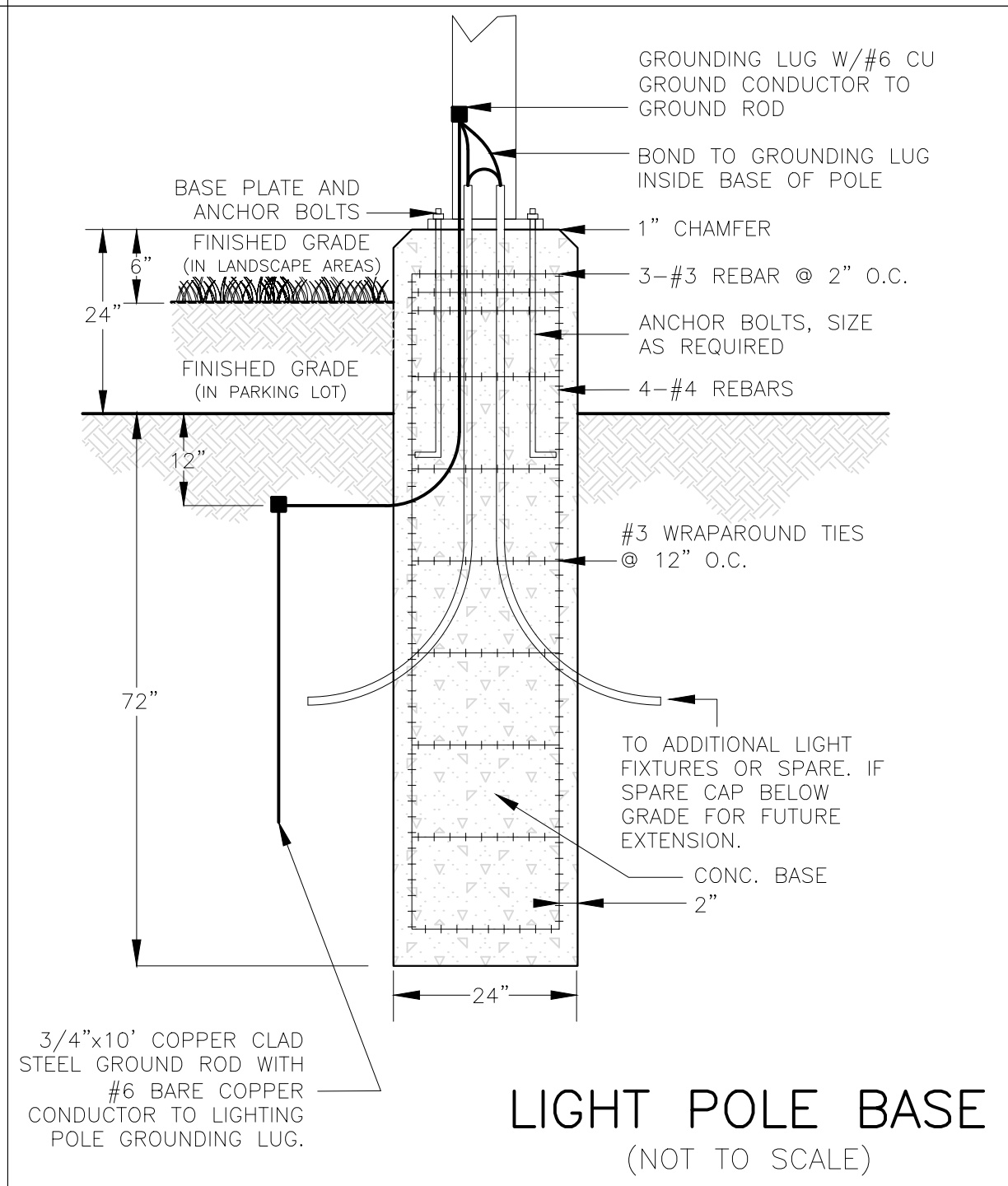
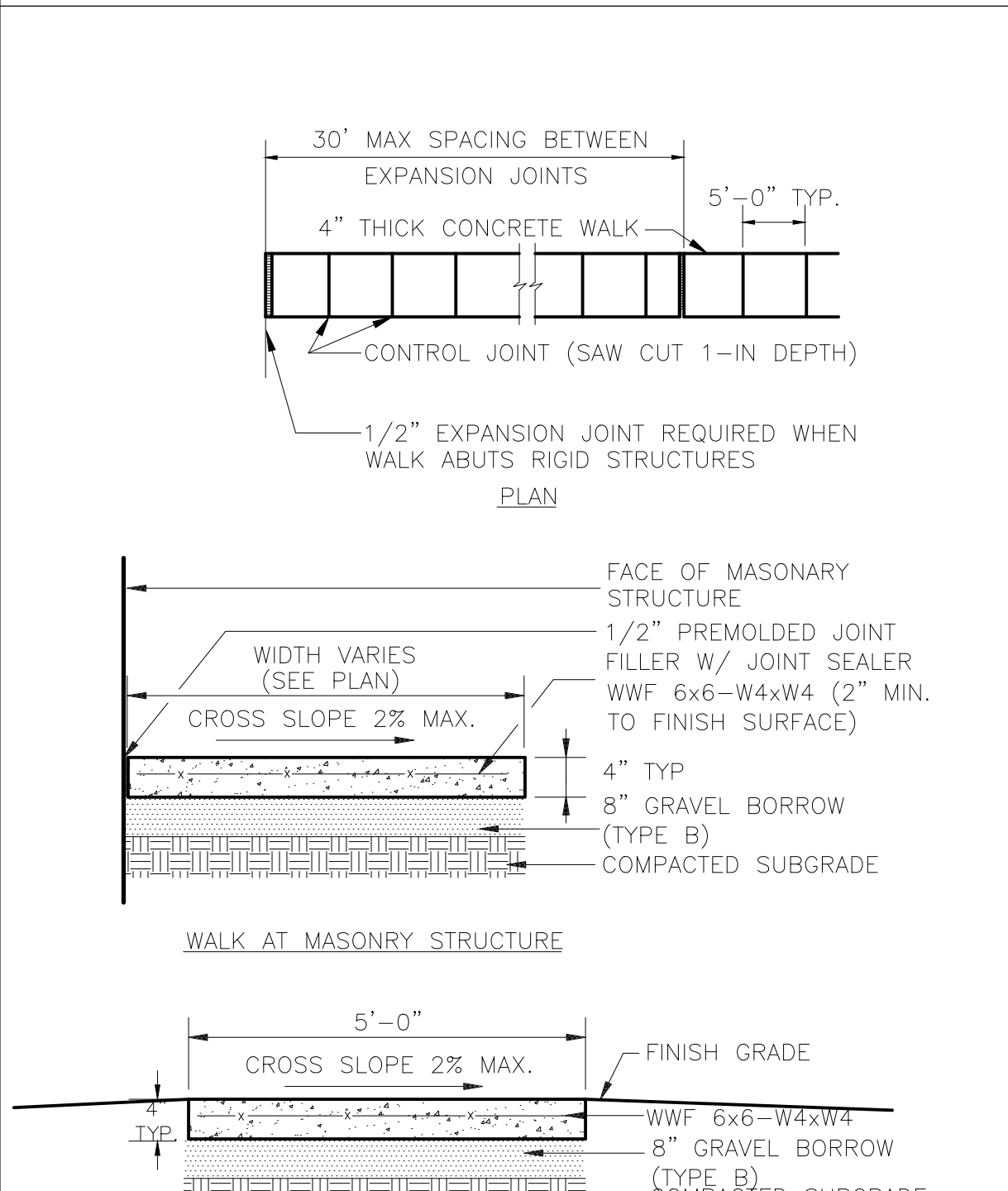
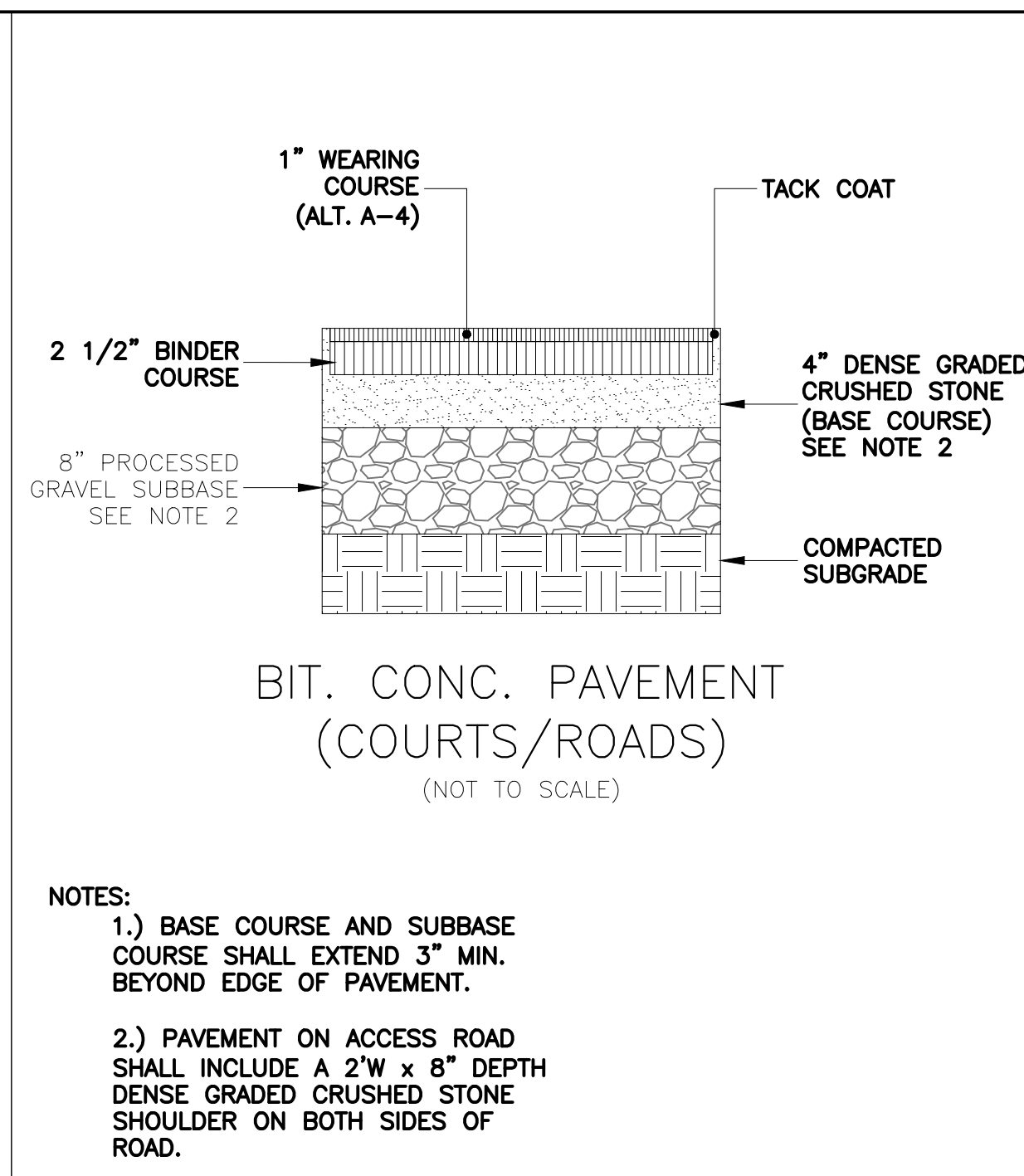
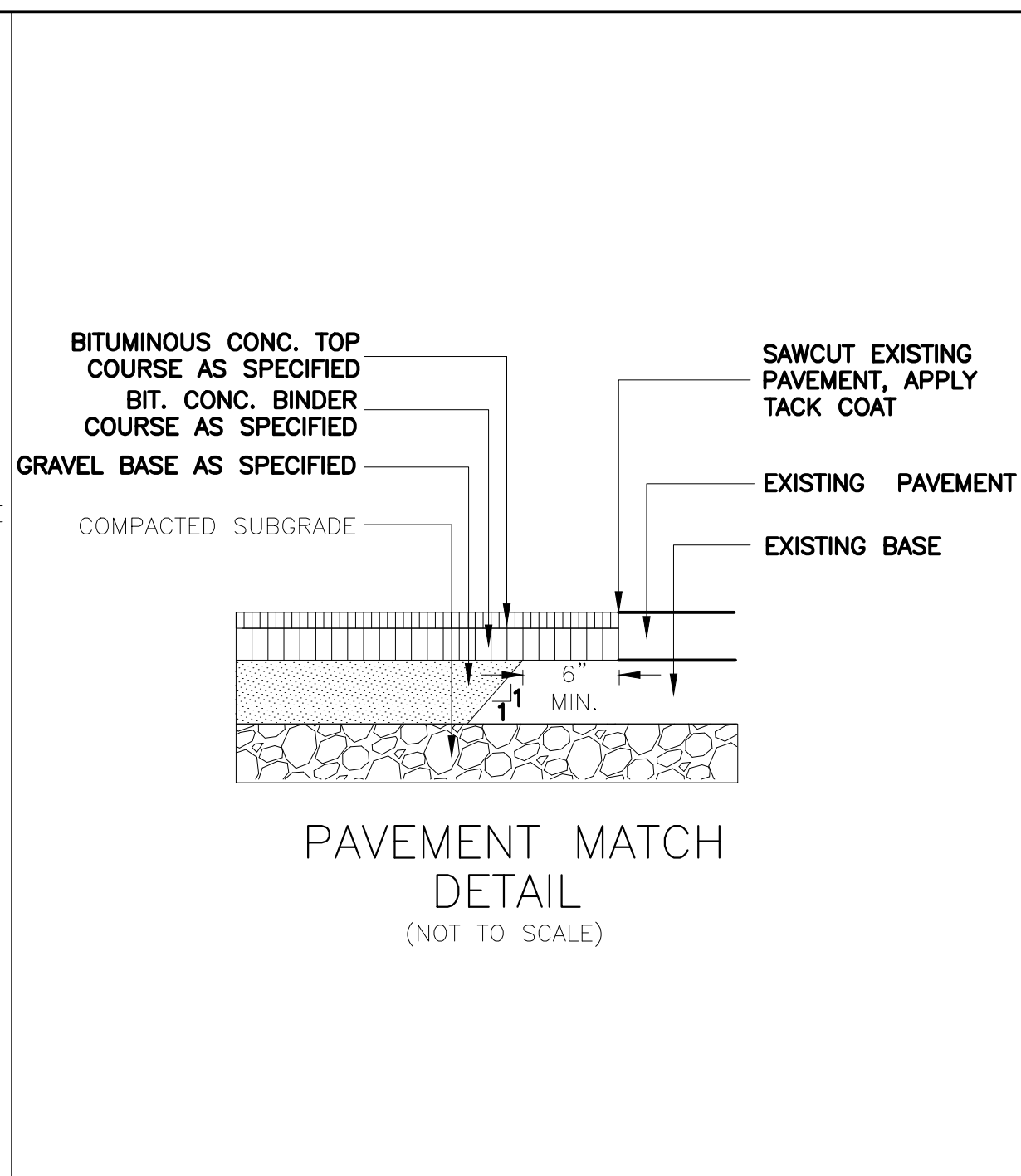
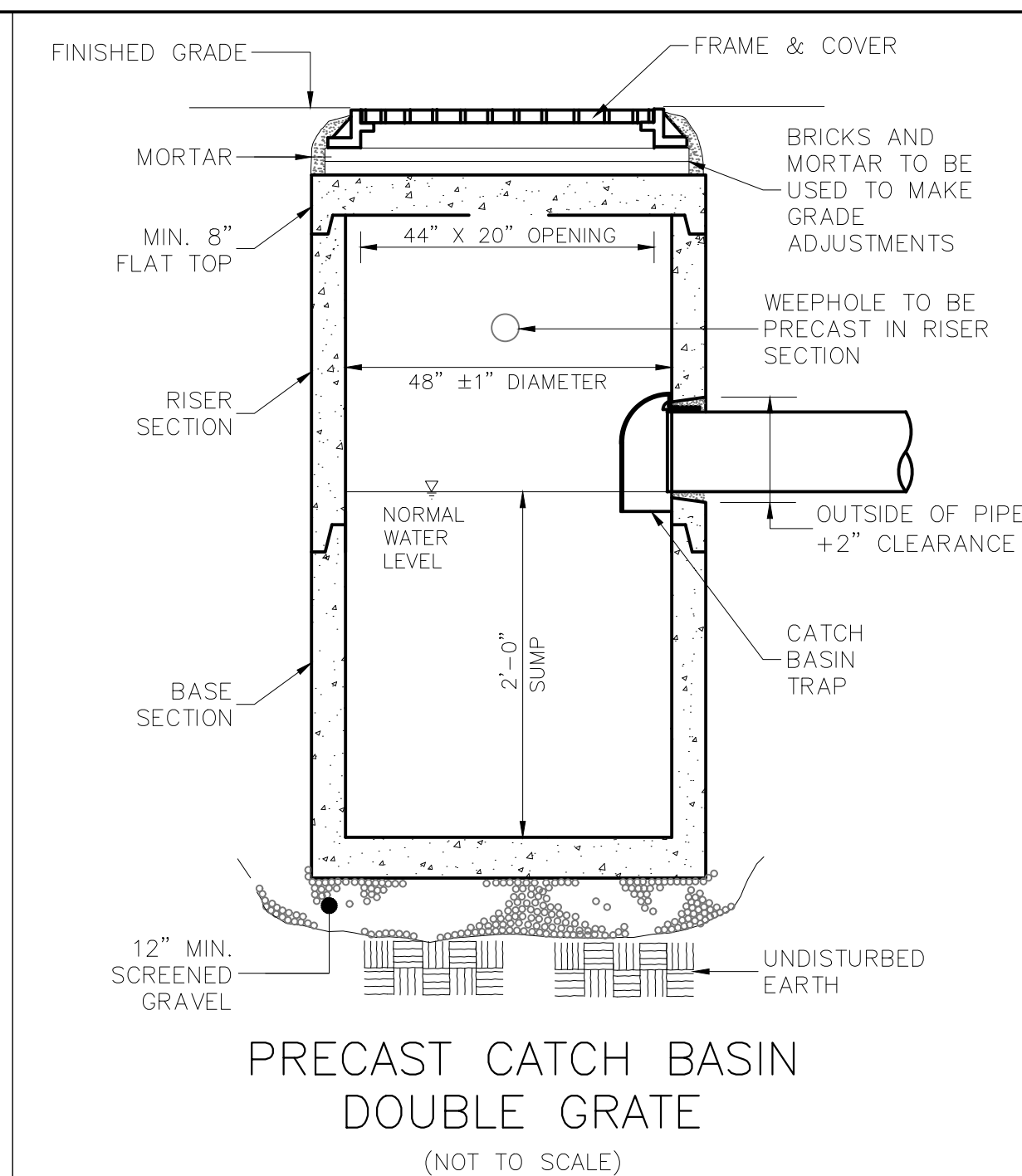
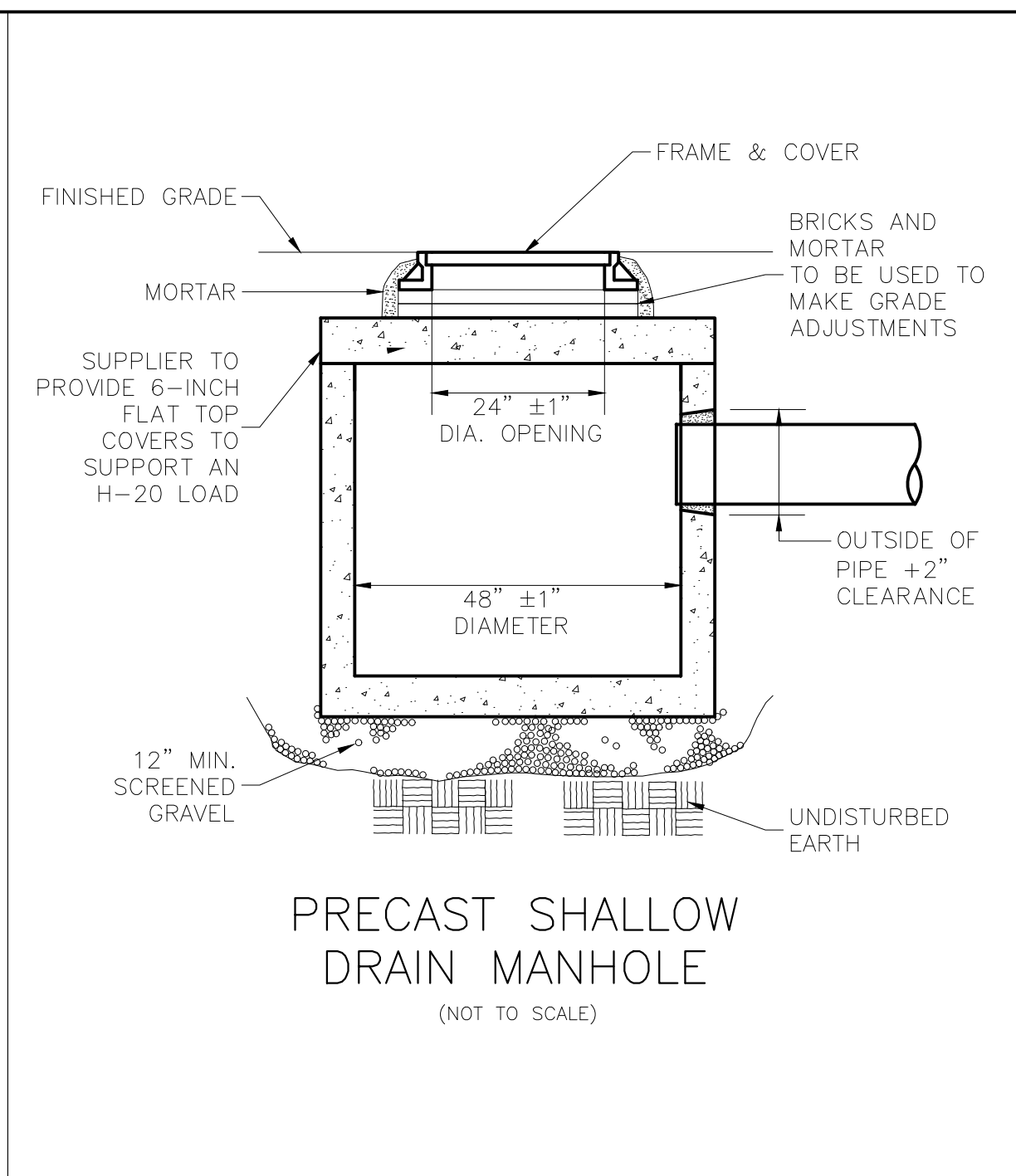
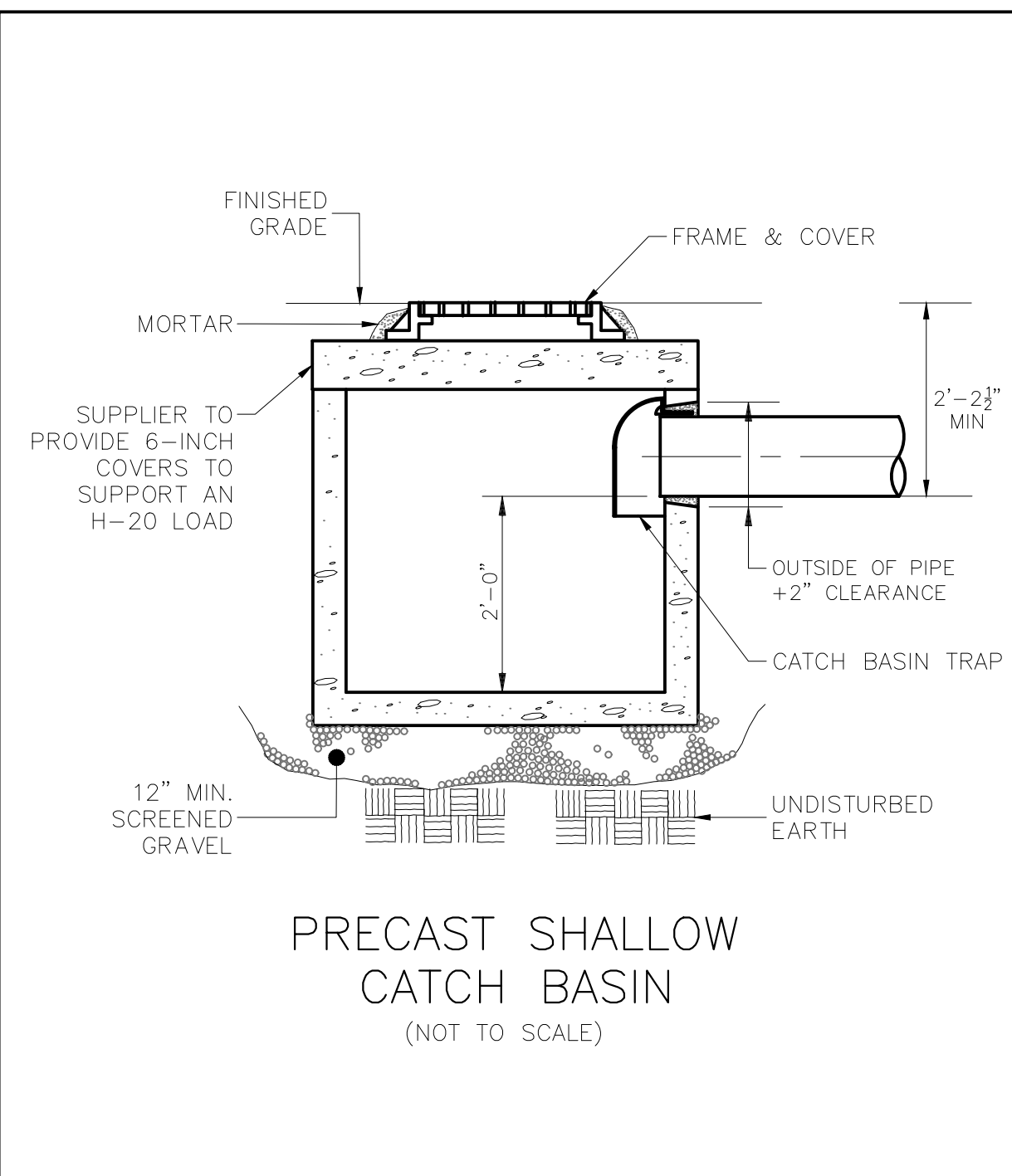
SEAL

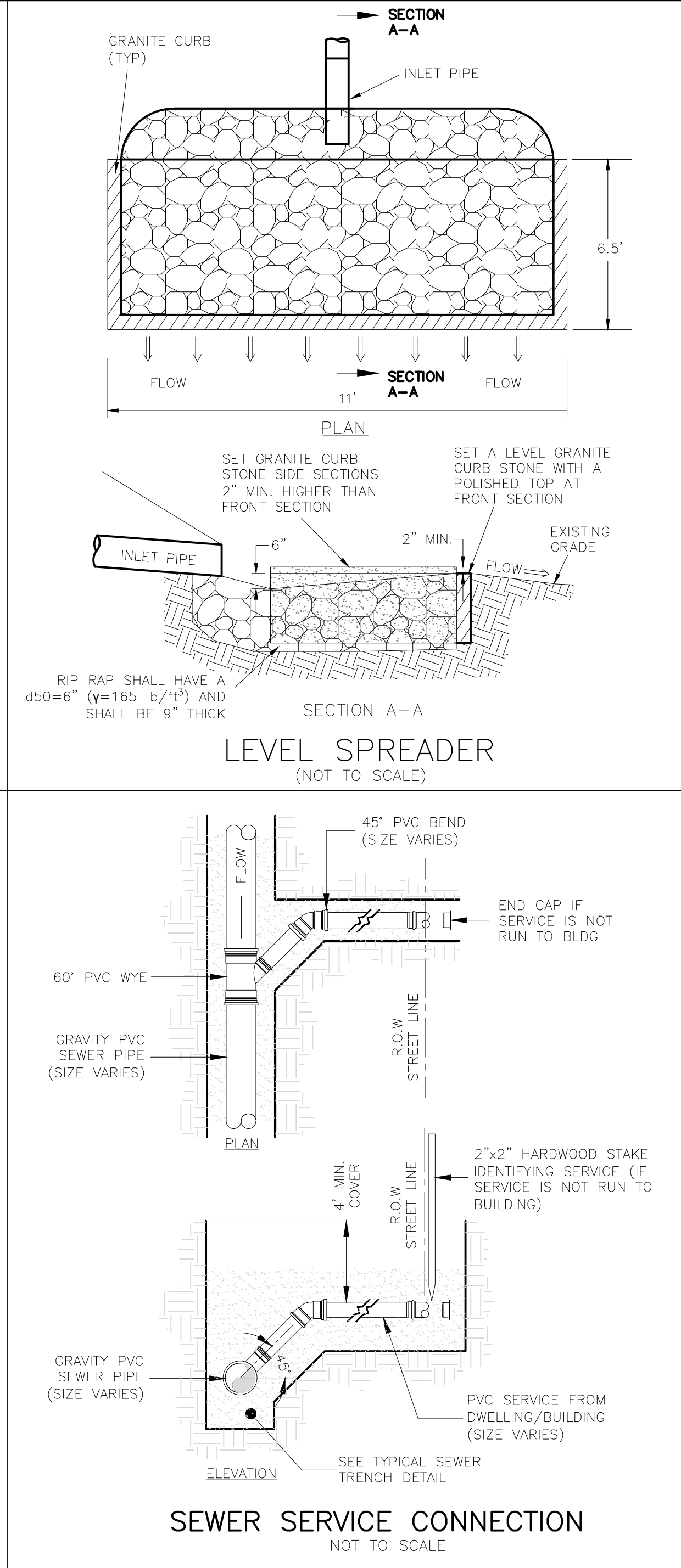
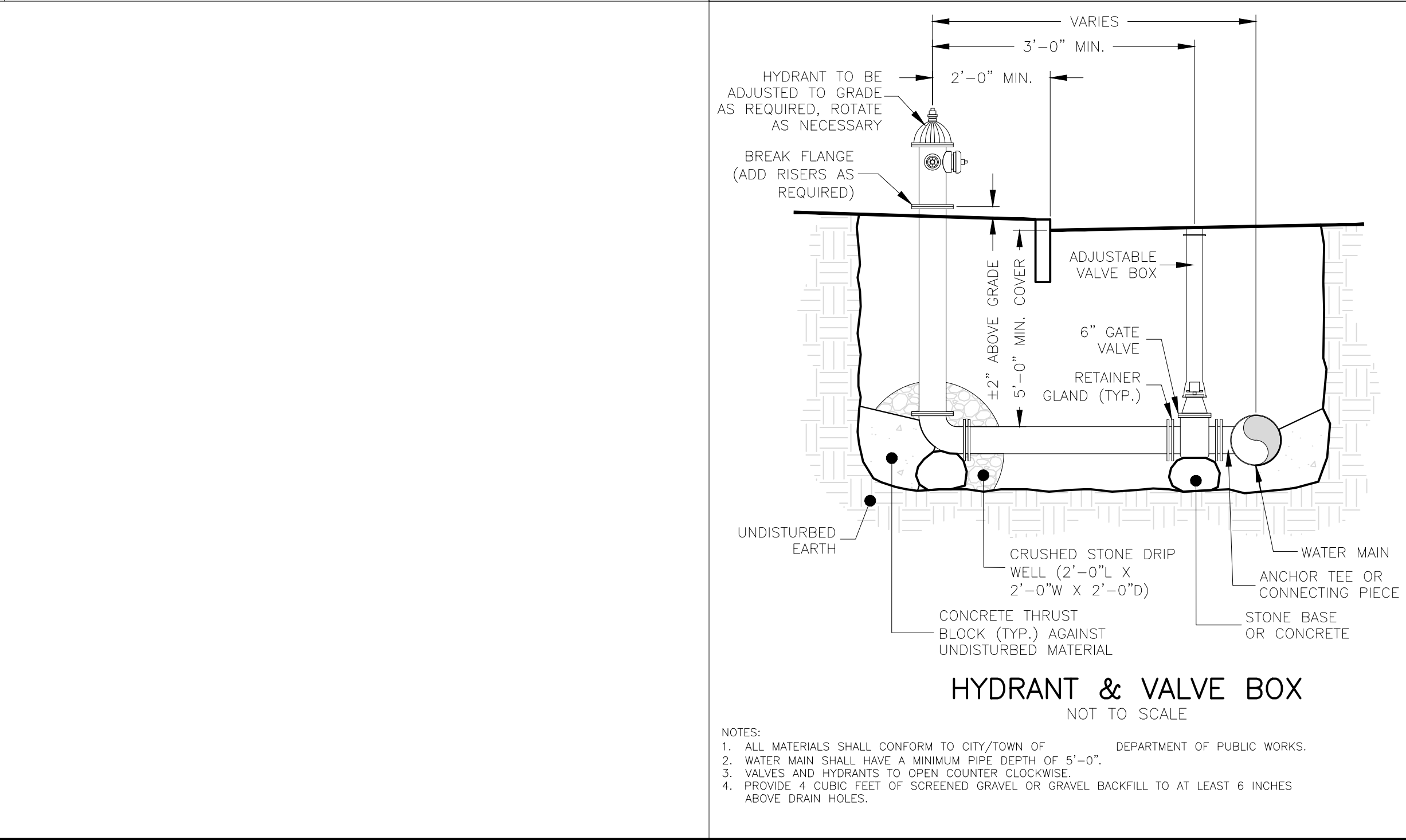
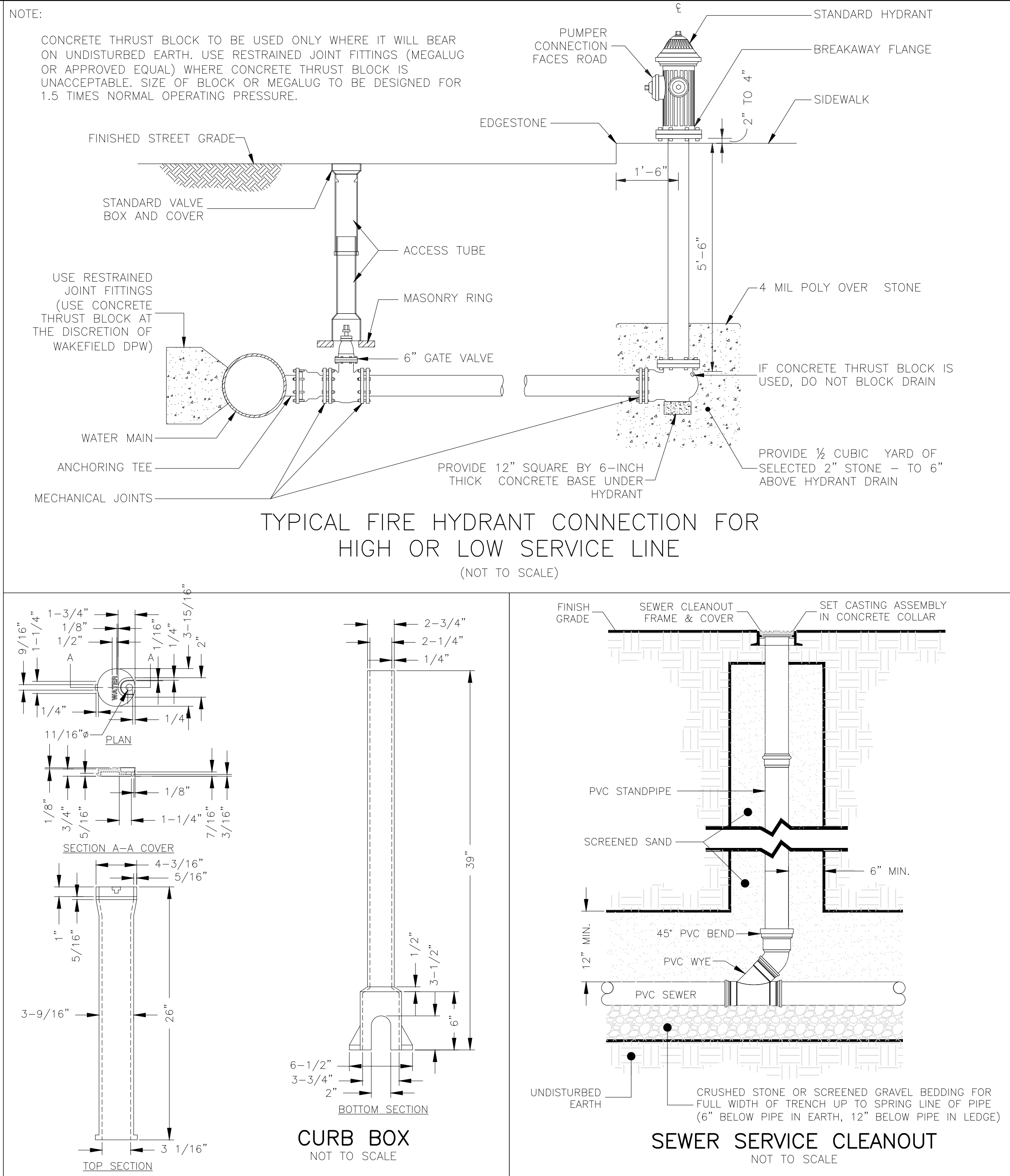
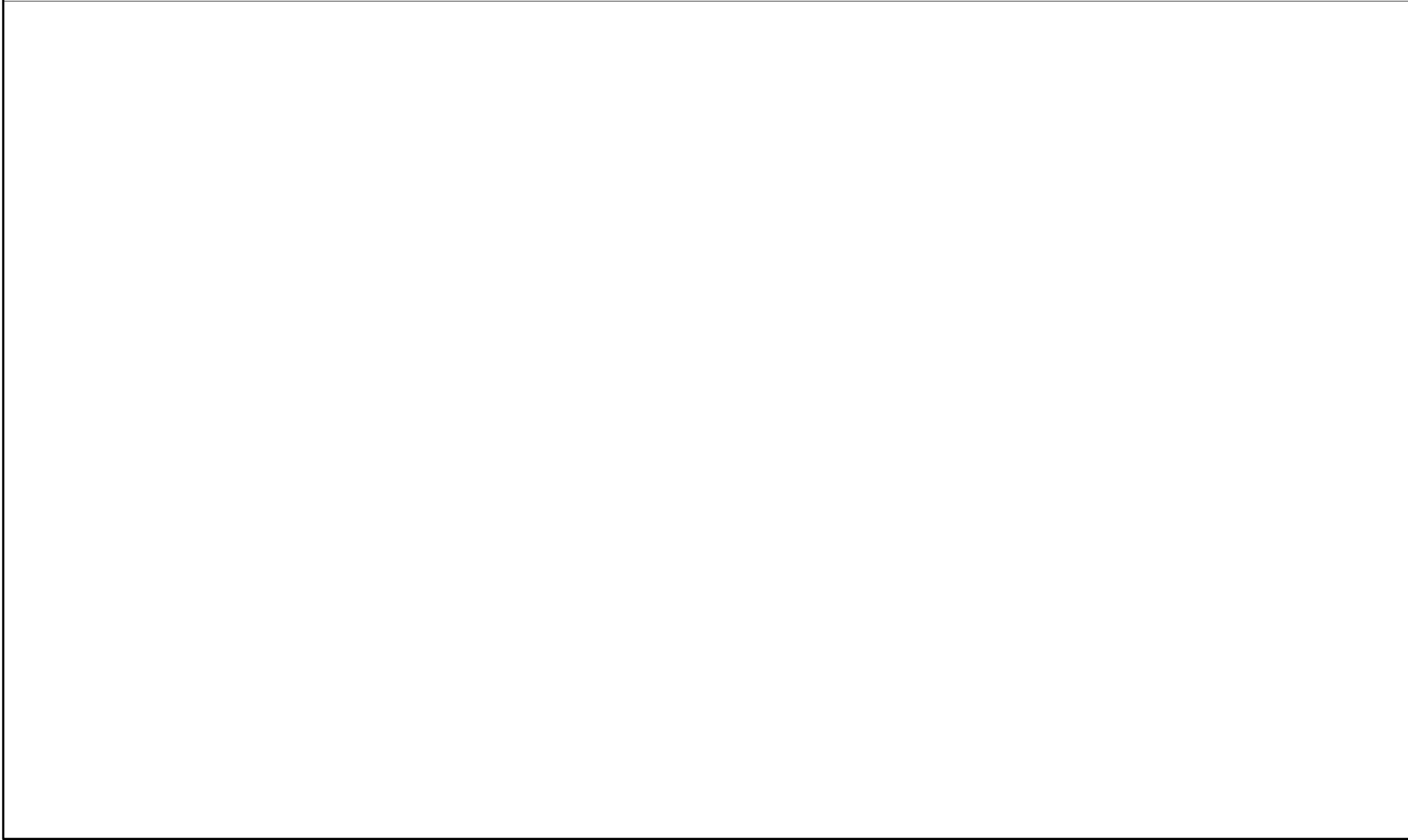
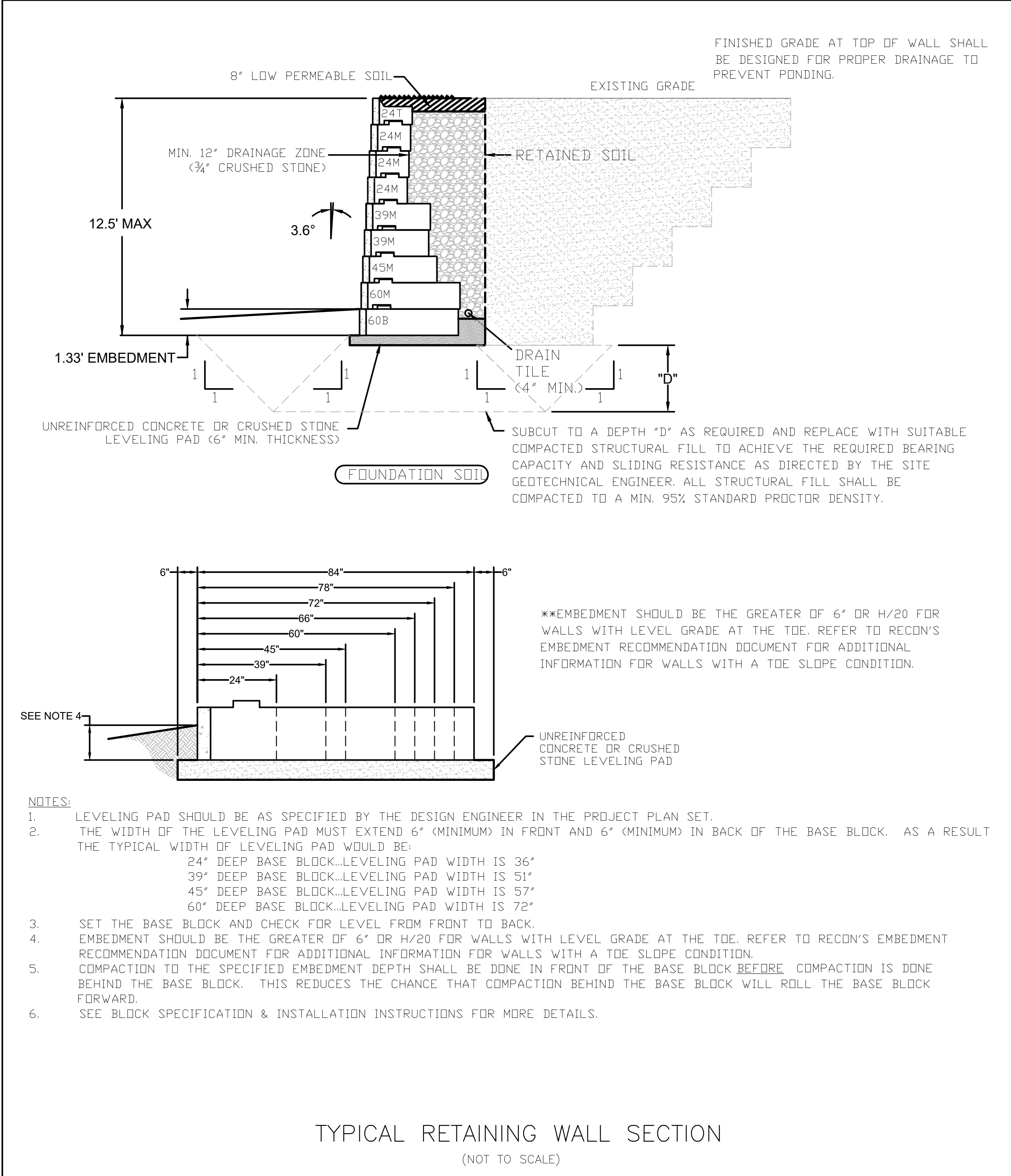
6	12
5	11
4	10
3	9
2	8
1	7

Designed By: MEM
Drawn By: MEM
Reviewed By: CPS
Project Manager: CPS
Job File Number: WAKE-0070
Drawing File Folder: WAKE70
☒ Drawing Issued for Review
☐ Drawing Issued for Permit
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Applicant:
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[illegible]



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SEAL

12	11	10	9	8	7
6	5	4	3	2	1

CONSTRUCTION DETAILS PLAN

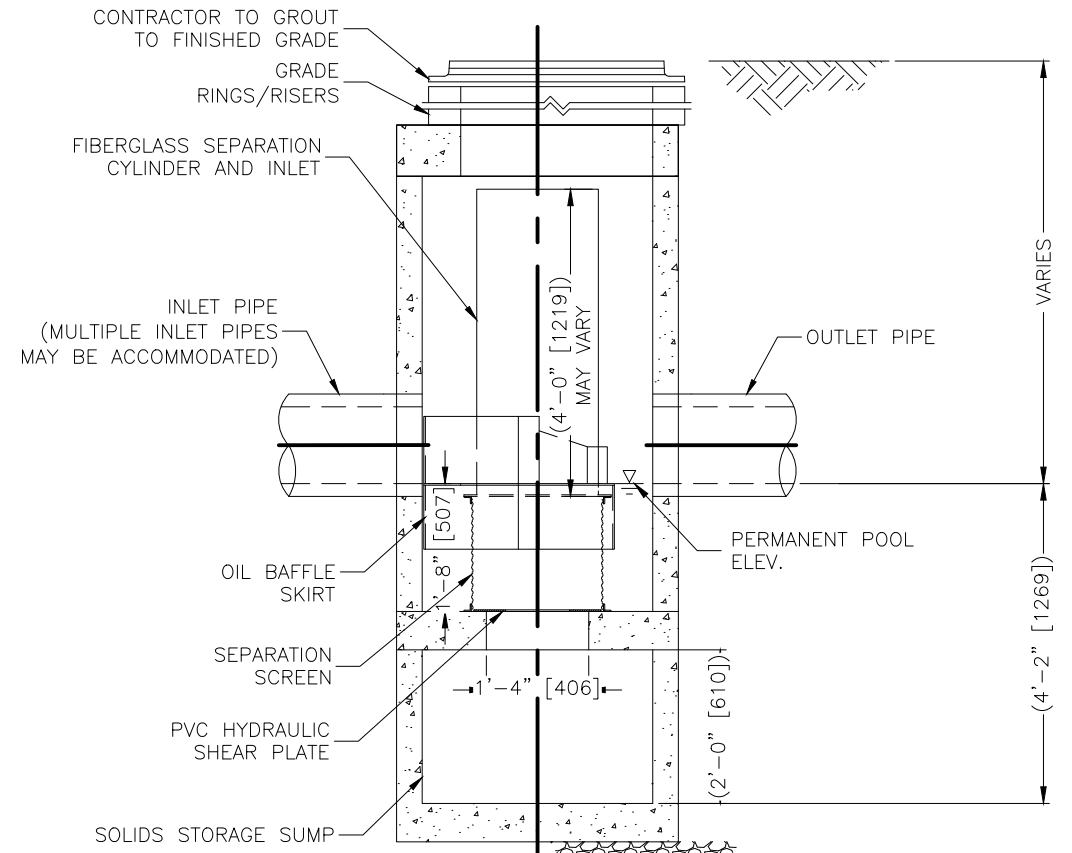
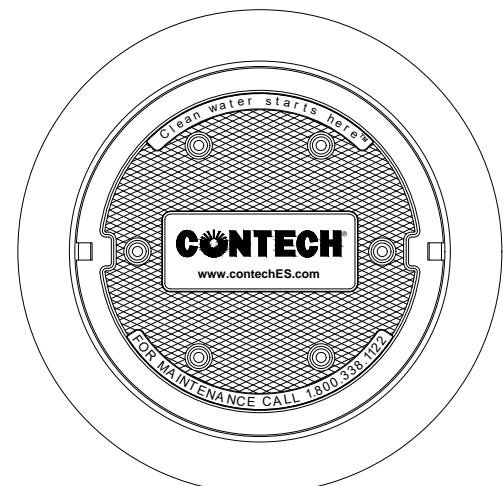
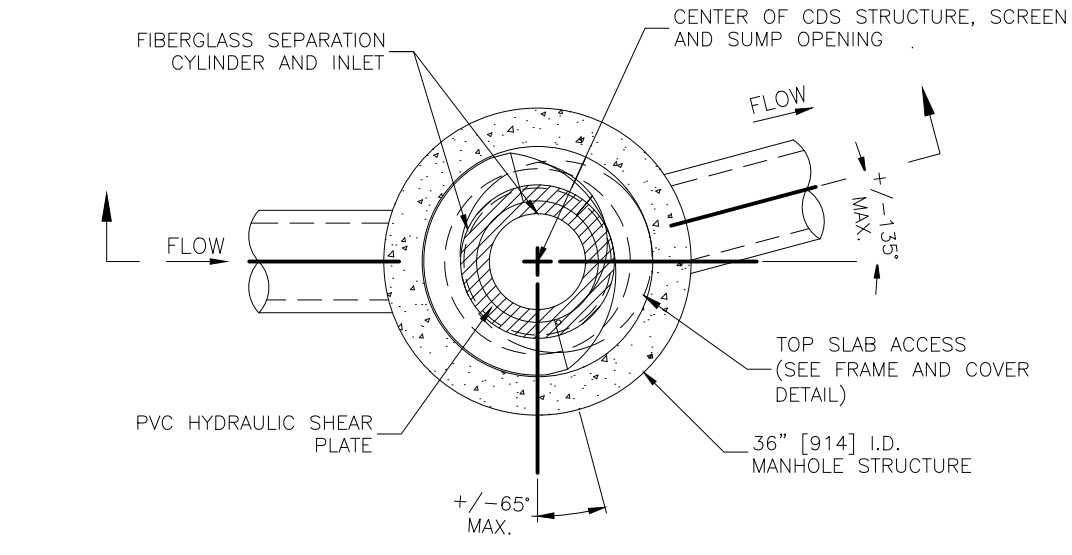
572-596 NORTH AVENUE, WAKEFIELD, MA

SCALE: NONE

DRAWING: C7.2

SHEET 8 OF 9

DECEMBER 2, 2020



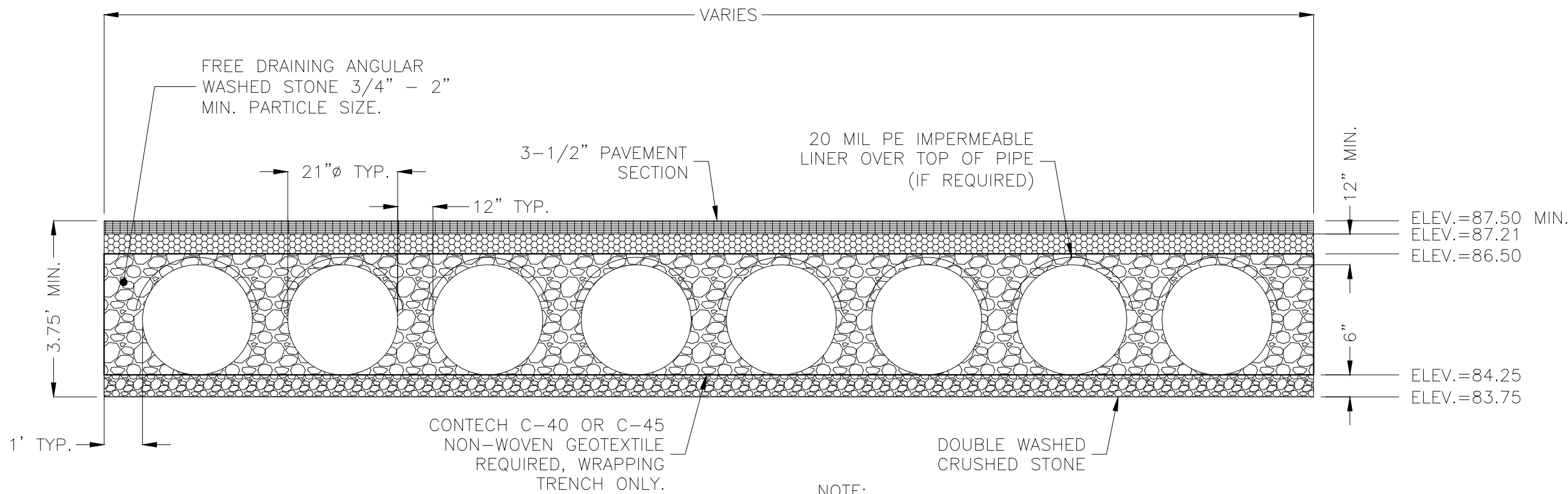
CONTECH CDS 1515-3-C
NOT TO SCALE

GENERAL NOTES

- CONTECH TO PROVIDE ALL MATERIALS UNLESS NOTED OTHERWISE.
- FOR SITE SPECIFIC DRAWINGS WITH DETAILED STRUCTURE DIMENSIONS AND WEIGHT, PLEASE CONTACT YOUR CONTECH ENGINEERED SOLUTIONS LLC REPRESENTATIVE, www.ContechES.com
- CDS WATER QUALITY STRUCTURE SHALL BE IN ACCORDANCE WITH ALL DESIGN DATA AND INFORMATION CONTAINED IN THIS DRAWING. CONTRACTOR TO CONFIRM STRUCTURE MEETS REQUIREMENTS OF PROJECT.
- STRUCTURE SHALL MEET AASHTO HS20 LOAD RATING, ASSUMING EARTH COVER OF 0' - 2', AND GROUNDWATER ELEVATION AT, OR BELOW, THE OUTLET PIPE INVERT ELEVATION. ENGINEER OF RECORD TO CONFIRM ACTUAL GROUNDWATER ELEVATION. CASTINGS SHALL MEET AASHTO M306 AND BE CAST WITH THE CONTECH LOGO.
- IF REQUIRED, PVC HYDRAULIC SHEAR PLATE IS PLACED ON SHELF AT BOTTOM OF SCREEN CYLINDER. REMOVE AND REPLACE AS NECESSARY DURING MAINTENANCE CLEANING.
- CDS STRUCTURE SHALL BE PRECAST CONCRETE CONFORMING TO ASTM C-478 AND AASHTO LOAD FACTOR DESIGN METHOD.

INSTALLATION NOTES

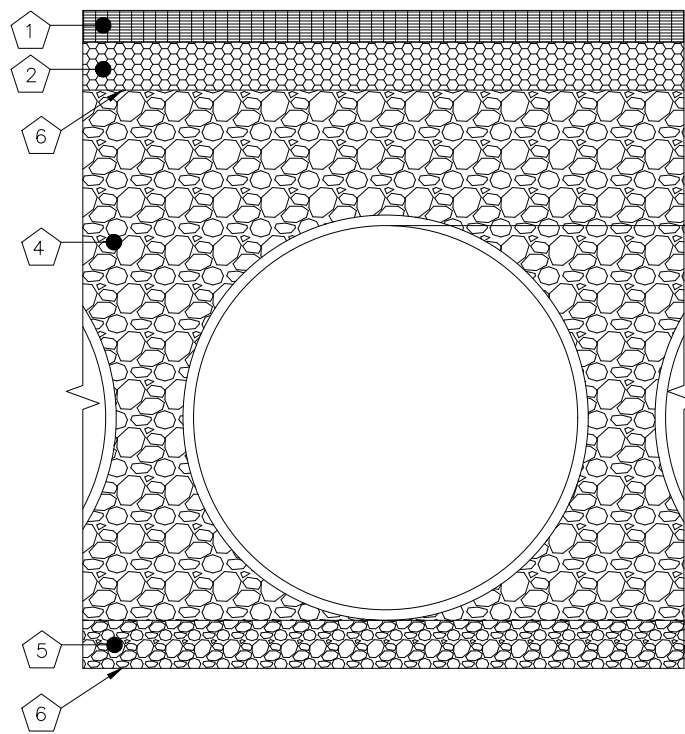
- ANY SUB-BASE, BACKFILL DEPTH, AND/OR ANTI-FLOTATION PROVISIONS ARE SITE-SPECIFIC DESIGN CONSIDERATIONS AND SHALL BE SPECIFIED BY ENGINEER OF RECORD.
- CONTRACTOR TO PROVIDE EQUIPMENT WITH SUFFICIENT LIFTING AND REACH CAPACITY TO LIFT AND SET THE CDS MANHOLE STRUCTURE.
- CONTRACTOR TO INSTALL JOINT SEALANT BETWEEN ALL STRUCTURE SECTIONS AND ASSEMBLE STRUCTURE.
- CONTRACTOR TO PROVIDE, INSTALL, AND GROUT INLET AND OUTLET PIPE(S). MATCH PIPE INVERTS WITH ELEVATIONS SHOWN. ALL PIPE CENTERLINES TO MATCH PIPE OPENING CENTERLINES.
- CONTRACTOR TO TAKE APPROPRIATE MEASURES TO ASSURE UNIT IS WATER TIGHT, HOLDING WATER TO FLOWLINE INVERT MINIMUM. IT IS SUGGESTED THAT ALL JOINTS BELOW PIPE INVERTS ARE GROUTED.



NOTE:

- IF SALTING AGENTS FOR SNOW AND ICE REMOVAL ARE USED ON OR NEAR THE PROJECT, A GEOMEMBRANE BARRIER IS RECOMMENDED WITH THE SYSTEM. THE GEOMEMBRANE LINER IS INTENDED TO HELP PROTECT THE SYSTEM FROM THE POTENTIAL ADVERSE EFFECTS THAT MAY RESULT FROM A CHANGE IN THE SURROUNDING ENVIRONMENT OVER A PERIOD OF TIME. PLEASE REFER TO THE CORRUGATED METAL PIPE DETENTION DESIGN GUIDE FOR ADDITIONAL INFORMATION.

BACKFILL
NOT TO SCALE



FOUNDATION/BEDDING PREPARATION

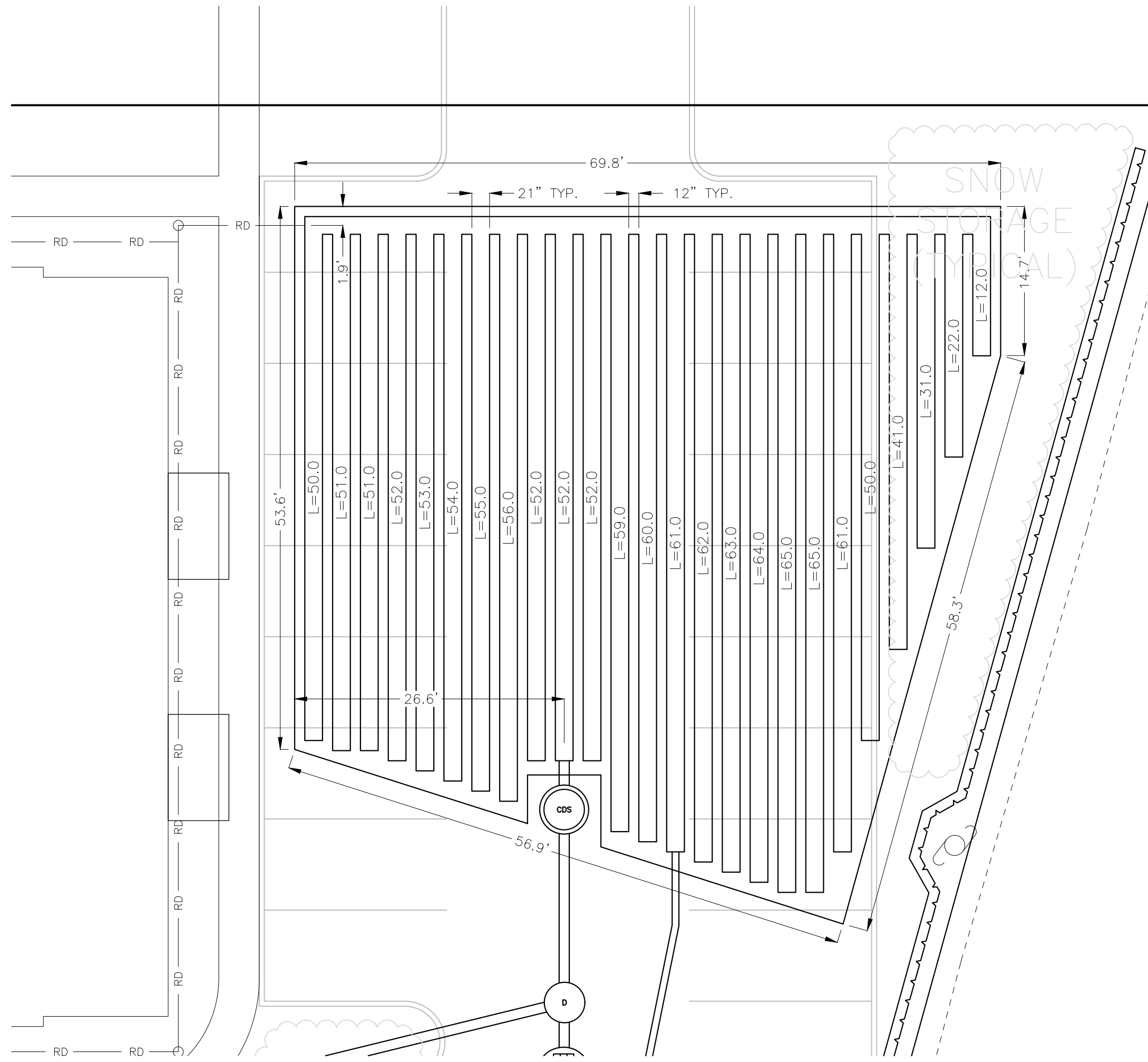
PRIOR TO PLACING THE BEDDING, THE FOUNDATION MUST BE CONSTRUCTED TO A UNIFORM AND STABLE GRADE. IN THE EVENT THAT UNSUITABLE FOUNDATION MATERIALS ARE ENCOUNTERED DURING EXCAVATION, THEY SHALL BE REMOVED AND BROUGHT BACK TO THE GRADE WITH A FILL MATERIAL AS APPROVED BY THE ENGINEER. ONCE THE FOUNDATION PREPARATION IS COMPLETE, THE 4 INCHES OF A WELL-GRADED GRANULAR MATERIAL SHALL BE PLACED AS THE BEDDING.

BACKFILL

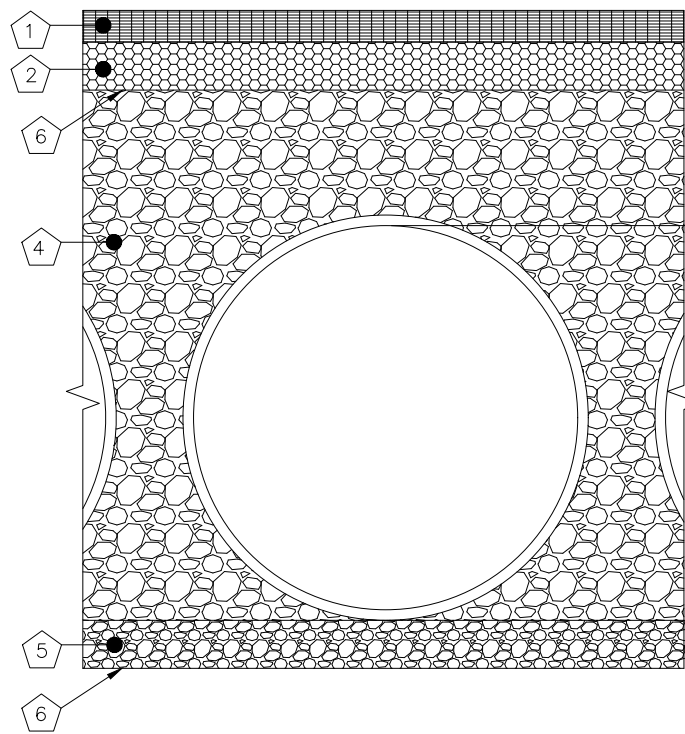
THE BACKFILL MATERIAL SHALL BE FREE-DRAINING ANGULAR WASHED STONE 3/4" - 2" PARTICLE SIZE. MATERIAL SHALL BE PLACED IN 8"-10" MAXIMUM LIFTS. MATERIAL SHALL BE WORKED INTO THE PIPE HAUNCHES BY MEANS OF SHOVEL-SLICING, RODDING, AIR-TAMPER, VIBRATORY ROD, OR OTHER EFFECTIVE METHODS. COMPACTION IS CONSIDERED ADEQUATE WHEN NO FURTHER YIELDING OF THE MATERIAL IS OBSERVED UNDER THE COMPACTOR, OR UNDER FOOT, AND THE PROJECT ENGINEER OR HIS REPRESENTATIVE IS SATISFIED WITH THE LEVEL OF COMPACTION. INADEQUATE COMPACTION CAN LEAD TO EXCESSIVE DEFLECTIONS WITHIN THE SYSTEM AND SETTLEMENT OF THE SOILS OVER THE SYSTEM. BACKFILL SHALL BE PLACED SUCH THAT THERE IS NO MORE THAN A TWO-LIFT DIFFERENTIAL BETWEEN THE SIDES OF ANY PIPE IN THE SYSTEM AT ALL TIMES DURING THE BACKFILL PROCESS. BACKFILL SHALL BE ADVANCED ALONG THE LENGTH OF THE SYSTEM AT THE SAME RATE TO AVOID DIFFERENTIAL LOADING ON ANY PIPES IN THE SYSTEM.

EQUIPMENT USED TO PLACE AND COMPACT THE BACKFILL SHALL BE OF A SIZE AND TYPE SO AS NOT TO DISTORT, DAMAGE, OR DISPLACE THE PIPE. ATTENTION MUST BE GIVEN TO PROVIDING ADEQUATE MINIMUM COVER FOR SUCH EQUIPMENT, AND MAINTAINING BALANCED LOADING ON ALL PIPES IN THE SYSTEM, DURING ALL SUCH OPERATIONS.

OTHER ALTERNATE BACKFILL MATERIAL MAY BE ALLOWED DEPENDING ON SITE SPECIFIC CONDITIONS. REFER TO TYPICAL BACKFILL DETAIL FOR MATERIAL REQUIRED.



PLAN VIEW
SCALE: 1"=10'



KEY

- RIGID OR FLEXIBLE PAVEMENT
- GRANULAR ROAD BASE
- 12" MIN. FOR DIAMETERS THROUGH 96" 18" MIN. FOR DIAMETERS FROM 102" AND LARGER MEASURED TO TOP OF RIGID OR BOTTOM OF FLEXIBLE PAVEMENT.
- FREE DRAINING ANGULAR WASHED STONE 3/4" - 2" MIN. PARTICLE SIZE.
- GRANULAR BEDDING, ROUGHLY SHAPED TO FIT THE BOTTOM OF PIPE, 4"- 6" IN DEPTH.
- CONTECH C-40 OR C-45 NON-WOVEN GEOTEXTILE REQUIRED, WRAPPING TRENCH ONLY.

FOUNDATION/BEDDING PREPARATION

PRIOR TO PLACING THE BEDDING, THE FOUNDATION MUST BE CONSTRUCTED TO A UNIFORM AND STABLE GRADE. IN THE EVENT THAT UNSUITABLE FOUNDATION MATERIALS ARE ENCOUNTERED DURING EXCAVATION, THEY SHALL BE REMOVED AND BROUGHT BACK TO THE GRADE WITH A FILL MATERIAL AS APPROVED BY THE ENGINEER. ONCE THE FOUNDATION PREPARATION IS COMPLETE, THE 4 INCHES OF A WELL-GRADED GRANULAR MATERIAL SHALL BE PLACED AS THE BEDDING.

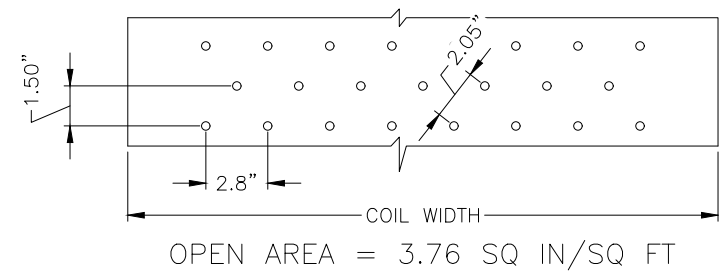
BACKFILL

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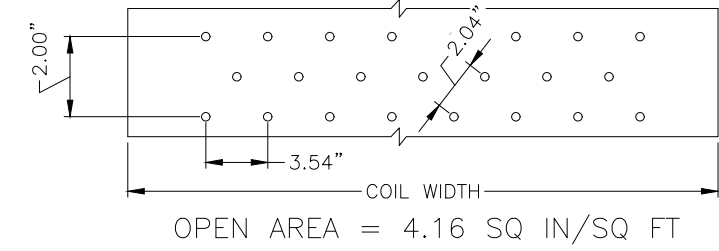
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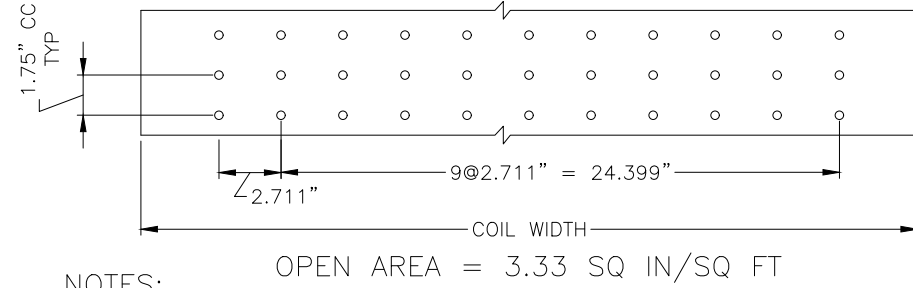
2 2/3" x 1/2" CORRUGATION - STEEL AND ALUMINUM CMP
EDGE SPACING EQUAL ON BOTH SIDES



3" x 1" CORRUGATION - STEEL AND ALUMINUM CMP
(COIL PROVIDED FROM CONTECH LANTANA, FL PLANT)



5" x 1" CORRUGATION - STEEL ONLY
EDGE SPACING EQUAL ON BOTH SIDES



NOTES:

- PERFORATIONS MEET AASHTO AND ASTM SPECIFICATIONS.
- PERFORATION OPEN AREA PER SQUARE FOOT OF PIPE IS BASED ON THE NOMINAL DIAMETER AND LENGTH OF PIPE.
- ALL DIMENSIONS ARE SUBJECT TO MANUFACTURING TOLERANCES.
- ALL HOLES ϕ 3/8".

PERFORATION
NOT TO SCALE

CONSTRUCTION DETAILS PLAN

DRAWING: C7.3		SHEET 9 OF 9	
SCALE: AS SHOWN		DECEMBER 2, 2020	
572-596 NORTH AVE, WAKEFIELD, MA		SEAL	
12		7	
11		8	
10		9	
5		6	
6		1	

Designed By: MEM
Drawn By: MEM
Reviewed By: CPS
Project Manager: CPS
Job File Number: WAKE-0070
Drawing File Folder: WAKE70
☒ Drawing Issued for Review
☐ Drawing Issued for Permit
☐ Drawing Issued for Construction

Owner:
Raymond Nickerson
And Dana Lopez
26 Venditto Road
Revere, MA 02151
Applicant:
Raymond Nickerson
And Dana Lopez
26 Venditto Road
Revere, MA 02151



572-576 North Avenue Apartments

Wakefield, MA

Civil/Site Narrative, March 25, 2021

General Site Information

The 572-576 North Avenue Apartments is a proposed 38-unit multifamily affordable housing project located along the west side of North Avenue across from Willard Street and Fielding Street in the Town of Wakefield, MA. This site is in the northwest corner of Wakefield approximately ¼-mile south of exit 39 at Route 128 near the town line of Reading, MA. The project site is an undeveloped wooded parcel of land. The total parcel area is approximately 5.05 acres.

Neighborhood

As mentioned above, the subject property is currently undeveloped. The abutting property to the north at 598 North Avenue is improved by an existing 18-unit apartment building/ development, recently completed in 2020. Similarly, the next property to the north, at 600 North Avenue, is improved by an existing 24-unit apartment building/ development, recently constructed in 2019. The property abutting the subject parcel to the south contains a commercial building, which is the current home of the Knight of Columbus. To the west the property is bound by the MBTA Commuter Rail Haverhill Line. Across North Street, to the northeast is Lakeside Office Park, a large commercial development containing various businesses and an inn. Across North Street, to the east and southeast are Willard Street and Field Street, residential subdivision roadways with single family homes.

Wetland Resources

Gregory Hochmuth, a professional wetland scientist from the office of Williams & Sparages LLC, flagged the wetland resources on the subject property in October 2020. The property is divided by a large wetland system fed from drainage culverts that pass under the MBTA railroad bed from west to east. Intermittent streams carry stormwater runoff from under the railroad bed through the middle of the subject property (from west to east) and flow to a large 36-inch corrugated metal pipe at the street line of North Avenue where the stormwater enters the existing street drainage system. A bordering vegetated wetland exists on either side of the intermittent streams. Two series of wetland flags were established. The A-series on the west side of the stream and the B-series on the east side of the stream. A review of the current Natural Heritage Atlas also indicates that the property does not contain any habitat associated with rare and endangered species or vernal pools. A review of the FEMA Flood Insurance Rate Maps also show that there are no flood hazard areas affecting the property.

Proposed Project

The current proposal is to construct 1 apartment buildings containing a total of 38 units. The building dimensions are roughly 78-ft by 150-ft. The building footprint measures approximately 11,000 square feet. An outdoor parking field with 24-foot wide isle widths is proposed and can accommodate a total of approximately 58 parking spaces. 24 parking spaces measure 9-ft by 18-ft and 34 parking spaces measure 8.5-ft by 18-ft. At 38 units, this translates to a parking ratio of 1.53 parking spaces per unit. Access to the parking field will be provided via two driveway entrance/ exist off North Street. The surface driveway system allows for emergency vehicles access.

Handicapped-accessible parking will also be provided within the parking field. In addition, sidewalks are proposed throughout the site to allow for easy pedestrian access from the parking field to the building and out to North Street.

Landscape/ Surroundings

Much time and effort went into the concept phase of the project layout. We have positioned the building, parking field, and stormwater management areas to limit the amount of disturbance to the maximum extent practicable. We are developing just under 1 acre of the approximate 5.05 acres of the subject property. As we continue work on the project eligibility letter application, the plan is being further refined to include additional landscape elements with the help of our project landscape architect, Mr. Elliott Brundage.

Utilities

Public sewer service water service from the Town of Wakefield is available on North Street. The Wakefield Municipal Gas and Light Department also maintains utility poles that run along North Street right along the frontage of the subject property. The utilities running along the poles provide for electricity, cable TV, telephone, and other communication lines.

Fire Protection & Public Safety

Fire sprinkler and alarm systems will be provided for the proposed building and fire hydrant placement will be coordinated with the Fire Department and Water Department. The sprinkler system will comply with all relevant sections of the National Fire Protection Association (NFPA) Standard 13. The practice of the Wakefield Fire Department is to locate a hydrant within 100-feet of a Fire Department Connection on the building. The site plan proposes a hydrant within 30-feet of the proposed Fire Department Connection. Finally, we will provide the Fire Department with a fire apparatus vehicle turning movement plan to show that there is adequate space within the site for fire truck turning movements.

Stormwater Management

The project will be designed to meet the Department of Environmental Protection's (DEP's) Stormwater Management Standards as outlined in DEP's Stormwater Handbook. When a project complies with these standards, the presumption is that the project is protecting public and private water supply, groundwater supplies, providing for appropriate flood control and storm damage prevention, preventing pollution, protecting fisheries, and protecting wildlife habitat. The project proponents also plan to work closely with Town Engineer, William Renault, P.E., to design a stormwater management system that is consistent with the requirements of DEP's Stormwater Handbook. Mr. Renault has already witnessed the testholes excavated for the proposed subsurface infiltration system.

The current plan is combine a series of stormwater best management practices, which will include deep sump catch basins, an oil-water separation device, and a sub-surface infiltration system to achieve the goals of DEP's standards.

WILLARD RD.

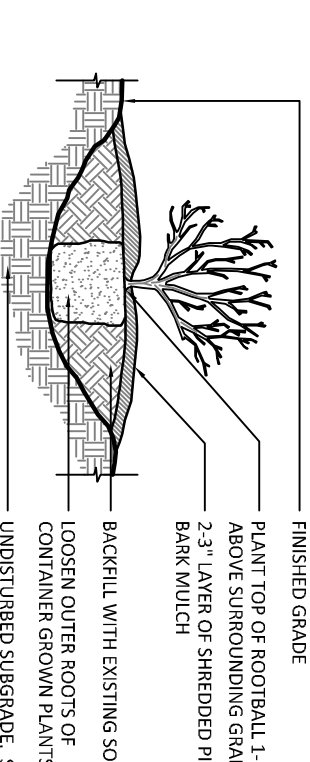
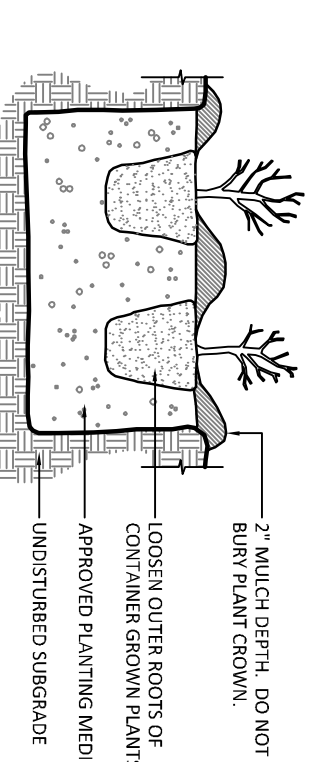
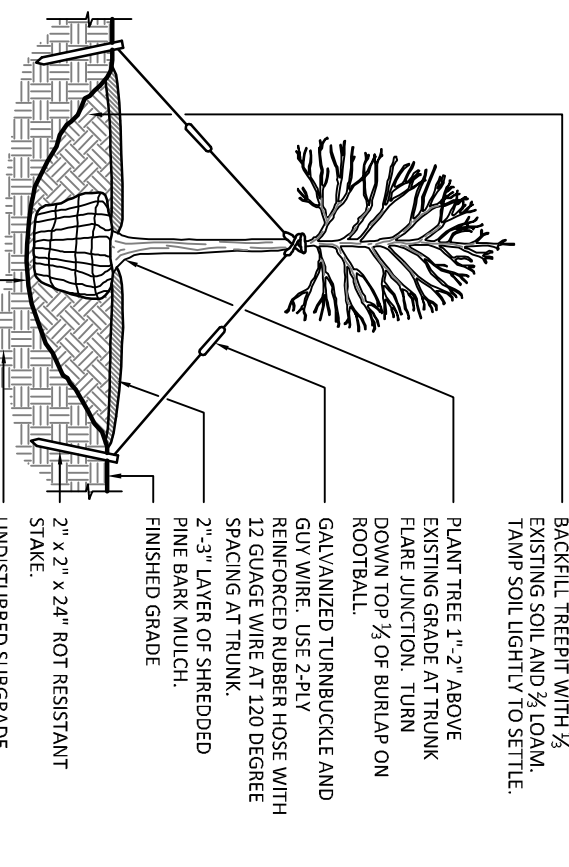
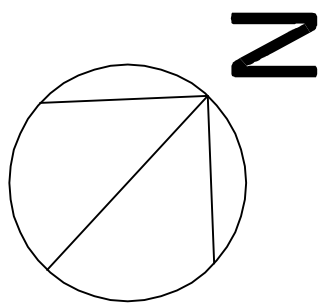
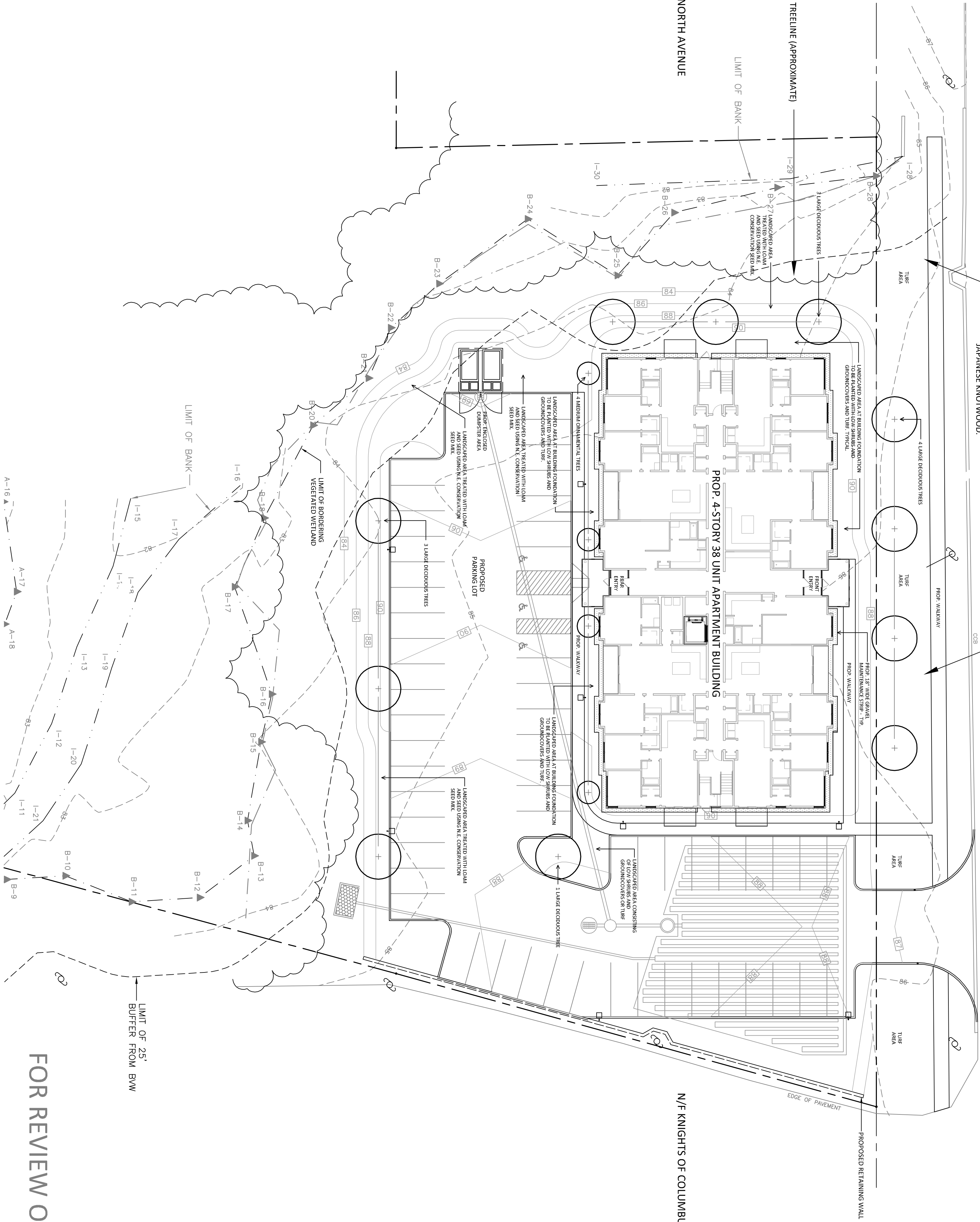
FIELDING ST.

NORTH AVENUE

PRE-PROJECT EXISTING VEGETATION ALONG NORTH STREET
CONSIST OF EASTERN COTTONWOOD, RED MAPLE, AND
JAPANESE KNOTWOOD.

N/F 538 NORTH AVENUE

N/F KNIGHTS OF COLUMBUS

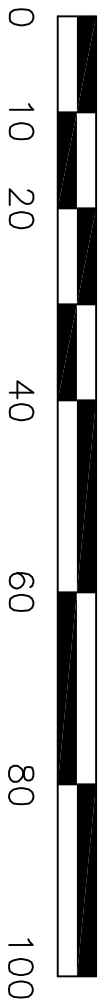


General Planting Notes

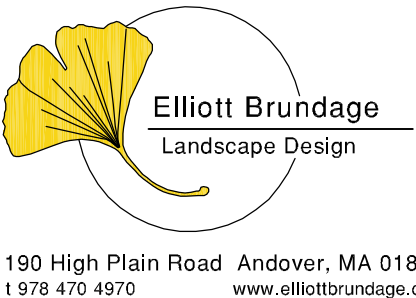
1. All plants shall be the highest quality, heavy nursery grown stock and sized according to Massachusetts Nurseryman's Association Standards. No substitutions will be permitted without the prior approval of the owner.
2. All plants shall be delivered to the site with a minimum of 24 hours notice. Plants shall be delivered to the site with a minimum of 24 hours notice. Plants shall be delivered to the site with a minimum of 24 hours notice.
3. All plants shall be delivered to the site with a minimum of 24 hours notice. Plants shall be delivered to the site with a minimum of 24 hours notice. Plants shall be delivered to the site with a minimum of 24 hours notice.
4. All plant material shall be guaranteed for one full year from the completion of the installation.
5. All plants shall be delivered to the site with a minimum of 24 hours notice. Plants shall be delivered to the site with a minimum of 24 hours notice. Plants shall be delivered to the site with a minimum of 24 hours notice.
6. All plants shall be delivered to the site with a minimum of 24 hours notice. Plants shall be delivered to the site with a minimum of 24 hours notice. Plants shall be delivered to the site with a minimum of 24 hours notice.
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10. All plants shall be delivered to the site with a minimum of 24 hours notice. Plants shall be delivered to the site with a minimum of 24 hours notice. Plants shall be delivered to the site with a minimum of 24 hours notice.

NOTE: THE TREELINE DEPICTED ON THIS PLAN HAS BEEN DERIVED FROM
GOOGLE EARTH AERIAL PHOTO IMAGERY.

SCALE: 1" = 20'-0"



FOR REVIEW ONLY - NOT FOR CONSTRUCTION
JAN 29 2021



0 North Avenue
Wakefield, Massachusetts

Property Owners: Raymond Nickerson and Dana Lopez
26 Venditto Rd. Revere, MA 02151

Preliminary Landscape
Plan

REVISIONS:

DATE: JAN 29 2021
SCALE: 1" = 20'-0"



To: Wakefield Board of Selectmen

From: Elliott Brundage, ASLA
Elliott Brundage Landscape Design

Re: 0 North Avenue Apartments - Landscape Design Narrative

Date: January 19, 2021

Project Site Context:

I. Existing Conditions Description:

The proposed project site is located in Wakefield, Massachusetts on the south side of North Avenue across from Willard Road; and abuts the Knights of Columbus to the east. 598 North Avenue Apartments abuts the subject property to the west. Other major landmarks near the property are Lake Quannapowit to the north and Interstate 95 to the west. Wetlands abut the project site to the west and south.

II. General Proposed Development Description:

The construction of a single 4-story apartment building is proposed for the northeast corner of the site. Adjacent to the proposed apartment building on the west and south sides will be an asphalt parking lot consisting of 58 parking spaces. Vehicular access to the site and proposed parking lot will be from North Avenue across from Fielding Street. Along the shared property line with the Knights of Columbus, a 3' +/- masonry retaining wall is planned to retain the site at the proposed finished elevation. The remaining grading around the site will be achieved through a 2:1 vegetated earth slope to existing grade.

Proposed Landscape Design Strategies:

I.) Landscape between the Proposed Building and North Avenue

Because the proposed building will be similar in style, appearance, and size to the existing (4 story) 598 and (3 story) 600 North Avenue Apartments, the proposed streetscape landscaping will emulate this existing treatment to achieve visual continuity using similar street trees and building foundation plantings. The proposed contiguous lawn area will link the adjacent properties with the proposed building to achieve visual cohesion.

2.) Parking Lot and Peripheral Landscaping

The peripheral softscape areas at the parking lot to the north and south will be planted with lawn, groundcovers, shrubs, and context-appropriate trees (i.e., native, high-branching habit trees adjacent to vehicular traffic). Landscape areas between the proposed sidewalk and building will be treated with smaller, space-appropriate shrubs and groundcovers. An 18" gravel strip is planned for the perimeter of the building at the foundation. The site plantings will be maintained with an automatic irrigation system.

3.) Plant Selections

The proposed plantings will be selected for sustainability and adaptability to light conditions, soil quality, zone hardiness. The use of New England native plants will be prioritized when considering their proposed location and appropriateness on the property.

Project Design Intent and Conclusion:

As a new residential asset coming to Wakefield, the overall goal for the development and design teams' project – 0 North Avenue Apartments - is to create a high-quality, thoughtfully-designed, well-built residential apartment building for the community that successfully integrates into the local context and surroundings. The architecture, site engineering, and landscaping is intended to successfully join as one to create a harmonious, inspired community living experience.

Ref: 8715

March 4, 2021

Theodore C. Regnante, Esq.
Regnante Sterio LLP
401 Edgewater Place, Suite 630
Wakefield, MA 01880

Re: Proposed Residential Development
Traffic Assessment
Wakefield, Massachusetts

Dear Ted,

Vanasse & Associates, Inc. (VAI) has prepared this Traffic Assessment on behalf of Wakefield Associates, Inc for the proposed residential development to be located off North Avenue in Wakefield, Massachusetts (hereafter referred to as the “Project”). This letter provides a project description, trip-generation and trip-distribution information, and sight distance information in order to provide a preliminary analysis of the potential increase in traffic and driveway visibility associated with the Project.

PROJECT DESCRIPTION

The Project will entail the construction of a 38-unit multifamily residential development to be located off North Avenue in Wakefield, Massachusetts. The Project site is generally bounded by commercial properties to the north and south; North Avenue to the east; and railroad to the west. At present the Project site includes areas of open and wooded space. Figure 1 depicts the Project site location in relation to the existing roadway network.

Access to the Project will be provided by way of a new driveway that will intersect west side of North Avenue aligned with Willard Road. On-site parking will be provided for 58 vehicles, or parking ratio of 1.52 spaces per unit, including three (3) handicapped accessible spaces.

PROJECT TRIP GENERATION

In order to develop the traffic characteristics of the Project, trip-generation statistics published by the Institute of Transportation Engineers (ITE)¹ for similar land uses as those proposed were used. ITE Land Use Code (LUCs) 221, *Multifamily Housing (Mid-Rise)* was used to establish the base traffic characteristics

¹*Trip Generation*, 10th Edition; Institute of Transportation Engineers; Washington, DC; 2017.



Figure 1

Site Location Map

of the Project. A summary of the expected vehicle trip generation for the Project is Summarized in Table 1.

Table 1
TRIP GENERATION SUMMARY

<u>Time Period/Direction</u>	<u>Proposed Residential Community (38 Units)^a</u>
<i>Average Weekday:</i>	
Entering	103
<u>Exiting</u>	<u>103</u>
Total	206
<i>Weekday Morning Peak Hour:</i>	
Entering	4
<u>Exiting</u>	<u>10</u>
Total	14
<i>Weekday Evening Peak Hour:</i>	
Entering	10
<u>Exiting</u>	<u>7</u>
Total	17

^aBased on ITE LUC 221, *Multifamily Housing (Mid-Rise)*: 38 units.

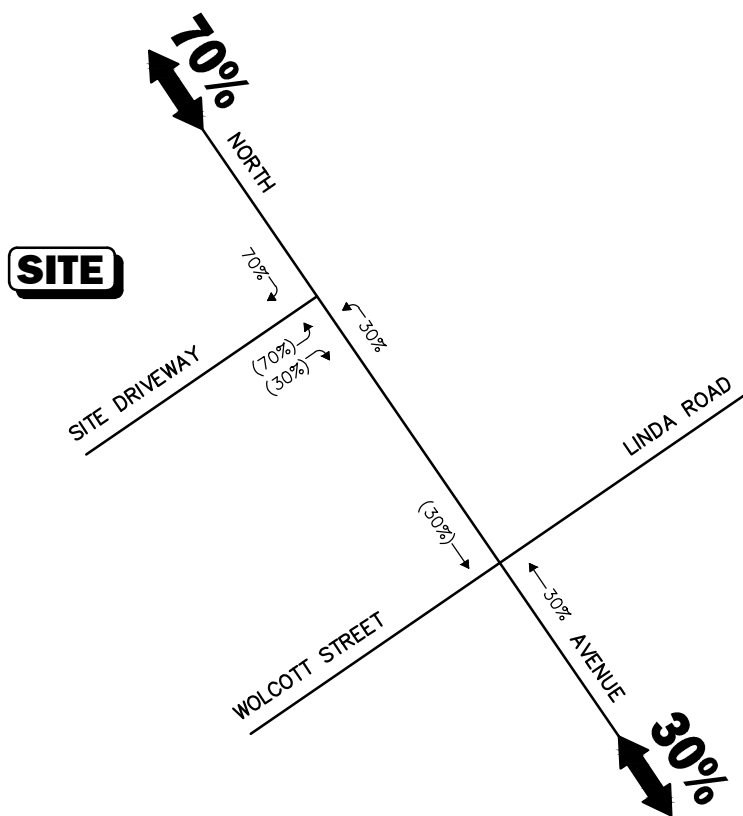
As can be seen in Table 1, the Project is expected to generate approximately 206 vehicle trips on an average weekday (two-way volume, 24-hour volume), with 14 vehicle trips (4 vehicles entering and 10 exiting) expected during the weekday morning peak-hour, and 17 vehicle trips (10 vehicles entering and 7 exiting) expected during the weekday evening peak-hour.

TRIP DISTRIBUTION AND ASSIGNMENT

The directional distribution of generated trips to and from the Project site was determined based on a review of Journey-to-Work data obtained from the U.S. Census for persons residing in the Town of Wakefield. This methodology is consistent with the residential nature of the Project and commuter traffic patterns during the peak hours.

The general trip distribution for the Project is graphically depicted on Figure 2 and shown in Table 2.





Legend:
 XX Entering Trips
 (XX) Exiting Trips



Figure 2

Trip Distribution Map



Table 2
TRIP-DISTRIBUTION SUMMARY

Roadway	Direction (To/From)	Percentage of Site Traffic
North Avenue	North	70
North Avenue	South	<u>30</u>
TOTAL		100

The additional traffic expected to be generated by the Project was assigned on the study area roadway network as shown on Figure 3.

SIGHT DISTANCE

Sight distances and vehicle speeds were reviewed at the location of the proposed driveway. Based on this evaluation, more than 600 feet of sight distance is available in both directions. This exceeds sight distance requirements based on the observed speeds on North Avenue.

Based on the above, we expect that proposed Project will have a minimal impact on traffic operation in the area.

Sincerely,

VANASSE & ASSOCIATES, INC.



Scott W. Thornton, P.E.
Principal



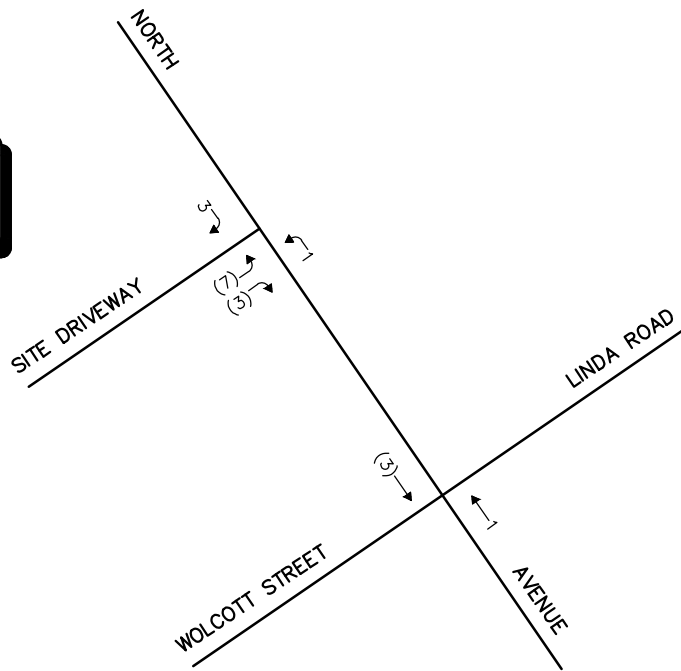
Derek Roach, P.E.
Senior Transportation Engineer

cc: File



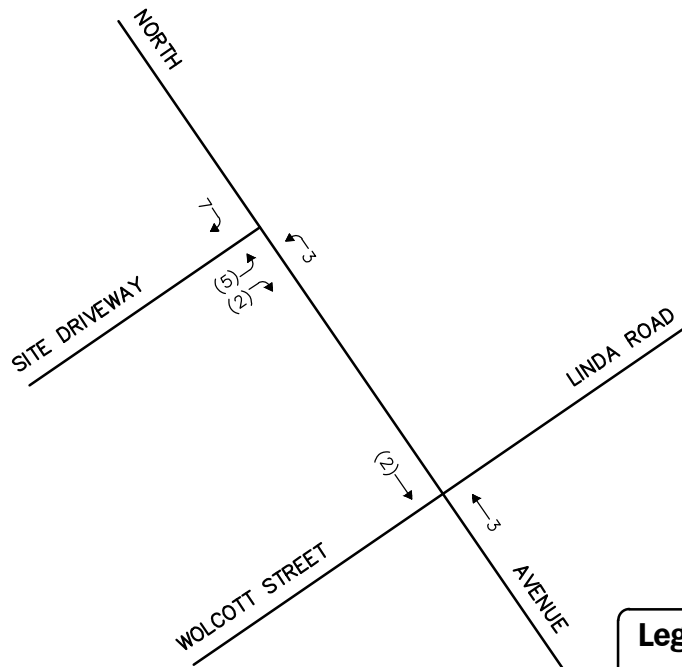
WEEKDAY MORNING PEAK HOUR

SITE	
In	4
Out	(10)
Total	14



WEEKDAY EVENING PEAK HOUR

SITE	
In	10
Out	(7)
Total	17



Legend:
 XX Entering Trips
 (XX) Exiting Trips



Figure 3

Project-Generated
Peak Hour Traffic Volumes

Fiscal Impact Analysis

Proposed Apartment Community – 40B 596 North Avenue Wakefield, MA

**O North Ave, LLC
February 8, 2021**



FOUGERE PLANNING & DEVELOPMENT, Inc.

Mark J. Fougere, AICP

phone: 603-315-1288 email: Fougereplanning@comcast.net

North Ave. Apartments Wakefield, MA

FISCAL IMPACT ANALYSIS

February 1, 2021

1. Introduction

Fougere Planning and Development has been engaged by 0 North Avenue, LLC to undertake this Fiscal Impact Analysis to estimate new revenue the Town may realize, as well as to evaluate the potential increased service demand costs that may occur from the development of a 38 unit apartment community proposed on North Avenue. As a 40B development, twenty-five percent of the residences will be designated as Affordable and restricted to households earning up to 80% of the area median income. The 5 acre site is currently vacant and predominantly woodlands. The site will contain 61 parking spaces located on surface areas. Table One outlines the specific apartment breakdown.

**Table One
Apartment Development Unit Breakdown**

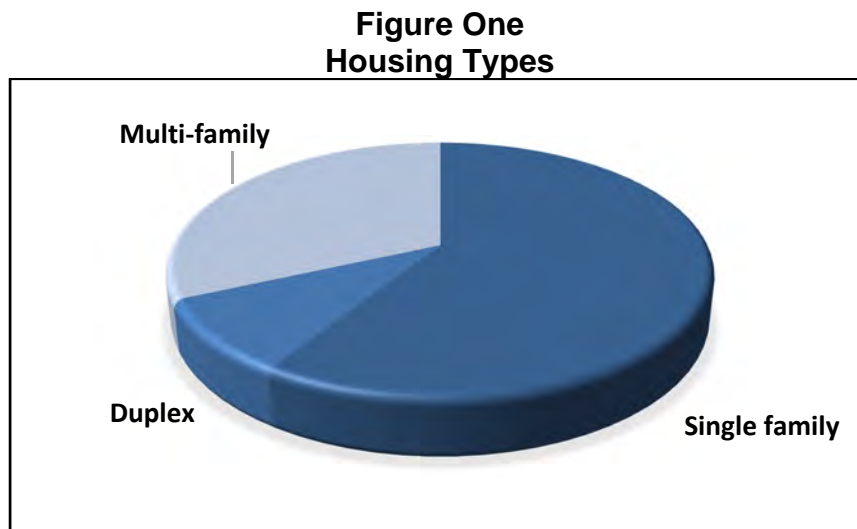
	Unit
One Bed Market	15
One Bed Affordable	5
Two Bed Market	10
Two Bed Affordable	4
Three Bed Market	3
Three Bed Affordable	1
Totals	38

It should be noted that this development will be operated privately and as such all proposed access ways will be maintained by the owner, along with trash disposal. Public water and sewer will service the site.

2. Local Trends

Census figures report that from 2000 to 2010 Wakefield's population increased from 24,804 to 24,932, showing a slight increase in population growth over the 10 year time period. The most recent population estimates from the US Census Bureau¹ report a population of 26,960, a 8.1% since 2010.

A majority of Wakefield's housing stock consists of single family homes, with 2018 US Census data reporting 6,613 single family homes out of a total housing stock of 11,210 units; Figure One.



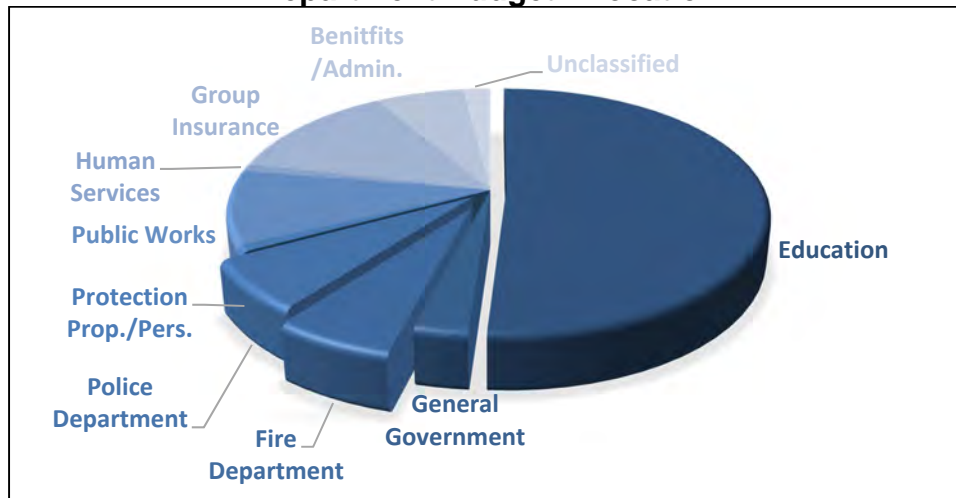
Budget History

Wakefield's total operating budget for 2020 was \$88,487,721. Public Safety and Education account for 65% of the total budget; Figure Two. These departments have the largest personnel and the most direct impact on municipal expenditures. Given the large budgetary impact these departments have on the community and the fact

¹ 2018 American Factfinder

that they will experience the most direct measurable impact from the proposed development, they are the primary focus of this Report.

Figure Two
Department Budget Allocation



3. Fiscal Methodology

There are a number of methodologies are used to estimate fiscal impacts of proposed development projects. The Per Capita Multiplier Method is the most often used analysis to determine municipal cost allocation. This method is the classic “average” costing method for projecting the impact of population growth on local spending patterns and is used to establish the costs of existing services for a new development. The basic premise of this method is current revenue/cost ratios per person and per unit are a potential indicator of future revenue/cost impacts occasioned by growth. New capital expenditures required for provision of services to a development are not added to current costs; instead present debt service for previous improvements are included to represent ongoing capital projects. The advantage of this approach is its simplicity of implementation and its wide acceptance by both consultants and local officials. The downside of this approach is the methodology calculates the “average” cost as being the expected cost, which is often not the case and costs are exaggerated - significantly in some instances. (For example, if one student is added to a school system, limited cost impacts will

occur; however based on an “average” cost to educate one student the cost could be noted as \$19,000/year, which includes such costs as existing debt, building maintenance, administrative and other factors, all of which will be minimally impacted by the addition of one student. The “true cost” could be significantly less, especially in those communities with declining enrollment.)

The Marginal Cost Approach is a more realistic methodology that can be used to estimate and measure developmental impacts based on actual costs that occur in the community. At this time, a “level of service” exists in Wakefield to serve the community. This existing service level, for the most part, addresses the needs of the community through existing tax collections. As new development occurs, pressures are placed on some departments to address increased demands, while other departments experience negligible, if any impacts. In reviewing the potentially impacted town departments specifically, a truer picture of anticipated cost impacts can be determined. The Report will use this methodology unless discussions with Department heads lead to no definitive cost conclusion, in which case the Average Costing Method will be applied.

Given the nature of the contemplated redevelopment of the North Avenue property, as will be shown by the analysis below, measurable impacts will be limited to a few Town departments. Any required off-site traffic and roadway improvements are expected to be addressed during the approval processes with the Town. Solid waste generated by the proposed use will be removed by a private hauler. Any ongoing sewer and water expenses associated with water use and sewage generated by the proposed use will be offset through user fees. All on-site property improvements will be private and all maintenance expenses will be paid for by this project owner. This report does not intend to imply that no costs will occur as a result of this project. Measurable impacts of the development are expected to result to a few Town departments, most notably the School Department, along with the Police and Fire Departments. Other Town agencies are projected to experience little or no measurable impacts from the project proposal.

4. Local Revenues

Property Taxes

Local property taxes provide the bulk of municipal revenues for Wakefield, totaling 72.7% of all revenues to the General Fund². Wakefield's present tax rate is \$12.73 per \$1,000 valuation for residential uses. To estimate assessed value two local comparable developments were reviewed. Based on this analysis, yearly property tax revenue is estimated to be \$93,748 as outlined in Table Three.

Table Three
Estimated Yearly Residential Property Taxes

Apartments	Units	Value	Value/Unit
Vista Wakefield	114	\$21,556,000	\$189,088
Everly Wakefield	186	\$36,583,400	\$196,685
Totals	300	\$58,139,400	\$193,798
Proposed Apt. Project	38	\$7,364,324	
Tax Rate \$12.73/ \$1,000			
Property Tax Revenue	\$93,748		

Miscellaneous Yearly Revenues

Motor Vehicle Excise Tax - Another major revenue source for the community is motor vehicle excise taxes. In fiscal year 2019 the Town of Wakefield received a total of \$4,434,729³ from this revenue source. Table Four outlines a projected vehicle excise tax revenue of \$31,875 for the proposed project.

Table Four
Motor Vehicle Excise Tax

# Cars⁴	Value	Total Value
51	\$25,000	\$1,275,000
	\$25/\$1,000	\$1,275
		\$31,875

² Fiscal Year 2016 Budget Summary, town report.

³ FY19 Town Report Document.

⁴ Estimated 1.2 cars for one bedroom units and 1.5 for 2/3 bedroom units.

Total Estimated Yearly Project Revenues

The proposed North Avenue development is estimated to generate \$125,623 in yearly revenues from property tax and excise taxes; Table Six.

Table Six
Estimated Yearly Revenue

Estimated Revenues	
Residential Property Taxes	\$93,748
Vehicle Excise Taxes	\$31,875
Total Revenue	\$125,623

Additional one-time payment revenues will also be realized as part of the development, these will be detailed further below.

5. Municipal Service Costs

Given the nature of the proposed development project, as will be seen in the analysis below, measurable impacts will be limited to a few key Town Departments including schools, police and fire departments. All onsite maintenance will be addressed by the property owner, including driveway maintenance and trash removal.

Department Impacts

Police & Fire

The Police and Fire Departments will experience some increased demand for services from the proposed residential project. For fiscal year 2019 the Police Department's budget was \$5,947,868 and Fire Department's budget was \$5,612,860.

To assess the degree of impact this project would have on these departments, two local apartment complexes were analyzed. Emergency call data from both the Everly and Vista apartment complexes were used to estimate calls. To be conservative, the higher average call ratio for each complex was used to generate estimated emergency calls.

Based on this analysis, slight increases are projected in the Town's Police and Fire Department call volume. Annual Police calls are projected to increase by 24 calls annually (18,684 total calls⁵ in 2019) or less than 1 call per week. Annual fire/ambulance calls are projected to increase by 8 calls (4,002 total calls in 2019) or .15 calls per week, creating marginal operational impacts; Table Seven.

Table Seven
Projected Emergency Service Calls

Project	Town	Units	Avg. Police Call Per Year	Avg. Call Per Unit	Projected Yearly Calls
Everly	Wakefield	186	117	0.629	
Vista Apartments	Wakefield	114	48	0.421	
Proposed Apartments		38			24

Project	Town	Units	Avg. Fire Call Per Year	Avg. Call Per Unit	Projected Yearly Calls
Vista Apartments	Wakefield	114	4	0.035	
Everly	Wakefield	186	18	0.097	
Proposed Apartments		38			4
Project	Town	Units	Avg. EMS Call Per Year	Avg. Call Per Unit	Projected Yearly Calls
Vista Apartments	Wakefield	114	13	0.114	
Everly	Wakefield	186	15	0.081	
Proposed Apartments		38			4

Police Department

Fougere Planning discussed these findings with Police Chief Skory who thought the estimated calls were reasonable for this type of project. The Chief's largest concern is onsite security in order to reduce crime and impacts to his Department. The Chief appreciated the fact that the site will have a host of security cameras on the site including in the parking lot and internal public spaces.

⁵ Police and Fire calls from 2019 town report.

In order to assign some cost as a result of the increased demand for services, a number of options were reviewed including cost per call and cost per capita. Since calls for service provides a clear measure of impact on the Department, this approach was used and results in an estimated annual impact of \$7,656; Table Eight. The Police Chief thought this cost assignment was reasonable.

Table Eight
Police Department Impact

Department	FY 2020 Budget⁶	Calls	Cost/call	Est. Calls	Annual Cost
Police	\$5,947,868	18,684	\$319	24	\$7,656

Fire Department

Fougere Planning also spoke with the Fire Chief Sullivan and discussed the estimated calls outlined above; the Chief felt the estimated calls were consistent with his expectations. He also did not believe that the proposed project would impact his staffing levels or needs. The Chief did point out some site related issues that the Department will be reviewing when the project is submitted including access, code specifics, and location of hydrants.

As with the Police Department, to account for some impact from the proposed development a cost per call ratio was used which provides an estimated annual cost of \$11,216; Table Nine. The Chief believed the estimated Department cost assigned to this development was a reasonable and fair approach.

Table Nine
Fire Department Impact

Department	FY 2020 Budget	Calls Per Year⁷	Cost/call	Est. Calls	Annual Cost
Fire	\$5,612,860	4,002	\$1,402	8	\$11,216

⁶ 2020 Budget document.

⁷ Average calls, 2015-16, town report.

These estimated costs are not inferring that emergency service department budget's will increase as a result of the proposed development, but assigns a "cost" to account for this new land use in the community.

Other Departments/Revenues:

Building

Building Department costs were not included in this analysis because they are not permanent annual impacts and will be offset by building permit fees. The Building Department fee schedule assigns project construction costs to be valued at \$175 sq. ft., generating an estimated construction cost of \$7,875,000 which will be generated over \$94,000 in building permit fees.

Public Works

All areas within the development will be private and maintained by the apartment complex owner. Solid waste will be handled by a private contractor with no expense incurred by the Town.

Other Departments

It is not anticipated that measurable impacts will occur to other town departments and therefore no other costs were analyzed. To be conservative, a \$2,850 cost⁸ will be carried to account for other potential impacts.

⁸ \$75 per unit cost for miscellaneous expenses

School Department

The Town of Wakefield public schools presently have an enrollment of 3,495 students housed in six schools (four elementary, one middle, and one high school). The 2020 Public School budget was \$45,254,343.

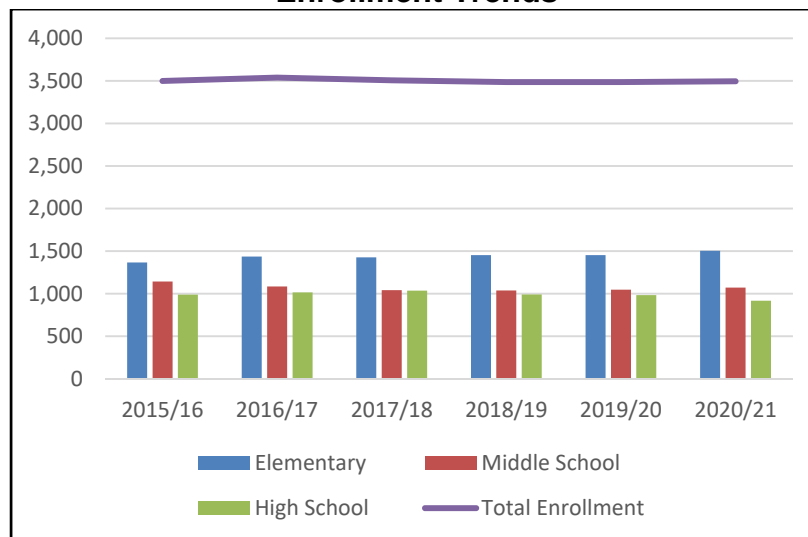
Enrollment History

Overall school enrollment has been relatively level over the last six years, with elementary schools seeing an increase of 10% and both the middle and high school showing decreases as detailed in Table Ten and Figure Three.

Table Ten
Enrollment⁹ Trends 2015-2020

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	% change
Elementary	1,367	1,437	1,427	1,454	1,454	1,505	10.10%
Middle School	1,143	1,085	1,042	1,039	1,048	1,072	-6.21%
High School	989	1,016	1,036	992	983	918	-7.18%
Total Enrollment	3,499	3,538	3,505	3,485	3,485	3,495	-0.11%

Figure Three
Enrollment Trends



⁹ Enrollment data from MDOE and Wakefield School District

Projected School Enrollment Estimates

To gain an understanding of the community's potential school related fiscal impact, the anticipated number of school children that may be generated by the proposed development was analyzed. The proposed apartment complex will have a mix of one, two and three bedroom units, with 25% set aside as affordable; Table Eleven. One bedroom units generate few school age children (SAC) and the proposed apartment community contains 52% of these unit types.

Table Eleven
Bedroom Mix Breakdown

	Unit
One Bed Market	15
One Bed Affordable	5
Two Bed Market	10
Two Bed Affordable	4
Three Bed Market	3
Three Bed Affordable	1
Totals	38

To estimate the number of potential school children, we reviewed a detailed database we use containing over 1,000 units¹⁰ where enrollment is documented based upon unit type (garden style: bedroom type/market rate/affordable). Applying these ratios to the proposed complex, as outlined in Table Twelve, results in an estimated 8 school children potentially residing within the proposed project. This estimate translates into a gross per unit SAC ratio¹¹ of .210 (8/38).

Table Twelve
Comparable School Enrollment Estimates

	Unit	SAC/Unit	SAC
One Bed Market	15	0.014	0.21
One Bed Affordable	5	0.014	0.07
Two Bed Market	10	0.180	1.8
Two Bed Affordable	4	0.570	2.28
Three Bed Market	3	0.812	2.436
Three Bed Affordable	1	1.19	1.19
Totals	38		8

¹⁰ Wilmington, Sharon, Hingham, Northborough, Randolph.

¹¹ The Vista apartment complex has a SAC ratio of .167 (19 school children/114 units). The Everly apartment complex has a SAC ratio of .204 (38 school children/186 units).

Based upon the grade breakdown presently found at the Vista and Everly complexes, it is estimated that the apartment community will have 3 elementary students, 3 middle school students and 4 high school students as detailed in Table 13. It is estimated that, given necessary approval processes, construction timelines and leasing, that the apartment complex will be fully occupied in approximately 2 – 2.5 years.

Table 13
Grade Level Breakdown

	%	SAC
Elementary School	0.298	3 (2.39)
Middle School	0.298	3 (2.39)
High School	0.404	4 (3.23)

School Costs

Based upon recent detailed discussions¹² with School Superintendent Lyons a per student cost of \$9,640 was estimated which included potential new teacher and bussing expenses. Applying this estimated per pupil cost to the 8 school children generates a cost of \$77,120.

¹² Discussions took place with the Superintendent in October of 2020 relative to another apartment proposal. Given the significant impact that the pandemic has had on school system operations, connecting directly with the Superintendent to discuss this project was not possible.

6. FISCAL SUMMARY

Table 14 summarizes the fiscal impact from the proposed development, which outlines \$125,623 in gross project yearly revenues and a positive fiscal impact of \$26,781. Fougere Planning is not suggesting that budgets should be increased to offset the noted costs, but these findings should be viewed as potential costs and future budget increases will be addressed by Town officials. These “costs” will not be incurred by the Town unless budgetary increases are approved. These costs estimates are very conservative and actual impacts are anticipated to be less than noted.

Table 14
Estimated Annual Fiscal Impact

Gross Rev. Taxes and Excise Taxes	\$125,623
Estimated Municipal Costs	
Police	-\$7,656
Fire	-\$11,216
Other Departments	-\$2,850
School Costs	-\$77,120
Total Costs	-\$98,842
Net Annual Positive Fiscal Impact	+\$26,781

Summary of Findings

- Estimated gross project revenues will be \$125,623 a year. The proposed development project will result in a net annual positive fiscal impact of \$26,781 and estimated costs totaling \$98,842.
- Manageable increased emergency call volume will occur to emergency service departments, with police calls potentially increasing less than 1 call per week and fire department calls potentially increasing .15 calls per week.
- An estimated 8 school age children are anticipated to reside at the proposed development.
- Limited measurable impacts are foreseen to other town departments.
- All on site maintenance will be privately maintained including trash removal.
- One time building permit fees are estimated to generate over \$94,000 in revenue.
- Analysis does not take into account intangible economic benefit of creating new housing in the community, along with the positive growth of construction activity.

WAKEFIELD ASSOCIATES INC.



544 SALEM STREET
WAKEFIELD, MASSACHUSETTS 01880
PHONE (781) 246-2265
FAX (781) 246-3295

2/15/21

Proposed 40B Project : 596 North Avenue – Wakefield, MA
Apartment Building – 38 Units.

Developer: Wakefield Associates Inc.
544 Salem Street
Wakefield, MA

Wakefield Associates Inc was established in 1998 and has since been operating as a construction company at 544 Salem Street in Wakefield MA. The owner and President is Dana K. Lopez, who has extensive experience in the construction industry. He has attended Boston Architectural Center and holds a degree in Building Construction Technology from Wentworth Institute, class of 1981. He also has been a licensed builder since 1983, # CS-029839.

Wakefield Associates Inc has completed many residential and commercial construction projects in the greater Boston area, ranging from renovations, office and retail interiors, subdivisions and all types of new construction. In particular, we have recently completed 2 apartment buildings that are similar in size and scope to the 40B project we are proposing at 596 North Avenue in Wakefield, MA.

(Photographs attached:)

1. 770 Washington Ave – Revere, MA:

Mixed Use, 5 Story condominium project that included 22 residential units and 2 retail units.

2. 450 American Legion Highway – Revere, MA:

5 Story apartment building including 31 residential units with an on-site gym.

Respectfully submitted,

Dana K. Lopez
President











Regnante Sterio LLP

Attorneys-at-Law

401 Edgewater Place, Suite 630
Wakefield, Massachusetts 01880
(781) 246-2525
regnante.com

Regnante Sterio is a boutique law practice originally founded in 1931. Our attorneys are recognized experts in their areas of expertise, which include real estate development and land use, transactional real estate, civil litigation, estate planning and probate, employment law, environmental law, and municipal law. This broad skillset enables our lawyers to provide our clients with full-service representation across the spectrum of their legal needs as they evolve over time. We represent businesses, developers, financial institutions, municipalities, professionals, and individuals, and we pride ourselves on our loyal client base, with valuable client relationships spanning decades and multiple generations.



Regnante Sterio LLP

Jesse D. Schomer, Esq.

Jesse Schomer is a Partner with the law firm of Regnante Sterio LLP in Wakefield, Massachusetts. Jesse's law practice focuses primarily on real estate development, land use, zoning/permitting, and real estate-related litigation, including the following practice areas:

- Massachusetts Land use, development, and zoning/permitting
- Chapter 40B affordable housing development
- Subdivision Control Law permitting
- Age-restricted housing development
- Site plan review permitting
- Wetlands, waterways, and environmental permitting
- Septic/sewer permitting
- Streets/roadways permitting
- Historical protection regulation permitting
- Municipal practice and licensing/regulation
- Registered Land matters and Land Court litigation
- Property title and land use rights
- Transactional real estate practice and conveyancing

Within this field of practice, Jesse focuses in particular on representing developers of affordable housing under Chapter 40B of the Massachusetts General Laws both in the permitting process and, when necessary, in litigation. His litigation practice includes extensive experience before the Land Court and the Superior Court, as well as the Housing Appeals Committee, various administrative courts and tribunals, and other trial and appellate courts.

Jesse's prior legal experience includes civil service work for the Massachusetts Land Court and the United States Court of Appeals for the First Circuit, and before that he worked in private practice for a regionally recognized, boutique real estate litigation firm in New York City. In that position, he successfully represented property owners and real estate developers at all city, state, and federal courts in New York City, at both the trial and appellate levels.

Jesse is a graduate of Hendrix College (B.A., *cum laude*), the University of Notre Dame Law School (J.D., *cum laude*), and the City University of New York Graduate Center (M.Phil., *magna cum laude*). He is admitted to practice in the Commonwealth of Massachusetts, as well as the State of New York and the State of New Jersey, including all federal courts in those jurisdictions.

Jesse is a member of the Real Estate Bar Association of Massachusetts (REBA) and the Citizens Housing and Planning Association (CHAPA) and a contributing commentator for LandLaw's Massachusetts Housing Appeals Committee Reporter.



Regnante Sterio LLP

Theodore C. Regnante, Esq.

Ted Regnante is a Partner of the law firm of Regnante Sterio LLP in Wakefield, Massachusetts. Ted concentrates his practice in real estate development and land use, zoning, wetlands, and environmental issues.

While Ted has significant experience in all areas of real estate development, over the years he has become one of most well-known and well-regarded attorneys in Massachusetts in the area of affordable housing development under Chapter 40B, representing developers throughout the Commonwealth before local zoning boards, the Housing Appeals Committee and in both the trial and appellate courts.

Ted has acted as counsel to over eighty Chapter 40B developments throughout the Commonwealth, including projects in Lynnfield, Wakefield, Reading, North Reading, Middleton, Melrose, Swampscott, Winchester, and others. He has served as a member of the Department of Housing and Community Development Housing Appeals Committee Advisory Committee, which served as a catalyst for the implementation of revised regulations and procedures designed to streamline the hearing process at the Housing Appeals Committee. Additionally, Ted has conducted numerous lectures on Chapter 40B, including programs for Massachusetts Continuing Legal Education (MCLE), the Real Estate Bar Association of Massachusetts (REBA), the Citizens Housing and Planning Association (CHAPA), and the Inns of the Court.

Ted is a former member of the Board of Directors and Treasurer of REBA and previously served on the Governor's Task Force studying revisions to the Massachusetts Zoning Enabling Act, Chapter 40A. Ted is also a contributing editor of LandLaw. Ted has been named a Super Lawyer in real estate law and is rated AV by Martindale Hubbell – the highest rating for a lawyer by the foremost national rating service for attorneys.

Ted has been a practicing attorney since 1962, after having served as a Captain in the Judge Advocate General Corps, of the 26th Infantry Division. Ted is a *magna cum laude* graduate of Tufts University and a graduate of Boston College Law School, where he was a Presidential Scholar and Editor of the Boston College Commercial and Industrial Law Review.

Crescent Commons - Relative Project List

600 North Ave, Wakefield, MA

Completed 2018

24 Units Total – 4 affordable units – 1 group 2a Accessible unit

3 Stories – 29,412sf



598 North Ave, Wakefield, MA

Completed 2020.

18 Units Total – 3 affordable units – 1 group 2a Accessible unit

4 Stories – 30,587sf



259 Water St, Wakefield, MA

In Construction, Summer 2021 completion.

16 Units Total – 3 affordable units – 1 group 2a Accessible unit

4 stories – 18,446sf



WATER STREET ELEVATION



DEL CARMINE STREET ELEVATION

180 Central St, Saugus, MA

In permitting, Summer 2022 completion.

28 Units – 3 stories - 25,606sf - Historic Mill conversion.



27-37 Water St, Wakefield, MA

Completed

Mixed Used - 4 stories – 92,269sf

50 residential Units Total – 8 affordable units – 3 ADA Accessible units

15 Office Spaces



Peter L. Sandorse, AIA

10 Pine Ridge Rd.
Wakefield, Massachusetts 01880
(781)246-0988

EDUCATION:

Rhode Island School of Design, Providence, RI

BFA, May 1985, BArch, May 1986

Harvard University, Graduate School of Design, Cambridge, MA

Certificate, Career Discovery, July 1981

Boston College, Chestnut Hill, MA

College of Arts and Sciences, BA Psychology, Cum Laude, January 1981

EXPERIENCE:

Phoenix Architects, Wakefield, MA

1991- present

Architect/Principal. Established architectural firm, AutoCAD based, specializing in custom single family homes, renovation and small commercial buildings and build outs. Responsible for all aspects of the business operations following projects from design through construction documents.

ITT Technical Institute, Framingham, MA

1992-1994

Instructor. Computer Aided Drafting Department, Responsible for 10 hours of class time per week, courses are: Physics III, Structural Drafting Theory, AutoCAD.

Boston Architectural College

1995-2005

Instructor. For Level II Studios, theme of the home as a living machine and how it can be manipulated.

Thesis Supervisor and mentor. Responsible for student work production, crit scheduling and thesis drawing production, schedule and quality of student work.

Claude Miquelle Assoc, Wakefield, MA

1987-1991

Architect/Job Captain. Supervised a team of five involved in custom single-family home design and renovation. Homes ranged in size from 2500 sq. ft. to 13,000 sq.ft. Responsible for all aspects of design, from initial client contact through construction supervision. 1990 designed the New American Home for Builder Magazine, Home Magazine, and Architectural Record.

Rhode Island School of Design, Providence RI

Teaching Assistance, Structures I, assisted professor in all aspects of the class, involved in tutoring for the class and private tutoring as well.

Awards, 1990 Aurora Award, 1989 Prism Award

Jeffrey R. Heger

1285 Washington street
Holliston, Massachusetts, 01746
(774) 217-8012

EDUCATION:

University of Colorado, Denver

Master of Architecture, Spring 2017

University of Colorado, Boulder

Bachelor of Environmental Design with an emphasis on Architecture, Spring 2008

EXPERIENCE:

Phoenix Architects, Partner

Jan. 2020 - Present

- Project Manager on jobs ranging from high end SFR to 30+ unit Multi-family projects.
- Implemented strategies for job progress and billing tracking.
- Head of marketing/advertising. In charge of marketing/rebranding strategies for 2020.

Northlake Capital and Development, Senior Vice President, Construction Operations

March 2018 – December 2019

- Oversaw all construction projects from conception to completion.
- Responsibilities included contract negotiation, budgeting, scheduling, labor management, subcontractor management, and maintain daily logs.
- Assisted the VP of Development in carrying out lot mergers, architect/design team selection, community outreach/involvement, and city correspondence for new 200+ unit developments.

Phoenix Architects, Associate

January 2013 - March 2018

- Responsibilities included conceptual design, client management, construction documents, construction administration, zoning board prep and presentations, new proposals, and marketing.
- Project Manager on jobs ranging from custom single-family homes to a 28 unit town home project.

Pierce Construction, Assistant lead carpenter

October 2011 – December 2012

- Completed a variety of construction projects from small remodels to high-end single-family homes.
- Experience include rough framing, finish carpentry, siding, and exterior trim work.

CHRIST P. SPARAGES, P.E.

189 North Main Street, Suite 101, Middleton, MA 01949

PROFILE

With over 30 years of experience in site design and land planning, Chris brings the depth of experience necessary to meet the complex engineering demands for today's projects. With the ever-increasing complexity of local, state, and federal regulatory requirements, Chris' rich background in subdivision design, stormwater design, hydraulic analysis, and sewerage disposal designs brings unique capabilities to Williams & Sparages that help developers and homeowners make informative decisions on their project design and land use. Using his extensive presentation experience, Chris has the ability to effectively demonstrate and present complicated engineering designs to local boards and commissions to provide a better understanding of the project.

EXPERIENCE

2010-present

Williams & Sparages LLC, Middleton, MA - Principal

1998-2010

Hayes Engineering, Inc., Wakefield, MA - Project Manager and Co-Owner from 2002-2009

1996-1998

Sanborn, Head & Associates, Inc., Concord, NH - Project Engineer

1991-1996

Camp Dresser & McKee, Inc., Cambridge, MA - Intern and Project Engineer

LICENSES

Registered Professional Engineer, Commonwealth of Massachusetts - Licensed since 1997

Approved Soil Evaluator, Commonwealth of Massachusetts - Licensed since 1998

EDUCATION

Worcester Polytechnic Institute, Worcester, MA Bachelor of Science, Civil Engineering, 1993

Northeastern University, Boston, MA Master of Science, Civil Engineering, 1997

INTERESTS AND ACTIVITIES

Advocate - Juvenile Diabetes Research Foundation (2003 - present)

High School Basketball Official - (1992 - present)

Title 5 Topic Speaker - MHOA Conference (2018 - present)

ELLIOTT M. BRUNDAGE

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Andover, MA 01810
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PROFESSIONAL EXPERIENCE

ELLIOTT BRUNDAGE LANDSCAPE DESIGN

Owner and principal of a landscape design practice serving the high-end residential and commercial markets. 1998-2020.

190 High Plain Rd.
Andover, MA

THOMAS WIRTH ASSOCIATES, INC. LANDSCAPE ARCHITECTURE

Associate landscape architect/project manager. Responsible for the preparation of design concept plans, construction drawings, cost estimates, bid review, contract negotiation, and project management and administration for high-end residential clients. 1994-2000.

20 North Main St.
Sherborn, MA

MORGAN WHEELOCK INCORPORATED LANDSCAPE ARCHITECTS

Senior landscape architect and project manager for high-end residential and institutional projects. 1995-1996.

362 Summer St.
Somerville, MA

PRESSLEY ASSOCIATES, INC. LANDSCAPE ARCHITECTS

Landscape architect for public and private sector projects. Responsible for site analysis, schematic design, construction documents, and site observation. 1992-1993.

432 Columbia St.
Cambridge, MA

RON BOUCHER ASSOCIATES, INC. LANDSCAPE ARCHITECTS

Landscape architect involved in all phases of high-end residential and commercial development. Responsible aspects of the position included site measurement and analysis, conceptual and schematic design, construction document preparation and site supervision. 1987-1991.

199 Mossman Rd.
Sudbury, MA

COREY & DONAHUE, INC. ENGINEERS AND SURVEYORS

Engineering technician and head draftsman. Responsibilities included preparing civil engineering and land surveying plans for residential, commercial, and industrial projects particularly topographical, vegetative site analysis, and subdivision design and layout. Extensive experience in land surveying and project data research. 1985-1987.

198 Cambridge Rd.
Woburn, MA

EDUCATION

UNIVERSITY OF MASSACHUSETTS

Bachelor of Science in Environmental Design.

Amherst, MA

REGISTRATION & AFFILIATIONS

Massachusetts 1148, Rhode Island 301, New Hampshire 102
Member, American Society of Landscape Architects
Member, Ecological Landscape Alliance

ABOUT THE FIRM

Vanasse & Associates, Inc. (VAI) is a 20-person Traffic Engineering and Transportation Planning firm specializing in land development, transportation planning, traffic engineering and highway/roadway design. VAI is a privately held partnership headquartered in Andover, Massachusetts, and was founded in 1990 by Robert D. Vanasse, P.E., a leader in the transportation engineering field with over forty years of professional experience. The firm is owned and managed by F. Giles Ham, P.E., Jeffrey S. Dirk, P.E., PTOE, and Stephen M. Boudreau, P.E., who have significant collective experience and depth of knowledge in the fields of Traffic Engineering, Transportation Planning and Roadway Design, and a proven record of successfully managing complex projects for private, municipal and institutional clients.

Setting an industry standard for service and technical excellence, VAI serves a broad spectrum of clients comprising private industry and public agencies. Privately sponsored projects range from transportation planning for land development projects, to environmental impact studies and state and local permitting for major commercial and residential developments and sporting and event facilities. Public sector efforts include professional review services for cities and towns; transportation impact assessments; parking studies; transportation master plans; roadway corridor studies; traffic signal system and roadway design; safety evaluations and studies; and evaluation of transportation plans for consistency with local zoning, state and community master plans and capital expenditure planning goals.

VAI provides a full complement of transportation planning and design services for public and private sector clients. These include traffic impact assessments; access planning; highway route location analyses; corridor, parking, and pedestrian studies; transportation modeling; roadway safety evaluations and traffic signal system and roadway design. On behalf of municipal clients, VAI has undertaken traffic impact assessments and peer reviews of privately proposed development projects such as major retail centers, residential and industrial developments and office parks. State transportation planning agencies have retained VAI to conduct area-wide land-use planning and zoning studies relating traffic use and impacts.

The breadth of VAI's professional engineering staff's expertise enables VAI to advance a project from the conceptual planning, environmental analysis, and community coordination phases, to project cost assessment, value engineering, detailed design and construction management. VAI is engaged in projects of varying size and complexity, and is experienced in completing projects and professional review services requiring coordination with multiple parties and agencies within defined schedules. All services completed by VAI are performed under the direction of a Professional Engineer licensed in the applicable jurisdiction with demonstrated experience in the fields of Traffic Engineering and Transportation Planning.

Today's complex and challenging projects often require extensive interface between client, municipality, and state agencies. On behalf of its clients, VAI acts as liaison to agencies overseeing transportation and traffic issues, and helps navigate an increasingly complex network of local, state, and federal regulation. VAI's successful track record in working cooperatively with government agencies at all levels has helped clients realize significant savings in project time and effort.

Projects today also receive increasingly intense public scrutiny at the local level. VAI is noted not only for its fine technical work but also for effective communication with neighborhood interest groups and municipal review bodies. Through cogent oral presentation and comprehensible graphics, VAI is able to successfully convey a project's issues and solutions to lay people and experts alike.



FOUGERE PLANNING & DEVELOPMENT Inc.

Mark J. Fougere, AICP

email: Fougereplanning@comcast.net

Mr. Fougere is the President of Fougere Planning & Development, Inc. and is an AICP land use planner with over 30 years of both public and private sector experience. He has an extensive background in project management dealing with a broad array of planning related issues including spearheading rezoning efforts, managing development teams, site and land use planning, fiscal impact analysis, public presentations, expert witness testimony, land use law analysis and consensus building challenges. Mr. Fougere has also served on a municipal planning board and as a selectmen. He has operated as a project manager overseeing development projects that required careful design to minimize neighborhood impacts. He has managed numerous rewrites and amendments to zoning ordinances and site plan/subdivision regulations. Mr. Fougere presently provides planning related services in both Massachusetts and New Hampshire.

Relevant Experience:

Private Sector:

SITE SEARCHES & ANALYSIS: Evaluate markets to locate properties meeting client's development criteria. These efforts include site feasibility analysis, local market conditions, fiscal impact analysis, community zoning analysis, utility availability, area traffic patterns & trends, community profiles & current views towards development. In addition, workforce housing economic viability analysis has been completed for proposed housing developments.

PROJECT MANAGEMENT & COORDINATION: Assemble qualified development teams consisting of professionals familiar with the surrounding environment and local personalities. Oversee the development approval process including obtaining all local, state and federal permits and approvals, always ensuring client's interests and concerns are consistently addressed. Successfully coordinated the approval of thousands of housing units, along with non-residential uses.

FISCAL IMPACT ANALYSIS – Client Examples: MA: Artis Senior Living, Avalon Bay, Bonvie Construction Corp., Boston Properties, Campanelli, Civico Development, Flatley Company, Forest Properties, John Flatley Company, New England Development, North Shore Residential Development, Pulte Homes, and SEB.

Municipal Services:

Town of New Boston, Hollis, Henniker, Greenland, Gilmanston – Planning Consultant
Town of Amherst - Regulatory Review and Ordinance Update
Town of Plaistow – Temporary Planning Consultant
Town of Amherst – Regulation Review and Wetland Ordinance Update
Town of Merrimack – Merrimack Outlet Mall Oversight
Town of Bedford – Parking Analysis
New Hampshire Housing Finance Authority – Workforce Housing Guidebook
Town of Merrimack – Zoning and Building Code Analysis
Town of Pelham – Park and Recreation Impact Fee
Town of Danville – Mixed Use Zoning District
Town of Greenland – Zoning Analysis
City of Concord – Aquifer Zoning Regulation
Town of Peterborough – Zoning Diagnostic Analysis
City of Nashua – Nashua Landing Project Review – Staff Assistance
City of Nashua – Land Use Code Update
Town of Atkinson, NH – Rezoning Analysis
Town of Hooksett, NH – Performance Zoning Initiative
Somersworth, NH-Contract Planner
Laconia, NH-Contract Planner
Hampton, NH-Contract Planner
Hooksett, NH-Master Plan Update
Sandown, NH-Master Plan Update
Bedford, NH- Site Plan and Subdivision Regulations
Town of Bedford – Transportation and Community and System Preservation Pilot Program

Hayner-Swanson, Inc. – Senior Project Manager

Involved with development project management from concept to approval, permit coordination, drafted preliminary layouts for residential and commercial projects, fiscal reports and analysis.

Project Manager: The Flatley Co. & S.K. Properties - NH & MA

- Managed and oversaw development process for countless projects. Assembled and managed professional development teams consisting of company officials, lawyers, engineers, and other consultants.
- Coordinated and made numerous public presentations, clearly conveying the positive attributes of proposed projects.
- Acted as a key liaison with abutters to address potential conflicts. Developed and nurtured quality relationships with municipal officials.
- Developed buildout scenarios involving commercial, industrial & residential projects that outlined potential future impacts of development.
- Through careful negotiations and perseverance, spearheaded a very difficult rezoning effort that permitted assisted living uses within a community.

- Organized neighborhood meetings that were successful in gaining the support of abutters, a key facet of a successful project.

Nashua, NH - Deputy Planning Director

Milford, NH - Director of Planning & Community Development

EDUCATION

University of Massachusetts, B.S. Environmental Design

University of Massachusetts, Master's, Regional Planning

AFFILIATIONS

- Member, Greater Nashua Workforce Housing Coalition
- American Institute of Certified Planners (AICP)
- New Hampshire Planners Association Member
- American Planning Association Member
- Northern New England Chapter American Planning Association Member
- Former President & Vice-President of the NH Planners Association
- Former Secretary of the Northern New England Chapter – American Planning Association
- Former Milford Planning Board Member
- Milford Rotary Member
- Former Milford Board of Selectmen, including terms as Chair.



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**BOSTON OUTDOOR
RECREATION, LLC**



THE POWER OF PARTNERSHIP

**INVITATION TO BID FOR
PERMIT FOR BOATING CONCESSION
AT LAKE QUANNAPOWITT**

APRIL 21, 2021



**BOSTON OUTDOOR
RECREATION, LLC**

THE POWER OF PARTNERSHIP



TABLE OF CONTENTS

A. Cover Letter	5
B. Signature Documents	7
C. Bid Bond	9
D. Certificate of Liability Insurance	13
E. Approach to Operations	15
F. Related Experience	39
G. References	41
H. Proforma	43
I. Appendix	45





**BOSTON OUTDOOR
RECREATION, LLC**

**PERMIT FOR BOATING CONCESSIONS
AT LAKE QUANNAPOWITT**

APRIL 21, 2021



**BOSTON OUTDOOR
RECREATION, LLC**



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April 21, 2021

Town of Wakefield
Town Hall 1 Lafayette Street
Wakefield, Massachusetts 01880

Attn: Daniel McGrath, Director of Recreation

Dear Mr. McGrath:

Boston Outdoor Recreation, LLC a wholly owned subsidiary of Guest Services, Inc., is pleased to submit our proposal for revitalizing and providing excellent quality visitor services with the Town of Wakefield for boating concessions at Lake Quannapowitt.

Please find our company point of contact information below:

Contact Name:	Nico Foris
Organization Mailing Address:	3055 Prosperity Avenue Fairfax, Virginia 22031
Telephone Number(s):	(703) 849-9300 ext. 368 (571) 258-8316
Email Address:	nico.foris@guestservices.com

We consider our company to be a proven and continuing exceptional partner in Massachusetts as exemplified by our previous partnerships. We commit to providing a fully self-contained boating concession operation at Lake Quannapowitt as identified in the Invitation To Bid.

Sincerely,

Nico J. Foris
Chief Operating Officer

WAKEFIELD BOATHOUSE
COVER LETTER



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BOSTON OUTDOOR
RECREATION, LLC

PERMIT FOR BOATING CONCESSIONS
AT LAKE QUANNAPOWITT

APRIL 21, 2021

SIGNATURE DOCUMENTS

BID CERTIFICATION FORM

BID CERTIFICATION:

Complete this page by signing in the space below and return with completed pricing pages.

As required under Chapter 233 and 701 of the Mass. Acts and Resolves of 1983 and Chapter 30B of Massachusetts General Laws, when returning the City's solicitation documents, certification must be made to the following by signing in the space indicated below. Failure to offer such signature will result in rejection of the bid.

1. "The undersigned certifies under the penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word person shall mean any natural person, business, partnership, corporation, union, committee, club or their organization, entity, or group or individuals" and,
2. "Pursuant to M.G.L. c.62C, §49A, I hereby certify, under penalties of perjury that to my best knowledge and belief the undersigned bidder has complied with all laws of the Commonwealth relating to taxes, reporting of employees and Permittees, and withholding and remitting child support."

This bid is submitted by:

Boston Outdoor Recreation, LLC

(Complete name of firm to be given here)

Signature

Contact Person: Chase Leonard

Business Address: 3055 Prosperity Avenue, Fairfax, VA 22031

Telephone: 703-712-4884

WAKEFIELD BOATHOUSE
SIGNATURE DOCUMENTS



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BID PRICING PAGE

The Town of Wakefield shall permit the operation of a BOATING Concession at LAKE QUANNAPOWITT. Per the terms and conditions as outlined in the Invitation to Bid the undersigned agrees to pay the following sum to the Town of Wakefield. All bids shall be typewritten or written in hand in ink. In case of a discrepancy between the bid in words and the bid in numbers, the higher price shall govern. Interlineations, alteration or erasure will void any bid.

NO Minimum Bid

The bid shall be awarded to the highest responsive and responsible bidder.

Year One \$ 3,000.00

Written in Words Three Thousand Dollars

Year Two \$ 3,000.00

Written in Words Three Thousand Dollars

Year Three \$ 3,000.00

Written in Words Three Thousand Dollars

Total Amount of Bid \$ 9,000.00

Total Amount of Bid in Words Nine Thousand Dollars

Company/Individual Name Boston Outdoor Recreation, LLC

Address 3055 Prosperity Avenue, Fairfax, VA 22031

Phone 703-712-4884

Email Address chase.leonard@guestservices.com

Contact Person Chase Leonard

Authorized Signature

Print Name

Nico Foris





BOSTON OUTDOOR
RECREATION, LLC

PERMIT FOR BOATING CONCESSIONS
AT LAKE QUANNAPOWITT

APRIL 21, 2021

BID BOND

BID BOND LETTER



Krystal Karnes
Advisor, Representative

Marsh USA Inc.
1111 Northshore Drive
Suite N-550
Knoxville, TN 37919
18657697727
krystal.karnes@marsh.com
www.marsh.com

April 7, 2021

Chase Leonard
Guest Services
3055 Prosperity Ave.
Fairfax, VA 22031

Subject: Bid Bond

Principal: Boston Outdoor Recreation, LLC

Obligee: Town of Wakefield

Bond Description: Permit for Boating Concession at Lake Quannapowitt

Bid Amount: \$500.00

Bid Date: 04/21/2021

Dear Chase:

In response to the request dated, 04/07/2021, I am pleased to enclose the above-referenced bond document that is based on the information we received with the request.

Prior to filing with Town of Wakefield the following items need to be completed:

1. Signed by authorized officer
2. Officer's name and title inserted below signature
3. Corporate seal affixed (if applicable)

As always, the bond document should be re-checked for accuracy before filing with Town of Wakefield. In the event that the estimated contract price increases more than 10% prior to the bid opening date, please notify our office of the revised amount.

If you have any questions, please feel free to contact me. Thank you for allowing Marsh to service your surety needs.

Sincerely,

Krystal Karnes
Advisor, Representative

SOLUTIONS DEFINED, DESIGNED, AND DELIVERED



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WAKEFIELD BOATHOUSE
BID BOND

PERMIT FOR BOATING CONCESSIONS
AT LAKE QUANNAPOWITT

APRIL 21, 2021



BOSTON OUTDOOR
RECREATION, LLC



BID BOND FOR LAKE QUANNAPOWITT



Interchange Corporate Center
450 Plymouth Road, Suite 400
Plymouth Meeting, PA. 19462-1644
Ph. (610) 832-8240

BID BOND

Bond Number: 2021313-Liberty-003

KNOW ALL MEN BY THESE PRESENTS, that we Boston Outdoor Recreation, LLC
3055 Prosperity Ave. Fairfax, VA 22031, as principal (the "Principal"),
and LIBERTY MUTUAL INSURANCE COMPANY, a Massachusetts stock insurance company, as surety (the
"Surety"), are held and firmly bound unto Town of Wakefield
1 Lafayette St. Wakefield, MA 01880, as obligee (the "Obligee"), in
the penal sum of Five Hundred & 00/100***** Dollars (\$500.00),
for the payment of which sum well and truly to be made, the said Principal and the said Surety, bind ourselves, our
heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

WHEREAS, the Principal has submitted a bid for:

Permit for Boating Concession at Lake Quannapowitt

NOW, THEREFORE, if the Obligee shall accept the bid of the Principal within the period specified therein, or, if no
period be specified, within sixty (60) days after opening, and the Principal shall enter into a contract with the Obligee
in accordance with the terms of such bid, and give such bond or bonds as may be specified in the bidding or
contract documents, or in the event of the failure of the Principal to enter into such contract and give such bond or
bonds, if the Principal shall pay to the Obligee the difference in money not to exceed the penal sum hereof between
the amount specified in said bid and such larger amount for which the Obligee may in good faith contract with
another party to perform the work covered by said bid, then this obligation shall be null and void, otherwise to remain
in full force and effect. In no event shall the liability hereunder exceed the penal sum thereof.

PROVIDED AND SUBJECT TO THE CONDITION PRECEDENT, that any claim by Obligee under this bond must
be submitted in writing by registered mail, to the attention of the Surety Law Department at the address above,
within 120 days of the date of this bond. Any suit under this bond must be instituted before the expiration of one
(1) year from the date of this bond. If the provisions of this paragraph are void or prohibited by law, the minimum
period of limitation available to sureties as a defense in the jurisdiction of the suit shall apply.

DATED as of this 21st day of April, 2021

WITNESS / ATTEST

Boston Outdoor Recreation, LLC

(Principal)

By: _____ (Seal)

Name:
Title:

LIBERTY MUTUAL INSURANCE COMPANY

(Surety)

By: Krystal Gaines (Seal)

Krystal Gaines Attorney-in-Fact

LMIC-5000

Rev. 03/04

WAKEFIELD BOATHOUSE

BID BOND





**BOSTON OUTDOOR
RECREATION, LLC**

**PERMIT FOR BOATING CONCESSIONS
AT LAKE QUANNAPOWITT**

APRIL 21, 2021

BID BOND FOR LAKE QUANNAPOWITT



**Liberty
Mutual.**
SURETY

This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated.

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

Certificate No. 870486E

POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Kristal Kames

all of the city of Knoxville, state of Tennessee each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 15th day of February, 2021.



Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

By: David M. Carey
David M. Carey, Assistant Secretary

STATE OF PENNSYLVANIA ss
COUNTY OF MONTGOMERY

On this 15th day of February, 2021, before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Insurance Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my notarial seal at King of Prussia, Pennsylvania, on the day and year first above written.



Commonwealth of Pennsylvania - Notary Seal
Teresa Pastella, Notary Public
Montgomery County
My commission expires March 28, 2025
Commission # 1126044
Member, Pennsylvania Association of Notaries

By: Teresa Pastella
Teresa Pastella, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

ARTICLE IV - OFFICERS: Section 12. Power of Attorney.

Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII - Execution of Contracts: Section 5. Surety Bonds and Undertakings.

Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

Certificate of Designation - The President of the Company, acting pursuant to the Bylaws of the Company, authorizes David M. Carey, Assistant Secretary to appoint such attorneys-in-fact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

Authorization - By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, whenever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, of Liberty Mutual Insurance Company, The Ohio Casualty Insurance Company and West American Insurance Company do hereby certify that this power of attorney executed by said Companies is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 21st day of April 2021



By: Renee C. Llewellyn
Renee C. Llewellyn, Assistant Secretary

Marsh McNairy POA LMC OHC WAC Main Co. 02/2021

Not valid for mortgage, note, loan, letter of credit, currency rate, interest rate or residual value guarantees.

For bond and/or Power of Attorney (POA) verification inquiries, please call 610-832-8240 or email HOSUR@libertymutual.com.

WAKEFIELD BOATHOUSE

BID BOND



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**BOSTON OUTDOOR
RECREATION, LLC**

**PERMIT FOR BOATING CONCESSIONS
AT LAKE QUANNAPOWITT**

APRIL 21, 2021

INSURANCE

CERTIFICATE OF LIABILITY INSURANCE



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
11/05/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER MARSH USA INC. 1050 CONNECTICUT AVENUE, SUITE 700 WASHINGTON, DC 20036-5386		CONTACT NAME: PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL: ADDRESS:	
INSURER(S) AFFORDING COVERAGE		NAIC #	
INSURER A : Travelers Property Casualty Company of America		25674	
INSURER B : N/A		N/A	
INSURER C : The Travelers Indemnity Company		25658	
INSURER D : The Charter Oak Fire Insurance Company		25615	
INSURER E :			
INSURER F :			

COVERAGES **CERTIFICATE NUMBER:** CLE-005673270-17 **REVISION NUMBER:** 12

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:		TC2JGLSA-2H52792A-20	11/01/2020	11/01/2021	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 2,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMPIOP AGG \$ 2,000,000
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY		TC2JCAP-2H527931-20 TJBAP-2H527943-20 Phys. Damage Deductibles: Owned - Comp/Coll: \$2,500 Hired - \$5,000 (Tractor/Bus)	11/01/2020 11/01/2020	11/01/2021 11/01/2021	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ SIR LIMIT: \$ 350,000
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$	<input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE				EACH OCCURRENCE \$ AGGREGATE \$ \$
D	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY <input type="checkbox"/> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N <input checked="" type="checkbox"/> N/A	UB 0L380537-20-51-K (AOS) UB 0L287588-20-51-R (MA, AZ)	11/01/2020 11/01/2020	11/01/2021 11/01/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 2,000,000 E.L. DISEASE - EA EMPLOYEE \$ 2,000,000 E.L. DISEASE - POLICY LIMIT \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Re: Hopkinton State Park, Cedar St., Hopkinton, MA 01746; Lake Cochituate State Park, 43 Commonwealth Road, Natick, MA 01760; Spot Pond Middlesex Fells, 4 Woodland Rd, Stoneham, MA 02180; Newton Historic Boathouse, 2401 Commonwealth Ave, Auburndale, MA 02466; Carson Beach, 165 Harbor Walk, Boston, MA 02125

Department of Conservation of Recreation, Inc. is included as additional insured for general liability coverage as their interest may appear and as required by written contract subject to policy terms and conditions.

CERTIFICATE HOLDER

Department of Conservation
and Recreation
Office of Long Term Leases and Permits
251 Causeway St., Suite #500
Boston, MA 02114

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE
of Marsh USA Inc.

Manashi Mukherjee

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ACORD 25 (2016/03)

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WAKEFIELD BOATHOUSE
CERTIFICATE OF LIABILITY INSURANCE



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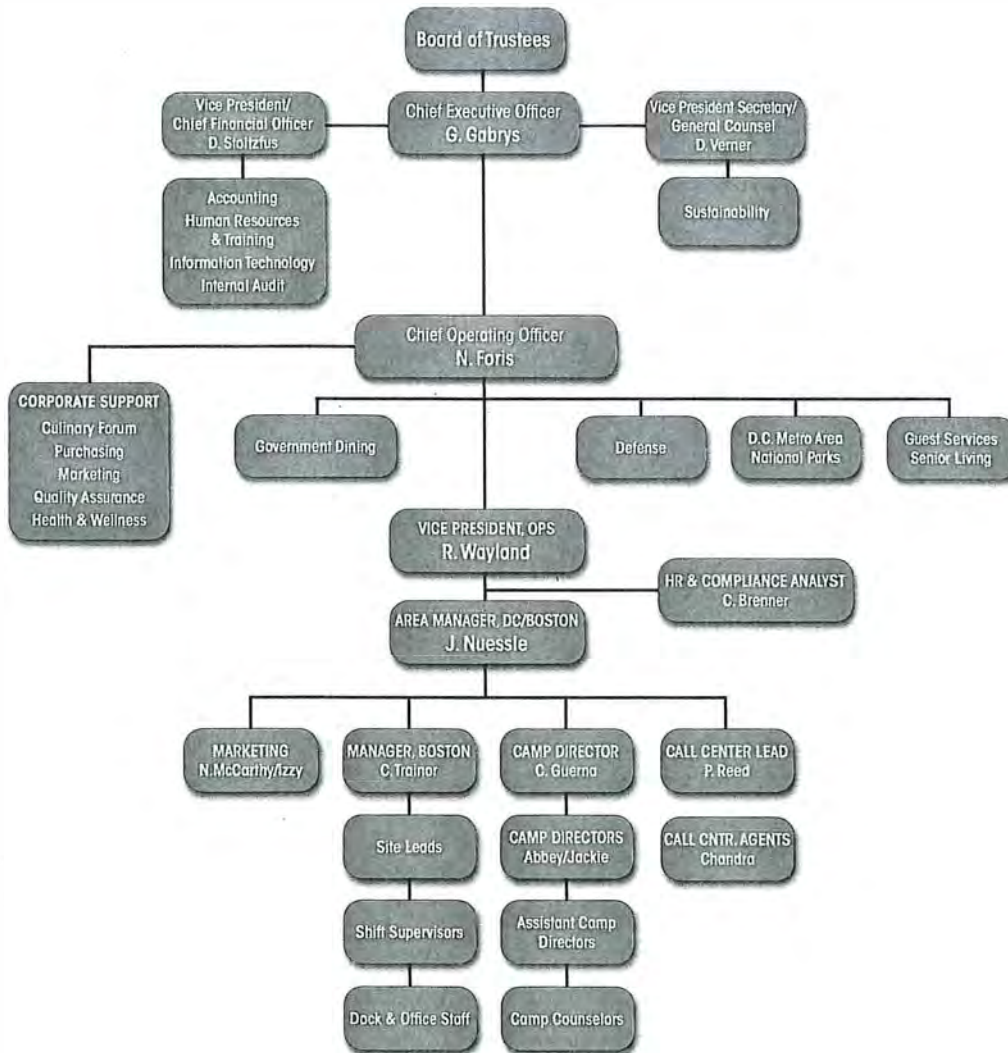
**GUEST
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A NATIONAL REACH WITH A LOCAL FOCUS

ORGANIZATION CHART



Our HR Department tracks employees and does audits on a regular basis. The following two lists are current certifications and a current staff list. These are an actual example of our current employed staff and their trainings. This list changes throughout the season as we hire more staff for the busy season.

Our staff, although assigned to a particular location, move from location to location to ensure the staffing needs are met on any particular day.





SUMMARY OF QUALIFICATIONS

BOR has the industry leading number of certified staff working in and around the water in all of our managed boathouses in Massachusetts.

- 29 Red Cross Lifeguard Certification
- 2 Red Cross CPR/First Aid/AED Instructor Certified
- 82 Red Cross Adult and Pediatric CPR, First Aid, AED (or equivalent certification)
- 2 US Sailing Small Boat Instructor Level 1 Small Boat
- 4 SkyWarn Spotter





**BOSTON OUTDOOR
RECREATION, LLC**

PERMIT FOR BOATING CONCESSIONS AT LAKE QUANNAPOWITT

APRIL 21, 2021

RATES & HOURS OF OPERATION

SAMPLE SELL SHEETS



EQUIPMENT RENTALS

	HOURLY	DAY
Single Kayak	\$18/hr	\$60
Double Kayak	\$25/hr	\$80
Stand Up Paddle Board	\$22/hr	\$90
Canoe	\$28/hr	\$80
Pedal Boat	\$32/hr	\$90
Row Boat	\$28/hr	\$60
Sailboat	\$25/hr	\$60
Universal Access Participants		Free

MILITARY RENTAL DISCOUNTS

Veterans, Reserves and Active Military receive 20% off all rentals with valid ID

SENIORS & STUDENT RENTAL DISCOUNTS

Seniors and Students receive 20% off all rentals with valid ID

CAMP DISCOUNTS

We offer both a 10% and 5% Early Bird discount (based on timing)

CASH BACK FOR TRASH BACK

If a customer fills a boathouse-provided, environmentally friendly trash bag while out on their adventure, we will give them 5% off their next visit.

HOURS OF OPERATION

First weekend in May to Columbus Day weekend*

*Weather dependent



(617) 299-3392

Visit BoatingInBoston.com

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AVAILABLE CLASSES & TOURS

Sailing Course	\$159
Sailing Refresher	\$15
Stand Up Paddle Board Yoga	\$35
Stand Up Paddle Board Fitness	\$35
Kayak Clinics	\$55
Kayak Orientation	\$35
Stand Up Paddle Board Orientation	\$35
Universal Access Kayaking	Free
Summer Camp	\$399 Full Day \$279 Half Day

2021 SEASON PASSES

Single Adult	\$229
Family	\$329
Senior	\$99
Military	\$99
Student	\$99

SEASON PASS BENEFITS

- Enjoy unlimited paddling at any of our locations
- Enjoy unlimited sailing at our three sailing locations
- Half-off all classes and tours
- Buddy Passes for guests
- 10% off Boating is Fun Camp

BUDDY PASSES

When you purchase a season pass, you'll get four Buddy Passes that are good for ONE GUEST PER VISIT, to join you for a FREE paddle. Used up all your Buddy Passes? No problem, just buy more Buddy Passes for \$10 each.



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DAYS AND HOURS OF OPERATION

DAYS AND HOURS OF OPERATION		
Season (Weather Depending)	First Weekend in May to Columbus Day Weekend	
May	Weekends Only	10:00 a.m. to 6:00 p.m.
Memorial Day to Labor Day	Seven Days a Week	10:00 a.m. to 8:00 p.m.
Labor Day to Columbus Day	Weekends Only	10:00 a.m. to 6:00 p.m.



All pages contained within are printed on 100% post-consumer recycled paper.
PROPRIETARY INFORMATION: This page contains confidential information. Disclosure of contents to third parties would adversely affect our ability to compete in our industry.



**GUEST
SERVICES**

Legendary Hospitality Since 1917

WAKEFIELD BOATHOUSE
APPROACH TO OPERATIONS



SAFETY PROCEDURES

BOR's above-industry standard safety and orientation presentation is introduced through a multi-tiered approach, including visual, written, and spoke instruction. By educating our customers about standard safety and procedures for recreational boating, we perform our due diligence and instill in customers a sense of personal responsibility for their actions and safety. To ensure the effectiveness of our safety and orientation presentation, BOR presents information in several consistent and accessible formats (website, signage, Acknowledgement of Risk), and clear direction is supported by a standard process (check-in, PDF station, safety brief). Each location will implement the same plans to ensure consistency of our safety and emergency best practices (The Safety Plan for Lake Quannapowitt can be found in the Appendix for reference).

WATERFRONT SAFETY AND EMERGENCY PLAN SUMMARY OF COMMITMENTS

Participant Education

- Require all participants to always wear lifejackets properly when on the docks or water
- Every participant will have their life jacket physically checked by one of our staff before participating
- A video will be played on site to show participants how to properly wear life jackets
- Boundary, educational and interpretive high-quality signage will be clearly posted at the entrance
- Every waiver/risk acknowledgement will have local safety information and boundaries
- Waiver/risk acknowledgement will be in six different languages English, Chinese, French, Portuguese, Russian and Spanish
- Every participant will receive a safety and interpretive brief before going on the water

Staff Education

- Every waterfront staff member will have First Aid and CPR Certifications
- Every waterfront staff member will attend "On the Water Training" and be assessed by an American Canoe Association instructor
- Every supervisor will have National Weather Service SkyWarn certification and education to spot hazardous weather
- Require all staff to wear uniforms to ensure easy visibility and recognition by the visitors

Communications

- Waterfront staff will use VHF radios to communicate
- Supervisors will have a mobile cellular phone on them to call EMS if there is an emergency.
- All dock staff will wear bright highly visible orange shirts, supervisors will wear red visible polo shirts
- Supervisors perform an opening and closing report on mobile devices that is immediately recorded and available to management
- All staff have access to our "Something Happened Report" (incident report) on their mobile devices and are required to fill out the report any time an incident happens or something management needs to know about. This report is "smart" and will route it to correct personnel such as senior management via an SMS if there is an emergency. We can capture key information including pictures right when the incident happens.

Participant Monitoring

- Kayak paddles will have custom coloring to easily identify our customers from others.
- All sites are monitored by AccuWeather SkyGuard® Meteorologists which give warnings if there is a severe weather risk. Meteorologists are available for consultation.
- Ensure a working motorized chase boat is at the facility always during operating hours
- Require a safety kayak with throwline, extra flotation ready by the water's edge during operating hours.
- Ensure our last employee for the day does not leave until all customers are accounted for





- All life jackets will have whistles
- Every customer must properly fill out a float plan/risk acknowledgement to include: number of people in the party, type of boats, expected time back, emergency contact information before they go on the water.

Use our custom POS system which:

- Tracks the number of people in the party, including children, dogs, expected time out, customer contact information
- Provides extensive financial reporting and accountability
- Provides detailed operational reports such as number of transactions per hour, number of boats per hour by type

CUSTOMER SAFETY ORIENTATION EXPERIENCE

The standard BOR customer orientation process includes all of the following:

- Website/Pre-Arrival – Customers have access to our informative website, marketing materials and customer service team to learn about services offered, conditions of the day, safety information, events, and to read, understand and sign our Acknowledgement of Risk form.
- On Site Signage – As park guests enter our site, signage informs them of our services, safety guidelines, boundaries, water conditions and Acknowledgement of Risk form.
- Check-In – Our office staff is our first physical customer point of contact. They are well trained in customer service, always ready to begin answering questions and initiate the verbal walkthrough of our equipment rental and safety programs.
- Safety Brief and Personal Floatation Device (PFD) Station – At the center of our customer experience is a dedicated staff member focused on controlling the flow of customers, providing physical PFD checks and ensuring each guest receives a thorough safety brief on:
 - › Current river and weather conditions
 - › Boat traffic flow and etiquette on the river
 - › Boating safety tips
 - PFDs should remain fastened and on at all times
 - No jumping or swimming from boats
 - Whistles may be used to signal distress
 - Three blasts from the horn means to return to the dock
- Assistance with Equipment and Launch: As they are directed onto our docks, dock staff helps to orient guests with our equipment, assist them into their boats and review the same safety information given to them at each step throughout the orientation process.

While the orientation is relatively short in duration, we make sure to present every key point in our safety brief several times, including in writing (Acknowledgement of Risk). Our water safety orientation is executed by our **Site Managers** (who supervise the waterfront to ensure safe boating operations), **Dock staff** (who assist guests in and out of all watercraft), and **Instructors** (who teach beginning and intermediate Kayaking and/or SUP skills to customers and staff, guide Universal Access for people with disabilities and supervise the water to further ensure safety).

PERSONAL FLOATATION DEVICES (PFD)

Everyone on site, including customers, must correctly wear a PFD at all times while out on the water. Every customer has their PFD physically checked by one of our staff before they are allowed to depart. All BOR staff are trained on the proper way to wear PFDs and can demonstrate the technique successfully to others. Staff is expected to remind and enforce our PFD policy to all guests.





SAFETY LITERATURE

BOR is committed to educating our customers in advance and onsite by creating signage and informational rack cards such as:

- Boundary signs
- Site Signage
- Paddle/Sailing Guidelines
- Preparedness Quiz
- Risk Acknowledgment in six languages (English, Spanish, Russian, Portuguese, Chinese and French)

CUSTOMER ON-THE-WATER MONITORING

BOR approaches monitoring customers on the water in two ways: Active Customer Monitoring, which involves direct customer-staff interactions; and the second is Support Systems, which are the procedures and safeguards taken to mitigate risk and promote renter safety.

ACTIVE CUSTOMER MONITORING

Key factors in actively monitoring customer safety while off-shore include identifying persons on the water, communicating safety guidelines before and during recreational use of equipment, and communication with renters and the local boating community. Our custom point of sale software tracks all customers on the water with real time access to customer information and emergency contacts should we need to reach out to them at any time. On busy days, or when there are special events taking place on the water, we put a customer service-oriented staff member out on the water (in a motorboat or kayak) to monitor the scene in general and help people with equipment usage, safety tips, and so on as needed.

During the safety orientation, previously described, we educate customers to be responsible for their personal safety, and provide them with tools and equipment to facilitate safe boating on the water. To support them further, we do the following:

- Track all on-water customers through our POS (in real time)
- Document all customer information and emergency contacts
- Close one hour before sunset to allow a safe window of daylight hours
- Perform regular on-water customer checks via motorboat or kayak
- Work with US Coast Guard, Environmental Police, neighboring boathouses
- Use air horns, bull horns, binoculars and whistles to observe and communicate with customers on the water

SUPPORT SYSTEMS

Outside of direct intervention in visitor activities, BOR puts a heavy emphasis on doing everything we can within our scope of influence to educate and support our customers and employees. Support systems such as informative signage, weather flags, and boundary signs are visible and readably available to clients. Training, electronic support systems (including push-to-talk cell phones, radios, and Campus Alert System), and relationships with local resources (neighboring boathouses, Coast Guard, Environmental Police) aid our staff in the monitoring of off-shore activities.

- Daily Brief – Each morning prior to opening, we gather all staff for daily safety briefs and identify the risks or potential challenges of the day, such as high winds, sudden afternoon showers, or extreme heat. Staff is reminded to report and respond to the day's challenges.
- Weather Flags – We use weather flags (Figure 6 below) to alert staff and customers to changes in weather and/or water conditions in real time, and regularly update location statuses on our website to reflect present conditions and set expectations for customers before their visit. Criteria that define each flag type are set up such that there is no confusion about the conditions being described when they are flown – which is when one or any of the corresponding conditions are met.
- Boundary Signs – Boundary signs are used to demarcate the effective boundaries of the recreation area. We emphasize in orientation why the boundaries lay where they do and the ramifications of crossing them. Boundary signs also explain what the weather flags mean.





- Professional Weather Monitoring – BOR partners with Accuweather Enterprise Solutions (www.enterprisesolutions.com) to provide active hazardous weather monitoring to all of our locations. When a storm or weather hazard is approaching one of our locations, we get a phone call from a Meteorologist alerting our onsite management of the impending weather. Also, we get email alerts as well as text alerts so onsite management all the way up to senior management is aware of weather situations and is able to respond and make decisions quickly.

A common example in New England weather – On a sunny muggy hot Saturday morning in July, the forecast calls for possible T-Storms in the afternoon, which our staff is briefed by the manager of the day. The weather is great for getting out into a park, the location gets very busy with park visitors wanting to get out on to the water, however by mid-afternoon there is a strong line of thunderstorms developing in Upstate New York and Western Massachusetts heading rapidly our way. Accuweather calls our managers 30+ minutes prior to a potential Thunderstorm reminding them to check the radar. Accuweather calls again and alerts our Managers there is a great risk of a storm hitting and lighting. Our managers alert the staff to slow down sending customers out as there might be bad weather. Next there is an official Accuweather Alert via text message/email message and phone call alerting lighting has been detected within 20 miles. On site staff stop all rentals, sound our air horn 3 times to alert customers on the water. Customers start to come back in before the storm hits. 15 minutes later we get another text/email/phone alert lighting has been detected within 8 Miles. Staff is actively ahead of the storm and has officially closed and updated our website and social media while still pulling customers off the water. By the time the storm hits most if not all customers are safely off the water and the staff have closed the site. BOR is very proactive in monitoring weather as this is one of our largest risks.

- Trained SkyWarn Weather Spotters: BOR has ten (10) employees who have attended the National Weather Service's (NWS) SkyWarn weather spotting certification class, which teaches students how to identify hazardous weather conditions in accordance with (NWS) definitions and guidelines. Successful completion of the SkyWarn class enables certification holders to officially report conditions to the NWS.
- Support from Outside Sources: BOR maintains close and regular communication with neighboring boathouses, coordination of water events, and voluntary on-water support as needed. In cases where external resources are needed to ensure the safety of a customer, we can communicate directly with Environmental Police, Coast Guard and local EMS through direct phone lines or the use of marine VHF radios (which we also use to stay in contact with our own staff). We have the contacts to mitigate emergency situations and procure certified individuals for specific incident response.

EMPLOYEE MONITORING AND EVALUATION

We monitor employees to ensure an accurate orientation message in two ways: First, we ensure that the training materials and subject matter we use are verified to be correct, valid and current before being presented to the customer; and second, we reinforce proper messaging through regular training, deployment of Secret Shoppers, and regular visits from our senior management.

- Accurate Training – In order for our employees to provide accurate safety information to our clients, we consistently perform research on industry standards established by nationally recognized organizations such as the ACA, US Powerboating, and US Sailing, as well as federal, state, and local laws.
- Local Collaboration and Cooperation – Our strongest allies in ensuring customer safety are local organizations who report and offer advice when customer behavior is inconsistent with the expectations of our safety orientation. BOR works closely and collaboration with the local boating community, including neighboring boathouses and law enforcement to set guidelines and sustaining a shared responsibility of encouraging mutually agreeable traffic patterns and best practices.
- Training Reinforcement – Further, we monitor orientation sessions actively and randomly throughout the year as a matter of protocol and respond quickly to reports of misinformation being distributed (whether they come from other BOR staff or customers). All BOR employees undergo initial and ongoing job training in multiple areas to ensure that we follow guidelines for personal safety, customer safety, equipment safety, land and resource management, and environmental integrity consistently and at all times. Training helps employees establish and maintain good habits while mitigating and/or eliminating unproductive or undesirable ones.





- Secret Shoppers – The main task of our Secret Shoppers is to “keep us honest” with unannounced visits and a host of safety-oriented questions for our staff to address. By concealing the identity of our Secret Shoppers, we ensure an accurate means of measuring the effectiveness of our safety and orientation presentation.
- Senior Management Visits – At times visiting senior managers will accompany seasonal staff in their daily routine to model proper customer interaction and safety techniques. Random visits to sites allow management to correct behaviors in real time and to demonstrate that all members of our team are responsible for customer safety.
- Customer Survey – As a final measure, our customer survey contains a question about the orientation process and its safety speech, and this gives us another metric by which we can monitor our standardization of information. Guests often point out and show appreciation for our efforts to teach and acquaint first-time customers with our equipment and services, helping to ensure they feel comfortable renting our equipment.

CERTIFICATION AND TRAINING UPDATES

- BOR monitors employees to ensure an accurate orientation message in two ways: first, we ensure that the training materials and subject matter we use are verified to be correct, valid and current before being presented to the customer; and second, we reinforce proper messaging through regular training, deployment of Secret Shoppers, and regular visits from our senior management. The following programs will be utilized to ensure associate compliance with the safety program and all safety rules.
 - › Training Programs
 - › Retraining
 - › Optional Safety Incentive Programs

TRAINING PROGRAMS

The importance of safe work practices and the consequences of failing to abide by safety rules will be covered in the New Associate Safety Orientation and safety meetings. This will help ensure that all associates understand and abide by company safety policies.

ENVIRONMENTAL/SAFETY PROTECTION PLAN

BOR is committed to environmental protection and the safety of our employees. We use a corporate Health and Safety (H&S) plan in which the primary objective is to provide baseline guidance for the preparation and implementation of detailed, project-specific H&S plans. All H&S training we conduct for BOR personnel uses these plans and all applicable regulations as guidelines. Environmental training includes orientation (i.e. goals, what to look for) and individual responsibilities (i.e. what to do when action must be taken).

EMPLOYEE TRAINING

All of our employees will be required to read an employee manual that solidifies their role, responsibilities, and specific techniques for communicating with our customers. The manual will include information on instructions to employees addressing water sports operations, customer service, protocol and techniques, training of staff, scheduling, and health and safety regulations.

As outlined in the manual, we have provided the basic procedures and techniques to successfully operate a kayaking and water sports business. The language below conveys simple steps on how to get our customers out on the water:

How to Assist a Customer on the Water:

When a customer needs assistance on the water such as a capsized boat, they are having trouble padding or other situation, always remain calm, cool and collected. First alert the supervisor on duty who will make sure 2 qualified staff members are chosen to assist the customer(s). If it is an emergency, they will call 911 immediately. Next the 2 staff members will ensure they have a VHF radio, first aid kit, throw/tow line and take a motorboat or rescue kayak(s), out to the customer in need. We encourage the use of a rescue kayak first as there is no spinning propeller and usually quicker to get on the water. Upon arriving to the scene the staff member(s) first will ensure it is safe to approach the customers and if in a motorboat come to a stop and put it in neutral. Then one of the staff members will calmly ask one of the customers how





many people were in their group. When the customer responds the staff member will do a quick headcount to make sure everyone is accounted for. Next the staff will determine the best course of action. If all customer are accounted for and in good spirits, if possible the staff can right the boat quickly and help the customers back in. If one or more customers are not in good spirits then escorting the customers back to shore would be the best course of action. If there is a customer missing the staff will immediately radio to the shift supervisor there is a potential customer missing, then search any boats that might be turned upside down to ensure a customer is not underneath. If the customer is still missing the staff will radio the shift supervisor that they cannot find the customer and initiate a lost customer drill and update 911.

How to Board a Kayak From a Dock?

Boarding – Make sure the boat is lined up against the dock long ways and have the customer and yourself sit down facing toward it. Put your feet inside the boat while simultaneously grabbing and holding onto the other side to make sure the vessel does not float away. Tell the customer to reach across the boat, if they can, and slide into the boat. Tell them to take a few seconds to make themselves comfortable and confirm their back is pushed up against the back seat. Please inform them of the foot pegs on their boat and ask them if they would like you to adjust the pegs for them. Encourage them to grab their paddle and make sure they have their paddle gripped correctly with their hands placed the appropriate distance apart with the curve of the paddle facing toward the back of the boat. Lastly ask them if they would like a small push off the dock to begin their paddle. Encourage customers to paddle with their torsos and to utilize a feet to seat motion.

Dismounting – Sit on the boat keeping it stable. Ask the customer to roll forward onto their feet, turn, place their hand on the dock, and exit slowly.

How to Carry and Launch a SUP and Pull Out a Kayak?

SUP Launch – Make sure your hands are inside the handle on the side and lift up to your knees. When windy make sure you utilize two people and make sure the paddle is laid on top of the board, with the board facing to the sky. When setting up to launch the SUP, make sure the fin is facing toward the water with the top of the board facing you. Slide into deep water so the board does not break.

Pulling out a Kayak – With nothing in the kayak, pull it by the front handle directly out of the water and onto the surface of the dock until completely out. When carrying to storage it is best done with two people as to protect the equipment.

How to Get on to a SUP, Including Leash?

Getting Up – First, make sure the customer attaches the leash to their ankle or calf. Next, hold the board steady so they can get on. Instruct the customer to kneel first with both sides of their knees on either side of the handle which should be placed in the middle of the board. Tell them to throttle up on the shaft remaining on their knees and to stand up once they feel comfortable. A good tip is to tell the customer to stare off into the horizon as it may help them stand up a little easier.

Getting Off – As the customer paddles into the dock, instruct them to remain kneeling until reaching their end point. Once they arrive, grab the board and simply instruct them to turn clockwise and sit on the dock. Ask them to remove their leash and, ask them if they had a good time!

How to Carry and Launch a SUP & Pull Out a Kayak?

SUP Launch – Make sure your hands are inside the handle on the side and lift up to your knees. When windy make sure you utilize two people and make sure the paddle is laid on top of the board, with the board facing to the sky. When setting up to launch the SUP, make sure the fin is facing toward the water with the top of the board facing you. Slide into deep water so the board does not break.

Pulling Out a Kayak – With nothing in the kayak, pull it by the front handle directly out of the water and onto the surface of the dock until completely out. When carrying to storage it is best done with two people as to protect the equipment.

How to Hold and Size a SUP Paddle?

Once a customer selects a paddle, have them place blade down, touching the ground with the grip facing up toward their face. If they are unable to extend on of their arms and touch the top of the 'T-Grip' have the customer pop the pin, and adjust to the correct length, with their hand reaching the top comfortably. To paddle appropriately, the curve on the paddle should face toward the back of the board while rowing.





How to Wear a Life Jacket?

It's important to explain to customers that they must wear a lifejacket at all times. The sizing is Universal APF so they will fit everyone. Have the customer apply the lifejacket and then ask if you can buckle them up. Once receiving confirmation, start buckling from the bottom first. When completed, begin to tighten on the sides, again bottom first, and ending in the shoulder straps.

RETRAINING

Associates that are observed performing unsafe acts or not following proper procedures or rules will be retrained by their manager. A Safety Contact Report may be completed by the manager to document the training. If multiple associates are involved, additional safety meetings will be held.

SAFETY INCENTIVE PROGRAMS

Although strict adherence to safety policies and procedures is required of all associates, the company may choose to periodically provide recognition of safety-conscious associates and operating units without accidents through a safety incentive program. Boston Outdoor Recreation also may provide incentives to associates completing First Aid, CPR and AED training certification courses.

We also provide the following to ensure that we are maintaining a safe environment for our customers:

- **Accurate Training** – In order for our employees to provide accurate safety information to our clients, we consistently perform research on industry standards established by nationally recognized organizations such as the ACA, US Powerboating, and US Sailing, as well as federal, state, and local laws.
- **Local Collaboration** – Our strongest allies in ensuring customer safety are local organizations who report and offer advice when customer behavior is inconsistent with the expectations of our safety orientation.

For example, Boston Outdoor Recreation works closely and collaboratively with the local boating community, including neighboring boathouses and law enforcement to set guidelines and sustaining a shared responsibility of encouraging mutually agreeable traffic patterns and best practices.

- **Training Reinforcement** – Further, we monitor orientation sessions actively and randomly throughout the year as a matter of protocol and respond quickly to reports of misinformation being distributed (whether they come from other Boston Outdoor Recreation staff or customers). All Boston Outdoor Recreation employees undergo initial and ongoing job training in multiple areas to ensure that we follow guidelines for personal safety, customer safety, equipment safety, land and resource management, and environmental integrity consistently and at all times. Training helps employees establish and maintain good habits while mitigating and/or eliminating unproductive or undesirable ones.

SECRET SHOPPERS

The main task of our Secret Shoppers is to “keep us honest” with unannounced visits and a host of safety-oriented questions for our staff to address. By concealing the identity of our Secret Shoppers, we ensure an accurate means of measuring the effectiveness of our safety and orientation presentation.

SENIOR MANAGEMENT VISITS

At times visiting senior managers will accompany seasonal staff in their daily routine to model proper customer interaction and safety techniques. Random visits to sites allow management to correct behaviors in real time and to demonstrate that all members of our team are responsible for customer safety.

CUSTOMER SURVEY

As a final measure, our customer survey contains a question about the orientation process and its safety speech, and this gives us another metric by which we can monitor our standardization of information. Guests often point out and show appreciation for our efforts to teach and acquaint first-time customers with our equipment and services, helping to ensure they feel comfortable renting our equipment.





INVENTORY AND PROGRAMMING

FIXED ASSET LISTING

QUANTITY	DESCRIPTION
2	Aquabound Kayak Paddles
7	Kayak Ocean Kayak Malibu
7	Kayak Perception Tribe
2	Kayak Ocean Kayak Malibu II XL
2	Pedal Boat Kay Park
12	SUP Bic AceTec
3	Kayak Wilderness Tarpon
1	Kayak Perception Tribe
8	Kayak Paddles Aquabound 2 Piec
3	Kayak Paddles Aquabound 1 Piec
12	Kayak Paddles Carlisle Magic 2
5	Kayak Paddles Bending Branches
1	Kayak Paddles Bending Branches
28	Seats Ocean Kayak Comfort Pro
10	BIC SUP FCSII Touring 9" Fin
10	BICSUP Leash Coil 11ft
10	BIC SUP Paddle Original FP
1	MTI Under Dog, Red/Mango, LG
1	MTI Under Dog, Red/Mango, MD
1	MTI Under Dog, Red/Mango, SM
1	MTI Under Dog, Red/Mango, XL
1	MTI Under Dog, Red/Mango, XS
1	ACER chromebook
1	Clover.POS System

TYPES OF EQUIPMENT OFFERED

- **Replacement Schedule** – About 20% of all equipment is sold (used) and bought (new) annually in a regular rotation. In some seasons, this figure reaches nearly 40%. Our consistent exposure to equipment inventory keeps us aware of potential shortages, such as when items are out for repair or replacement. Additionally, we maintain an overflow of boats and jackets in other locations to cover when needed. In no case, however, will Boston Outdoor Recreation ever use non-serviceable items to cover shortages.
- **Life Jackets** – All Boston Outdoor Recreation's life jackets will be in new condition and replaced four years after initial purchase (manufactured lifespan is five [5] years). PFDs undergo routine inspections to ensure their continued serviceability – if we notice an item is damaged, missing a part or otherwise not serviceable, it is documented and then pulled out of the rotation and its straps are cut immediately so it cannot be used.
- **Equipment Inspection** – Watercraft are checked daily and if determined to be deficient have a hole cut into the hull surrounding the serial number, which is sent in to the manufacturer per their Return Manufacturer's Authorization process.





Life jackets are checked daily and if determined to be deficient have their straps cut to ensure that Life jacket can never be used again. Life jackets are replaced every four years regardless of condition to ensure they are always in the best working order.

LIST OF PROPOSED EQUIPMENT TO BE OFFERED

SINGLE KAYAK FLEET



Perception Tribe 11.5 – A great all-around sit-on-top for most any sized paddler, the added length on the Tribe 11.5 gives a boost of speed, extra storage and greater adventure potential over the smaller size. Beginners and veterans will find the Tribe a joy to paddle in both choppy and flat water like lakes and lazy rivers.



Old Town Loon – Twenty years ago, the Loon series changed the way paddlesports viewed recreational kayaks. Today, the Loon series continues to revolutionize the sport as we tweak, twist and transform our old design to devise the world's most advanced recreational kayak. Our latest Loon features the ACS2 seat, creating the most advanced and best-fitting cockpit available. It also includes a removable workdeck, supplying space for customization, cameras, gear and water; dry storage; and a USB port to keep your gadgets charged, even after hours on the water.

TANDEM KAYAK FLEET



Perception Tribe Tandem – Three is company in the Tribe 13.5 tandem. The versatile sit-on-top design features a 3-seat configuration for up to two adults and a small child or pet. Other features include self-bailing scupper tubes and bow and stern storage areas with bungees to safely secure backpacks, picnic baskets, and coolers.



Ocean Kayak Malibu Two XL – The stability and versatility of the world's most popular all-around family fun boat in a longer craft perfect for larger paddlers. Can be paddled solo or tandem. Fits two adults plus a small child or pet.

CANOES



Old Town Discovery 158 – A tough and rugged canoe is the Discovery 158. The Three Layer construction is designed to take a beating. But the Discovery 158 is also designed to perform well on the water. Agile, stable and easy to handle, the Discovery 158 is a nice choice for the outdoor enthusiast.



Old Town Discovery 169 – At nearly 17 feet, the Discovery 169 is the longest in the Discovery series. Designed to go long distances, the Discovery 169 performs efficiently even when it is loaded with gear. The three-layer construction is designed to take a beating. The Discovery 169 is a great choice for the recreational paddlers who may aspire to go longer distances or may need additional room and load capacity.

SUP



BIC Sport ACE-TEC Performer – With a surf-inspired longboard shape and stable flatwater volume, the BIC Sport ACE-TEC Performer stand up paddle board is an efficient flatwater cruiser that also performs great in surf.



BIC Sport ACE-TEC Cross Fit – A fun board for the whole family, the BIC Sport ACE-TEC Cross Fit stand up paddle board offers full rail-to-rail stability for performance in a wide range of flatwater conditions and activities.



BIC Sport ACE-TEC Wing – The BIC ACE-TEC Wing stand up paddle board is a great choice for expedition paddlers who need performance, stability, durability and enough capacity to bring along gear for self-supported adventures.





SAILBOATS



RS Quest --Simple, stable and durable, the RS Quest sets the standard for training and recreational sailboats worldwide. A direct response to market demands for a 14' dinghy that is self-bailing and large enough for up to 3 or 4 adults, the RS Quest delivers.



Cape Cod Mercury – The Cape Cod Mercury is a classic sloop and serves as the workhorse of Boston Outdoor Recreation's "Boating Is Fun" camp - a perfect all-around boat for groups of young sailors that is also capable of flying advanced sails and teaching technical skills on the water.



MIT Tech Dinghy – Boston Outdoor Recreation has purchased Fifth Generation MIT Tech Dinghy's from the MIT Sailing Pavilion. The Tech Dinghy is a simple one design that is an effective teaching platform for beginner sailing, but also fast enough for advanced racing. The breadth of use expands Boston Outdoor Recreation's ability to develop advanced sailing, with a standardized fleet that gives opportunity for local high school and town sailing teams.



Hobie Wave Catamaran –The Hobie Wave's underbody shape eliminates the need for dagger boards, and its rotomolded polyethylene hulls are virtually indestructible, making it ideal for beginners and adventurers alike. A large, fully battened, boomless mainsail provides plenty of power in the light stuff, but twists off in a breeze for added control. And should your rig go horizontal, the "Hobie Bob" mast float makes righting the boat simple and safe.

PEDAL BOATS



4 Person Pedal Cruiser – Kay Pedal Cruisers are easy to operate and virtually maintenance-free. These pedal boats, are constructed of reinforced fiberglass, have 100% foam-filled pontoons, greasable bearings and are self-draining. You don't have to bail or drain them when it rains! They are designed and built for commercial use and make great waterfront rental units, as they are easy to operate, and require very little maintenance! Kay Pedal Cruiser pedal boats come in a variety of colors.



Swan Pedal Boat – This unique eye-catching pedal boat is a popular at high visibility waterfronts, resorts, festivals and theme parks. Built for commercial use with safety and low maintenance in mind, they have proven to hold up well under heavy traffic.





PFDS



MTI Adventurewear APF – Adult Universal – APF means ALL PERSON FIT, and its universal sizing easily adjusts from a slim 30" chest to a super-size 56" chest with no sacrifice in comfort. Adjustable neoprene shoulders, cool open sides, reflective tape, and hideaway strap pockets. Adjustable front buckle straps can be loosened for quick ventilation.



MTI Adventurewear (Youth) – Lightweight and comfortable to fit active, younger boaters, this style is nice and open on the sides for paddling maneuverability and cool comfort on hot days. Adjustable front buckles give your child a secure fit.



MTI Infant – For the smallest pre-swimming paddlers. Using the most supple US Coast Guard approved fabric and the softest foam, our jacket is top notch. High visibility colors for safety. Supportive collar doubles as a headrest in the boat. Bright grab loop is strong, and the adjustable crotch strap and belly strap secures your infant in the vest.



MTI Adventurewear UnderDOG – Putting the flotation under the dog! With 90% of the flotation in the water under the chest and neck, the UnderDOG supports the natural swim angle of the dog. The rear is allowed to sink lower than the forelegs, freeing the hind legs to swim more efficiently. The neck is supported so that the head rides higher above the water line, helping your dog to be less fatigued after a long swim – they would tell you so if they could!





DESCRIPTION OF SERVICES TO BE PROVIDED

NON-MOTORIZED BOAT RENTAL PROGRAM

BOR will provide quality non-motorized boat rentals for park visitors that include lifejacket and paddle. These rentals will be hourly with a maximum charge of 4 hours per boat. This encourages customers to take a boat out all day for an affordable price. After the first hour the rental will be prorated every 10 minutes. Every customer is required to fill out a risk acknowledgement form, be fitted with a lifejacket by our staff, go through a short but informative orientation and most of all have fun!

YOUTH PROGRAMMING

Since 2002, BOR has operated week long paddling and sailing camps geared toward children ages 8 to 15 and focused on teaching environmental stewardship, boating safety, building confidence and independence on the water while having fun with peers in an active recreational setting. Accredited by the nationally recognized American Camp Association, we put over 1,200 children through camps each season. Our instructors are staffed at an instructor-to-child ratio well above industry standards, offering superior instruction and a higher quality experience. In our years of operating, we feel a strong demand for youth programming and commit to including opportunities to explore on the water.

This upcoming season, BOR will activate group camps at Lake Quannapowitt, which has been in high demand and exceeded expectations at our greater Boston sites in partnership with the DCR. .

VETERAN PROGRAMS

Research has shown that regular participation in physical activity has a positive effect on the rehabilitation process of disabled veterans, increases self-esteem, drive for further education, desire for positive employment, as well as overall health and wellness. BOR was incorporated as a veteran-owned company, and Guest Services, Inc. was founded to feed federal workers in Washington, D.C. during World War I. We strongly support U.S. military veterans and have ties to local veteran communities, hospitals and support groups.

KAYAK, SUP AND ROWING INSTRUCTION

Teaching is a core part of our organization's efforts, and BOR offers instruction for all abilities from novice first-time boaters to experienced rowers and paddlers looking to refine their skills. We provide Introductory classes that teach boating safety and help those who are new to water sports feel comfortable in a boat. The basic skills they acquire here introduce them to the recreational activities they can now enjoy on their own.

SAFE BOATING CERTIFICATIONS

For our own in-house training, BOR has invested a substantial amount into training and certifying our professional staff through programs that allow them to become experts in their field. We now have staff certified to teach official courses from organizations like US Sailing, US Powerboating, American Canoe and Kayak Association and the American Red Cross.

After certifying our own employees during staff training with certifications, BOR is interested to teach the following courses to local organizations (neighboring boathouses, high school and college rowing programs, local law enforcement) and the general public:

- Safe Powerboat Handling
- Safety and Rescue Boat Handling
- ACA Kayak Level I / Level II
- ACA SUP Level I / Level II
- US Rowing Level I / Level II
- American Red Cross First AID





GROUP OUTINGS, CORPORATE EVENTS & THEMED BIRTHDAY PARTIES

Group events are a large part of the services we provide and are quickly growing in popularity such as community paddles, 4th grader day, junior ranger day, bring your daughter fishing day and many more. Businesses or large parties may reserve boats ahead of time for a group discounted price, and instructors are available for an hourly rate. Custom parties may include paddling instruction, on-the-water supervision, activities and games and even themed events such as our Pirate Birthday Parties!

ANNUAL "LIGHTLY USED" DISCOUNTED BOAT SALE

BOR provides boats and equipment that are always in excellent condition. This creates a better experience for our customer, and reduces our maintenance costs through a scheduled update of our boating fleet. Toward the end of each boating season and lasting through the winter, BOR sells off all of its lightly used boating equipment at a significant discount, and in most cases, the equipment has less than one year of wear and tear.





OPERATIONS SITE PLAN

As for placement, the shed will remain where it is. The porta-potty will be placed with its back to the back short side of our shed, door/front facing the water. About 15 ft off its right side when facing the water, the first pole of the tent will be set. The tent will be placed with the short side in line with the shed and the long side running towards the water. The two racks will be placed in line with the shed running towards the water. 10 Feet of space will be left between the shed and the first rack. The racks will be 4 feet apart. Six of the picnic tables will be placed under the tent in a grid 2 by 3 with the short sides of the tables in line with the short side of the tent. The Check In Desk will be placed in the space between the tent and shed with its short side in line. The Two paddle boxes will be along the long edge of the tent running towards the water. The Dock will be placed in approximately the same location as before. If you walk from between the tent and the shed directly towards the water the dock will be there. Paddleboats will be kept on the dock along with the two sailboats.

We are open to discuss other initiatives with the director of Wakefield Recreation on colors and placement should they find this unsatisfactory.

- Shed will remain as is. Some restorations can be made for upkeep. Shed is 12ft by 8ft by 10ft tall.
- Six Paddle Boats of various colors will be available (Blue/Green/Gold/Red/Pink).
- 12 BIC SUP Boards White/Blue, White/Red. 10.5 ft to 12 ft in length.
- 6 Double Kayaks of various colors (Red/Blue).
- 6 Single Kayaks of various colors (Red/Blue).
- Two Red Tech Dingy Sailboats. 5ft wide by 10 ft long.
- Two Kayak/Sup Racks using the specifications given by the Town of 6 by 10ft tall.
- Two PaddleBoxes, 8 ft by 2ft by 3ft tall (Brown).
- One white Group Events Tent the size of the specification given by the town of 20X30.
- One dock 5 ft wide by 31 ft long (Beige).
- Six picnic tables. About 4 ft wide by 6ft long (Brown).
- 1 handicapped porta-potty provided by ThroneDepot (Blue/Gray).
- 1 Check in Desk approx. 5 by 8 by 4 feet tall.

CLEANING PROCEDURES

Guest Services uses environmentally sustainable cleaning products from our chemical company partner Ecolab. All chemicals used will be approved and recommended by the CDC to eliminate the spread of COVID-19. Our housekeeping team will collaborate with the Town of Wakefield regarding the cleaning products used in guestrooms if necessary. Prominent signage will be displayed to promote social distancing and hand sanitizing stations.

SAFETY AND SECURITY

Our Safety and Security Department is responsible for developing and implementing Guest Services' comprehensive procedures for safety, security and loss prevention. The department performs essential training of management staff to ensure consistent compliance with established security and food safety procedures. Our corporate sanitarian and director of safety and security make visits to the units and advise management on compliance issues.

EMPLOYEE HEALTH

Our food employees are informed of their responsibility to immediately report any information about their health and activities to the manager, as they relate to diseases that are transmittable through food. Given the recent events over COVID-19, we have revamped our approach to include public safety measures to take to mitigate the virus from spreading. With the assistance of our Safety & Security Director, Bill Briggs, we have implemented best practices issued by the CDC at our managed units to take precautionary steps to stop the spread of the virus.

Each employee is required to read and sign Guest Services' Food Employee Health Policy and Reporting Agreement upon hire and annually, thereafter. Food service managers are required to monitor employee practices and procedures, including health condition, to prevent food-borne illness or injury.





EMPLOYEE SAFETY

The health and safety of our employees and guests is a primary concern of Guest Services, Inc. We are dedicated to the philosophy of providing a safe environment for everyone who enters our operations. Each employee is provided with an Employee Safety Manual upon starting with Guest Services, Inc. and ongoing safety training is administered at the units on a daily basis. We employ a safety committee that meets in person or remotely monthly to discuss safety initiatives and priorities. The General Manager must attend these meetings. It is our goal to protect our employees and guests and make Guest Services' facilities as safe as possible.

MEDICAL EMERGENCIES

Beyond minor first aid, all medical emergencies are immediately dealt with. Management will have AED training, choking training and CPR training. 911 is called for all serious incidents. The client and front desk are notified of the 911 request for medical personnel access. We require our managers to fill out incident reports and share them with the client and our insurance carrier. If an injured employee is admitted into a hospital, we notify OSHA and our Director of Safety & Security within 24 hours.

CRISIS MANAGEMENT

In an ever-changing world with new forms of disasters and security threats, Guest Services takes a proactive approach to providing a safe and healthy environment for our employees as well as the general public. With the recent outbreak of COVID-19, we have instituted guidelines mandated by the CDC at our managed units to mitigate the spread of the virus. To deliver additional education and awareness, our Director of Security and Corporate Sanitarian have recently co-hosted a series of webinars for our staff on best practices and procedures to prevent the spread of COVID-19 in the workplace. By working closely with our vendors, our Purchasing Department has ensured that we have an adequate supply of personal protective equipment (PPE) to implement safe practices and practical measures for our employees.

Below are a few client testimonials that we've recently received due to our proactive response and approach to addressing COVID-19.

Guest Services, Inc.

Thank you for forwarding this letter to us. We appreciate the responsible tone and approach to the current COVID-19 public health emergency and the calming nature of the letter.

*Judy Quasney
Director, Office of Workplace Solutions
Office of Science Management Operations
National Institute of Allergy and Infectious Diseases
National Institutes of Health*

GSI Team,

I just want to say thank you for everything you have done in response to our current situation and evolving instructions. You have all continued to be extremely accommodating, supportive and pro-active. All requests and actions have been addressed quickly, accurately and with a positive attitude. I know these are difficult times but I truly appreciate your flexibility and everything you have done for us. We will miss you and the services you provide. I am hopeful this temporary situation will end sooner than later.

If there is anything you need from us, please do not hesitate to reach out to Cindy, Brian or to me.

Thank you again.

*Sincerely,
Julie A. Bellamy
Boeing Global Services*

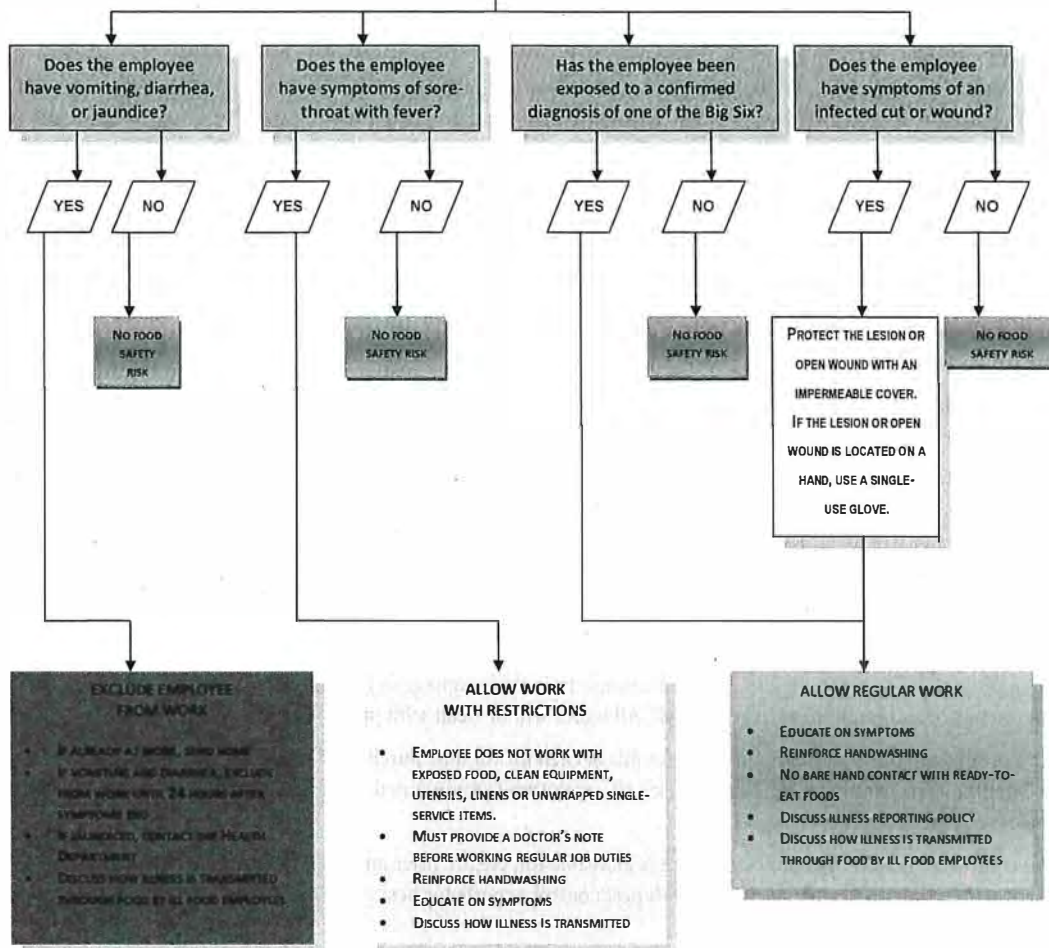




EMPLOYEE ILLNESS DECISION GUIDE FOR PIC/CFM (NON-HSP)

Use this flow chart to determine if an employee with an *undiagnosed* illness can spread the illness through food and should be restricted or excluded from work.

**Employee calls manager to report illness,
PIC/CFM asks EACH of the following questions:**



If a food employee reports a diagnosis of **Norovirus, E.coli O157:H7, Shigella, non-typhoidal Salmonella, Hepatitis A virus, Salmonella Typhi**, or others such as **COVID-19**, immediately exclude the employee and contact the regulatory authority.





MAINTENANCE PLAN

MAINTENANCE

Boston Outdoor Recreation will employ a Computerized Maintenance Management System (CMMS). Our current CMMS will be modified to meet the requirements and the level of effort necessary. The requirements include: (1) the maintenance and repair schedule, (2) equipment condition inventory, (3) equipment compliance with the Americans with Disabilities Act, and (4) according to the following language from the ITB:

- Install and pay for any services and utilities consumed on the Site, including, without limitation, garbage and telephone.
- Any and all equipment and structures on the Premises used by Boston Outdoor Recreation to perform the activities authorized by the Permit Agreement will be maintained in good operable condition. All such equipment will be cleaned, tested, and repaired by Boston Outdoor Recreation. We will bear all costs related to such repairs.
- Any damage to any structure on the Premises or surrounding area caused by the installation or removal of equipment by Boston Outdoor Recreation will be repaired to a condition satisfactory to Wakefield at our sole expense.
- Boston Outdoor Recreation will identify and notify Wakefield of any leased equipment to be used and affixed on the Premises prior to the execution of the permit or whenever acquired by us. Boston Outdoor Recreation will be solely responsible for any obligations under any leases.
- At the termination of this agreement, it will be Boston Outdoor Recreation's responsibility to fulfill any remaining obligations under the lease arrangement so that title to said equipment can be passed directly to the Town of Wakefield prior to Permittee vacating the Premises.
- Equipment will be described in detail that includes brand name, type of equipment and serial number, if applicable.
- Any equipment that is affixed in a permanent manner including but not limited to: plumbing fixtures, sinks, hard-wired appliances, built-in refrigeration equipment, or exhaust, fume, and fire suppression systems, poles, awnings, fences, etc. affixed to a wall, ceiling, or in or on the grounds of the Premises shall become the property of Wakefield unless otherwise agreed in writing by the parties.
- We commit to have staff members check both bathrooms a minimum of three (3) times daily; once upon opening, again at lunch, last before closing. We also commit to include signage in the bathroom that asks all visitors to report maintenance and cleanliness issues to staff. All issues will be dealt with promptly.
- At a minimum, our staff maintains the grounds at each location by purchasing and using standard equipment such as lawnmowers, trimmers, etc. to make sure all vegetation is maintained. We take the initiative and complement the Town of Wakefield's efforts.
- We commit to maintain vegetation we are responsible for, ensure litter and waste is properly disposed of daily, implement a recycling program and consult with pest control experts for best practices.





MARKETING

BOR is supported by Guest Services' in-house public relations, marketing, digital media and ad agency. Creative Director, Dave Schall heads up marketing with a staff of two graphic designers while Director of Digital Marketing, Kat Summers leads a team of two for all digital needs spanning social media, website development and other digital media experts. BOR integrates the skillsets available from our in-house team to implement the marketing plan below.

Boston Outdoor Recreation recognizes the significance of the resources provided by Department of Conservation and Recreation and the importance of educating visitors who pass through on a daily basis. It is important to promote the Park as a whole and educate the public on the resources and services available to them. Boston Outdoor Recreation will take the following promotional initiatives and fund the marketing plan to educate and increase visitors and enhance the visitor experience:

MEDIA PLANNING

Blog, Website and Marketing Content: Aligned with Boston Outdoor Recreation' marketing plan (BOR), Boston Outdoor Recreation's (BOR) blog and social media platforms are an excellent place to promote and educate our customers (and the public at large) on the history and local significance of the Park and its resources. Snapshots, factoids and historical photos are an excellent way to engage with our audience while staying relevant and informative to our customers. We update our blog regularly and will continue to provide in-depth highlights from various angles on the parks; individual water sports activities, and the rental resources available to the public.

Each operation that Boston Outdoor Recreation operates has its own unique page on our website, www.boatinginboston.com, to provide relevant information to customers such as hours of rentals, services provided, basic techniques and instructions, all forms, directions, and contact information. In addition to general information, each page will also feature a brief history of the town and cover the role it plays as part of the community.

SIGNAGE TYPES

Signage and Infographics: To promote water sports services, informative and educational infographics, as well as social distancing, will be on display in the form of flyers, advertisements, brochures, and other marketing collateral throughout the grounds. Infographics depicting historical pictures, timeline, rental information, featured water sports events, and other information on Stoneham. The historical marketing collateral will be made easily available to the general public passing through park property.

SIGNAGE DESIGNS

Educational Programming: Boston Outdoor Recreation will offer guided paddling tours designed to educate customers on the local and historical significance of Lake Quannapowitt. Leaving from the boathouse, tours will provide an informative overview of the park and the parks' transformative significance to Wakefield's rich history.

PROGRAM MARKETING

The core of Boston Outdoor Recreation' mission statement embodies providing boating access to people of all ages and abilities—it's what we love most. Beyond our general rental services, which we cater to all ages and abilities, Boston Outdoor Recreation has thirteen years of experience offering a variety of programming specifically targeted to novices, persons with disabilities and youth. In support of this effort, we will use the methods outlined below to promote the specific program initiatives that we have proposed.

- Boston Outdoor Recreation markets youth programs through email marketing to existing customers with children, working with local town parks and recreation departments, and will make summer activity announcements to local middle and high schools in the area
- Boston Outdoor Recreation markets instruction programs through third party ticket sellers, social deal platforms, internal marketing to existing customers, partnerships with local business improvement districts, local middle and high schools, and the local boating community



2019 RENTAL PRICING		
Stand Upyer	Available For	Pricing
Single Kneak	Approved (10 yrs or more)	\$150/hr
Double Kneak	2 Adults, 1 small child	\$225/hr
Canoe	2 + People	\$250/hr
Powdered	Up to 4	\$150/hr
Grand Pirell Boat	4 Adults, or 2 small children	\$350/hr

2019 HOURS OF OPERATION		
May	10:00-5:00	10:00-5:00
June-July	10:00am	10:00am
Aug - Sept 1	10:00am	10:00am
Sept 2 - Sept 30	10:00am	10:00am

All Boats In	
6:00pm	7:00pm
7:00pm	7:00pm
7:00pm	7:00pm

A photograph showing two people wearing white helmets and life jackets, paddling a white kayak on a body of water. They are holding paddles and looking towards the camera.

BOATING
BOSTON

2021年12月21日
 (2021年12月21日)



BOATING IS FUN CAMP

These week-long sessions are filled with lots of time on the water learning paddling strokes, sailing terms and independence on the water. Choose sailing or kayaking (full days can include either or both) and watch your 'B' skipper transform into a commander of the seas!

CAMP DATES:		
WEEK	DATE	SPOT POND
Week 1	June 19-23	None
Week 2	June 26-30	None
Week 3	July 3-7	✓
Week 4	July 10-14	✓
Week 5	July 17-21	✓
Week 6	July 24-28	✓
Week 7	July 31-August 4	✓
Week 8	August 7-11	✓
Week 9	August 14-18	✓
Week 10	August 21-25	✓

Limited spots are still available!

Please call (517) 299-2392 or visit us online at Boating-Boston.com/Activities/Boating-Camps to register today.



OUTDOOR FUN WITH THE FAMILY

It is a good idea to be flexible and understand that things happen. Give them a lot of love and support. It is not a bad idea to have a good friend who is not a friend, but a good friend who is not a friend.

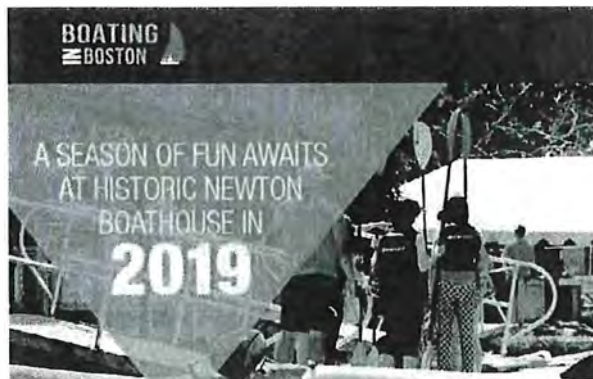
Don't blame the world's only, thinking everyone else's stupid. I don't know what year you were advanced, but be for having someone, (flew) a human cannon—just packed up in your own to be before a university that has a good name.

The super-friendly staff is helpful and charming, willing to answer even your dumbest questions. There's a wonderful bar and cafe downstairs.





PROMOTIONAL EVENTS COLLATERAL (EMAIL PROMOTION, DIGITAL AD)



**BOATLOADS OF GUEST FAVORITE AND NEW ACTIVITIES
ARE LINED UP FOR A NEW YEAR AT NEWTON**

Boating in Boston will be offering a wide variety of activities this season with experienced team members and affordable pricing! Come out and cruise the open water with other novices and experts alike at this historic location!

Activities Include:

- Kayak Orientations (Sunday Mornings)
- SUP Orientations (Sunday Mornings)
- Kayak Mixalup (Sunday Afternoons)
- SUP Yoga (Sunday Mornings)
- Full Moon Tour (Friday Nights)
- Kilt Rowing Trip (Mondays)
- Community Walk and Pick (Mon. & Sat.)
- Day Days of Summer (Tuesdays)
- Lame Evenings (Tuesday Afternoons)
- Adaptive Rowing (Wk. only)
- Fishing Fly (Weekend Evenings)
- Birthday Packages (By Reservation)
- Private Instruction (By Reservation)
- Boating in Fun All-Day Camps (Mon. thru Fri.)

[READ MORE](#)



**2019 SEASON PASSES
ARE NOW ON SALE**

Our 2019 season passes are on sale now. Come enjoy the beautiful Spring weather out on the water.

[BUY NOW](#)

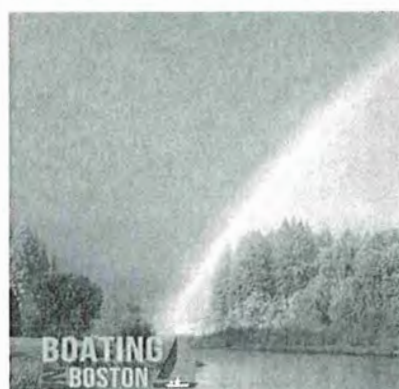


**KAYAKING AND
SAILING LESSONS**

Beginner to the intermediate classes available. Gear and equipment provided or bring your own!

[REGISTER NOW](#)



[illegible][illegible][illegible]

1. **bioengineering** *biol. engin.*
 2. **bioinformatics** *biol. inform.*
 3. **biotechnology** *biotech.*
 4. **biomechanics** *biomech.*
 5. **biomedical engineering** *biomed. engin.*
 6. **biomedical science** *biomed. sci.*
 7. **biomedical systems** *biomed. syst.*
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 47. **biomedical risk management** *biomed. risk manag.*
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 53. **biomedical rehabilitation** *biomed. rehab.*
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 98. **biomedical reintegration reintegration management** *biomed. reintegr. reintegr. manag.*
 99. **biomedical reintegration reintegration leadership** *biomed. reintegr. reintegr. lead.*
 100. **biomedical reintegration reintegration governance** *biomed. reintegr. reintegr. govern.*
 101. **biomedical reintegration reintegration regulation** *biomed. reintegr. reintegr. regul.*
 102. **biomedical reintegration reintegration standards** *biomed. reintegr. reintegr. stand.*
 103. **biomedical reintegration reintegration quality** *biomed. reintegr. reintegr. qual.*
 104. **biomedical reintegration reintegration safety** *biomed. reintegr. reintegr. saf.*
 105. **biomedical reintegration reintegration security** *biomed. reintegr. reintegr. secur.*
 106. **biomedical reintegration reintegration privacy** *biomed. reintegr. reintegr. priv.*
 107. **biomedical reintegration reintegration data** *biomed. reintegr. reintegr. data*
 108. **biomedical reintegration reintegration information** *biomed. reintegr. reintegr. inform.*
 109. **biomedical reintegration reintegration knowledge** *biomed. reintegr. reintegr. knowl.*
 110. **biomedical reintegration reintegration wisdom** *biomed. reintegr. reintegr. wisd.*
 111. **biomedical reintegration reintegration insight** *biomed. reintegr. reintegr. insight*
 112. **biomedical reintegration reintegration understanding** *biomed. reintegr. reintegr. understand.*
 113. **biomedical reintegration reintegration awareness** *biomed. reintegr. reintegr. awaren.*
 114. **biomedical reintegration reintegration literacy** *biomed. reintegr. reintegr. liter.*
 115. **biomedical reintegration reintegration numeracy** *biomed. reintegr. reintegr. numer.*
 116. **biomedical reintegration reintegration scientific literacy** *biomed. reintegr. reintegr. sci. liter.*
 117. **biomedical reintegration reintegration health literacy** *biomed. reintegr. reintegr. health liter.*
 118. **biomedical reintegration reintegration digital literacy** *biomed. reintegr. reintegr. digital liter.*
 119. **biomedical reintegration reintegration media literacy** *biomed. reintegr. reintegr. media liter.*
 120. **biomedical reintegration reintegration critical thinking** *biomed. reintegr. reintegr. crit. think.*
 121. **biomedical reintegration reintegration problem solving** *biomed. reintegr. reintegr. prob. solv.*
 122. **biomedical reintegration reintegration decision making** *biomed. reintegr. reintegr. dec. mak.*
 123. **biomedical reintegration reintegration risk management** *biomed. reintegr. reintegr. risk manag.*
 124. **biomedical reintegration reintegration crisis management** *biomed. reintegr. reintegr. crisis manag.*
 125. **biomedical reintegration reintegration disaster preparedness** *biomed. reintegr. reintegr. disaster prep.*
 126. **biomedical reintegration reintegration emergency response** *biomed. reintegr. reintegr. emerg. resp.*
 127. **biomedical reintegration reintegration recovery** *biomed. reint*





RELATED EXPERIENCE

MASSACHUSETTS

- **Lake Quannapowitt (Since 2013)**

The water sports services that we offer are public boat rentals in the form of kayaks, canoes, paddle boats, rowboats, Stand-Up Paddle Boards (SUP), sailboats, windsurfers.

Outside of standard rental concessions, we also offer our guests a variety of programs and amenities including; season passes, our Universal Access Adaptive Program, Boating is Fun Camp, Leaders in Training Program, boating lessons and clinics, group outings, corporate events & themed birthday parties, and our annual "lightly used" discounted boat sale.

- **Hopkinton State Park (Since 2002)**

The watersports services that we offer are public boat rentals in the form of kayaks, canoes, paddle boats, rowboats, Stand-Up Paddle Boards (SUP), sailboats, windsurfers.

Outside of standard rental concessions, we also offer our guests a variety of programs and amenities including; season passes, our Universal Access Adaptive Program, Boating is Fun Camp, Leaders in Training Program, boating lessons and clinics, group outings, corporate events & themed birthday parties, and our annual "lightly used" discounted boat sale.

- **Lake Cochituate (Since 2013)**

The watersports services that we offer are public boat rentals in the form of kayaks, canoes, paddle boats, rowboats, Stand-Up Paddle Boards (SUP), sailboats, windsurfers.

Outside of standard rental concessions, we also offer our guests a variety of programs and amenities including; season passes, our Universal Access Adaptive Program, Boating is Fun Camp, Leaders in Training Program, boating lessons and clinics, group outings, corporate events & themed birthday parties, and our annual "lightly used" discounted boat sale.

- **Spot Pond (Since 2005)**

The watersports services that we offer are public boat rentals in the form of kayaks, canoes, paddle boats, rowboats, Stand-Up Paddle Boards (SUP), sailboats, windsurfers.

Outside of standard rental concessions, we also offer our guests a variety of programs and amenities including; season passes, our Universal Access Adaptive Program, Boating is Fun Camp, Leaders in Training Program, boating lessons and clinics, group outings, corporate events & themed birthday parties, and our annual "lightly used" discounted boat sale.

WASHINGTON DC METRO

- **Key Bridge Boathouse (Since 2013)**

Boston Outdoor Recreation currently provides watersports recreation to Key Bridge Boathouse in Washington D.C. We offer our guests a tailor-made experience that showcases the beautiful waters of our nation's capital.

The services that we provide include but are not limited to: Non-Motorized Vessel Storage, Universal Access Adaptive Paddling, Season Passes, Community River Cleanup, Sunrise Community Paddle, and instructional classes for novice, intermediate, and expert enthusiasts.

We also offer our guests the opportunity to experience D.C. in all of its historical monuments by offering guided boat tours. Some of the tours that our instructors provide are; the Twilight Monuments Tour, the Daytime Monuments Tour, the Full Moon Monuments Tour, Stargazing on SUPs, the Historic Georgetown C&O Canal Tour, the Fall Foliage Tour, the July 4th Fireworks Guided Paddle, the Cherry Blossom Festival Tour, and of course Private Tours.





- **Thompson Boathouse (Since 1986)**

Boston Outdoor Recreation provides similar services to that of the aforementioned Key Bridge Boathouse. Thompson's Boathouse, also located in the Washington D.C. area offers our guests an extensive list of watersports and recreational programming. For example, we provide non-motorized rental services, retail, guided boat tours, bike tours, classes, youth programming, community outreach, and supported events.

A list of the supported events held at this site include but are not limited to:

- › George Washington Invitational Regatta
- › TBC Tussle Regatta
- › Charlie Butt High School Regatta
- › Carr/Foley Cup
- › WMIRA Novice Championships
- › WMIRA Championships
- › Charlie Butt Scullers Head of the Potomac

- **The Boathouse at Fletcher's Cove (Since 2002)**

At our location at the Boathouse at Fletcher's Cove, Boston Outdoor Recreation provides non-motorized fishing rowboats, canoes, and kayak rentals for the visiting public. We also provide promotional incentives and special events like our Kid's Day.

Recreationally, we also offer youth programming, and community and environmental outreach programs. In addition, we provide bike rentals, fishing tackle, fishing licenses, bait, food, and beverage offerings.

- **Tidal Basin (Since 1986)**

FLORIDA

- **Weeki Wachee State Park (Since 2016)**
- **Rainbow Springs State Park (Since 2018)**
- **Blue Spring & Hontoon Island State Parks (Since 2020)**
- **St. Andrews State Park (Since 2021)**

NATIONAL MEMBERSHIP ORGANIZATIONS: BOATING

- **US Sailing Patron Member**
- **American Canoe Association Pro School**
- **American Camp Association Accredited**
- **Four Certified Clean Marinas**

Clean Marina Pledge – The Clean Marina Initiative promotes and celebrates voluntary adoption of measures to reduce waste and prevent pollution from marinas, boatyards, and recreational boats. Designated "Clean Marinas" are recognized as environmentally responsible businesses. We pledge to do our part to keep District of Columbia and local waterways free of harmful chemicals, excess nutrients, and debris. We will identify opportunities and implement practices to control pollution associated with vessel maintenance and repair, abandoned boats, petroleum storage and transfers, sewage disposal, hazardous and nonhazardous waste, storm water runoff, and facilities management.





REFERENCES

NAME/ COMPANY	CONTACT NAME & TITLE	CONTACT INFO.	RELATIONSHIP/TYPE OF CONTRACT	EST. CONTRACT VALUE
Department of Conservation and Recreation	Kevin Hollenbeck, Central Valley District Manager	kevin.hollenbeck @state.ma.us	Contract POC-Water Rentals and Concessions for Hopkinton State Park	\$640,000
National Park Service	Jason Freeze, Concessions Management Specialist	jason_freeze@nps.gov	Contract POC/Non-Mo- torized Boathouses; Key Bridge, Thompsons and Fletcher's	\$1,900,000
Florida State Parks	Jim Brook, Bureau Chief of Operational Services	jim.brook @dep.state.fl.us	Contract POC/Non-Mo- torized Rentals, Food & Beverage, Retail for mul- tiple Florida State Parks	\$5,700,000





**BOSTON OUTDOOR
RECREATION, LLC**

THE POWER OF PARTNERSHIP



PROFORMA

We are pleased to provide the following three year proforma for the boating operation at Lake Quannapowitt. We commit an annual rent of \$3,000 for each year of the permit and will continue to do so if contract is extended beyond the initial three years.

LAKE QUANNAPOWITT 3-YEAR PROFORMA

	Year 1		Year 2		Year 3	
Revenue						
Rental Of Equipment	\$ 50,000	73%	\$ 52,500	71%	\$ 55,125	71%
Camp programs	7,500	11%	10,000	14%	10,500	14%
Season Passes	11,000	16%	11,550	16%	12,128	16%
Total Revenue	68,500	100%	74,050	100%	77,753	100%
Operating Expenses						
Salary and Wages	35,963	53%	37,041	54%	38,153	56%
Total Salary and Wages	35,963	53%	37,041	54%	38,153	56%
Payroll Taxes	4,316	12%	4,402	12%	4,490	12%
Workers Comp Insurance/LTD	1,169	3%	1,192	3%	1,216	3%
Group Medical & Life	2,877	8%	2,935	8%	2,993	8%
Bonus Plan Provision	500	1%	510	1%	520	1%
401K Employee Savings	180	1%	183	0%	187	0%
Total Employee Benefits	9,041	25%	9,222	25%	9,406	25%
Total Payroll/Labor	45,004	66%	46,263	68%	47,559	69%
Direct Operating Expenses						
Advertising Via Internet	1,028	1.50%	1,048	1.42%	1,069	1.44%
Utilities-Telephone	1,370	2.00%	1,397	1.89%	1,425	1.92%
Utilities-Electricity	171	0.25%	175	0.24%	178	0.24%
Utilities-Cable	2,569	3.75%	2,620	3.54%	2,673	3.61%
Miscellaneous Expense	685	1.00%	699	0.94%	713	0.96%
Office Supplies	514	0.75%	524	0.71%	535	0.72%
Bank Service Fees	137	0.20%	140	0.19%	143	0.19%
Employee Business Expense	137	0.20%	140	0.19%	143	0.19%
Employee Meals & Entertainment	685	1.00%	699	0.94%	713	0.96%
Training Costs	856	1.25%	873	1.18%	891	1.20%
Misc. Licenses, Fees & Tax	219	0.32%	224	0.30%	228	0.31%
Liability Insurance	206	0.30%	210	0.28%	214	0.29%
Commission On Credit Card Sales	1,713	2.50%	1,851	2.50%	1,944	2.50%
Internet Credit Card Comm Exp	2,055	3.00%	2,096	2.83%	2,138	2.89%
Maintenance	685	1.00%	699	0.94%	713	0.96%
Cost of Paper Supplies	343	0.50%	349	0.50%	356	0.50%
Cost of Cleaning Supplies	685	1.00%	699	1.00%	713	1.00%
Replacements-Other	343	0.50%	349	0.47%	356	0.48%
Replacements-Uniforms	34	0.05%	37	0.05%	39	0.05%
Equipment Rental	1,028	1.50%	1,048	1.42%	1,069	1.44%
Computer Hardware Expense	171	0.25%	175	0.24%	178	0.24%
Computer Software Expense	685	1.00%	699	0.94%	713	0.96%
Recruiting Expenses	343	0.50%	349	0.47%	356	0.48%
Contracted Services	343	0.50%	349	0.47%	356	0.48%
Allocation - Quality Assurance	192	0.28%	196	0.26%	200	0.27%
Property Insurance	34	0.05%	35	0.05%	36	0.05%
Franchise Fee	3,000	4.38%	3,000	4.05%	3,000	4.05%
Depreciation-Misc Equipment	5,000	7.30%	5,000	6.75%	5,000	6.43%
Depreciation-Computer Hardware	343	0.50%	349	0.47%	356	0.48%
Division and Corporate Overhead	4,110	6.00%	4,443	6.00%	4,443	6.00%
Total Direct Operating Expenses	29,680	43.33%	30,471	44.48%	30,888	45.09%
Total Operating Expenses	74,684	109.03%	76,735	103.63%	78,447	100.89%
Total Profit/(Loss)	\$ (6,184)	-9.03%	\$ (2,685)	-3.92%	\$ (695)	-1.01%





**BOSTON OUTDOOR
RECREATION, LLC**

THE POWER OF PARTNERSHIP



APPENDIX

LAKE QUANNAPOWITT SAFETY PLAN

1 | Page

Emergency Action Communication Plan:

- 1- Manager on Duty to determine the nature of the hazard or emergency.
- 2- Relay communication of situation to the other employees and on-site customers who might be affected. Have everyone meet in the designated emergency gathering point.
- 3- Determination as to calling 911 and/or other authorities. Proceed with action discussed.
- 4- account for all employees and customers/ Shift lead/ manager to do a head count.
- 5- Make a decision whether a unit shut-down is appropriate. Shutdown down if employee or customer safety is threatened.
- 6- When the situation is stabilized, call your district manager and security-safety chief to inform them of the status of unit safety.
- 7- All under age of 18 employees to call family contact or guardian at first reasonable opportunity (if possible).





THE LAKE QUANNAPOWITT SAFETY PLAN

2 | Page

Safety Procedures

Contents

Safety Procedures.....	1
General Safety Rules.....	5
Facility Maintenance and Storage.....	5
Storage and operation of power equipment/hazardous materials.....	5
Hazardous Conditions.....	5
Weather Precautions and Procedures.....	8
Major Storm Preparedness.....	10
Flood Preparedness.....	11
Health and Safety.....	12
First Aid.....	13
Accident and Injury.....	14
Health Emergencies.....	15
First Aid Kits.....	15
First Aid Procedures.....	15
Infection Control.....	19
Water Safety.....	20
Active Customer Monitoring.....	21
Support Systems.....	22
Communications.....	23
Weather Flags.....	24
First Aid Kit Checklist.....	25
Small Kits.....	25
Medium Kits.....	25





THE LAKE QUANNAPOWITT SAFETY PLAN

3 | Page

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THE LAKE QUANNAPOWITT SAFETY PLAN

4 | Page

Show Respect

- Respect all markers, boundaries, signals and rules of the road
- Respect each other, the environment and the equipment
- Respect the knowledge and experience of the Boating In Boston staff and crew

Be Responsible

- Always wear your lifejacket, and keep it snug
- Avoid Alcohol and drugs; be a responsible boater
- Know the waters before you go in. Watch the weather and your map!

Be Responsive

- Stay alert and visible, and be ready to move away from hazards
- If you flip over, it's ok. Stay calm and stay with the boat
- If you hear three blasts from a horn, return to the shore
- Always properly wear your lifejacket and keep it on at all times
- Always hold onto your boat

**When it comes to our Summer Camp for kids, our Universal Access program or any other program where we agree to provide water supervision, then we absolutely supervise every participant.

Facility Maintenance and Storage

Staff shall do their part to keep egresses near the boathouse free from obstruction. The operator shall take steps to maintain the boathouse free from insect infestations, rodents, and other pests. Extermination methods shall conform to the requirements of 333 CMR.

Sanitary sewage is connected to the public sewage system or is maintained by a third-party company.

If brush or weeds are causing a problem or are unsightly the staff will cut them back. Any noxious plants shall be dealt with immediately with approved methods of off the shelf products.

All manual tools, power tools, and hazardous materials are kept in a locked room and/or cupboard only accessible to staff. The only outboard motors in each location are resident on the rescue boat and is only available to staff personnel. There is no smoking or tobacco use permitted anywhere.

Potable water is provided locally with water fountains and sinks. There is bottled water available as well.

Storage and operation of power equipment/hazardous materials





THE LAKE QUANNAPOWITT SAFETY PLAN

5 | Page

Boston Outdoor Recreation, inc. takes safety very seriously. All Power, hazardous equipment must be locked when not in use and should only be used by employees trained.

When power or hazardous equipment/materials are being used staff must be properly trained and of the proper age to handle that equipment/materials. Customers and campers must be cleared from the area at least 25 feet away.

Hazardous Conditions

In case of emergency, such as fire, earthquake, or accident, your first priority should be your own safety. Boston Outdoor Recreation, inc.. shall keep emergency supplies on hand. First aid kits are located in designated areas in each location. In the event of an emergency causing serious injury, staff shall **IMMEDIATELY DIAL 9-1-1** to alert police and rescue workers of the situation.

In the event that other people or situations require assistance in an emergency, staff will assist in any way possible while still maintaining the safety of campers and themselves. This shall include but shall not be limited to emergencies involving lost park patron, child abduction, and lost swimmer. All Lifeguards, CPR and First Aid trained staff shall act as first responders, and shall NOT neglect their duty to act, commit negligence and/or abandonment. Staff is reminded that they are protected under the Good Samaritan Law as long as they act within their standard of care until higher qualified emergency personnel arrive.

General Disaster

1. If advised by authorities to evacuate an area, do so immediately
2. Execute all means of notifying occupants to evacuate or retreat to shelter, e.g. intercom, megaphone, ect.
3. In the event of a disaster involving numerous injuries, EMT personnel shall be called to the facility immediately





THE LAKE QUANNAPOWITT SAFETY PLAN

6 | Page

Fire

1. Evacuate building structures and surrounding areas and assist others in evacuation
2. Notify anyone in the immediate area of danger
3. Close doors to confine fire/smoke, but do not lock them
4. In the case of wildfire, follow the direction of rangers for the safest escape route
5. Call the fire department and give them the following information

There is a fire at (name of site) located at (name of park or location). The fire is in (name the location of the fire in the building or the surrounding area). Give all known information about the fire/smoke. Give a call-back telephone number. Do not hang up until the emergency services operator does so.

Tornado or High Wind

1. Direct anyone in the immediate area into the nearest shelter. To determine the nearest shelter, see the **Nearest Shelter** section of this document.
2. Direct occupants to remain away from the doors and windows
3. Direct occupants to crouch down against the floor and to cover the back of their heads and necks with their hands
4. If no suitable structure is nearby, direct anyone in the immediate area to lie flat in the nearest ditch or depression and to use their hands to cover their heads and necks

Lighting

When Inside

1. Avoid using the telephone (except for emergencies) or other electrical appliances

When Outside

1. Direct anyone in the immediate area into the nearest shelter
2. If boating, get out of the water immediately and move to safe shelter away from the water
3. If in a wooded area, seek shelter under a thick growth of relatively small trees
4. Avoid isolated trees and other tall objects, bodies of water, sheds, or fences
5. If you feel your hair standing on end, squat down with your head between your knees
6. Do not lie flat.





THE LAKE QUANNAPOWITT SAFETY PLAN

7 | Page

Weather Precautions and Procedures

Fog

When dealing with fog you need to be very careful. Fog can move upon you quickly and quietly.

1. If you are on the docks and see a dense fog approach call all customers closer to the docks. If the fog is really dense, call all boats into shore.
2. Do NOT enter any areas of really dense fog.
3. If fog is forecasted for the day, warn customers to stay closer to shore.

Rain

Light Drizzle

- Enjoy it! Please dress appropriately and enjoy kayaking or sailing.

Medium

- Most likely you will close down the facilities. If the temperature is warm (70+) allow customers to come back in on their own. If the temperature is cooler please announce to all customers to head back.
- Summer camp should seek shelter and enjoy some boating games!

Heavy

- Call all customers off the water.
- Summer Camp should stay indoors for games.

Extreme Temperatures

Heat

- Staff should wear hats, sun glasses, sunscreen and drink lots of water
- Temperatures of 85+ degrees and high humidity can be a cause of heat stroke and heat exhaustion. Please warn customers to wear a hat, drink water, and keep cool.
- Summer Camp should keep the campers well hydrated, seek shade when needed and keep activities on the water shorter than normal.

Cold

- Staff should wear sweatshirts, long-sleeves, and pants
- Cold air and water temperatures increase the risk of hypothermia. Please warn customers to wear sweaters, long-sleeves, and pants. Remind customers that the water temperature may be colder than the air temperature; this is especially important during the Spring and Fall.
- Summer Camp should watch campers for signs of hypothermia such as shivering or blue lips and to seek shelter and warmth immediately if such signs appear.





THE LAKE QUANNAPOWITT SAFETY PLAN

8 | Page

SunBurn

- Staff should wear hats, sunglasses and sunscreen
- On days where the sun is out and strong please advise customers and campers to wear hats and sunscreen. It is their responsibility to protect themselves from the sun; however we can remind them.

Wind

- Staff should remind guests that the wind can make boating difficult
- Remind guests to paddle into the wind to start, that way they can float with the wind back to the boathouse
- Remind guests that wind can shift suddenly, possibly making the return to the boathouse difficult
- Wind blows things away! Secure all items that are at risk such as but not limited too; umbrellas, waivors, SUP boards, tents and hats!
- Wind can make a sunny day even better! Beware however that too much wind can make any day worse. Use your best judgement when it comes to wind.

Sewer Line Break

- No customers or staff allowed in or near the water until 24-48 hours after the sewer line is fixed
- Two days after sewer line fix, staff can rent canoes and kayaks to customers
- Commence normal operating procedures four days after sewer line fix

Major Storm Preparedness

Boston Outdoor recreation, Inc. wants to ensure its customers, employees and equipment are safe during storms. This is a guide meant to assist the local manager in preparing for a severe weather event. **All locations will be closed and customers notified via facebook/twitter and email 24 hours in advance.** Any staff working in ANY storm conditions must wear a life jacket, have a working VHF radio and have a buddy at all times.

Tropical Storm

Sustained winds 39 mph - 72 mph

- All bow lines must be checked, if questionable replace them.
- Schedule extra staff the day before to prepare
- Schedule an on call staff member who can show up every few hours to ensure boats are secure and be pumped out if needed.
- All radios charged and available
- If staff are working in windy or stormy conditions to prepare they must wear a lifejacket at all times and have a VHF radio
- All tents must be taken down and secured
- All small items such as clocks, signs, and other items must be taken indoors





THE LAKE QUANNAPOWITT SAFETY PLAN

9 | Page

- All gas cans must be filled and motor boats in good working order or fixed before the storm
- Secure porta potties
- Docks pulled to shore and secured

Hurricane Category 1

Sustained winds 73mph - 110mph

- All of the "tropical Storm tasks
- All sailboats put on known good moorings
- Secure all lightweight boats on shore that cannot be put inside easily
- All canoes and any open boats flip upside down and secure on shore or docks.
- Foul weather gear on hand
- Flags lowered and removed
- Small high performance boats removed from the water and any small launches
- Docks taken out if in open or moving water (Oceans, large lakes, rivers)

Major hurricane Category 2 and above

Sustained Winds >110mph

- All of the "Tropical Storm" tasks and "Category 1" tasks
- All small boats removed from the water and secured in a safe location away from trees or objects
- All sailboats tied to moorings and secured well. Must be known good moorings. Double line secured.





THE LAKE QUANNAPOWITT SAFETY PLAN

10 | Page

Flood Preparedness

Boston Outdoor recreation, Inc. wants to ensure its customers, employees and equipment are safe during storms. This is a guide meant to assist the local manager in preparing for a severe weather event. **All locations will be closed and customers notified via facebook/twitter and email 24 hours in advance.** Any staff working in ANY storm conditions must wear a life jacket, have a working VHF radio and have a buddy at all times.

Minor Flooding

- Schedule extra staff the day before to prepare
- Ensure all radios are charged and available
- If staff are working near flooded conditions they must wear a lifejacket at all times and have a VHF radio
- All canoes and any open boats flip upside down and secure on shore
- Secure all boats to dock
- Remove any items that might be subjected to the flooded waters (e.g. PFD's, paddles, chairs, picnic tables, ect.)

Major Flooding

- All of the "Minor Flooding" tasks
- Remove boats, and all other unsecured items from the dock
- Separate the gangway from the seawall
- Tow docks to safe location





THE LAKE QUANNAPOWITT SAFETY PLAN

11 | Page

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THE LAKE QUANNAPOWITT SAFETY PLAN

12 | Page

Health and Safety

First Aid

Cleaning Up Body Fluid Spills

Body Fluids, including blood, m feces, and vomit are all considered potentially contaminated with blood borne or other germs. Therefore, spills of the fluids on any surface should be cleaned up and the contaminated surfaces disinfected immediately.

Clean-Up Procedure Using Bleach Solution

1. Block off the area of the spill from the campers and guests until clean-up and disinfection is complete.
2. Put on disposable gloves to prevent contamination of hands.
3. Wipe up the spill using paper towels or absorbent material and place it in a garbage bag.
4. Gently pour bleach solution onto all contaminated areas of the surface
5. Let the bleach solution remain on the contaminated area for 30 minutes.
6. Wipe up the remaining bleach solution.
7. All non-disposable cleaning materials used such as mops and scrub brushes should be disinfected by saturating with bleach solution and air dried.
8. Remove gloves and place them in a plastic garbage bag with all soiled cleaning materials.
9. Double bag and securely tie-up plastic garbage bags and discard.
10. Thoroughly wash hands with soap and water.





THE LAKE QUANNAPOWITT SAFETY PLAN

13 | Page

Accident and Injury

Medical Emergencies

1. Tell a nearby staff member or adult to call EMT's or 9-1-1 immediately (See individual site locations for emergency numbers) and get the health supervisor or manager of the day.
2. Do not leave the scene
3. Administer First Aid as able. Follow "ABC's": Airway, Breathing, Circulation
4. Check for other injuries and profuse bleeding
5. Do not permit an injured person to sit up or stand until you know how serious his/her injury is. Do not move him/her until you are sure it can be done safely .
6. Do not give liquids to an unconscious person. It might enter the windpipe and strangle him/her.
7. Keep calm and act quickly and quietly. Speak in a natural voice. Do not handle the person hurriedly or roughly. Try to protect him/her from worry. Keep others away from the site. Continue administering First Aid or CPR until emergency personnel take over.
8. Complete and incident Report.

Other Injuries

1. Administer First Aid
2. Record the incident in the Medical Log

Health Emergencies

1. In the event of an injury, certified staff will administer basic first aid, call an ambulance if needed, and then turn over care to the ambulance crew.
2. Parents or the emergency contact person will be notified as soon as possible.
3. A senior staff member will accompany the injured or ill person to the hospital and remain with him or her until a family member arrives.





THE LAKE QUANNAPOWITT SAFETY PLAN

14 | Page

4. A Massachusetts Injury Report Form shall be completed by the group leader or camp director, in the event of a serious occurrence that requires medical care.

First Aid Kits

1. A First Aid Kit and manual shall be kept in the boathouse at all times.
2. In addition, each group leader shall carry a waterproof first aid kit (and Epi-Pen when applicable) while on outings with campers away from the boathouse.
3. The first aid kit contents are reviewed by the Health Care Consultant at the beginning of the campe season and periodically, thereafter. It is the responsibility of the camp director to keep the first aid kits fully stocked from the main supply source, as needed.

First Aid Procedures

Allergic Reaction

1. Treat symptoms
 - a. Administer oral or topical Benadryl with permission from the parent.
 - b. Monitor symptoms
2. If serious (respiratory arrest, cardiac arrest), call 911 then contact parent.
 - a. Try to keep the person calm. Put in a cool space away from environmental stressors.
 - b. Never attempt to give oral medication to someone who is having trouble breathing.
 - c. If serious and the person is prescribed an EpiPen, ask the person to self-administer Epi-Pen.

Asthma Attack

1. Restore Normal Breathing
 - a. Ask the person to self-administer asthma medication.
 - b. Try to keep the person calm. Put in a cool space away from environmental stressors.
2. Call a parent or, if serious, call 911 if





THE LAKE QUANNAPOWITT SAFETY PLAN

15 | Page

- a. Symptoms get worse or last more than 20 minutes.

Dizziness

1. Treat symptoms

- a. The person should sit down or lie still.
- b. If the person gets light-headed when standing up the person should stand up slowly.
- c. Avoid sudden changes in position.
- d. If the person is thirsty, have him/her drink fluids.
- e. Avoid bright lights.

2. Assess for concussion symptoms or method of injury.

Fainting/Unconscious

1. Prepare for possible CPR.

- a. Assess the environmental cause (Allergic reaction, hit to the head)
- b. Position the person on his/her back.
- c. Check the person's airway to be sure it is clear.

2. If breathing and pulse is found:

- a. Place the person into the recovery position.
- b. If unable to awaken call 911

3. If no pulse and or not breathing, call 911 and begin CPR.

Head Injury

Minor head injuries in young children are scary. Although the wounds are usually small, some head injuries need immediate medical care. For any head injury, the parent must be notified.

1. Reduce Swelling

- a. Apply an ice pack.

2. Call parent or if serious call 911, in the event of the following symptoms:

- a. Neck pain
- b. Continuous crying
- c. Needs stitches
- d. Has a severe dent in the skull or severe swelling





THE LAKE QUANNAPOWITT SAFETY PLAN

16 | Page

- e. Vomited several times
- f. Presence of a clear fluid coming from the ear or nose
- g. Has blurry vision
- h. Has a bad headache
- i. Had memory loss
- j. Fell from a height greater than three feet
- k. Was struck in the head by an object travelling at high speed

Heat Exhaustion

1. Lower Body Temperature
 - a. Get the person out of the heat into a cool environment.
 - b. If air conditioning is not available, fan the person.
 - c. Remove excess clothing.
 - d. Spray the person with a garden hose, get him/her into a cool shower, apply cool compresses, or give the person a sponge bath.
 - e. Rehydrate.
 - f. Give cool water as long as the person is alert.
2. Rest
 - a. Have the person avoid physical activity for the rest of the day.
 - b. With permission of the parent, give acetaminophen if the person has a mild headache.
3. Call a parent or, if serious, call 911 if
 - a. Symptoms get worse or last more than an hour.
 - b. The person is nauseated or vomiting.

Hypothermia

1. Raise Body temperature
 - a. Get the person out of the cold and into a warm environment.
 - b. Have the person change out of wet cloths.
 - c. Add layers of warm, dry clothing, towels, or blankets.
2. Call a parent or, if serious, call 911 if
 - a. Weak pulse.
 - b. Slow, shallow breathing.





THE LAKE QUANNAPOWITT SAFETY PLAN

17 | Page

- c. Confusion and poor decision-making
- d. Slurred speech or mumbling.
- e. Progressive loss of consciousness.

Insect Bites and Stings

If the person does not have severe allergy symptoms:

1. Remove Stinger
 - a. Use a straight edge (like a credit card) to remove the stinger.
 - b. Do not pinch the stinger, as this may release more venom.
2. Control swelling
 - a. Wash with soap and water, then ice the area.
 - b. If stung on the arm or leg, elevate it.
 - c. Remove any tight fitting jewelry from the area of the sting. As it swells, rings or bracelets might become hard to get off.
3. Treat Symptoms
 - a. Continue to ice the area.
 - b. You may apply calamine lotion with parent approval
4. If the person has severe allergy symptoms call 911.

Nosebleeds

1. Stop the bleeding.
 - a. Have the person sit up straight and lean forward slightly. Don't have the person lie down or tilt the head backward.
 - b. With your thumb and index finger, firmly pinch the nose just below the bone up against the face.
 - c. Apply pressure for 5 minutes.
 - d. If bleeding continues after 5 minutes, repeat the process.
2. Call a parent or 911 if serious
 - a. Nosebleed does not stop after 10 minutes of treatment.
 - b. The person is taking blood thinners, such as warfarin (coumadin) or aspirin, or has a bleeding disorder.
 - c. The nosebleed occurs after a severe head injury or blow to the face.





THE LAKE QUANNAPOWITT SAFETY PLAN

18 | Page

Major Cuts

Call a parent to come get the camper or if serious, call 911. Major cuts may exhibit the following traits.

- The cut is deep or over a joint
- You cannot get the cut or laceration clean
- The injury is a deep puncture wound
- The cut is from an animal or human bite
- Excessive bleeding

Minor Cuts

1. Stop the bleeding
 - a. Apply direct pressure to the area.
2. Clean and protect
 - a. Clean the area with warm water and gentle soap.
3. Put a sterile bandage on the area.

Sunburn

1. Take the camper/guest out of the sun.
2. Call parents if there is any blistering, serious burns or puss.

Infection Control

Mild illness

1. If a child is mildly ill and does not feel well enough to participate in daily activities, that child shall be placed in a comfortable area away from other campers and monitored by a staff member until a parent or guardian is available to pick the child up.
2. An entry in the medical log as well as a camp incident report will be filed as a result of a camper or staff person pulled from normal routine camp activities for treatment of illness.





THE LAKE QUANNAPOWITT SAFETY PLAN

19 | Page

Communicable Disease

1. Any camper or staff person with fever vomiting, diarrhea, undiagnosed rash or other potentially contagious condition shall be placed in a comfortable area away from other campers and monitored by a staff member until a parent or guardian is available to pick up that child.
2. The camp director or shift lead will notify the camper's parent, guardian, or emergency contact by telephone.
3. The child or staff member may return to camp with a note from a physician clearing him/her for camp activities.

Quarantine

If a communicable disease is suspected and a child must be quarantined, that child will be kept in a comfortable location and monitored by a staff member until the parent, guardian, or emergency contact arrives.

Handling Bodily Fluids

When handling bodily fluids (whether during administering First Aid or sanitation of surfaces), the person should use a barrier (non-latex gloves), diligently and properly wash hands, and dispose of waste products with proper care. Contaminated surfaces should be cleansed with a mixture of water and bleach.

Appropriate disinfectants

Bleach- one of the most commonly used chemicals for disinfection is a solution of household bleach and water. Since a solution of bleach and water loses its strength quickly, it should be mixed fresh before each use.

Water Safety

All staff and participants in watercraft shall at all times wear a Type III U.S Coast Guard approved personal floatation device (unless specifically trained in the use of a different class Coast Guard approved device) while on the docks and in watercraft. Three blasts from the megaphone siren or





THE LAKE QUANNAPOWITT SAFETY PLAN

20 | Page

blow horn shall be used to signal all participants to leave the water and return to the docks. VHF handheld radios shall be used by staff to communicate information.

Capsize training drills are run immediately out from shore. All participants shall be supervised by lifeguards.

Active Guest Monitoring

Key factors in actively monitoring guest safety while offshore include identifying persons on the water, communicating safety guidelines before and during recreational use of equipment, and communication with renters and the local boating community. Our custom point of sale software tracks all guests on the water with real time access to guest information and emergency contacts should we need to reach out to them at any time. On busy days, or when special events taking place on the water, we put guest service-oriented staff members out on the water (in motor boat or kayak) to monitor the scene in general and help people with equipment usage, safety tips, and so on as needed.

During the safety orientation, previously described, we educate guests to be responsible for their personal safety, and provide them with tools and equipment to facilitate safe boating on the water. To support them further we do the following.

- Track all on-water guests using our Point of Sale (in real time)
- Document all guest information and emergency contacts
- Close one hour before sunset to allow a safe window of daylight hours
- Perform regular on-water guest checks via motorboat and kayak
- Work with local officials and neighboring boathouses
- Use air horns, bull horns, binoculars and whistles to observe and communicate with guests on the water





THE LAKE QUANNAPOWITT SAFETY PLAN

21 | Page

Support Systems

Outside our direct intervention in visitor activities, BOR puts a heavy emphasis on doing everything we can within our scope of influence to educate and support our guests and employees. Support systems such as informative signage, weather flags, and boundary signs are visible and readily available to clients. Training, electronic support systems (including cell phones, radios, and weather monitoring systems), and relationships with local resources (neighboring boathouses, Coast Guard, Harbor Patrol) aid our staff in the monitoring of offshore activities.

Daily Brief: Each morning prior to opening, we gather all staff for daily safety briefs and identify the risks or potential challenges of the day, such as high winds, sudden afternoon showers, or extreme heat. Staff are reminded to report and respond to the day's challenges.

Weather Flags: We use weather flags to alert staff and guests to changes in the weather and/or water conditions in real time, and regularly update location statuses on our website to reflect present conditions and set expectations for guests before their visit. Criteria that define each flag type are set up such that there is no confusion about the conditions being described when they are flown- which is when one or any of the corresponding conditions are met.

Boundary Signs: Boundary signs are used to demarcate the effective boundaries of the recreation area. We emphasize in orientation why the boundaries law where they do and the ramifications of crossing them. Boundary signs also explain what the weather flags mean.

Lighting/ Hazard Detection: In addition, BOR partners with Accuweather Skywarn, which alerts our staff and management to lighting, weather threats, terror threats, and other similar conditions immediately upon official notification. We also have permanent weather stations set up onsite to





THE LAKE QUANNAPOWITT SAFETY PLAN

22 | Page

monitor weather and water temperature: we do not allow guests on the water if water and temperature do not permit safe boating.

Trained SkyWarn Weather Spotters: BOR has employees who have attended the National Weather Service's (NWS) SkyWarn weather spotters certification class, which teaches students how to identify hazardous weather conditions in accordance with (NWS) definitions and guidelines. Successful completion of the SkyWarn class enables certification holders to officially report to NWS.

Support from Outside Sources: BOR maintains close and regular communication with neighboring boathouses, coordination of water events, and voluntary on water support as needed. In cases where external resources are needed to ensure the safety of a guest, we can communicate directly with local authorities through direct phone lines or the use of marine VHF radios (which we also use to stay in contact with our own staff). We have the contacts to mitigate emergency situations and procure certified individuals for specific incident response.

Communications

VHF Marine Radios: All on the water staff, office and dock staff are equipped with marine radios.

Cell Phones: all Shift Leads are required to carry the site phone at all times. Staff are required to drop everything and pick up the phone if it rings, as it acts as a direct line of communication between the guest service team and senior management.

Bull Horns: Used by dock staff and on the water staff to communicate with guests and other boat traffic.





THE LAKE QUANNAPOWITT SAFETY PLAN

23 | Page

Air Horns: Used to signal guests on the water to return to the dock. This is used at closing time, inclement weather conditions, ect. And is referenced to our guests during safety orientation.

Whistles: Attached to every PFD and used to alert nearby boaters. This is referenced to in our guest safety orientation.

Binoculars: used to monitor waterways and guests on the water.

Weather Flags: Green, yellow or red flags are chosen by site manager during the daily opening brief and are used to alert staff and guests to the conditions of the day.

Location Status Update: Posted daily and updated as necessary by the site managers on our website. Updates show conditions of the day and any special notification such as local events or what to expect during their visit.





THE LAKE QUANNAPOWITT SAFETY PLAN

24 | Page

First Aid Kit Checklist

Small Kits

West Marine 3.5 Medical Kit Item #10209534

- Various band-aids
- Sterile gauze squares
- Waterproof adhesive tape
- A mask with a one way valve
- Barrier protection gloves

Medium Kits

West Marine 5.0 Medical Kit Item #10209542

- Non perfumed soap
- Sterile gauze squares
- Compresses
- Adhesive tape
- Bandage scissors
- Triangular and rolled bandage
- A mask with a one way valve
- Tweezers
- Cold packs
- Barrier protection gloves

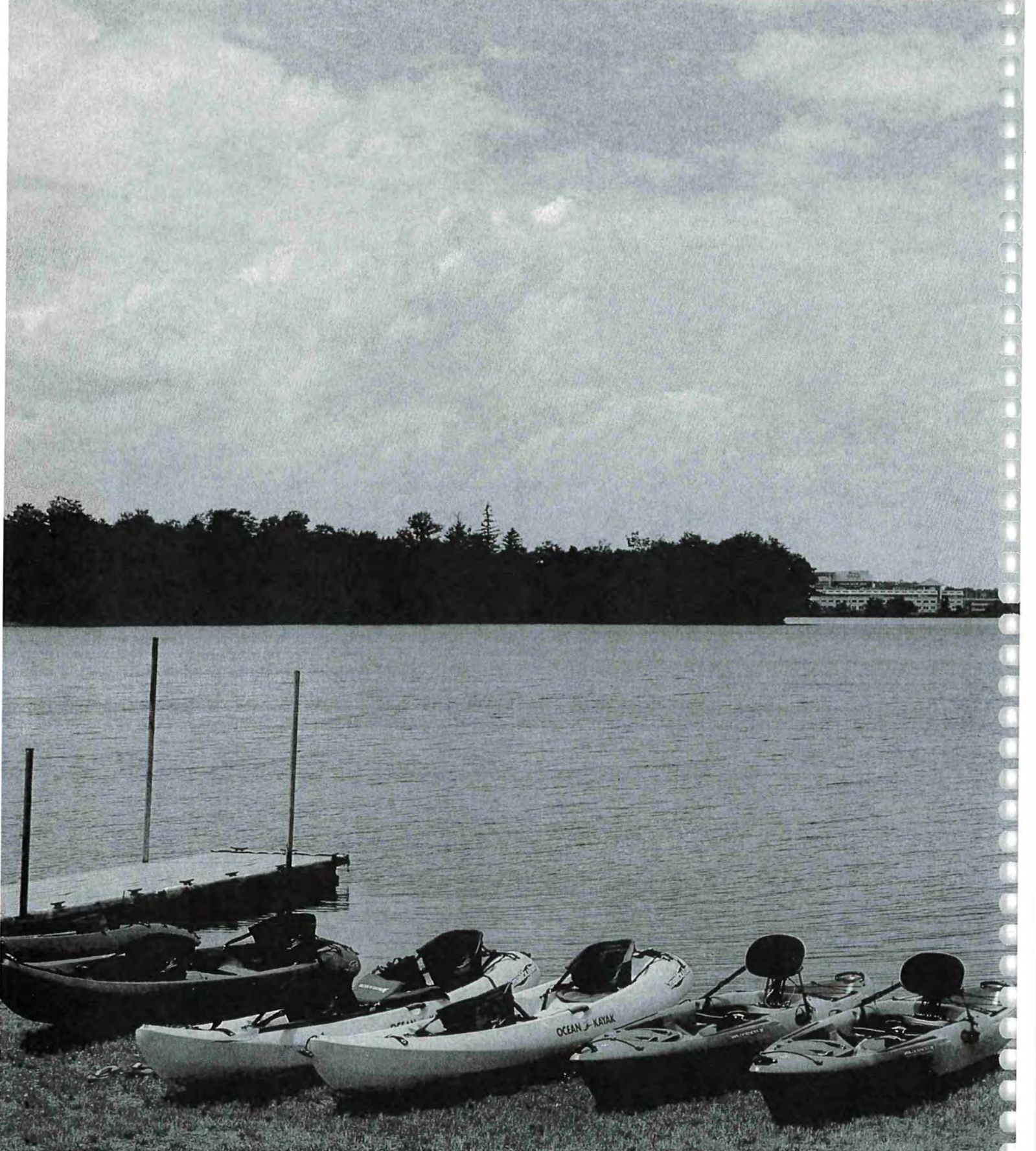
Replacement pieces can be purchased at a local pharmacy. Replacement kits can be purchased at West Marine under our Boston Outdoor Recreation Account.





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BOYS & GIRLS CLUBS
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What will your legacy be?

Learn how to name the Boys & Girls Clubs of Stoneham & Wakefield as a beneficiary of your will as well as find out how retirement plans make the most highly tax-efficient bequest to charity by contacting our Director of Development, Anthony Guardia Esq.

Chairwoman Ann Santos
Wakefield Town Hall
1 Lafayette Street
Wakefield, MA 01880

Dear Chairwoman Santos, Councilors, Mr. Maio, & Mr. McGrath,

Thank you for reviewing the attached proposal.

The Boys & Girls Clubs is requesting a permit to offer community boating at Lake Quannapowitt.

We know that this is more than just a request for permission to operate community boating on our lake. Lake Quannapowitt is Wakefield's front lawn. It is iconic in its cultural relevance, an economic driver for our downtown, a center for community and family events, and an environmental asset to be protected for generations. We know we are requesting a significant responsibility and it is because we understand that responsibility that we believe we are the best organization to receive this permit.

We also understand that this will be a community endeavor. It is why we tried our best to have conversations with other key actors in our town and will continue to do so. To date, we have had conversations with friends from Friends of Lake Quannapowitt, the Wakefield Center Neighborhood Association, and Wakefield Main Streets.

It is with their help that we know how much more programming could be possible. Wakefield Main Streets is already committed to a fundraising and marketing role and has proposed several cross-promotional initiatives to bridge boating at Lake Quannapowitt and the downtown. With the help of Friends of Lake Quannapowitt we can run a series of children's programming and restart water testing. In brief, this will not be a profit-making endeavor for us, but a chance to continue to do what we are committed to doing for local youth, "whatever it takes."

These three simple words define our Boys & Girls Clubs of Stoneham & Wakefield: Together, the three words shape our Club's mission, as we do whatever it takes to deliver superior programs; advance access to caring adults, mentors, and social workers; and create a physically & emotionally safe environment for kids to learn, grow, & flourish. During this pandemic, these three words take on a new meaning: They mean delivering food & care packages to those in difficult socio-economic conditions. They mean 3D printing personal protective equipment for essential workers, first responders, and families with health complications. They mean continuing our programming online and delivering social work safely to those young people who have seen their transformative school years shattered. They mean providing childcare during remote school hours so that caregivers can return to work.

As we move beyond the pandemic and we ask for permission to expand programming to our town's greatest asset, these three words will mean community, education, and revitalization.

Respectfully Yours,


Adam Rodgers

GREAT FUTURES START HERE.



BOYS & GIRLS CLUBS
OF STONEHAM & WAKEFIELD

*REQUEST FOR PROPOSAL
PERMIT FOR BOATING CONCESSION AT LAKE QUANNAPOWITT*

TABLE OF CONTENTS

Executive summary:	pg. 1
Organizational History:	pg. 1
Operations & Pricing:	pg. 2
Community Partnerships and examples of community programs:	pg. 3
Staffing, Safety, & Safety Equipment:	pg. 3
Aesthetic of Service Area:	pg. 4
Insurance & Permits:	pg. 5
Plan & Equipment Provided:	pg. 6

Executive Summary

The Boys & Girls Clubs of Stoneham & Wakefield, a non-profit, is proposing to operate community boating as permitted by the Town of Wakefield in exchange for an annual fee of \$2,500.00. With the help of invaluable community partners, we will make this a valuable community amenity that is dedicated to helping the town in three areas:

- (1) **Community Programming:** Our main priority will be to provide a safe boating amenity to the entire community at affordable prices. During peak season we would plan to be available to residents twelve hours a day, seven days week.
- (2) **Economic & Environmental Revitalization:** With the assistance of Wakefield Main Streets and using the most recent Market Assessment & Business Analysis presented by FinePoint Associates as a guide, our hope with this permit is to create a variety of initiatives that will connect our downtown to our lake.



With our friends at Friends of Lake Quannapowitt we plan on restarting regular water testing and offer ancillary youth programming that will create an enthusiasm for our local environment.

With the Wakefield Center Neighborhood Association, we will strive to invest in and respect their history of beautifying the Lake Quannapowitt and surrounding parks by hosting volunteer clean-ups specifically focusing on having young people volunteer and help their community.

Finally, hiring preferences will be given to Wakefield residents.

- (3) **Education:** Throughout the Summer we will bring youth to the lake to teach them boating, water safety, environmental science, and a variety of other programming that will hopefully inspire them to love the lake and its ecology as much as we do. At all times we would adhere to the science and technology learning standards promulgated by the Massachusetts Department of Education.

As Wakefield community members ourselves, we are committed to establishing boating as a valuable community amenity that is truly connected to the town. We believe that Lake Quannapowitt is one of Wakefield's most important assets and by encouraging families, youth, and adults to enjoy the lake through boating we can ensure that the lake will be protected for future generations as it was protected for us.¹ Any proceeds generated by boating would be used to support the Boys & Girls Club's charitable efforts in Wakefield.

Organization History

Our mission is to enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens. Since 1973 we have offered daily access to a broad range of programs developed and tested by the Boys & Girls Clubs of America. Currently, our Clubs serve over 300 children a day. We operate 2 clubhouses, 3 licensed afterschool programs, 2 teen centers, and an outdoor pool.

¹ "Pressures of development are a reality in Wakefield even on the shoreline of Lake Quannapowitt. In the spring of 1985, a proposed condominium project, adjacent to the Common and along the southern shoreline of the lake, brought strong public reaction and led subsequently to an eminent domain land taking by the Town meeting." Quoted in Town of Wakefield, Open Space and Recreation Plan, FY 2005 – 2010.

Recent accomplishments include investing in capital & staff at all levels. We brought in more Science, Technology, Engineering, Art, and Mathematics (STEAM) programs from teaching young children carpentry to building computers. This also included launching a series of Girls STEAM and empowerment initiatives, increasing the number of young women interested in those fields. We're expanding social work programs such as Screening, Brief Intervention, and Referral to Treatment (SBIRT) to prevent any more youth from becoming a victim of the opiate crisis; food insecurity programs so no child goes hungry; and family outreach programs such as support for grandparents raising again, recent immigrants with language difficulties, and for families with children on the autism spectrum.

These accomplishments have not gone unnoticed. In the past two years we have received the Bridgestone Tires Driving Great Futures Award for program quality and increased attendance at our Clubs, the Catalyst for Change Club Advocacy Champion Award for advocacy of youth issues in the state and region, the Massachusetts Creator Award for Civic Engagement, and our Board of Directors received the League of Eagles award by the Boys & Girls Clubs of America for their level of involvement. Locally we have received the business of the year award from the Chamber of Commerce and the partner of the year award from the local Scholarship Foundation.

Finally, please know we are operating during COVID-19 with a series of appropriate measures to ensure the safety of all our members. We are providing childcare from 7:30 am to 6:00 pm. This includes allowing children to attend their virtual schooling at our Clubs and providing them 3 meals/snacks a day. It has been described as a "lifesaver" by our parents, many are in retail, food services, municipal employees, and so on. They simply cannot afford to stay home and monitor their children.

Operation & Pricing

The Boys & Girls Clubs of Stoneham & Wakefield will primarily operate the daily rental of canoes, kayaks, sailboats, and row boats during the summer season, from the end of the School Year, June 26, to October 15th.

During the height of the summer season (July to early August) we anticipate operating 7 days per week 12 hours per day. Rental hours and days of operation would vary in June and later August however in all cases would be between 8am and 8pm.



As our primary interest in this bid is to create a community amenity, we will keep the rental rates as low as possible to ensure all individuals and families in our community have access to boating on the lake and provide vouchers for families in need.

Regular pricing would be:

- \$12/hour single kayak rental.
- \$16/hour for all other rentals.

Wakefield residents would receive a 25% discount:

- \$9/hour single kayak rental.
- \$12/hour for all other rentals.

Again, please note for families in need we would offer vouchers for free access.

Discounted multi-pack rental passes will be available to purchase from local merchants and organizations with a portion of those proceeds given back to those entities.

Community Partnerships and examples of community programs

As stated in the Executive Summary, we are committed to establishing community partnerships that will bring more investment to our downtown and improve the environment.

To promote economic activity and vitality to the downtown area we will partner with Wakefield Main Streets and commit to following suggestion 7 (among others) in the Market Assessment & Business Analysis presented by FinePoint Associates.² Some examples of ideas we are already considering are as follows:



- We will provide boating customers with downtown business information which encourage patrons to shop at local merchants.
- Local businesses could have multipack boating passes for sale with a portion of those proceeds supporting those businesses or a discount if purchased at the business.
- Rotating coupons for a different downtown business on the rental receipts. (Example: \$1 off at business Y, \$1 off at restaurant X, and so on).
- Discounts to downtown employees, patrons at businesses if they provide a receipt, or participate in a "pop-up" event.

As part of our commitment to maintaining Lake Quannapowitt and the neighboring area, we will partner with the Friends of Lake Quannapowitt and the Wakefield Center Neighborhood Association to better the local environment. Some examples of ideas we are already considering:

- Restart the water testing program.
- Work with each organization to maintain an aesthetically pleasing area and if possible jointly invest in adjacent parks and the Common.
- Provide fundraising opportunities to both local nonprofits as well as others. (Example: fundraising events where a portion of all proceeds would be donated back to that organization.)
- Create volunteer opportunity for young people to regularly clean and beautify the area.

Please note, that while we have had initial conversations with the organizations mentioned, we are open and willing to work with any organization who shares our passion for bettering the town.

Staffing, Safety, & Safety Equipment

The Boys & Girls Clubs of Stoneham & Wakefield has sufficient resources and existing employees to ensure programming is adequately staffed with safety as the first priority.

² Lake Quannapowitt is a tremendous asset; very few downtowns have such a beautiful water feature. The physical connection and mental association between the lake and the downtown business district should be reinforced ... coordination with lake event organizers, target marketing to lake event attendees and increasing cross promotion efforts with "boating."

Among our leadership team, we have over 30 years' experience managing waterfronts for youth programs and the public.

Amanda Haley, Boys & Girls Club Program Director, who would directly supervise the operation is an avid kayaker with over a decade of experience supervising waterfront staff. Amanda is a certified trainer in First Aid, CPR/AED, Wilderness First Aid, Bloodborne Pathogens, and Emergency Oxygen Administration. All employees would be trained in CPR, First Aid, AED operation, waterfront safety, and boating safety. Staff would wear easily identifiable uniforms at all times while on duty. All staff are subject to regular background checks and CORI checks. A full list of employees will be provided to the Director of Recreation prior to each season.



We will also furnish and equip a motorized boat suitable for rescue operations, but consistent with the Bylaws of the Town we will not utilize a motorized boat except in emergencies. All customers will be provided and required to wear of a coast guard approved personal flotation device (hereinafter referred to "PFD"). Adult PFDs will be equipped with whistles to signal for emergencies. We will have on hand an AED, rescue ropes, emergency radios, along with all other necessary safety equipment on site at all times during operations.

Our staff will ensure that at all times the operation complies with all applicable federal, state and local statutes, rules, regulations, bylaws and laws of any type concerning water safety. A full binder of policies and procedures will be provided to the Recreation Director, Wakefield Fire, Wakefield Police in advance of each season for review and comment.

We would annually (at minimum) invite public safety officers to observe and review staff safety drills.

Aesthetic of Service Area

Lake Quannapowitt is Wakefield's front yard and all effort will be given to maintaining the area's natural beauty and recreational use beyond the boating concession.

We would work with Friends of Lake Quannapowitt and Wakefield Center Neighborhood Association to choose materials and colors that complements existing structures and do not detract from the aesthetics of the lake and common area whenever possible.

Our staff will regularly monitor the area of the concession for litter and debris and will quickly remedy any issues. We will provide a sufficient number of recycle and trash receptacles and collect all trash generated during the daily operation. All receptacles will be removed at the close of business each day and will be emptied daily off site. Equipment and supplies will be maintained in a neat and orderly fashion at all times. No vehicle will be placed at the site with the exception of those necessary to deliver and remove equipment.

We would operate with the following temporary structures:

- One canopy made of durable fabric that may be up to 20 feet by 30 feet in area, suspended not more than 10 feet above the ground.
- One clean and well-stocked handicapped-accessible portable toilet which will be accessible to the public and patrons during all hours of operation. All efforts will be made to obtain a neutral colored portable or otherwise screen the toilet from view.

- One modular floating dock of up to 5.5' ft by 8' ft.
- One wooden storage shed, not larger than 12' ft in length by 12' ft in width by 12' ft in height.
- Two boat racks made of pressure-treated wood, equipped with locks, each not larger than 6' ft in length by 6' ft in width by 10' ft in height.
- Two moorings, subject to any applicable approval required from the Department of Environmental Protection and any such approval required from the Wakefield Conservation Commission.

All structures would be maintained in good repair and regularly checked for safety hazards and defective parts. Where necessary, structures would be painted to match the band stand or in other muted tones. All racks, canopies, docks, and removable sheds would be stored off site during the off season. At the end of the season, we will restore the premises to their preexisting condition.

If at any time in constructing or maintaining the above-listed structures, or otherwise in the course of our activities, we cause any damage to the premises we shall promptly remedy the same.

Insurance, Permits, and Indemnities

Our Clubs currently maintains public liability insurance of \$3,000,000.00 dollars (\$3,000,000) written by Hanover Insurance and would obtain at minimum \$50,000.00 insurance for the property of the town. The Town of Wakefield will be named as additionally insured on these policies.

We will obtain all required licenses and permits and provide them to the Director of Recreation prior to the first day of the operating season. We currently obtain camp licenses from the Wakefield Health Department annually, and would include any boating camp operations in that licensing process.



We shall agree to defend and indemnify the Town and hold the Town harmless from and against any and all losses, costs, demands, suits, actions, damages, expenses (including reasonable attorneys' fees) and liabilities of every kind resulting or arising from or caused (directly or indirectly) by any act or omission (whether intentional or unintentional) of the Permittee or any of its officers, directors, principals, partners, employees, agents, servants, independent contractors or other persons acting for or on its behalf, including without limitation any misconduct, malfeasance, neglect, negligence or error, and any accident suffered by any customer of the Permittee, unless such harm was caused solely by the intentional misconduct or negligence of the Town.

Plan & Equipment Provided

Please note that our goal is to have the smallest possible footprint. The diagrams may seem larger than they are on the photo below simply to highlight what the objects are. The actual sizes of the items that will be provided are as follows:

- Blue youth kayaks, 72 inches by 24 inches, weight capacity of 130 lbs.
- Blue adult kayaks, 120 inches by 30 inches, weight capacity of 275 lbs.
- Canoes/similar double boating. Adult, no larger than 94 inches by 65 inches.
- Gray folding picnic table, 72 inches by 57 inches by 29 inches.
- All other structures outlined in section titled "Aesthetic of Service Area" on page 4 of proposal.



The Town of Wakefield shall permit the operation of a BOATING Concession at LAKE QUANNAPOWITT . Per the terms and conditions as outlined in the Invitation to Bid the undersigned agrees to pay the following sum to the Town of Wakefield. All bids shall be typewritten or written in hand in ink. In case of a discrepancy between the bid in words and the bid in numbers, the higher price shall govern. Interlineations, alteration or erasure will void any bid.

NO Minimum Bid

The bid shall be awarded to the highest responsive and responsible bidder.

Year One \$ 2,500

Written in Words Two thousand, five hundred dollars

Year Two \$ 2,500

Written in Words Two thousand, five hundred dollars

Year Three \$ 2,500

Written in Words Two thousand five hundred dollars

Total Amount of Bid \$ 7,500

Total Amount of Bid in Words Seven thousand five hundred dollars


Company/Individual Name Boys and Girls Club of Stoneham and Wakefield

Address 15 Dale St, Stoneham MA

Phone 781-830

Email Address Arodgers@bgcstoneham.org

Contact Person Adam Rodgers

Authorized Signature 

Print Name Adam Rodgers

BID CERTIFICATION:

Complete this page by signing in the space below and return with completed pricing pages.

As required under Chapter 233 and 701 of the Mass. Acts and Resolves of 1983 and Chapter 30B of Massachusetts General Laws, when returning the City's solicitation documents, certification must be made to the following by signing in the space indicated below. **Failure to offer such signature will result in rejection of the bid.**

1. "The undersigned certifies under the penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word person shall mean any natural person, business, partnership, corporation, union, committee, club or their organization, entity, or group or individuals" and,
2. "Pursuant to M.G.L. c.62C, §49A, I hereby certify, under penalties of perjury that to my best knowledge and belief the undersigned bidder has complied with all laws of the Commonwealth relating to taxes, reporting of employees and Permittees, and withholding and remitting child support."

This bid is submitted by:

Boys and Girls Club of Stoneham, Inc
(Complete name of firm to be given here)

Signature: AK Rd

Contact Person: Adam Rodgers

Business Address: 15 Dale Ct, Stoneham, MA

Telephone: 781-832-3301 Employer I.D. #: 23-7025777



TOWN OF WAKEFIELD

Stephen P. Maio, Town Administrator
smaio@wakefield.ma.us

Sherri A. Dalton, Executive Assistant
sdalton@wakefield.ma.us

Memo to: Town Council
RE: Bond Anticipation Notes
From: Steve Maio, TA
Date May 6, 2021



On May 10th, the Town will approve the results from the following two BAN sales that took place on Wednesday, May 5th.

These will handle the financing on an interim basis for Butler Ave, the betterment on Mt. Pleasant and Everett Street, Water Mains, the Public Works Feasibility Study and Greenwood Roof. We will be back in the fall to approve more permanent financing that will include other projects as it is much more cost effective to bundle.

The rates we received are excellent and certainly due to the AAA rating. You will note that some of the BANS are taxable to the investor and some are not. This explains the different rates. I am happy to have a long conversation on the fine points of Municipal finance and Federal taxation policy but suffice it to say that the Federal Government deems the Butler Ave project and betterment as benefiting a small percentage of the population (therefor taxable) and the Water Mains, DPW Facility and Greenwood Roof benefit the entire population (therefore non-taxable).

The bids were competitive and we received great rates as noted below.

Fidelity Capital Markets purchased the Town's \$2,205,000 Series A Taxable BAN at a 1.25% coupon rate. Fidelity provided a \$5,049.45 premium that'll be used for issuance costs which results in a net interest cost of 0.5798%. The Town received a total of 5 bids on the Series A BAN. The Series A BAN was issued for the Mt. Pleasant Ave and Everett St. repairs and Butler Land Acquisition projects.

Fidelity Capital Markets also purchased the Town's \$1,389,620 Series B Tax- Exempt BAN at a 1.10% coupon rate. Fidelity provided a \$2,987.68 premium that'll be used for issuance costs which results in a net interest cost of 0.4707%. The Town received a total of 5 bids on the Series B BAN. The Series B BAN was issued for the water mains, public works facility repairs and Greenwood Roof Replacement projects.

Please contact me if any questions.



May 6, 2021

Mr. Stephen Maio
Town Administrator
Town of Wakefield
1 Lafayette Street
Wakefield, MA 01880

Dear Mr. Maio,

The Wakefield Veterans Advisory Board (VAB) would like to propose that the Town of Wakefield adopt a section of the Commonwealth of MA 2018 Act Relative to Veterans' Benefits, Rights, Appreciation, Validation and Enforcement also referred to as the "BRAVE Act". Section 22A ¾ stipulates that "... A municipality may designate a parking space at the city or town hall for the parking of a veteran in a motor vehicle that is owned and operated by the veteran and that displays a veteran registration plate issued pursuant to section 2 of chapter 90. The parking space shall be available during the normal business hours of the city or town hall for use by such veteran without charge. The municipality shall erect and maintain a sign designating such a parking space that shall bear the words "Veteran Parking Only— this space is reserved for those who have served. Unauthorized Vehicles May Be Removed At The Vehicle Owner's Expense". The parking space shall only be used by a veteran that meets the requirements of this subsection..."

A small sample of local signage noted by members of the VAB has found that towns have adopted wording that does not explicitly follow that of the Act. Some towns have also chosen to include painted spaces along with signage for the designated veterans parking spot. The VAB has discussed the issue and would like to offer the following input regarding the proposed parking spot.

- As noted, cities and towns seem to have adopted wording on the signage that doesn't specifically conform to that of the Act. The VAB prefers "simple" wording/text that contains some of the Act's text: "Veteran Parking Only— this space is reserved for those who have served." This wording is similar to that employed by Lynnfield – ref. Fig 1 or Foxborough ref. Fig 2 below. There are also a host of commercially available signs, if the town chooses not to create a custom sign.
- If the town has the capability of painting the logo shown below in Fig. 3 in the parking spot, or at least applying a uniform color (perhaps red - RED=Remember Everyone Deployed), the board believes that this would add another layer of recognition to the site.



Fig. 1



Fig. 2



Fig. 3

We thank you for the opportunity to consult in this effort. Our members are more than willing to assist in the implementation of this worthy recognition of our veterans. Please feel free to contact me if we can assist further.

Respectfully submitted,

Jay Pinette

Chairman, Wakefield VAB

CC: Sherri Dalton, Executive Assistant



TOWN OF WAKEFIELD

TOWN ADMINISTRATOR'S OFFICE

Application for Appointment / Re-Appointment to Town Board, Committee, or Commission

Please submit this application with a current resume to Sherri Dalton at sdalton@wakefield.ma.us.
Resumes are optional for Youth Council applicants.

Name: _____ Email: _____

Address: _____

Daytime phone: _____ Evening phone: _____

How long have you lived in Wakefield: _____ Current occupation: _____

Board or commission in which you are interested: _____

Please state why you are interested in serving on this board or commission:

In addition to the experience listed in your attached resume, what specific skills or expertise do you believe you can bring to this board or commission?

Are you currently serving on any other Town boards? Yes No

If yes, please specify: _____

Daniel Lisber

Signature

1/6/21

Date





Daniel Lieber

Wakefield, MA

617-510-0460 mobile

daniel@lieberfamily.com @danlieber linkedin.com/in/dlieber

Perfect to a “T”: Thorough, Thoughtful, Technical, Trustworthy

Senior Executive with expertise in designing, understanding, and implementing strategies utilizing cutting edge technology while helping organizations evolve from legacy systems. Demonstrated success in providing measurable productivity advances, cognitive insights, and improved collaboration across the enterprise while remaining financially responsible. During COVID, helped organizations survive, evolve, and grow while respecting employees and families. Has a high Emotional Intelligence (EQ).

Professional Experience

Marquis Management, LLC., Salem, NH

2018-2020

Chief Information Officer

- Recruited and hired as first CIO for company and 19 affiliated operating companies (about 1200 employees total)
- Created short, mid, and long-term strategy for technology used by office and field staff focused on improving productivity while reducing unnecessary complexity
- Implemented new technologies for managing rapid growth (including acquisitions) without disruption
- Created overall and company-specific budgets (operational and capital), identifying known and shadow expenses and reducing unproductive and overspend by millions of dollars annually
- Created internal IT department out of nothing with multiple branches for infrastructure, development, and end user support supplemented by external vendors
- Enhanced building security across geographically dispersed locations with IoT and surveillance
- Created cohesive integrated strategy for individual companies and entire group of companies
- Implemented appropriate tactics to achieve designated goals as part of strategy
- Identified and reduced costs in measurable ways while increasing customer service
- Setup XaaS services for organizational resiliency (public, private)
- Explained rules, policies and regulations to both technical staff and non-technical staff so they could understand issues regardless of their technical aptitude
- Managed and negotiated contracts worth millions of dollars, including renegotiation with vendors to better align with company needs
- Coordinated with other departmental heads for cross-functional activities, including external audits
- Promoted objectives of institution, established, and maintained relationships with associations, agencies, and community groups
- Communicated technical information, including making technical information approachable for non-technical audiences with oral and written techniques
- Designed and oversaw complete migration planning of development, test, and production ERP systems from legacy on-premises systems to different management vendors in externally managed cloud
- Created consortia with meetings across multiple companies to promote safety information exchange and explore blockchain implementation across industry
- Cultivated vendor relationships nationally and internationally
- Developed technology and innovation budgets for individual operating companies and group overall companies
- Developed management control systems to identify anomalies, including GAAP compliant asset tracking system and legal records hold processes
- Created and analyzed operational and management reports
- Established organizational policies for computing guidelines, security, cellular usage, Internet of Things (IoT), technology purchasing
- Created and started long-term implementation of responsible electric vehicle plan for passenger, light duty trucks, class 6 and class 8 trucks
- Liaison with federal and state agencies for law enforcement and other matters
- Managed industrial projects, including facilities security, surveillance, entrance protocols, and facility safety

- Overhauled and improved security operations management organizationally
- Created security operations center, including investigating security breaches (digital and physical)
- Investigated security violations and suspected personnel inappropriate activities
- Managed direct and indirect staff to support and enhance custom ERP system and integration
- Designed process to support growth of employees and adding businesses through various means (M&A, VC, internal spin-off, etc.)
- Provided strategic direction and supervision of professional staff (direct and indirect)
- Recruited, hired, and mentored staff for professional growth, including setting up plans based upon where their personal goals aligned with long-term company needs
- Planned and organized work for staff across operating companies and different locations
- Proposed and implemented employee compensation plans for COVID to protect both company and employees
- Maintained safe work environment for office, field, warehouse, and home workers, including during COVID

Innovative Ideas Unlimited, Inc., Wakefield, MA
Founder and President

1996-Present

- Provide strategic direction and supervision of professional staff (direct and indirect)
- Manage relationships with financial, sales, supply, distribution, and execution business partners for both strategic and tactical purposes
- Build global distribution system for tools and compliance software products, including partnering with others for global sales
- Successfully manage all business aspects of company, including personnel, budgeting, and benefits, resulting in successful business continuity for over 20 years
- Forge strategic relationships with IBM, Microsoft, HCL, ZurickDavis, Samsung, and other firms
- Utilize agile methodology and successfully take on various roles, including product owner and scrum master
- Successfully implemented and supported mission critical systems for compliance-centric organizations including US Federal Reserve Banks (compliance and retention systems), Asian Development Bank (compliance, records management, content libraries for multi-format records, mitigate global risks of inappropriate release of sensitive information in an otherwise generally open environment) Frisbee Memorial Hospital (communications systems), World Bank, United Nations (logistics systems), Federal Aviation Administration (safety systems), and Holy Name Medical Center (remote access systems), MKS Instruments (content systems, ITSM)
- Designed and managed development team developing groundbreaking US DoD 5015.02 certified records management system using Agile methodology (commercial product sold by IIUI)
- Architected and then supervised core developers for NOTEbookS and NORMA Library Automation Systems (commercial product sold by RASCO)
- Designed Master Architecture and used Agile methodology for developing and supporting IIUI Migrator (commercial product sold/licensed by IBM)
- Actively Manage telecommunications, security, and intrusion detection systems for clients with high availability and redundancy built in
- Successfully negotiated major vendor license deals for clients, saving them millions of dollars
- Directly influenced over \$30 million of customer license sales annually
- Trusted advisor to C-level executives at clients of all sizes (small to Fortune 100)
- Taught for organizations globally, including Boston University, IBM, United Nations
- Designed and implemented Cloud (IaaS, PaaS, SaaS) and Hybrid Cloud solutions (Microsoft Azure, Amazon AWS, IBM Cloud)
- Implemented Industrial and Professional IoT solutions, including viable blockchain models
- Designed and implemented security for many clients, including intrusion detection, perimeter protection, DDoS prevention, social engineering, system redundancy and resiliency

ZurickDavis, Woburn, MA
Chief Information Officer

2005-2018

- Provided strategic direction for growing executive search firm
- Designed and Implemented award-winning industry-leading search system using Agile methods

- Increased collaboration among executives and staff by over 80%
- Dramatically identified and reduced inefficiencies in organization
- Helped organization grow 400% over 10 years
- Designed systems for and support global workforce using ITSM/ITIL
- Managed internal and contract IT staff, temporary interns, and logistics staff
- Negotiated and managed relationships with over 80 vendors
- Team member of core executive team
- Managed security, including intrusion detection, social engineering attacks, GDPR compliance

Boston University Metropolitan College, Boston, MA

Professional Instructional Director

- Managed professional instructors for IBM and Microsoft professional education programs
- Supported professional certification programs through Prometric systems
- Team member of executive team
- Facilitated sales with professional sales team primarily to corporations and students advancing professional careers
- Supported staff at 5 campuses across Eastern Massachusetts
- Evaluated instructional staff efficacy
- Coordinated with technical services staff to ensure classrooms were properly configured and ensured successful immediate resolution when occasional problems were found
- Reported to Director of Professional Education programs
- Managed and negotiated contracts with technical instructors
- Taught IBM technical courses

Partial list of Technical Skills (specific training, experience, certifications)

Collaborative: Microsoft 365 (including Teams and full stack of solutions), Slack, HCL/IBM Domino, IBM Connections

Backend/ERP: Oracle database, Oracle JD Edwards, IBM/HCL DB2, SAP, Windows Server 2016/2019

PaaS/IaaS: Microsoft Azure, Amazon AWS/EC2, Google Cloud, SafeStor (private cloud)

Security: FortiNet, Zyxel, Cisco, UniFi Network

IoT: Kisi, Honewell, DoorBird, Ubiquiti Protect, ChargePoint Electric Vehicle stations

Non-Profit Volunteer

Founding Board Member

2012-Present

Baby Café USA, Inc.

- Helped create founding legal documents
- Manage technology services, including XaaS services (SaaS)
- Designed and executed successful strategy to move to online platform immediately with COVID-19
- Identified and linked US Federal Government contacts with Executive Director
- Manage media contacts
- Manage international relationships with affiliate organizations (National Childbirth Trust in UK)
- Helped organization grow from 1 part-time center in Melrose, Mass. to over 150 operating today, supporting over 20,000 families annually
- Help manage HIPAA compliance with data gathering and periodic reviews
- Collaborate with other Board members to identify long-term sustainable fiscal model and policies while disintermediating health care well-care model
- Regularly support Executive Director and leadership team with technical issues
- Created resiliency strategy for operations
- Evaluate budgets and IT spend regularly, including evaluating vendors, partners, and consultants
- Trusted advisor to staff and other board members on all technical issues

Publicity Director

2014-Present

Reading Symphony Orchestra

- Guide Board of Trustees regularly, including at board meetings
- Create publicity documentation for community performances
- Introduced and facilitated orchestra to new venues and practice spaces
- Within 1 year, reached out to philanthropies and turned budget shortfall with 3 year organizational bankruptcy prediction into largest annual financial gain in 85 year history
- Guided and helped collect largest donation in organization's history, creating sustaining endowment fund
- Created COVID response strategy that has been successful in getting organization to survive through near complete shutdown while maintaining sense of community

Education

Bentley University

Master of Business Administration – Focus area: Management of Technology
Certificate – Business Communications (Honors)
Bachelor of Science – Computer Information Systems (Cum Laude)

Other & Civic Service

Professional Certifications

Chargepoint EVSE Certified Installer
HCL Ambassador 2018
IBM Certified Principal Instructor and Instructor Candidate Evaluator
IBM Certified Professional (various technical and sales certifications)
IBM Champion 2013, 2014, 2016, 2017, 2018
IBM Beacon Award Finalist 2012

Judging, Publications, & Presentations

SC Publications-Industry Expert Judge: Security Products Global Awards Judge 2017-2021
Massachusetts Synagogue Council Hero Award – Tech Wizard for Building Online Community 2020
Oracle JD Edwards InFocus: Private Cloud Migration and Enterprise Integration with Microsoft Azure 2019
New England Construction Industry Safety Consortium—Utilizing Blockchain for Safety 2019
Massachusetts Library Association-Industry Expert Judge: Community Libraries 2016-2018
IBM Think 2018
CRN Video: "Tour A Historic Home Completely Outfitted With IoT Devices" 2016
SmartThings Blog: "Hello, Smart Home: Daniel" 2015
Lotusphere/IBM Connect 2005-2016 (Annually to audiences of 30-1000)
CollabSphere 2018
Social Connections 2016-Toronto, 2017-Chicago, 2017-Vienna)
engage.ug Global user group, 2017-Antwerp, Belgium
ICON UK-London 2016
DevAdmin Conference 2014
IBM Redbook: *Self Assessment and Strategy Guide for Migrating from DDM* 2009

Commonwealth of Massachusetts

Advisor-Mass TechHub Caucus for State Legislature (2013 – Present)

Town of Wakefield, Massachusetts

Elected – School Committee (2008-2011)
Appointed – Bylaw Review Committee (2016-2019) -- Chair

Town of Wakefield						
		Warrant#	29-Dec-20	12-Jan-21	26-Jan-21	02-Feb-21
Dept #	Department		26	28	30	31
	Payroll W/H		330,296.69	37,034.30	36,503.16	
122	Town Council		8,657.15	93,032.07	41,217.98	1,539.87
131	Finance					
135	Accounting		4,102.67	583.00	4,152.44	
141	Assessors			161.31		
145	Treasurer		756,322.60	3,228,006.44	910,093.80	
146	Tax Collector		8,969.23	8,462.40	23.56	
151	Legal		25,181.00		5,989.50	
155	Data Processing		8,012.25	5,998.31	26,841.46	
161	Town Clerk		1,057.66	1,250.00	4,842.56	
162	Polls					
164	Election/Registrar					
171	Conservation					
175	Planing Board					
176	Board of Appeals				1,047.19	
193	General Insurance					
198	Professional Med		73.50	239.50	81.00	
210	Police		2,399.23	7,117.23	12,397.78	
220	Fire		14,666.70	42,583.25	9,428.99	
293	Fire Alarm			2,497.27		
240	Building Insp		1,150.08		1,267.59	
291	Emergency Mgmt		508,798.44	323.18	4,436.44	
292	Animal Inspector			17.99	3,415.48	
297	Parking Clerk					
300	School		485,491.11	83,286.03	693,280.73	454.98
422	Public Works		901,682.34	253,013.76	1,462,908.66	
424	Street Lighting					
460	Light Dept		289,528.85	1,736,577.99	351,462.92	
510	Board of Health		10,487.10	62,380.32	2,816.99	
541	Council on Aging		226.50		119.12	
543	Veterans			32,549.47	1,123.12	
610	Library		5,607.05	19,649.79	13,549.78	
630	Recreation			523.98		
XXX	Misc Depts		585.00	965.20	2,300.00	
910/911	Retirement			3,062.48		
912	Workers Comp			175,139.00		
913	Unemployment				855.00	
914	Group Insurance		24,590.53	1,224,843.39	74,691.10	
	Adjustments					
	Total		3,387,885.68	7,019,297.66	3,664,846.35	1,994.85
1			2,089,254.15	2,925,080.36	1,638,143.71	1,994.85
12			6,699.06	2,952.14	12,861.78	
13			89,118.00			
20			27,514.79	123,406.88	38,107.79	
21			206,745.18	19,177.40	279,337.74	
30				2,153,585.13	35,949.58	
35			55,262.50		182,071.89	
50						
60			169,684.78	4,420.00	788,747.05	
61			453,718.37	48,862.65	316,601.98	
62			289,528.85	1,736,577.99	351,462.92	
63				126.36		
82						
84						
85			360.00	1,315.00	530.88	
89				3,793.75	21,031.03	
			3,387,885.68	7,019,297.66	3,664,846.35	1,994.85
			0.00	0.00	0.00	0.00

Town of Wakefield							
Dept #	Department	Warrant#	09-Feb-21 32	23-Feb-21 34	09-Mar-21 36	23-Mar-21 38	06-Apr-21 40
	Payroll W/H		350,379.85	699.74	387,630.88	320.00	376,624.69
122	Town Council		1,913.62	11,117.35	67,578.79	97,472.09	50,185.37
131	Finance						
135	Accounting		46.49	4,857.15	620.52	42,102.67	5,000.00
141	Assessors				532.45		
145	Treasurer		693,625.36	718,682.87	697,055.97	717,231.65	696,493.30
146	Tax Collector		3,803.49	7,297.11	9,063.51	1,956.44	6,738.42
151	Legal		2,330.50	3,576.00	29,300.05		511.50
155	Data Processing		25,666.00	42,711.25	6,952.09	16,713.64	9,018.75
161	Town Clerk					510.00	
162	Polls						
164	Election/Registrar						
171	Conservation						
175	Planing Board						
176	Board of Appeals			2,050.00		2,736.00	
193	General Insurance			1,200.00			
198	Professional Med		575.50	366.00	369.00	3,906.00	1,940.00
210	Police		42,436.21	40,274.32	20,283.76	4,685.99	5,021.51
220	Fire		89,326.24	31,521.16	11,653.30	3,160.86	7,910.31
293	Fire Alarm		5,912.33			431.24	
240	Building Insp			1,470.68		1,525.08	
291	Emergency Mgmt		73,146.44	12,041.33	45,524.54	38,776.91	34,242.14
292	Animal Inspector		91.48				
297	Parking Clerk						169.18
300	School		627,413.81	341,840.21	590,378.64	318,189.93	173,574.83
422	Public Works		337,566.96	1,492,118.08	434,800.21	1,851,105.91	264,828.98
424	Street Lighting						188,131.00
460	Light Dept		1,054,071.39	1,661,450.16	1,101,556.54	1,812,963.03	1,098,446.89
510	Board of Health		4,204.76	8,585.30	603.53	3,611.30	21,092.82
541	Council on Aging		5,500.00			461.12	1,305.95
543	Veterans		5,825.50	604.95	6,439.78	1,151.70	
610	Library		18,081.23	22,427.71	16,166.82	14,894.34	9,089.70
630	Recreation			676.58		1,021.96	1,125.10
XXX	Misc Depts		1,840.00	1,500.00	2,182.50	102,250.94	
910/911	Retirement		3,062.48		3,062.48		3,062.48
912	Workers Comp						
913	Unemployment						
914	Group Insurance Adjustments		77,889.56	1,173,975.95	76,532.90	1,260,431.63	28,796.57
	Total		3,424,709.20	5,581,043.90	3,508,288.26	6,297,610.43	2,983,309.49
1			1,949,504.93	2,676,962.08	1,888,116.38	2,843,987.50	1,510,506.00
12			8,329.03	7,222.51	10,515.46	32,185.33	12,614.26
13					79,554.80	21,987.50	
20			25,181.74	122,550.88	169,827.46	66,159.21	94,480.39
21			136,762.96	77,084.65	161,284.71	43,282.75	47,401.10
30			153,711.50	9,050.00	73,954.31	214,836.46	48,903.00
35							
50							
60			12,247.36	680,540.47	8,117.50	882,662.30	146,492.68
61			71,850.03	311,136.74	10,650.16	291,004.55	19,675.37
62			1,054,071.39	1,661,450.16	1,101,556.54	1,812,963.03	1,098,446.89
63			2,460.00	4,217.95	202.42	87,384.40	
82							
84							
85			1,815.26	900.00	4,508.52	1,157.40	400.00
89			8,775.00	29,928.46			4,389.80
			3,424,709.20	5,581,043.90	3,508,288.26	6,297,610.43	2,983,309.49
			0.00	0.00	0.00	0.00	0.00