



Nicholas Milano <n milano@medfield.net>

MCPE NEW Community Fundraiser Initiative; Seeking Approval

Patti Allan <pattiallan@gmail.com>

Thu, Sep 10, 2020 at 10:15 AM

To: ktrierweiler@medfield.net

Cc: Amanda Spears <spears.amanda@gmail.com>, mcpeboard@gmail.com, n milano@medfield.net

Dear Ms. Trierweiler and the Medfield Selectboard -

My name is Patti Allan and I am the 2020-2021 MCPE Co-President along with Amanda Spears.

The [Medfield Coalition for Public Education](#) (MCPE) is an independent, non-profit organization funded to provide system-wide support and academic enrichment for the Medfield Public Schools.

Typically, we run a series of (in person) fundraising events for children and adults such as the Fall Ball, Treasured Experience Auction, Trivia Night and the Spelling Bee. This year will be different. We are working on a slate of new, virtual events and alternative fundraising opportunities in order to fulfill the teacher-requested grants across the entire Medfield school district.

MCPE is launching a community driveway painting fundraiser for Fall 2020. We are asking community members to sign up to have the Medfield "M" logo painted on their driveway to show community spirit! We are still finalizing details, but the approx 3ftx3ft logo will be painted using durable spray paint and will fade off of the asphalt or cement in approx 12-18 months depending on wear and tear, use and weather conditions. The paint can be removed before it wears off using a pressure washer. This fundraiser has been quite successful in a few surrounding towns (Franklin, Westwood, Walpole, etc) and we are looking forward to bringing it to Medfield.

We realize that not all of the community members will want to (or possibly won't have permission to) spray paint their drive or walkway. We would like to ask the town for permission to allow families to pay a fee to sponsor a painted logo at one of the following town locations:

- Medfield Town Hall
- Straw Hat Park Sidewalk
- Pfaff Center Parking Lot Entrance
- Medfield Public Safety Building Walkway
- Baxter Park Sidewalk
- Kingsbury Grist Mill
- State Hospital Parking lot
- Senior Center Sidewalk
- Metacomet Playground Sidewalk
- Metacomet Field Sidewalk
- Hinkley Playground Sidewalk
- Hinkley Pond Sidewalk
- Wheelock Soccer Fields Entrance

We have also reached out to Dr. Marsden and the school district to seek permission to paint sponsored logos at all of the schools and school-owned playing fields.

Our sponsors will be notified once their logo has been painted and we will ask them to visit the location with their family to take a photo with the sponsored logo and post to our social media with the hashtag #OneMedfield.

We would love to answer your questions and listen to any concerns you or the Selectboard have about this initiative. We would like to launch this initiative in September, and continue painting through the fall as the weather allows. We believe the Town Sponsor locations will be a visible reminder that we (parents, students and community members without children in the school system) are all One Medfield during these socially-distant times.

Thank you for your consideration!

Best,
Patti Allan & Amanda Spears

Attachment: Proposed "M" logo driveway stencil

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Patti Allan  
[patti.allan@gmail.com](mailto:patti.allan@gmail.com)



# Future Performing Arts Center

## A LITTLE HISTORY ABOUT THE MEDFIELD STATE HOSPITAL

The state hospital campus was the first such facility to be designed in the "cottage style" to deliver fresh air, light, social interaction, and meaningful daily activities to people on the outskirts of society—a truly innovative idea for 1896. It was fully self-sufficient with hundreds of acres of farmland, root cellars, corn silos and more than 1,000 cattle and 3,000 chickens. Patients worked on the farm, supplying food for all of the state hospitals in eastern Massachusetts.

During World War II, the campus housed nearly 2,300 people, more than the population of Medfield at the time. In the 1960s, under the leadership of Dr. Harold Lee, MSH gained a national reputation for its innovative rehabilitation program for patients. Increasingly independent living situations on campus were combined with intensive vocational work training for patients to increase skills and potentially return to society. The entire community used the chapel for religious services, dances, movies, and as a gymnasium.

The Cultural Alliance of Medfield (CAM) is a non-profit organization supporting artists, expanding cultural opportunities and nurturing the creative community. CAM is responsible for transforming the chapel and the adjacent building into a lively center of creative exploration and civic engagement through the performing, visual and culinary arts.

Without CAM, and the donors who stand behind it, these one-of-a-kind historical treasures would be lost forever. CAM now holds a 99-year lease on these two buildings. CAM's plan is to create a performing arts and education center to anchor the development of the state hospital grounds. It includes a 300 seat theater for live music, storytelling, literary and community events.

Classrooms within a complex such as this are rare and will provide opportunities to support the emerging and professional musician. Our vision creates completely new and dynamic experiences in which to make and enjoy music, discuss the issues of our time, generate ideas, and enable us to engage with each other and with the land as well.



Create and Connect as a Community  
Support our Future Cultural Center  
<https://medfieldculture.org>



Rendering by DBVW Architects

# ENVIRONMENTAL PARTNERS

August 27, 2020

Mr. Maurice Goulet, Director of Public Works  
Medfield Department of Public Works  
55 North Meadows Road  
Medfield, MA 02052

**RE: Change Order #03: Change in Exterior Paint System**

Dear Mr. Goulet,

Environmental Partners (EP) has prepared this change order (Change Order #03) for the following items:

1. Inspec Coatings, Inc. and the Town of Medfield have agreed to utilize a full exterior overcoat paint system in place of a full exterior rehabilitation. Originally, the full exterior rehabilitation required the removal of all telecommunication equipment that is located on the tank. However, during an on-site discussion at Medfield's Mt. Nebo Tank on 7/15/20 with Environmental Partners, the Town of Medfield Water and Sewer Division, AT&T, and T-Mobile/Sprint representatives, it was unclear what method the telecom providers would use to move their antennas. Additionally, the telecom providers could not commit to removing the antennas by the start of tank rehabilitation work in early September 2020 as informally agreed upon by the Town of Medfield and telecommunication providers in the spring of 2020. Therefore, to ensure project completion by the end of 2020, an overcoat paint system was agreed to be used. A full exterior overcoat paint system does not require the removal of telecommunication antennas, and only requires telecommunications providers to selectively turn off antennas when workers are in front and moving associated cables and trays.

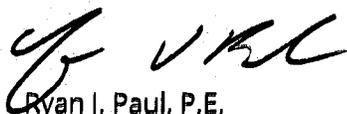
The exterior overcoat paint system includes but is not limited to power washing to remove loose paint, spot primer coating, an intermediate full exterior coating, and a final top coating that includes a paint color chosen by the Town of Medfield. Attached is the paint specifications for the overcoat paint system. The Town of Medfield requires a 10-year written warranty that will be provided by Inspec Coatings from the paint manufacturer.

To utilize a full exterior overcoat paint system in place of a full exterior rehabilitation is a decrease in contract cost of **One Hundred Thousand Dollars and Zero Cents (\$100,000.00)**. Attached to this change order is the PCO letter provided by Inspec Coatings.

Please feel free to contact me at (617) 657-0200 or [rjp@envpartners.com](mailto:rjp@envpartners.com) with any questions or concerns.

Sincerely,

Environmental Partners



Ryan J. Paul, P.E.

Project Manager

P: 617.657.0260

E: [rjp@envpartners.com](mailto:rjp@envpartners.com)

CC: David O'Toole, Medfield Department of Public Works  
Eric Kelley, Environmental Partners

Attachments:

1. Change Order Form (EJCDC C-941)
2. Inspec Coating PCO (8/13/2020)
3. Overcoat Paint Specifications

# Change Order

No. 03

Date of Issuance: August 27, 2020

Effective Date: August 27, 2020

|                                       |                                  |                         |
|---------------------------------------|----------------------------------|-------------------------|
| Project: Mt. Nebo Tank Rehabilitation | Owner: Town of Medfield          | Owner's Contract No.: 1 |
| Contract: 1                           | Date of Contract: June 28, 2019  |                         |
| Contractor: Inspec Coatings, Inc.     | Engineer's Project No.: 134-1804 |                         |

### The Contract Documents are modified as follows upon execution of this Change Order:

Cost savings for change in exterior paint system, from full rehabilitation to full overcoat paint system to accommodate telecommunication providers limitations on removal of existing equipment. Inspec Coatings shall provide a new overcoat paint system in accordance with the attached specifications.

### Attachments (list documents supporting change):

EP Cover Letter; Inspec Coating PCO (8/13/20); Overcoat Paint System Specification

### CHANGE IN CONTRACT PRICE:

Original Contract Price:

\$513,900.00

**[Increase]** [Decrease] from previously approved Change Orders No. 1 to No. 2:

\$33,396.00

Contract Price prior to this Change Order:

\$547,296.00

[Increase] **[Decrease]** of this Change Order:

\$100,000.00

Contract Price incorporating this Change

\$447,296.00

### CHANGE IN CONTRACT TIMES:

Original Contract Times:  Working days  Calendar days

Substantial completion (days): 45

Ready for final payment (days): 45

**[Increase]** [Decrease] from previously approved Change Orders No. 1 to No. 2:

Substantial completion (date): November 13, 2020

Ready for final payment (date): November 13, 2020

Contract Times prior to this Change Order:

Substantial completion (date): November 13, 2020

Ready for final payment (date): November 13, 2020

[Increase] **[Decrease]** of this Change Order:

Substantial completion (date): 0

Substantial completion (date): 0

Contract Times with all approved Change Orders:

Substantial completion (date): November 13, 2020

Ready for final payment (date): November 13, 2020

RECOMMENDED:

By: [Signature]  
Engineer (Authorized Signature)

Date: 9/9/2020

Approved by Funding Agency (if applicable):

ACCEPTED:

By: \_\_\_\_\_  
Owner (Authorized Signature)

Date: \_\_\_\_\_

ACCEPTED:

By: [Signature]  
Contractor (Authorized Signature)

Date: 8/28

Date: \_\_\_\_\_



# Change Order

No. 03

Date of Issuance: August 27, 2020

Effective Date: August 27, 2020

|                                       |                                 |                                  |
|---------------------------------------|---------------------------------|----------------------------------|
| Project: Mt. Nebo Tank Rehabilitation | Owner: Town of Medfield         | Owner's Contract No.: 1          |
| Contract: 1                           | Date of Contract: June 28, 2019 |                                  |
| Contractor: Inspec Coatings, Inc.     |                                 | Engineer's Project No.: 134-1804 |

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Substantial completion (date): November 13, 2020

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Contract Times prior to this Change Order:

Substantial completion (date): November 13, 2020

Ready for final payment (date): November 13, 2020

[Increase] [Decrease] of this Change Order:

Substantial completion (date): 0

Substantial completion (date): 0

Contract Times with all approved Change Orders:

Substantial completion (date): November 13, 2020

Ready for final payment (date): November 13, 2020

RECOMMENDED:

ACCEPTED:

ACCEPTED:

By: \_\_\_\_\_  
Engineer (Authorized Signature)

By: \_\_\_\_\_  
Owner (Authorized Signature)

By: \_\_\_\_\_  
Contractor (Authorized Signature)

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Approved by Funding Agency (if applicable):

Date: \_\_\_\_\_

# Change Order

## Instructions

### A. GENERAL INFORMATION

This document was developed to provide a uniform format for handling contract changes that affect Contract Price or Contract Times. Changes that have been initiated by a Work Change Directive must be incorporated into a subsequent Change Order if they affect Price or Times.

Changes that affect Contract Price or Contract Times should be promptly covered by a Change Order. The practice of accumulating Change Orders to reduce the administrative burden may lead to unnecessary disputes.

If Milestones have been listed in the Agreement, any effect of a Change Order thereon should be addressed.

For supplemental instructions and minor changes not involving a change in the Contract Price or Contract Times, a Field Order should be used.

### B. COMPLETING THE CHANGE ORDER FORM

Engineer normally initiates the form, including a description of the changes involved and attachments based upon documents and proposals submitted by Contractor, or requests from Owner, or both.

Once Engineer has completed and signed the form, all copies should be sent to Owner or Contractor for approval, depending on whether the Change Order is a true order to the Contractor or the formalization of a negotiated agreement for a previously performed change. After approval by one contracting party, all copies should be sent to the other party for approval. Engineer should make distribution of executed copies after approval by both parties.

If a change only applies to price or to times, cross out the part of the tabulation that does not apply.



**INSPEC COATINGS, INC.**

464 SYCAMORE DRIVE

P.O. BOX 397

CAMPBELL, OHIO, 44405

TEL: 330-319-0313 FAX: 330-319-7431 EMAIL: [inspec2012@gmail.com](mailto:inspec2012@gmail.com)

**Date: August 13, 2020**

**Subject: Mt Nebo Tank cost savings by change to Exterior Overcoat System.**

The cost savings that would result by changing from exterior abrasive blast to the Exterior Overcoat System are as follows:

**A. Original Supply Cost of Abrasives:**

Tank Exterior Area: 25,000 square feet approximately.

Estimated Quantity of Black Beauty Coal Slag required: 25,000 SqFt X 6 lbs/sqft= 150,000 lbs. = 75 tons

Supply Cost of the Abrasive: 75 tons x \$220 per ton =\$16,500.00

**B. Cost of Disposal of the Abrasive Blast Waste: \$15,000.00**

**C. Labor Costs:**

Daily Crew Labor Costs Breakdown is as follows: 8 hours x \$78 per = \$624 x 1.35 (Overhead, Payroll Taxes)=\$780 per man per day. Based on an 8 man crew = 8 x \$780=\$6240.00 per day Crew Labor Cost.

Based on a savings of 10 days Labor by eliminating the Abrasive Sand Blasting= \$62,420.00

Therefore by switching to the Power Wash, and Overcoat Exterior Paint System=\$93,920.00

Hence we are prepared as stated to discount \$100,000.00 from the current contract value should it be agreed to Switch from the Abrasive Blast to the Power Wash and Overcoat Exterior paint system.

Sincerely,

Mike Maillis-Vice President

INSPEC COATINGS, INC.

2.02 EXTERIOR COATING SYSTEM

- A. The exterior coating system shall be applied to all exterior surfaces of the tank, including all appurtenances such as platforms, catwalks, railings, overflow pipe, vent pipes, vents, frames, hatch covers, ladders, ladder safety cage, etc.
- B. Pressure wash all exterior surfaces scheduled for coating with a minimum 5,000 psi washing equipment, equipped with a “zero” oscillating tip, and containing a suitable environmentally “green” cleaning agent and potable water solution to remove all soluble surface contamination. Following washing, remove all loose and peeling existing coating, rust, rust scale and/or underfilm corrosion per SSPC SP #15 and/or SSPC SP #6 Standard. Contain all cleaning debris and dispose accordingly. The intact coating shall be lightly sanded to de-gloss the existing finish to promote adhesion of the new coating system.
- C. Coating system is specified around RD Coatings USA, the OWNER is standardized on this product. Coating System (measured as DFT):
  - 1. First coat (spot coat), RD Elastometal 2.5 – 3.5 mils dry
  - 2. Second coat (full), RD Monoguard – 32GR gray 3.0-4.0 mils dry
  - 3. Third coat (full), RD Monoguard (color) 3.0-4.0 mils dry
- D. The finish color of the top coat for the tank shall be selected by the OWNER.
- E. Furnish to the OWNER two (2) gallons of exterior top coat of the same type and color used on the work.



ARROWSTREET

**DALE STREET SCHOOL**  
SCHOOL BUILDING COMMITTEE MEETING

MEDFIELD, MA  
09 SEPTEMBER 2020

PREPARED FOR  
 MEDFIELD PUBLIC SCHOOLS



## AGENDA /

- 1 SCHOOL COMMITTEE VOTE
- 2 SITE AND ENVIRONMENTAL OVERVIEW
- 3 SUMMARY OF GEO-ENVIRONMENTAL & HAZMAT SURVEY
- 4 PSR COST ESTIMATES
- 5 EVALUATION OF ALTERNATIVES: CRITERIA MATRIX
- 6 HOW WE GOT HERE
- 7 WHERE WE ARE GOING
- 8 DESIGN ALTERNATIVES
- 9 PUBLIC QUESTIONS AND COMMENTS

# The School Committee Voted to Support a Grades 4-5 School Configuration

# OVERVIEW

## SITE AND ENVIRONMENTAL

## SITE AND ENVIRONMENTAL DUE DILIGENCE

- **Geotechnical Preliminary Subsoil Assessment (Dale and Wheelock sites)**  
6/12 and 6/16 Completed reports from Lahlaf Engineers
- **Preliminary Traffic Evaluation (Dale and Wheelock sites)**  
6/15 Completed reports from Nitsch Engineers
- **Utilities Infrastructure (Dale and Wheelock sites)**  
6/17 Completed preliminary site utilities review by Nitsch Engineers  
7/13 Medfield DPW confirmed main water pipe on Elm Street will require replacement for new school
- **Geo-environmental Phase I Environmental Site Assessment (Dale and Wheelock sites)**  
7/29 Completed reports from PEER Consultants
- **Geo-environmental Phase II Limited Subsurface soil Assessment (Dale and Wheelock sites)**  
8/5 Completed reports from PEER Consultants
- **Limited Hazardous Material Survey of Dale Street School Building**  
8/9 Completed reports from PEER Consultants
- **Site Survey (one site)**  
9/9~ Notice to proceed - Pending preferred site selection  
10/25 Estimated date of site survey completed for PSR to MSBA
- **Aquifer Protection District (Dale and Wheelock sites)**  
During SD and CD phases: Primary Aquifer Zone: special permit by the Zoning Board of Appeals, site plan review with Board of Health and Planning Board
- **Archeological District (Wheelock site)**  
During SD phase: submit Project Notification Form to Mass. Historical Commission

# SUMMARY

## GEO-ENVIRONMENTAL & HAZMAT

## GEO-ENVIRONMENTAL AND HAZMAT

PEER Consultants performed Geo-environmental research and observations for the Dale Street School and Wheelock School Sites (not including the Wheelock building), and Hazmat survey of Dale building. The following is a very brief summary.\*

### DALE STREET SCHOOL SITE

#### PHASE I ENVIRONMENTAL SITE ASSESSMENT DISCOVERIES:

- 2 Known Recognized Environmental Conditions (REC)
- 1 Suspect REC

#### PHASE II LIMITED SUBSURFACE SOIL INVESTIGATION DISCOVERIES:

- Analyzed composite soil samples from the surface (human transported material) and subsurface (presumed native/parent material).
- VOCs, VPHs, SVOCs, EPHs, TPHs, PP13 Metals, PCBs, Pesticides, Herbicides, and for Classical Chemistry were either undetectable or concentrations not exceeding Massachusetts Regulations.

#### LIMITED HAZARDOUS MATERIAL SURVEY:

- Due to the continued use and occupancy of the building, PEER Consultants conducted a limited, non-destructive asbestos in the building materials survey only in accessible areas at the Dale Street School.
- 203 Samples were collected.
- Regulated Asbestos and Non-friable Asbestos were identified in some samples.

### WHEELOCK SCHOOL SITE

#### PHASE I ENVIRONMENTAL SITE ASSESSMENT DISCOVERIES:

- 2 Suspect REC
- 1 Historical REC

#### PHASE II LIMITED SUBSURFACE SOIL INVESTIGATION DISCOVERIES:

- Analyzed composite soil samples from the surface (human transported material) and subsurface (presumed native/parent material).
- VOCs, VPHs, SVOCs, EPHs, TPHs, PP13 Metals, PCBs, Pesticides, Herbicides, and for Classical Chemistry were either undetectable or concentrations not exceeding Massachusetts Regulations.

\*The reports must be read in its entirety for comprehensive understanding of the items.

# PSR COST ESTIMATES

# PSR COST ESTIMATES DBB VS. CMR

| 8/24/2020                   | DBB PROCUREMENT                   |                  |          | PSR July 2020 |                             |  | CMR PROCUREMENT  |          |  | PSR July 2020               |  |                  |          |  |                             |
|-----------------------------|-----------------------------------|------------------|----------|---------------|-----------------------------|--|------------------|----------|--|-----------------------------|--|------------------|----------|--|-----------------------------|
|                             |                                   | Gross Floor Area | \$/sf    |               | Estimated Construction Cost |  | Gross Floor Area | \$/sf    |  | Estimated Construction Cost |  | Gross Floor Area | \$/sf    |  | Estimated Construction Cost |
| <b>DALE STREET PROPERTY</b> |                                   |                  |          |               |                             |  |                  |          |  |                             |  |                  |          |  |                             |
|                             | OPTION A BASE REPAIR 4-5          | 63,729           | \$465.11 |               | \$29,641,098                |  | 63,729           | \$488.37 |  | \$31,123,153                |  | 63,729           | \$488.37 |  | \$31,123,153                |
|                             | OPTION B1 ADDITION/RENOVATION 4-5 | 114,922          | \$533.32 |               | \$61,290,592                |  | 114,922          | \$559.99 |  | \$64,355,122                |  | 114,922          | \$559.99 |  | \$64,355,122                |
|                             | OPTION B2 ADDITION/RENOVATION 3-5 | 143,642          | \$505.47 |               | \$72,607,261                |  | 143,642          | \$530.75 |  | \$76,237,624                |  | 143,642          | \$530.75 |  | \$76,237,624                |
|                             | OPTION E1 FULL REPLACEMENT 4-5    | 98,258           | \$561.28 |               | \$55,150,288                |  | 98,258           | \$589.34 |  | \$57,907,802                |  | 98,258           | \$589.34 |  | \$57,907,802                |
|                             | OPTION E2 FULL REPLACEMENT 3-5    | 131,327          | \$525.11 |               | \$68,960,775                |  | 131,327          | \$551.36 |  | \$72,408,814                |  | 131,327          | \$551.36 |  | \$72,408,814                |
|                             | OPTION E1.3 FULL REPLACEMENT 4-5  | 98,258           | \$558.89 |               | \$54,914,954                |  | 98,258           | \$586.83 |  | \$57,660,702                |  | 98,258           | \$586.83 |  | \$57,660,702                |
|                             | OPTION E2.3 FULL REPLACEMENT 3-5  | 131,327          | \$520.44 |               | \$68,348,394                |  | 131,327          | \$546.47 |  | \$71,765,814                |  | 131,327          | \$546.47 |  | \$71,765,814                |
| <b>WHEELOCK PROPERTY</b>    |                                   |                  |          |               |                             |  |                  |          |  |                             |  |                  |          |  |                             |
|                             | OPTION G1 FULL REPLACEMENT 4-5    | 98,258           | \$584.82 |               | \$57,462,901                |  | 98,258           | \$614.06 |  | \$60,336,046                |  | 98,258           | \$614.06 |  | \$60,336,046                |
|                             | OPTION G2 FULL REPLACEMENT 3-5    | 131,327          | \$543.61 |               | \$71,390,119                |  | 131,327          | \$570.79 |  | \$74,959,625                |  | 131,327          | \$570.79 |  | \$74,959,625                |
|                             | OPTION J1 FULL REPLACEMENT 4-5    | 98,258           | \$577.45 |               | \$56,739,327                |  | 98,258           | \$606.33 |  | \$59,576,293                |  | 98,258           | \$606.33 |  | \$59,576,293                |
|                             | OPTION J2 FULL REPLACEMENT 3-5    | 131,327          | \$540.53 |               | \$70,986,609                |  | 131,327          | \$567.56 |  | \$74,535,939                |  | 131,327          | \$567.56 |  | \$74,535,939                |

DBB (Design Bid Build)  
CMR (Construction Manager at Risk)

# PSR COST ESTIMATES

## PSR COST ESTIMATES\*

| Design Schemes              | Dale Street Site     |                      |                      |                      |                      |                      |                      | Wheelock Site        |                      |                      |                      |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                             | A                    | B1                   | B2                   | E1                   | E2                   | E1.3                 | E2.3                 | G1                   | G2                   | J1                   | J2                   |
|                             | Base Repair          | Add/Reno 4-5         | Add/Reno 3-5         | New Const. 4-5       | New Const. 3-5       | New Const. 4-5       | New Const. 3-5       | New Const. 4-5       | New Const. 3-5       | New Const. 4-5       | New Const. 3-5       |
| Base Estimate (CMR)         | \$ 31,123,153        | \$ 64,355,122        | \$ 76,237,624        | \$ 57,907,802        | \$ 72,408,814        | \$ 57,660,702        | \$ 71,765,814        | \$ 60,336,046        | \$ 74,959,625        | \$ 59,576,293        | \$ 74,535,939        |
| <i>Allowances:</i>          |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Replace main water pipe     | n/a                  | \$ 969,150           | \$ 969,150           | \$ 969,150           | \$ 969,150           |
| Install new traffic light   | n/a                  | \$ 559,650           | \$ 559,650           | \$ 559,650           | \$ 559,650           |
| <b>Construction Total</b>   | <b>\$ 31,123,153</b> | <b>\$ 64,355,122</b> | <b>\$ 76,237,624</b> | <b>\$ 57,907,802</b> | <b>\$ 72,408,814</b> | <b>\$ 57,660,702</b> | <b>\$ 71,765,814</b> | <b>\$ 61,864,846</b> | <b>\$ 76,488,425</b> | <b>\$ 61,105,093</b> | <b>\$ 76,064,739</b> |
| <b>Project Cost (x1.25)</b> | <b>\$ 38,903,941</b> | <b>\$ 80,443,903</b> | <b>\$ 95,297,030</b> | <b>\$ 72,384,753</b> | <b>\$ 90,511,018</b> | <b>\$ 72,075,878</b> | <b>\$ 89,707,268</b> | <b>\$ 77,331,058</b> | <b>\$ 95,610,531</b> | <b>\$ 76,381,366</b> | <b>\$ 95,080,924</b> |

\*All costs reflect CMR Procurement

# PSR COST ESTIMATES

## PRICING ALTERNATES\*

| Design Schemes                     | Dale Street Site |              |              |                |                |                |                | Wheelock Site  |                |                |                |
|------------------------------------|------------------|--------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                                    | A                | B1           | B2           | E1             | E2             | E1.3           | E2.3           | G1             | G2             | J1             | J2             |
|                                    | Base Repair      | Add/Reno 4-5 | Add/Reno 3-5 | New Const. 4-5 | New Const. 3-5 |
| Alt #1 HVAC (all electric)         | n/a              | \$ -         | \$ -         | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           |
| Alt #2 HVAC (Geothermal)           | n/a              | \$ 1,785,000 | \$ 1,995,000 | \$ 1,732,500   | \$ 2,310,000   | \$ 1,732,500   | \$ 2,310,000   | \$ 1,732,500   | \$ 2,310,000   | \$ 1,732,500   | \$ 2,310,000   |
| Alt #3 HVAC (VRF)                  | n/a              | \$ 337,871   | \$ 421,192   | \$ 277,034     | \$ 370,271     | \$ 277,034     | \$ 370,271     | \$ 277,034     | \$ 370,271     | \$ 277,034     | \$ 370,271     |
| Alt #4 Demo part 1942 Dale Bldg    | n/a              | n/a          | n/a          | \$ 1,464,069   | \$ 1,464,069   | \$ 1,464,069   | \$ 1,464,069   | n/a            | n/a            | n/a            | n/a            |
| Alt #5 Demo full 1942 Dale Bldg    | n/a              | n/a          | n/a          | \$ 1,886,741   | \$ 1,886,741   | \$ 1,886,741   | \$ 1,886,741   | n/a            | n/a            | n/a            | n/a            |
| Alt #6 Offsite new baseball        | n/a              | \$ 593,688   | \$ 593,688   | \$ 593,688     | \$ 593,688     | \$ 593,688     | \$ 593,688     | n/a            | n/a            | n/a            | n/a            |
| Alt #7 Irrigation for new softball | n/a              | n/a          | n/a          | n/a            | n/a            | n/a            | n/a            | \$ 85,995      | \$ 85,995      | \$ 85,995      | \$ 85,995      |
| Alt #10 Wheelock add'l parking     | n/a              | n/a          | n/a          | n/a            | n/a            | n/a            | n/a            | \$ 530,340     | \$ 530,340     | \$ 530,340     | \$ 530,340     |
| Alt #11 Wheelock new fields        | n/a              | n/a          | n/a          | n/a            | n/a            | n/a            | n/a            | \$ 2,658,523   | \$ 2,658,523   | \$ 2,658,523   | \$ 2,658,523   |

\*All costs reflect CMR Procurement

# PSR COST ESTIMATES

## SITework COSTS

| Design Schemes             | Dale Street Site |              |              |                |                |                |                | Wheelock Site  |                |                |                |
|----------------------------|------------------|--------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                            | A                | B1           | B2           | E1             | E2             | E1.3           | E2.3           | G1             | G2             | J1             | J2             |
|                            | Base Repair      | Add/Reno 4-5 | Add/Reno 3-5 | New Const. 4-5 | New Const. 3-5 |
| Sitework                   | \$ 2,103,415     | \$ 4,415,346 | \$ 4,294,543 | \$ 5,332,767   | \$ 5,332,767   | \$ 5,231,468   | \$ 5,231,468   | \$ 5,779,034   | \$ 5,779,034   | \$ 5,566,798   | \$ 5,566,798   |
| Wheelock Site Improvements | n/a              | n/a          | n/a          | n/a            | n/a            | n/a            | n/a            | \$ 2,168,319   | \$ 2,168,319   | \$ 2,148,454   | \$ 2,148,454   |
| Sitework Total             | \$ 2,103,415     | \$ 4,415,346 | \$ 4,294,543 | \$ 5,332,767   | \$ 5,332,767   | \$ 5,231,468   | \$ 5,231,468   | \$ 7,947,353   | \$ 7,947,353   | \$ 7,715,252   | \$ 7,715,252   |

# EVALUATION OF ALTERNATIVES CRITERIA MATRIX

# EVALUATION OF ALTERNATIVES

## CRITERIA MATRIX

| DALE STREET ELEMENTARY SCHOOL, MEDFIELD, MA PSR - FEASIBILITY STUDY // EVALUATION CRITERIA MATRIX                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                         |             |             |          |            |            |            |                       |            |            |            |            |   | 7/31/2020 |  |  |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------|-------------|----------|------------|------------|------------|-----------------------|------------|------------|------------|------------|---|-----------|--|--|--|
| Note:<br>1. Each item is scored 1-5. A score must be entered for all items.<br>2. A Criteria Multiplier is added to the score to arrive at subtotal.<br>3. Category subtotals are added for Total Score for each Design Alternative.                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Best<br>5               |             | Better<br>4 |          | Good<br>3  |            | Fair<br>2  |                       | Poor<br>1  |            |            |            |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | DESIGN ALTERNATIVES     |             |             |          |            |            |            |                       |            |            |            |            |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | DALE STREET SCHOOL SITE |             |             |          |            |            |            | WHEELLOCK SCHOOL SITE |            |            |            |            |   |           |  |  |  |
| Category                                                                                                                                                                                                                                                                            | Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                            | Criteria Multiplier     | A           | B1          | B2       | E1         | E2         | E1.3       | E2.3                  | G1         | G2         | J1         | J2         |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | Scheme                                                                                                                                                                                                                                                                                                                                                                                                                                              |                         | A           | B1          | B2       | E1         | E2         | E1.3       | E2.3                  | G1         | G2         | J1         | J2         |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | Type                                                                                                                                                                                                                                                                                                                                                                                                                                                |                         | BASE REPAIR | ADD/RENO    | ADD/RENO | NEW CONST. | NEW CONST. | NEW CONST. | NEW CONST.            | NEW CONST. | NEW CONST. | NEW CONST. | NEW CONST. |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | Grades                                                                                                                                                                                                                                                                                                                                                                                                                                              |                         | 4-5         | 4-5         | 3-5      | 4-5        | 3-5        | 4-5        | 3-5                   | 4-5        | 3-5        | 4-5        | 3-5        |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | Students                                                                                                                                                                                                                                                                                                                                                                                                                                            |                         | 450         | 575         | 860      | 575        | 860        | 575        | 860                   | 575        | 860        | 575        | 860        |   |           |  |  |  |
| Educational                                                                                                                                                                                                                                                                         | Meets Educational Program                                                                                                                                                                                                                                                                                                                                                                                                                           | 15                      | 2           | 3           | 3        | 3          | 4          | 3          | 4                     | 4          | 5          | 4          | 5          |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | How well does the alternative support the educational program?<br>Are critical program adjacencies and proximities achieved in the building layout?<br>Does the project create a grade continuous educational campus?                                                                                                                                                                                                                               |                         |             |             |          |            |            |            |                       |            |            |            |            |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | Future Flexibility & Growth                                                                                                                                                                                                                                                                                                                                                                                                                         | 5                       | 1           | 2           | 3        | 3          | 4          | 3          | 4                     | 4          | 4          | 4          | 5          |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | How well does the site and building configuration support potential future growth and allow for changes as educational needs may change?                                                                                                                                                                                                                                                                                                            |                         |             |             |          |            |            |            |                       |            |            |            |            |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | Impact on Other Schools                                                                                                                                                                                                                                                                                                                                                                                                                             | 10                      | 1           | 2           | 3        | 3          | 3          | 3          | 3                     | 3          | 4          | 4          | 4          | 4 |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | Does the alternative encourage connection to the other elementary schools?<br>How well does the alternative address capacity issues at the other elementary schools?                                                                                                                                                                                                                                                                                |                         |             |             |          |            |            |            |                       |            |            |            |            |   |           |  |  |  |
| Category Subtotal                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 30                      | 45          | 75          | 90       | 90         | 110        | 90         | 110                   | 120        | 135        | 120        | 140        |   |           |  |  |  |
| Site / Building                                                                                                                                                                                                                                                                     | Site Amenities/ Fields                                                                                                                                                                                                                                                                                                                                                                                                                              | 5                       | 3           | 3           | 2        | 2          | 2          | 2          | 2                     | 4          | 5          | 5          | 5          |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | Does the alternative support athletic fields to remain on-site, or is relocating athletic fields off-site needed?<br>Does the alternative provide sufficient space for adequately-sized PE field and playground area?<br>Are after school amenities available on-site?                                                                                                                                                                              |                         |             |             |          |            |            |            |                       |            |            |            |            |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | Circulation & Parking                                                                                                                                                                                                                                                                                                                                                                                                                               | 5                       | 2           | 3           | 3        | 4          | 4          | 3          | 3                     | 5          | 5          | 5          | 5          |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | How well does the site configuration support sufficient parking, safe and efficient bus and parent pick-up and drop-off, proximity to the entrance?<br>Are vehicle and pedestrian circulations clear, safe, and easily understood between buses, cars, and pedestrians?<br>Does the alternative provide appropriate separation of bus, cars and pedestrians? And adequate queuing lengths for buses and cars? Safe access into and out of the site? |                         |             |             |          |            |            |            |                       |            |            |            |            |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | Sustainability                                                                                                                                                                                                                                                                                                                                                                                                                                      | 5                       | 1           | 2           | 2        | 4          | 4          | 4          | 4                     | 5          | 5          | 5          | 5          |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | How well does the building optimize energy reduction?<br>How well does the building meet the potential to meet net zero?<br>How well does the building organization and position on site support academic classrooms with a north/south solar orientation?<br>How well does the building reduce embodied carbon and waste?                                                                                                                          |                         |             |             |          |            |            |            |                       |            |            |            |            |   |           |  |  |  |
| Category Subtotal                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 15                      | 30          | 40          | 35       | 50         | 50         | 45         | 45                    | 70         | 75         | 75         | 75         |   |           |  |  |  |
| Logistics / Security                                                                                                                                                                                                                                                                | Regulatory Issues                                                                                                                                                                                                                                                                                                                                                                                                                                   | 5                       | 4           | 4           | 3        | 4          | 4          | 4          | 4                     | 4          | 4          | 4          | 4          |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | How complex is the permitting and approvals process?<br>Are zoning variances required? If so, how many?<br>Does the alternative minimize impact on wetlands, identified hazardous materials, and environmental conditions?                                                                                                                                                                                                                          |                         |             |             |          |            |            |            |                       |            |            |            |            |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | Construction Impact                                                                                                                                                                                                                                                                                                                                                                                                                                 | 10                      | 1           | 1           | 1        | 3          | 2          | 3          | 2                     | 4          | 4          | 4          | 4          |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | Does the alternative affect other schools during construction?<br>Is there sufficient area for laydown space and safe separation between construction and school activities?<br>How well is the alternative able to minimize disruptions to schools and neighbors?<br>Does the alternative require construction phasing and temporary modular buildings?                                                                                            |                         |             |             |          |            |            |            |                       |            |            |            |            |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | Long term operational efficiencies                                                                                                                                                                                                                                                                                                                                                                                                                  | 5                       | 1           | 2           | 3        | 3          | 3          | 3          | 3                     | 4          | 5          | 4          | 5          |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | How well does the alternative increase efficiencies for shared staff/resources between elementary schools?<br>How well does the alternative increase efficiencies for the bussing system?                                                                                                                                                                                                                                                           |                         |             |             |          |            |            |            |                       |            |            |            |            |   |           |  |  |  |
| Security                                                                                                                                                                                                                                                                            | 5                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2                       | 3           | 3           | 5        | 5          | 5          | 5          | 5                     | 5          | 5          | 5          |            |   |           |  |  |  |
| How well does the building support a clear separation of public and private zones?<br>How well does it support controlled and limited public area for after-hours use?<br>How well does the front door and administration support a direct sightline to parking and the site entry? |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                         |             |             |          |            |            |            |                       |            |            |            |            |   |           |  |  |  |
| Category Subtotal                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 25                      | 45          | 55          | 55       | 90         | 80         | 90         | 80                    | 105        | 110        | 105        | 110        |   |           |  |  |  |
| Town Impact                                                                                                                                                                                                                                                                         | Traffic                                                                                                                                                                                                                                                                                                                                                                                                                                             | 5                       | 4           | 4           | 3        | 4          | 3          | 4          | 3                     | 4          | 4          | 4          | 4          |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | Does the alternative have traffic impacts to the neighborhood and Town?<br>Does the alternative negatively impact the bus routes and bus stops?<br>Does the alternative support and encourage walkers?                                                                                                                                                                                                                                              |                         |             |             |          |            |            |            |                       |            |            |            |            |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | Community                                                                                                                                                                                                                                                                                                                                                                                                                                           | 5                       | 3           | 3           | 3        | 3          | 2          | 3          | 2                     | 5          | 4          | 5          | 4          |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | How well does the alternative fit the scale of the site and surrounding context?<br>How well does the alternative benefit the community such as community space, athletic fields and after school programming?<br>How well does the alternative support sports and other after hours events or usage?                                                                                                                                               |                         |             |             |          |            |            |            |                       |            |            |            |            |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | Cost                                                                                                                                                                                                                                                                                                                                                                                                                                                | 15                      | 3           | 3           | 2        | 4          | 3          | 4          | 3                     | 4          | 3          | 4          | 3          |   |           |  |  |  |
|                                                                                                                                                                                                                                                                                     | Which alternative has the least cost impact to the Town?<br>How well does the alternative maximize the MSBA grant by avoiding ineligible costs?<br>Does the alternative positively impact needed future capital costs?                                                                                                                                                                                                                              |                         |             |             |          |            |            |            |                       |            |            |            |            |   |           |  |  |  |
| 1941 Building & Future Implications                                                                                                                                                                                                                                                 | 5                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 5                       | 5           | 5           | 3        | 3          | 3          | 3          | 4                     | 4          | 3          | 3          |            |   |           |  |  |  |
| Does the project maintain the 1941 historic portion of the Dale Street School? If so, does it create an obligation to the Town for a future capital project?                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                         |             |             |          |            |            |            |                       |            |            |            |            |   |           |  |  |  |
| Category Subtotal                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 30                      | 105         | 105         | 85       | 110        | 85         | 110        | 85                    | 125        | 105        | 120        | 100        |   |           |  |  |  |
| Total for each Design Alternative                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100                     | 225         | 275         | 265      | 340        | 325        | 335        | 320                   | 420        | 425        | 420        | 425        |   |           |  |  |  |

The Excel file formatted for the School Building Committee members to evaluate the design alternatives for the New Dale Street School project.

Shown here are the average scores from SBC members' responses.

# EVALUATION OF ALTERNATIVES

## CRITERIA MATRIX

| DALE STREET ELEMENTARY SCHOOL, MEDFIELD, MA                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                         |   |             |   |           |   |           |   |            |   |                       |   |            |   |            |   |            | PSR - FEASIBILITY STUDY // EVALUATION CRITERIA MATRIX |            |   |            |   |            |  |  |  |  | 7/31/2020 |  |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|---|-------------|---|-----------|---|-----------|---|------------|---|-----------------------|---|------------|---|------------|---|------------|-------------------------------------------------------|------------|---|------------|---|------------|--|--|--|--|-----------|--|--|--|
| Note:<br>1. Each item is scored 1-5. A score must be entered for all items.<br>2. A Criteria Multiplier is added to the score to arrive at subtotal.<br>3. Category subtotals are added for Total Score for each Design Alternative.                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Best<br>5               |   | Better<br>4 |   | Good<br>3 |   | Fair<br>2 |   | Poor<br>1  |   | DESIGN ALTERNATIVES   |   |            |   |            |   |            |                                                       |            |   |            |   |            |  |  |  |  |           |  |  |  |
|                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | DALE STREET SCHOOL SITE |   |             |   |           |   |           |   |            |   | WHEELLOCK SCHOOL SITE |   |            |   |            |   |            |                                                       |            |   |            |   |            |  |  |  |  |           |  |  |  |
|                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Scheme                  |   | A           |   | B1        |   | B2        |   | E1         |   | E2                    |   | E1.3       |   | E2.3       |   | G1         |                                                       | G2         |   | J1         |   | J2         |  |  |  |  |           |  |  |  |
|                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Type                    |   | BASE REPAIR |   | ADD/RENO  |   | ADD/RENO  |   | NEW CONST. |   | NEW CONST.            |   | NEW CONST. |   | NEW CONST. |   | NEW CONST. |                                                       | NEW CONST. |   | NEW CONST. |   | NEW CONST. |  |  |  |  |           |  |  |  |
| Grades                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 4-5                     |   | 4-5         |   | 3-5       |   | 4-5       |   | 3-5        |   | 4-5                   |   | 3-5        |   | 4-5        |   | 3-5        |                                                       | 4-5        |   | 3-5        |   |            |  |  |  |  |           |  |  |  |
| Students                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 450                     |   | 575         |   | 860       |   | 575       |   | 860        |   | 575                   |   | 860        |   | 575        |   | 860        |                                                       | 575        |   | 860        |   |            |  |  |  |  |           |  |  |  |
| Category                                                                                                                                                                                                                                                                                                                   | Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                            | Criteria Multiplier     |   |             |   |           |   |           |   |            |   |                       |   |            |   |            |   |            |                                                       |            |   |            |   |            |  |  |  |  |           |  |  |  |
| Educational                                                                                                                                                                                                                                                                                                                | Meets Educational Program                                                                                                                                                                                                                                                                                                                                                                                                                           | 15                      | 2 |             | 3 |           | 3 |           | 3 |            | 4 |                       | 3 |            | 4 |            | 4 |            | 5                                                     |            | 4 |            | 5 |            |  |  |  |  |           |  |  |  |
|                                                                                                                                                                                                                                                                                                                            | How well does the alternative support the educational program?<br>Are critical program adjacencies and proximities achieved in the building layout?<br>Does the project create a grade continuous educational campus?                                                                                                                                                                                                                               |                         |   |             |   |           |   |           |   |            |   |                       |   |            |   |            |   |            |                                                       |            |   |            |   |            |  |  |  |  |           |  |  |  |
|                                                                                                                                                                                                                                                                                                                            | Future Flexibility & Growth                                                                                                                                                                                                                                                                                                                                                                                                                         | 5                       | 1 |             | 2 |           | 3 |           | 3 |            | 4 |                       | 3 |            | 4 |            | 4 |            | 4                                                     |            | 4 |            | 5 |            |  |  |  |  |           |  |  |  |
|                                                                                                                                                                                                                                                                                                                            | How well does the site and building configuration support potential future growth and allow for changes as educational needs may change?                                                                                                                                                                                                                                                                                                            |                         |   |             |   |           |   |           |   |            |   |                       |   |            |   |            |   |            |                                                       |            |   |            |   |            |  |  |  |  |           |  |  |  |
|                                                                                                                                                                                                                                                                                                                            | Impact on Other Schools                                                                                                                                                                                                                                                                                                                                                                                                                             | 10                      | 1 |             | 2 |           | 3 |           | 3 |            | 3 |                       | 3 |            | 3 |            | 4 |            | 4                                                     |            | 4 |            | 4 |            |  |  |  |  |           |  |  |  |
|                                                                                                                                                                                                                                                                                                                            | Does the alternative encourage connection to the other elementary schools?<br>How well does the alternative address capacity issues at the other elementary schools?                                                                                                                                                                                                                                                                                |                         |   |             |   |           |   |           |   |            |   |                       |   |            |   |            |   |            |                                                       |            |   |            |   |            |  |  |  |  |           |  |  |  |
| Category Subtotal                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 30                      |   | 45          |   | 75        |   | 90        |   | 90         |   | 110                   |   | 90         |   | 110        |   | 120        |                                                       | 135        |   | 120        |   | 140        |  |  |  |  |           |  |  |  |
| Site / Building                                                                                                                                                                                                                                                                                                            | Site Amenities/ Fields                                                                                                                                                                                                                                                                                                                                                                                                                              | 5                       | 3 |             | 3 |           | 2 |           | 2 |            | 2 |                       | 2 |            | 2 |            | 4 |            | 5                                                     |            | 5 |            | 5 |            |  |  |  |  |           |  |  |  |
|                                                                                                                                                                                                                                                                                                                            | Does the alternative support athletic fields to remain on-site, or is relocating athletic fields off-site needed?<br>Does the alternative provide sufficient space for adequately-sized PE field and playground area?<br>Are after school amenities available on-site?                                                                                                                                                                              |                         |   |             |   |           |   |           |   |            |   |                       |   |            |   |            |   |            |                                                       |            |   |            |   |            |  |  |  |  |           |  |  |  |
|                                                                                                                                                                                                                                                                                                                            | Circulation & Parking                                                                                                                                                                                                                                                                                                                                                                                                                               | 5                       | 2 |             | 3 |           | 3 |           | 4 |            | 4 |                       | 3 |            | 3 |            | 5 |            | 5                                                     |            | 5 |            | 5 |            |  |  |  |  |           |  |  |  |
|                                                                                                                                                                                                                                                                                                                            | How well does the site configuration support sufficient parking, safe and efficient bus and parent pick-up and drop-off, proximity to the entrance?<br>Are vehicle and pedestrian circulations clear, safe, and easily understood between buses, cars, and pedestrians?<br>Does the alternative provide appropriate separation of bus, cars and pedestrians? And adequate queuing lengths for buses and cars? Safe access into and out of the site? |                         |   |             |   |           |   |           |   |            |   |                       |   |            |   |            |   |            |                                                       |            |   |            |   |            |  |  |  |  |           |  |  |  |
|                                                                                                                                                                                                                                                                                                                            | Sustainability                                                                                                                                                                                                                                                                                                                                                                                                                                      | 5                       | 1 |             | 2 |           | 2 |           | 4 |            | 4 |                       | 4 |            | 4 |            | 5 |            | 5                                                     |            | 5 |            | 5 |            |  |  |  |  |           |  |  |  |
| How well does the building optimize energy reduction?<br>How well does the building meet the potential to meet net zero?<br>How well does the building organization and position on site support academic classrooms with a north/south solar orientation?<br>How well does the building reduce embodied carbon and waste? |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                         |   |             |   |           |   |           |   |            |   |                       |   |            |   |            |   |            |                                                       |            |   |            |   |            |  |  |  |  |           |  |  |  |
| Category Subtotal                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 15                      |   | 30          |   | 40        |   | 35        |   | 50         |   | 50                    |   | 45         |   | 45         |   | 70         |                                                       | 75         |   | 75         |   | 75         |  |  |  |  |           |  |  |  |

# EVALUATION OF ALTERNATIVES

## CRITERIA MATRIX

|                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                          | DALE STREET SCHOOL SITE |     |          |     |          |     |            |     |            |     |            |     | WHEELLOCK SCHOOL SITE |     |            |     |            |     |            |     |            |     |     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----|----------|-----|----------|-----|------------|-----|------------|-----|------------|-----|-----------------------|-----|------------|-----|------------|-----|------------|-----|------------|-----|-----|
| Scheme                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                          | A                       |     | B1       |     | B2       |     | E1         |     | E2         |     | E1.3       |     | E2.3                  |     | G1         |     | G2         |     | J1         |     | J2         |     |     |
| Type                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                          | BASE REPAIR             |     | ADD/RENO |     | ADD/RENO |     | NEW CONST. |     | NEW CONST. |     | NEW CONST. |     | NEW CONST.            |     | NEW CONST. |     | NEW CONST. |     | NEW CONST. |     | NEW CONST. |     |     |
| Logistics / Security                                                                                                                                                                                                                                                                                  | Regulatory Issues                                                                                                                                                                                                                                                                                                                                        | 5                       | 4   | 4        |     | 3        |     | 4          |     | 4          |     | 4          |     | 4                     |     | 4          |     | 4          |     | 4          |     | 4          |     |     |
|                                                                                                                                                                                                                                                                                                       | How complex is the permitting and approvals process?<br>Are zoning variances required? If so, how many?<br>Does the alternative minimize impact on wetlands, identified hazardous materials, and environmental conditions?                                                                                                                               |                         |     |          |     |          |     |            |     |            |     |            |     |                       |     |            |     |            |     |            |     |            |     |     |
|                                                                                                                                                                                                                                                                                                       | Construction Impact                                                                                                                                                                                                                                                                                                                                      | 10                      | 1   | 1        |     | 1        |     | 3          |     | 2          |     | 3          |     | 2                     |     | 4          |     | 4          |     | 4          |     | 4          |     |     |
|                                                                                                                                                                                                                                                                                                       | Does the alternative affect other schools during construction?<br>Is there sufficient area for laydown space and safe separation between construction and school activities?<br>How well is the alternative able to minimize disruptions to schools and neighbors?<br>Does the alternative require construction phasing and temporary modular buildings? |                         |     |          |     |          |     |            |     |            |     |            |     |                       |     |            |     |            |     |            |     |            |     |     |
|                                                                                                                                                                                                                                                                                                       | Long term operational efficiencies                                                                                                                                                                                                                                                                                                                       | 5                       | 1   | 2        |     | 3        |     | 3          |     | 3          |     | 3          |     | 3                     |     | 4          |     | 5          |     | 4          |     | 5          |     |     |
|                                                                                                                                                                                                                                                                                                       | How well does the alternative increase efficiencies for shared staff/resources between elementary schools?<br>How well does the alternative increase efficiencies for the bussing system?                                                                                                                                                                |                         |     |          |     |          |     |            |     |            |     |            |     |                       |     |            |     |            |     |            |     |            |     |     |
|                                                                                                                                                                                                                                                                                                       | Security                                                                                                                                                                                                                                                                                                                                                 | 5                       | 2   | 3        |     | 3        |     | 5          |     | 5          |     | 5          |     | 5                     |     | 5          |     | 5          |     | 5          |     | 5          |     |     |
|                                                                                                                                                                                                                                                                                                       | How well does the building support a clear separation of public and private zones?<br>How well does it support controlled and limited public area for after-hours use?<br>How well does the front door and administration support a direct sightline to parking and the site entry?                                                                      |                         |     |          |     |          |     |            |     |            |     |            |     |                       |     |            |     |            |     |            |     |            |     |     |
|                                                                                                                                                                                                                                                                                                       | Category Subtotal                                                                                                                                                                                                                                                                                                                                        | 25                      |     | 45       |     | 55       |     | 55         |     | 90         |     | 80         |     | 90                    |     | 80         |     | 105        |     | 110        |     | 105        |     | 110 |
|                                                                                                                                                                                                                                                                                                       | Town Impact                                                                                                                                                                                                                                                                                                                                              | Traffic                 | 5   | 4        | 4   |          | 3   |            | 4   |            | 3   |            | 4   |                       | 3   |            | 4   |            | 4   |            | 4   |            | 4   |     |
| Does the alternative have traffic impacts to the neighborhood and Town?<br>Does the alternative negatively impact the bus routes and bus stops?<br>Does the alternative support and encourage walkers?                                                                                                |                                                                                                                                                                                                                                                                                                                                                          |                         |     |          |     |          |     |            |     |            |     |            |     |                       |     |            |     |            |     |            |     |            |     |     |
| Community                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                          | 5                       | 3   | 3        |     | 3        |     | 3          |     | 2          |     | 3          |     | 2                     |     | 5          |     | 4          |     | 5          |     | 4          |     |     |
| How well does the alternative fit the scale of the site and surrounding context?<br>How well does the alternative benefit the community such as community space, athletic fields and after school programming?<br>How well does the alternative support sports and other after hours events or usage? |                                                                                                                                                                                                                                                                                                                                                          |                         |     |          |     |          |     |            |     |            |     |            |     |                       |     |            |     |            |     |            |     |            |     |     |
| Cost                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                          | 15                      | 3   | 3        |     | 2        |     | 4          |     | 3          |     | 4          |     | 3                     |     | 4          |     | 3          |     | 4          |     | 3          |     |     |
| Which alternative has the least cost impact to the Town?<br>How well does the alternative maximize the MSBA grant by avoiding ineligible costs?<br>Does the alternative positively impact needed future capital costs?                                                                                |                                                                                                                                                                                                                                                                                                                                                          |                         |     |          |     |          |     |            |     |            |     |            |     |                       |     |            |     |            |     |            |     |            |     |     |
| 1941 Building & Future Implications                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                          | 5                       | 5   | 5        |     | 5        |     | 3          |     | 3          |     | 3          |     | 3                     |     | 4          |     | 4          |     | 3          |     | 3          |     |     |
| Does the project maintain the 1941 historic portion of the Dale Street School? If so, does it create an obligation to the Town for a future capital project?                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                          |                         |     |          |     |          |     |            |     |            |     |            |     |                       |     |            |     |            |     |            |     |            |     |     |
| Category Subtotal                                                                                                                                                                                                                                                                                     | 30                                                                                                                                                                                                                                                                                                                                                       |                         | 105 |          | 105 |          | 85  |            | 110 |            | 85  |            | 110 |                       | 85  |            | 125 |            | 105 |            | 120 |            | 100 |     |
| Total for each Design Alternative                                                                                                                                                                                                                                                                     | 100                                                                                                                                                                                                                                                                                                                                                      |                         | 225 |          | 275 |          | 265 |            | 340 |            | 325 |            | 335 |                       | 320 |            | 420 |            | 425 |            | 420 |            | 425 |     |

# HOW WE GOT HERE

## PAST PUBLIC MEETING DATES

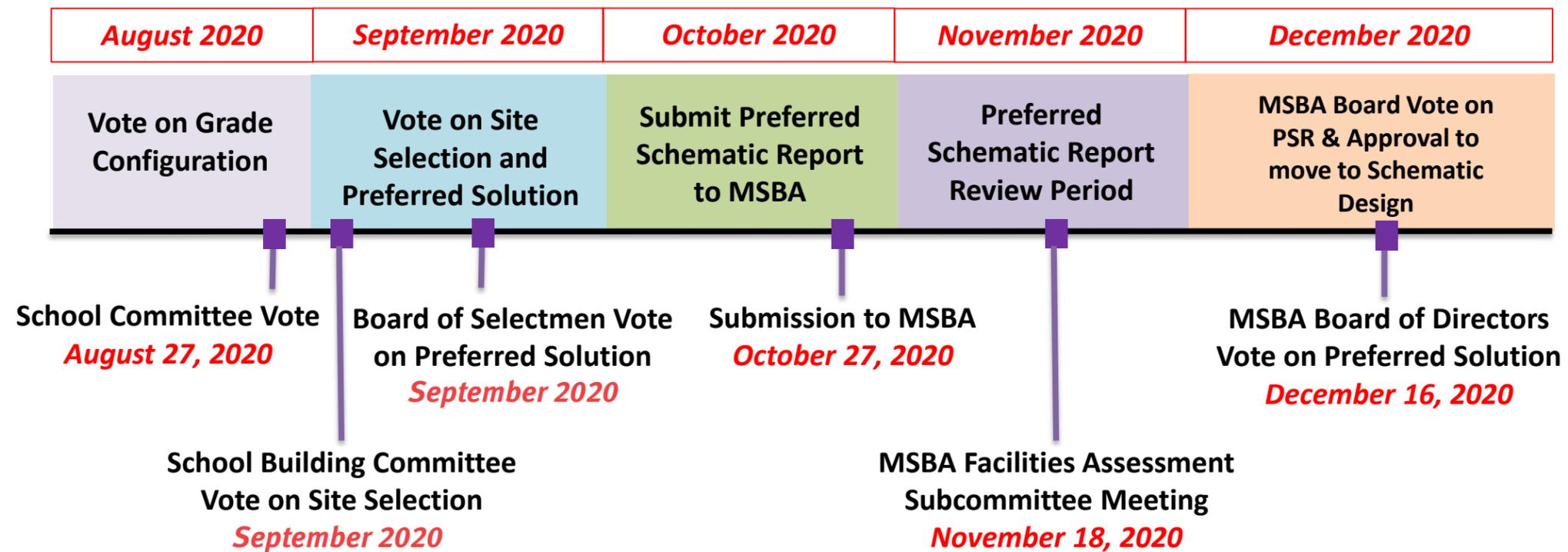
|          |                                                      |          |                                                      |
|----------|------------------------------------------------------|----------|------------------------------------------------------|
| 09/23/19 | Dale Street School Building Committee Meeting No. 1  | 05/06/20 | Communications Subcommittee Meeting                  |
| 10/23/19 | Dale Street School Building Committee Meeting No. 2  | 05/07/20 | School Committee Meeting                             |
| 11/13/19 | Dale Street School Building Committee Meeting No. 3  | 05/13/20 | Dale Street School Building Committee Meeting No. 11 |
| 12/09/19 | Educational Visioning Community Workshop No. 1       | 05/14/20 | Communications Subcommittee Meeting                  |
| 12/11/19 | Dale Street School Building Committee Meeting No. 4  | 05/19/20 | Online Q & A Public Forum                            |
| 12/17/19 | Dale Street School Building Committee Meeting No. 5  | 05/21/20 | School Committee Meeting                             |
| 01/07/20 | Board of Selectmen Meeting                           | 05/27/20 | Communications Subcommittee Meeting                  |
| 01/08/20 | All Town Departments Meeting                         | 05/27/20 | Dale Street School Building Committee Meeting No. 12 |
| 01/08/20 | Dale Street School Building Committee Meeting No. 6  | 06/02/20 | Communications Subcommittee Meeting                  |
| 01/16/20 | Energy Committee Meeting                             | 06/02/20 | Board of Selectmen Meeting                           |
| 01/21/20 | Board of Selectmen Meeting                           | 06/04/20 | School Committee Meeting                             |
| 02/04/20 | Community Educational Visioning Workshop             | 06/17/20 | Dale Street School Building Committee Meeting No. 13 |
| 02/13/20 | School Committee Meeting                             | 07/08/20 | Dale Street School Building Committee Meeting No. 14 |
| 02/26/20 | Dale Street School Building Committee Meeting No. 7  | 07/17/20 | Communications Subcommittee Meeting                  |
| 02/27/20 | Special School Committee Meeting                     | 07/29/20 | Communications Subcommittee Meeting                  |
| 03/04/20 | Dale Street School Building Committee Meeting No. 8  | 08/05/20 | Communications Subcommittee Meeting                  |
| 03/09/20 | PDP Update Community Forum No. 3                     | 08/10/20 | Communications Subcommittee Meeting                  |
| 03/12/20 | School Committee Meeting                             | 08/12/20 | Dale Street School Building Committee Meeting No. 15 |
| 03/26/20 | Dale Street School Building Committee Meeting No. 9  | 08/13/20 | School Committee Public Forum on Grade Configuration |
| 04/07/20 | Quad Meeting No. 1                                   | 08/27/20 | School Committee Meeting                             |
| 04/22/20 | Dale Street School Building Committee Meeting No. 10 | 09/01/20 | Board of Selectmen Meeting                           |
| 04/29/20 | Communications Subcommittee Meeting                  |          |                                                      |

## COMMUNITY OUTREACH

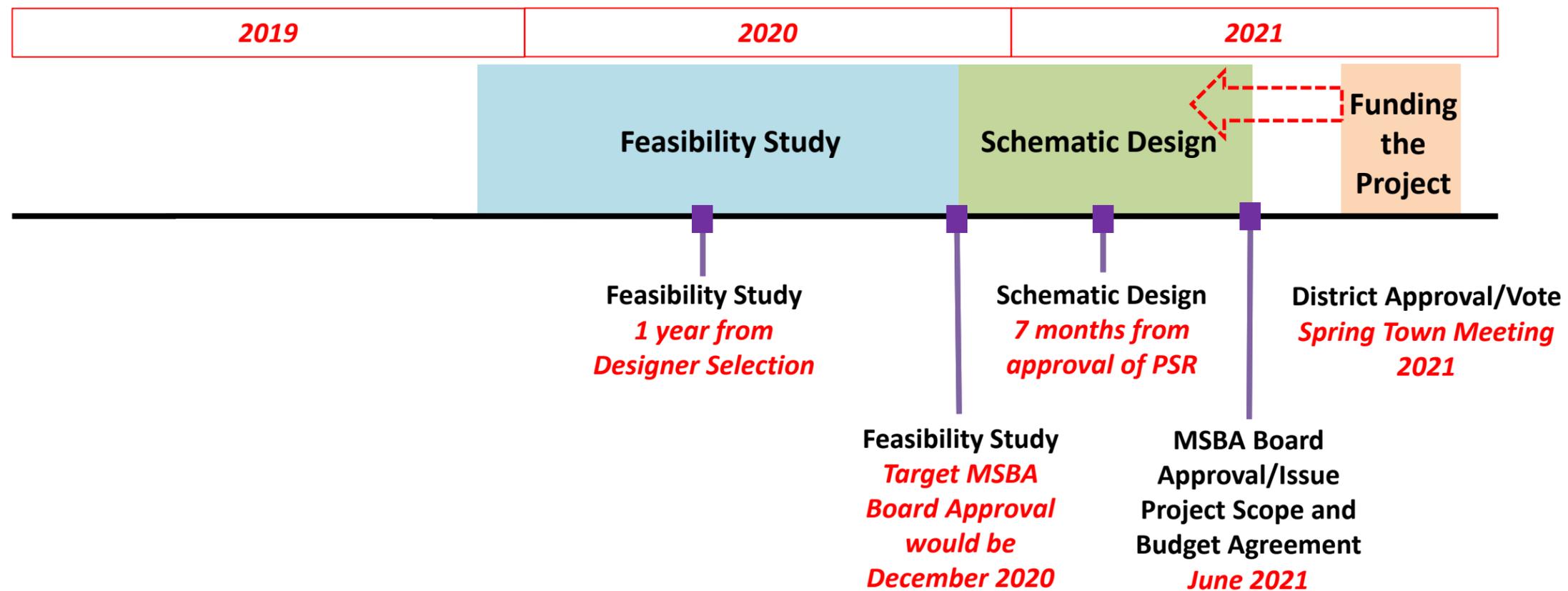
- 05/16/20 Sent out reminder on social media of the Dale Street School Project Community Forum on May 19, 2020
- 05/19/20 Online Q & A Public Forum
- 05/20/20 Sent out survey to the Public on social media and by email blast
- 05/28/20 Sent out reminder on social media of “3 Things to know today”
- 06/02/20 Sent out thank you on social media for community input by taking part in the survey
- 06/03/20 Posted link to survey results on social media.
- 06/17/20 Sent out reminder on social media for the Dale Street School Building Committee Meeting on June 17, 2020
- 07/08/20 Sent out on social media Dale Street School Project Update flyer for July 2020
- 07/16/20 Sent out reminder on social media link to sign up for the project’s email notifications
- 07/30/20 Sent out on social media the project’s “NEWS FLASH”
- 7/30/2020 “Save-the-Date” notices were sent out on social media for the August 13, 2020 School Committee sponsored Public Forum on Grade Configuration
- 8/06/2020 Communications Subcommittee sent out Dale Street School Project “News Flash” on social media and by email blast
- 8/10/2020 Sent out on social media Dale Street School Project Update flyer for August 2020.
- 8/11/2020 Communications Subcommittee sent out reminder of School Building Committee Meeting on August 12, 2020 and School Committee sponsored Public Forum on Grade Configuration on August 13, 2020 on social media and by email blast
- 8/13/2020 School Committee Public Forum on Grade Configuration
- 8/17/2020 Sent out thank you to participants of the Public Forum on Grade Configuration and a reminder about the School Committee’s vote on Grade Configuration on August 27, 2020 on social media and by email blast
- 8/17/2020 Sent out “Sign-up for Updates” on social media and by email blast
- 8/22/2020 Sent out School Committee Public Forum Questions & Answers on social media and by email blast
- 9/1/2020 Sent out Dale Street School Project Update - 4 Things to know! on social media and by email blast
- 9/9/2020 Sent out reminder of School Building Committee Meeting on September 9, 2020 on Site Selection vote on social media and by email blast

# WHERE WE ARE GOING

# PROJECT TIMELINE



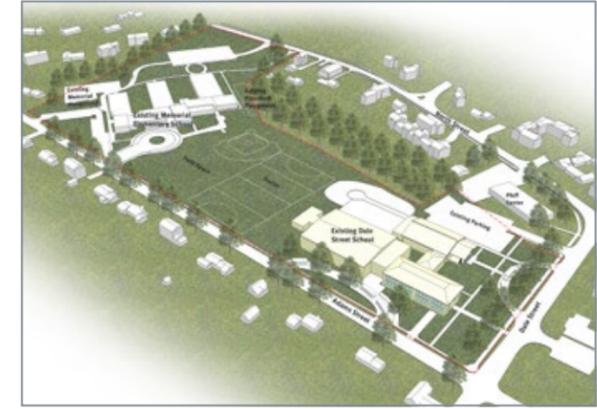
# PROJECT TIMELINE



# DESIGN ALTERNATIVES

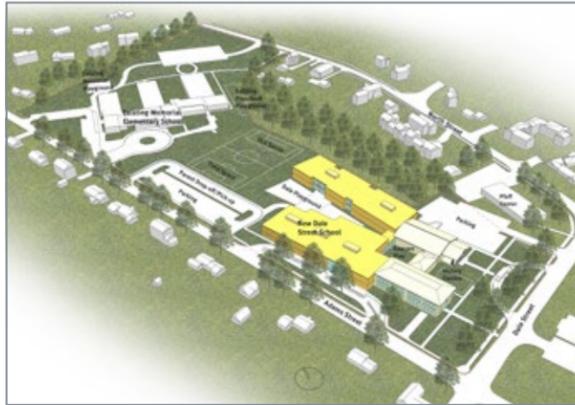
# DESIGN ALTERNATIVES

**Alternative A**  
Base Repair  
Renovation  
(426 students)

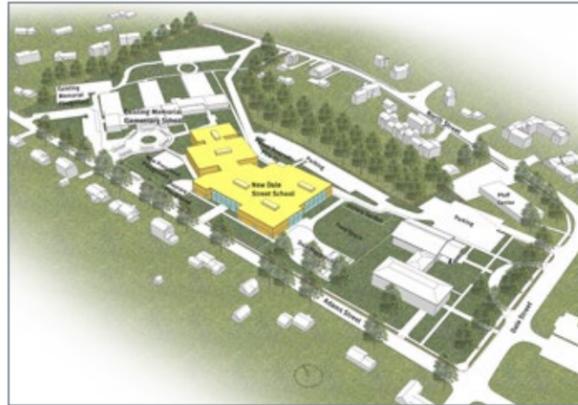


## GRADES 4-5

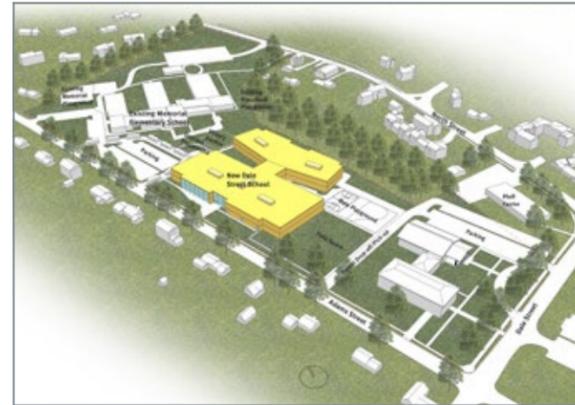
**Alternative B1**  
Addition/Renovation  
Dale Site



**Alternative E1**  
New Construction  
Dale Site



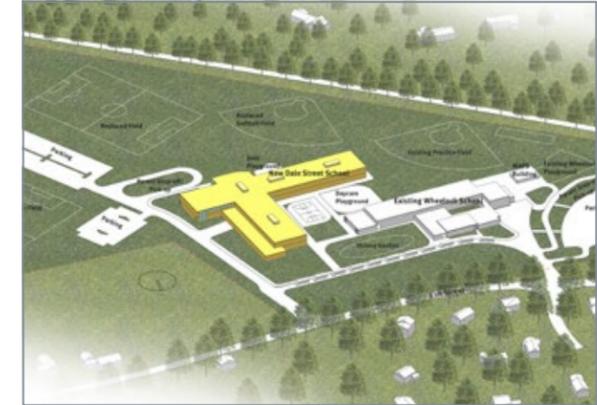
**Alternative E1.3**  
New Construction  
Dale Site



**Alternative G1**  
New Construction  
Wheelock Site



**Alternative J1**  
New Construction  
Wheelock Site

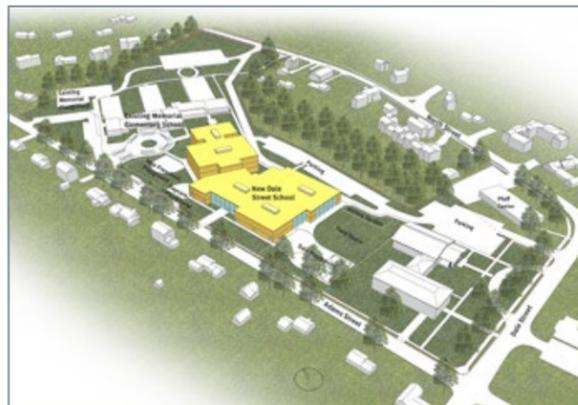


## GRADES 3-5

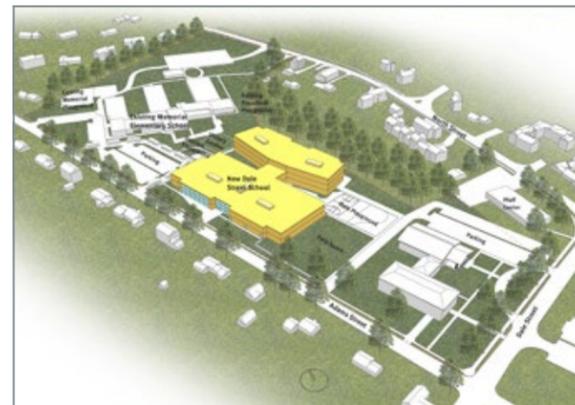
**Alternative B2**  
Addition/Renovation  
Dale Site



**Alternative E2**  
New Construction  
Dale Site



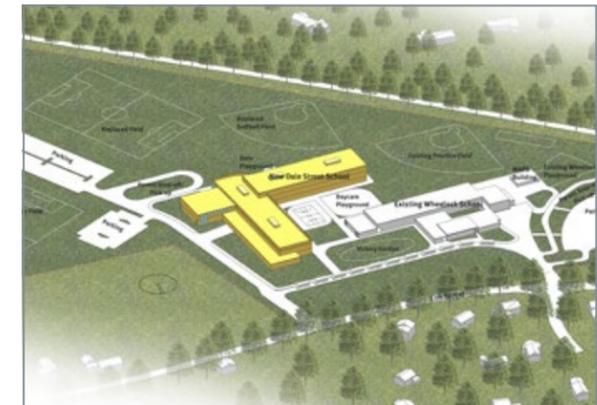
**Alternative E2.3**  
New Construction  
Dale Site



**Alternative G2**  
New Construction  
Wheelock Site



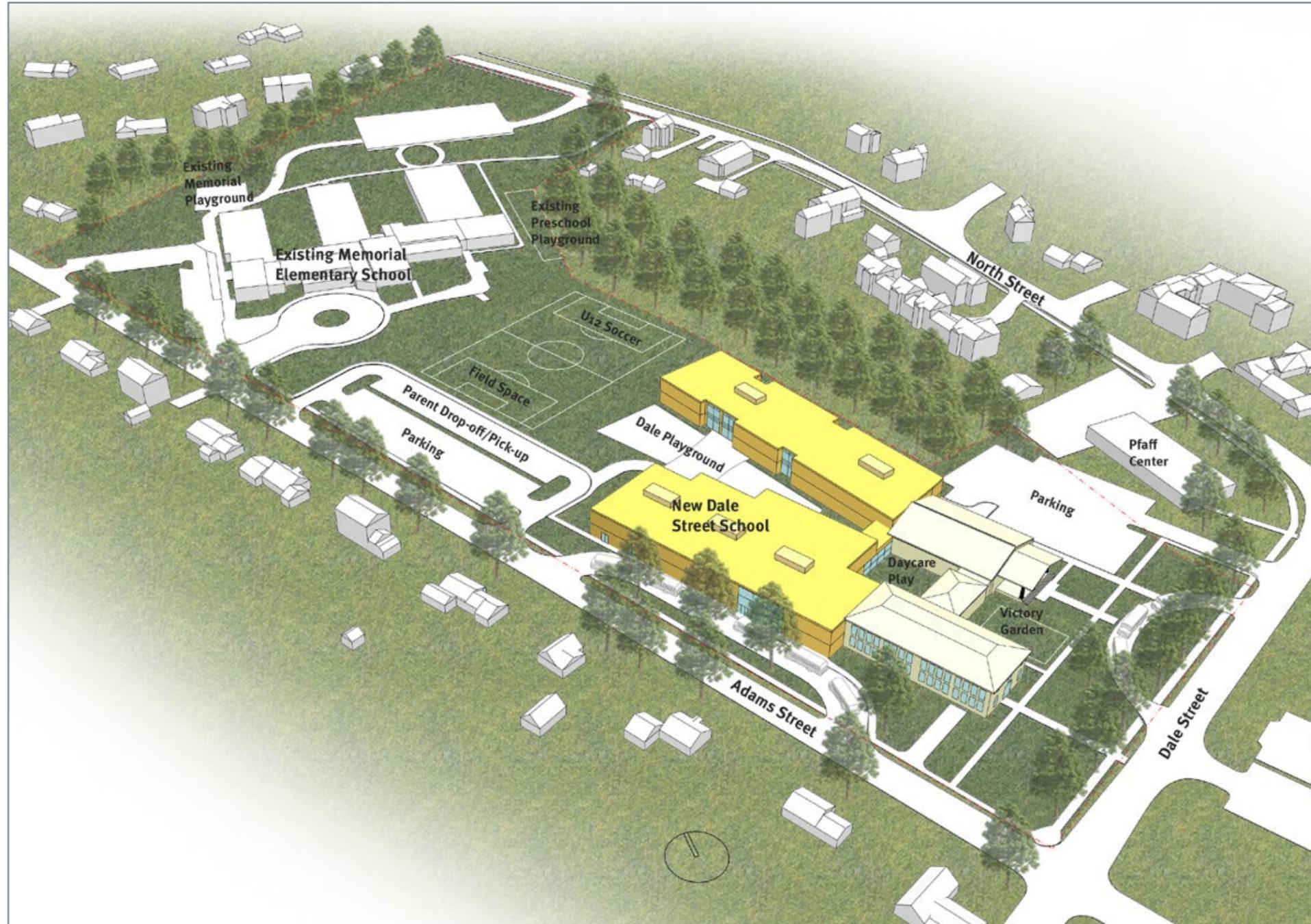
**Alternative J2**  
New Construction  
Wheelock Site



# DESIGN ALTERNATIVES REVIEW

# DESIGN ALTERNATIVE: 4-5 GRADE, ADDITION/RENOVATION

## SCHEME B2: PERSPECTIVE VIEWS



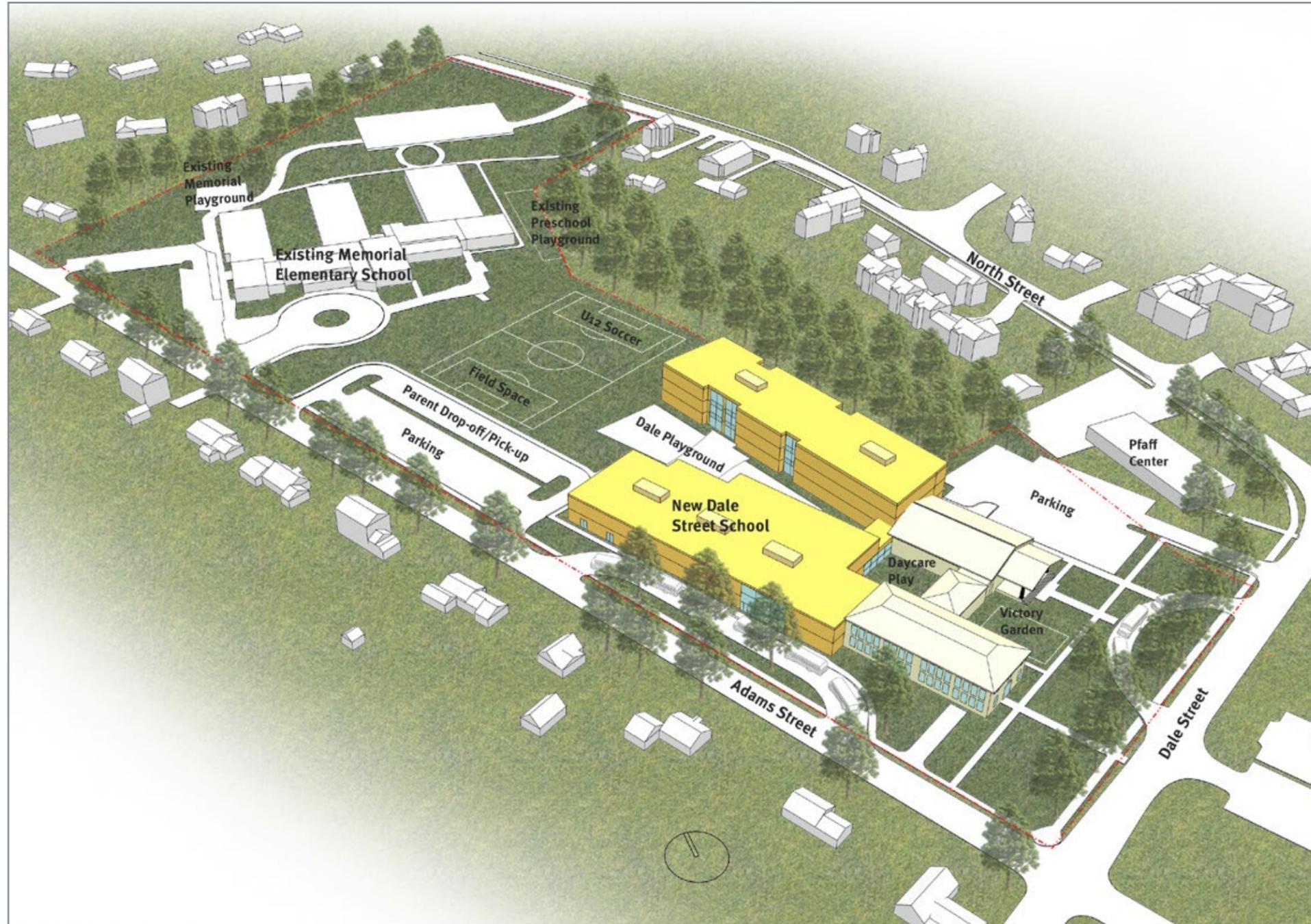
VIEW LOOKING NORTH ON ADAMS STREET



VIEW LOOKING SOUTH ON ADAMS STREET

# DESIGN ALTERNATIVE: 3-5 GRADE, ADDITION/RENOVATION

## SCHEME B2: PERSPECTIVE VIEWS



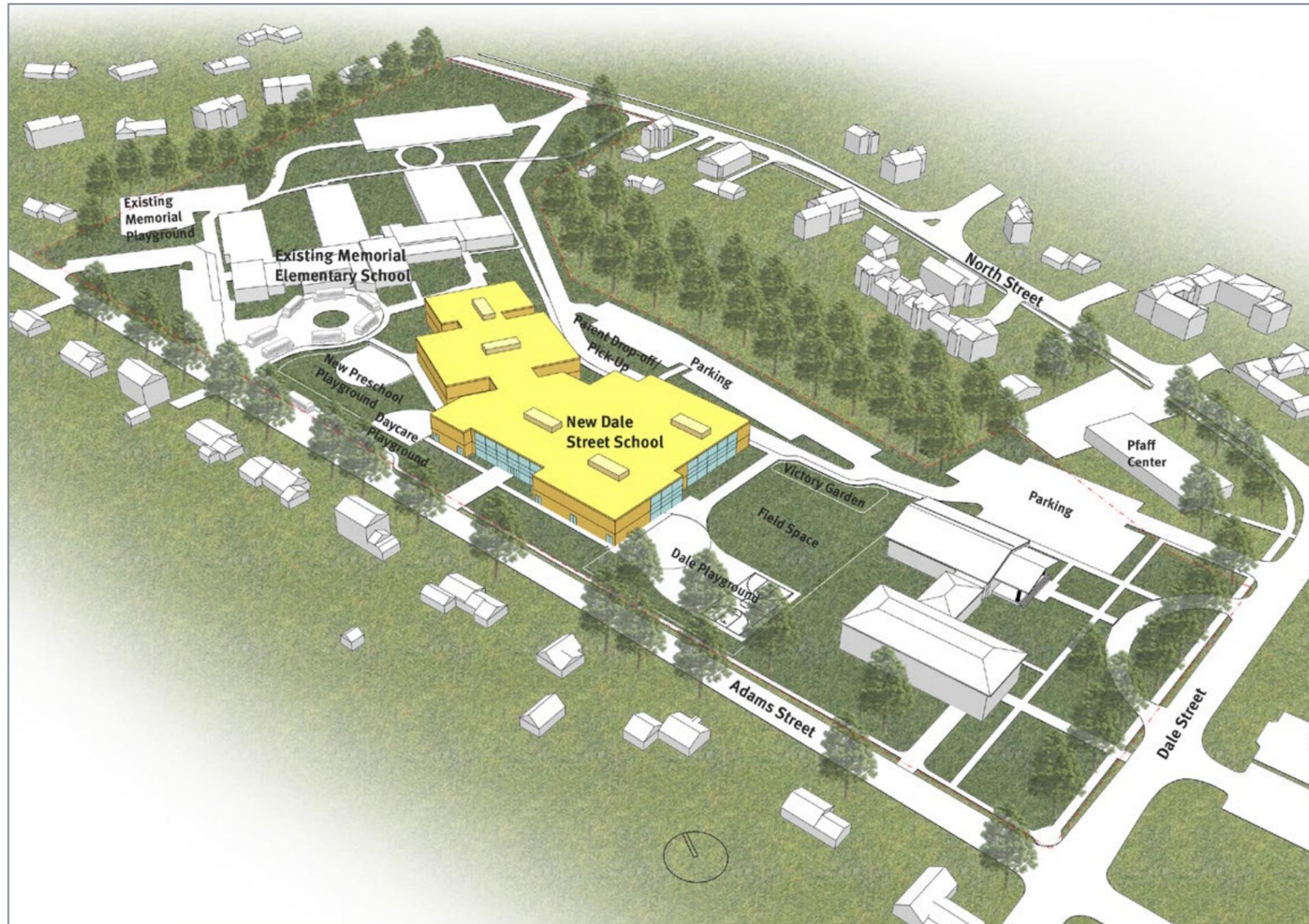
VIEW LOOKING NORTH ON ADAMS STREET



VIEW LOOKING SOUTH ON ADAMS STREET

# DESIGN ALTERNATIVE: 4-5 GRADE, NEW CONSTRUCTION

## SCHEME E1: PERSPECTIVE VIEWS



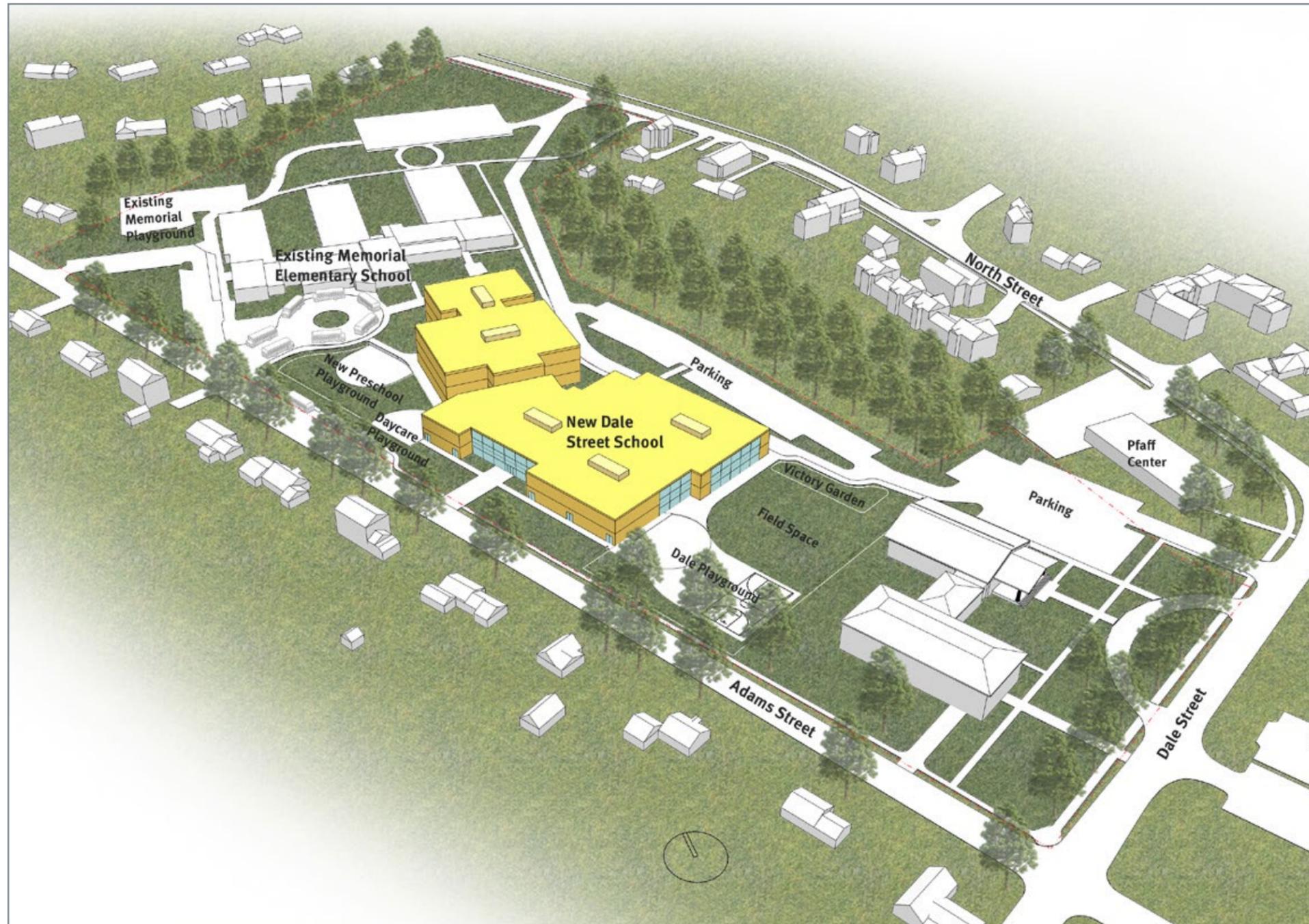
VIEW LOOKING NORTH ON ADAMS STREET



VIEW LOOKING SOUTH ON ADAMS STREET

# DESIGN ALTERNATIVE: 3-5 GRADE, NEW CONSTRUCTION

## SCHEME E2: PERSPECTIVE VIEWS



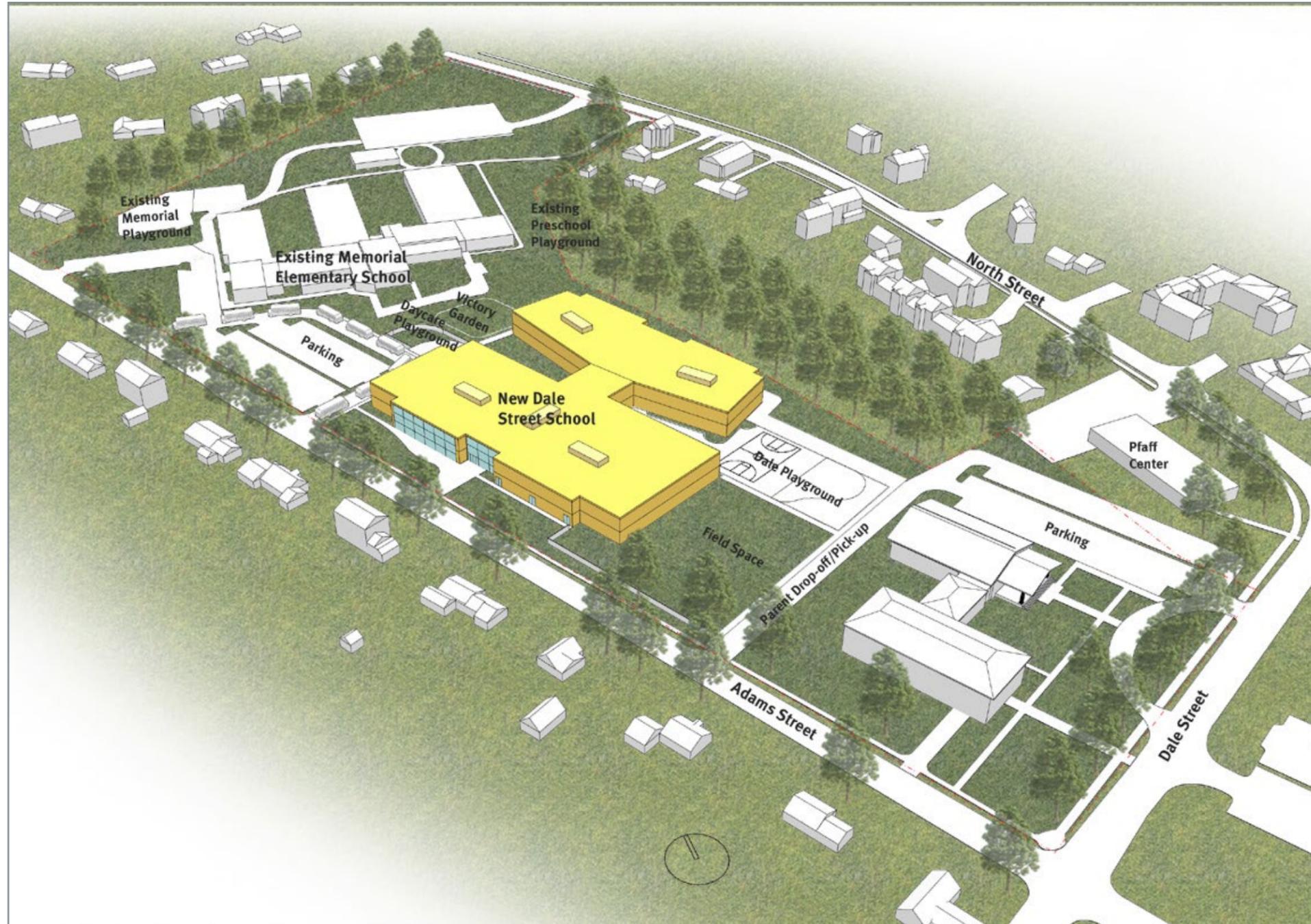
VIEW LOOKING NORTH ON ADAMS STREET



VIEW LOOKING SOUTH ON ADAMS STREET

# DESIGN ALTERNATIVE: 4-5 GRADE, NEW CONSTRUCTION

## SCHEME E1.3: PERSPECTIVE VIEWS



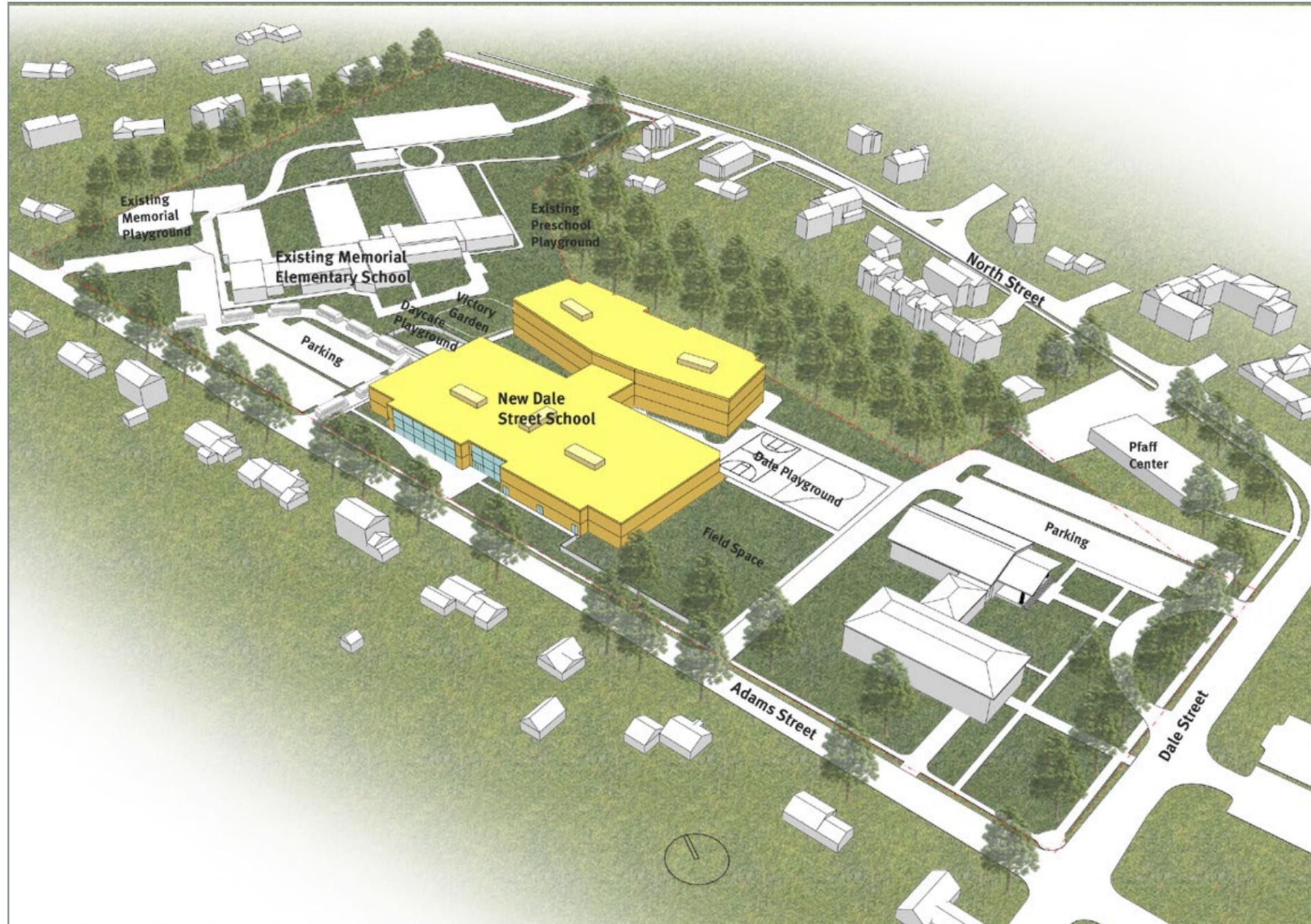
VIEW LOOKING NORTH ON ADAMS STREET



VIEW LOOKING SOUTH ON ADAMS STREET

# DESIGN ALTERNATIVE: 3-5 GRADE, NEW CONSTRUCTION

## SCHEME E2: PERSPECTIVE VIEWS



VIEW LOOKING NORTH ON ADAMS STREET



VIEW LOOKING SOUTH ON ADAMS STREET

# DESIGN ALTERNATIVE: 4-5 GRADE, NEW CONSTRUCTION

## SCHEME G1: PERSPECTIVE VIEWS



VIEW LOOKING SOUTH STANDING AT PROPERTY CORNER



VIEW LOOKING SOUTH ON ELM STREET

# DESIGN ALTERNATIVE: 3-5 GRADE, NEW CONSTRUCTION

## SCHEME G2: PERSPECTIVE VIEWS



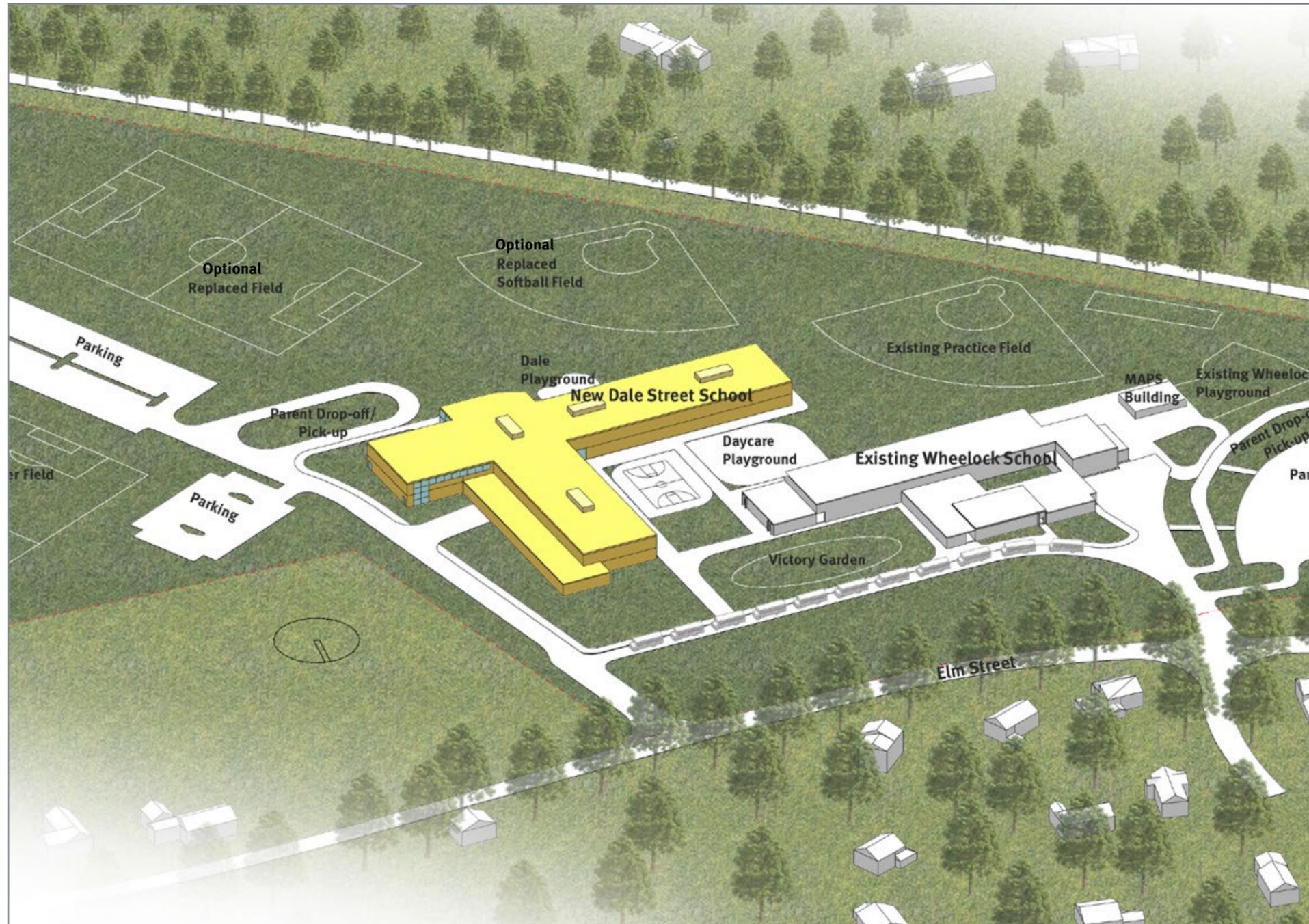
VIEW LOOKING SOUTH STANDING AT PROPERTY CORNER



VIEW LOOKING SOUTH ON ELM STREET

# DESIGN ALTERNATIVE: 4-5 GRADE, NEW CONSTRUCTION

## SCHEME J1: PERSPECTIVE VIEWS



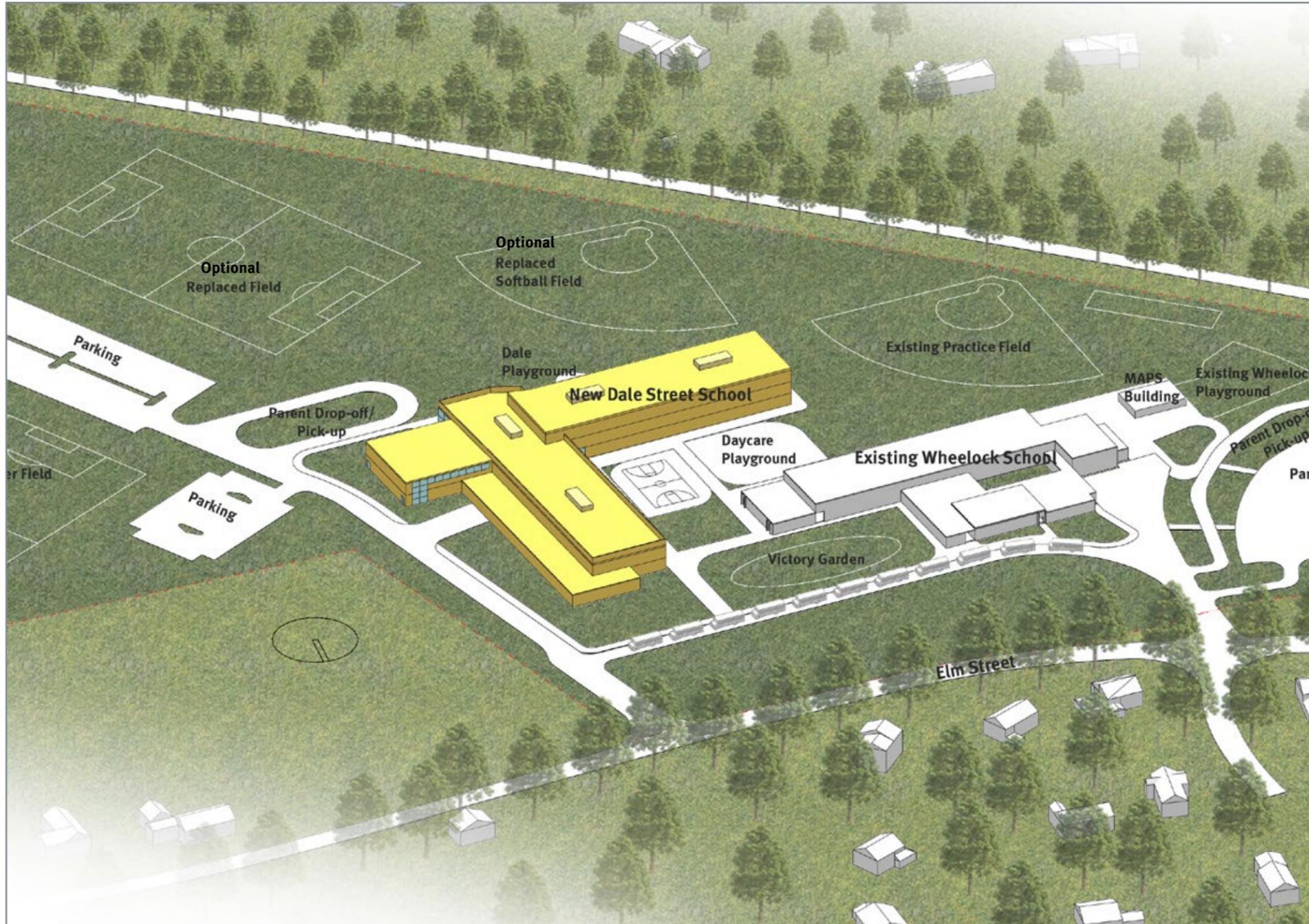
VIEW LOOKING SOUTH STANDING AT PROPERTY CORNER



VIEW LOOKING SOUTH ON ELM STREET

# DESIGN ALTERNATIVE: 3-5 GRADE, NEW CONSTRUCTION

## SCHEME J2: PERSPECTIVE VIEWS



VIEW LOOKING SOUTH STANDING AT PROPERTY CORNER



VIEW LOOKING SOUTH ON ELMS STREET

# PUBLIC QUESTIONS AND COMMENTS

## AMBULANCE SERVICES AGREEMENT

**THIS AMBULANCE SERVICES AGREEMENT** (“Agreement”) is made and entered into as of the later of \_\_\_\_\_, 2020, or the execution of the Agreement by both parties (the “Effective Date”) between **VHS Acquisition Subsidiary Number 9, Inc**, a Delaware Corporation, doing business as **MetroWest Medical Center** (“Hospital”) and \_\_\_\_\_ (“Company”).

### R E C I T A L S:

A. Hospital operates an acute care hospital known as MetroWest Medical Center and is in need of ambulance transportation services (the “Services”).

B. Company operates an ambulance transportation service and employs or otherwise contracts with qualified operators commercially licensed in the Commonwealth of Massachusetts (“State”) with experience in furnishing the Services.

C. Company and Hospital agree that it is in the best interest of Hospital’s ability to provide quality patient care in a cost-effective and efficient manner for Hospital to contract with an entity to provide the Services.

**NOW, THEREFORE**, for and in consideration of the recitals above and the mutual covenants and conditions contained herein, Hospital and Company agree as follows:

#### 1. **COMPANY’S OBLIGATIONS.**

a. **Services.** Hospital hereby engages Company to provide the Services for Hospital patients as requested by Hospital, and Company hereby accepts such engagement and agrees to provide said Services in accordance with the terms and conditions of this Agreement. Company shall provide said Services through employees and/or contractors of Company (collectively, “Company Staff”) who are qualified and appropriately licensed to perform all functions assigned to them by Company in connection with the provision of Services by Company hereunder. In addition, Company shall provide Hospital with documentation of all Services rendered hereunder; such documentation shall be submitted to Hospital on at least a monthly basis, and shall be in the form, and contain the information, requested by Hospital. Company will provide the aforesaid Services in part or in whole for patients in Hospital’s service area.

b. **Applicable Standards.** Company and its Company Staff agree that all Services provided pursuant to this Agreement shall be performed in compliance with all applicable standards set forth by law or ordinance or established by the rules and regulations of any federal, State or local agency, department, commission, association or other pertinent governing, accrediting, or advisory body, including The Joint Commission, having authority to set standards for health care facilities.

c. **Records and Reports.** Company shall provide or cause to be provided to Hospital all records and reports requested by Hospital. Company's records of billings and receipts relating to the Services performed hereunder shall be available to Hospital upon request. Company agrees that all records and reports required by this Subsection shall be the exclusive personal property of Hospital.

d. **Use of Premises.** Neither Company nor Company Staff shall use, or knowingly permit any person under its direction to use, any part of Hospital's premises for any purpose other than the performance of the Services for Hospital, its patients and its private physicians pursuant to this Agreement.

e. **Representations and Warranties.** Company represents and warrants to Hospital as follows: (i) neither Company nor any Company Staff is bound by any agreement or arrangement which would preclude Company or any Company Staff from entering into, or from fully performing the Services required under, this Agreement; (ii) neither Company nor any Company Staff's license or certification in the State or in any other jurisdiction has ever been denied, suspended, revoked, terminated, relinquished under threat of disciplinary action, or restricted in any way; (iii) Company and Company Staff have, and shall maintain throughout this Agreement, all appropriate federal and State licenses and certifications which are required to perform the Services under this Agreement; (iv) all drivers employed by Company to provide the Services under this Agreement will at all times hold valid drivers' licenses, with appropriate passenger endorsements, issued by the State Department of Motor Vehicles. All vehicles used by Company will be properly maintained and will comply with all applicable regulations and inspections requirements of the State Highway Patrol and any other applicable governmental or non-governmental agencies; (v) Company shall compensate any physician affiliated with Company, including but not limited to any physician shareholder, member, partner, employer and/or independent contractor, in a manner that is commercially reasonable and consistent with fair market value, and that does not vary with or reflect or relate to either directly or indirectly, the volume or value of any actual or anticipated patient referrals to, or other business generated for, the Hospital; (vi) Company shall comply with all relevant claims submission and billing laws and regulations. Company further represents to Hospital that the compensation paid or to be paid by Company to any physician is and will, at all times during the term of the Agreement, be fair market value for services actually provided by such physician, not taking into account the value or volume of referrals or other business generated by such physician for Hospital. Company represents to Hospital that Company has and will at all times maintain a written agreement with any physician receiving compensation from Company who is not an employee of Company (e.g., each non-employed independent contractor), which written agreement is or will be signed by the parties, and does or will specify the services covered by the arrangement. Company further represents that with respect to employees of Company with whom Company does not have a written employment agreement, the employment arrangement is or will be for identifiable services and is or will be commercially reasonable even if no referrals are made to Company by the employee.

f. **Hospital Employees; Company Staff Obligations.** Company shall not solicit the services of, nor employ or procure on behalf of another, the employment of any

individual currently employed by Hospital or under a service contract with Hospital; nor shall Company or any of the Company Staff engage in any other activity which would be in conflict with its respective obligations hereunder. Company shall cause all Company Staff to comply with the terms and conditions of this Agreement.

g. **Provision of the Services.** (i) Company will staff each ambulance with at least two (2) Company Staff who are certified with the State Department of Health to perform ambulance duties as required hereunder; (ii) Company Staff supplied by Company shall hold a minimum certificate of training as an Emergency Medical Technician. For situations requiring a higher level of care, Company Staff shall be certified as EMT-Special Skills or EMT-Paramedic; (iii) it shall be the responsibility of Company to ensure that all Company Staff are qualified to provide transport and emergency services; (iv) Company shall agree to maintain each ambulance with all emergency equipment and supplies for handling patient emergencies; and (v) it shall be the responsibility of Company to promptly return any Hospital equipment used during transport, or Hospital personnel required to accompany patient during same, to Hospital. Company agrees to reimburse Hospital for any equipment which is lost, broken, not returned, or otherwise missing after the transport. Cost for such equipment shall be at replacement value.

h. Hospital shall replenish medications and controlled substances ("Drugs") utilized by Company Staff in furtherance of Services by Company Staff to patients transferred to Hospital. Hospital shall charge Company for Drugs in accordance with its then current wholesale acquisition cost. Appendix A attached hereto and incorporated herein by reference provides a current list of the Drugs. Said list will update automatically as the State regulates the use and/or distribution of listed medications. Hospital shall submit an invoice to Company on a monthly basis and Company shall remit payment to Hospital within thirty (30) days of receipt of such invoice. At all times, the parties shall comply with all applicable state and federal healthcare program payment and coverage rules and regulations.

## 2. COMPANY'S COMPENSATION.

a. **Fees.** For the Services rendered pursuant to this Agreement, Hospital shall pay Company as its sole compensation hereunder, in accordance with the rates set forth on Schedule 1, attached hereto and made a part hereof. These rates are all-inclusive prices for ambulance services, and cover any and all personnel, equipment, and supplies that may be required during the transport. Notwithstanding the foregoing, no compensation shall be payable to Company for any Services for which Company has not submitted such documentation as reasonably required by Hospital, including, without limitation, the IRS Form W-9 "Request for Taxpayer Identification Number and Certification."

b. **Entire Compensation.** Company shall have the sole responsibility to compensate Company Staff. Company reserves the right, in its sole discretion, to determine the compensation payable to each Company Staff. Company hereby agrees to indemnify and hold Hospital harmless from any and all claims, costs and/or liability suffered or incurred by Hospital in connection with any claims for compensation by Company Staff for the Services rendered hereunder. The indemnification obligations herein stated in this Subsection shall survive the termination and/or expiration of this Agreement.

c. **Managed Care.** Company shall participate in all third-party payment or managed care programs in which Hospital participates, render the Services to any and all patients covered by such programs, and accept the payment amounts provided for under these programs as payment in full for the Services of Company to program patients.

3. **TERM.** The term of this Agreement (“Term”) shall be Two (2) year(s) commencing on the Effective Date. If the parties continue to abide by the terms and conditions of this Agreement without having executed a renewal or extension of this Agreement or advised the other party of such party’s intent not to renew or extend this Agreement, then this Agreement shall automatically be extended on a month-to-month basis for up to six (6) months.

4. **TERMINATION.**

a. **Termination Without Cause.** Either party may, in its sole discretion, terminate this Agreement without cause by giving the other party at least thirty (30) days’ prior written notice.

b. **Termination for Breach.** Either party may terminate this Agreement upon breach by the other party of any material provision of this Agreement, provided such breach continues for fifteen (15) days after receipt by the breaching party of written notice of such breach from the non-breaching party.

c. **Termination for Changes in Law.** In the event that any governmental or nongovernmental agency, or any court or administrative tribunal passes, issues or promulgates any new, or change to any existing, law, rule, regulation, standard, interpretation, order, decision or judgment (individually or collectively, “Legal Event”), which a party (the “Noticing Party”) reasonably believes (i) materially and adversely affects either party’s licensure, accreditation, certification, or ability to refer, to accept any referral, to present a bill or claim, or to receive payment or reimbursement from any governmental or non-governmental payor, or (ii) indicates a Legal Event with which the Noticing Party desires further compliance, then, in either event, the Noticing Party may give the other party thirty (30) days prior written notice of its intent to amend or terminate this Agreement. Notwithstanding the foregoing, the Noticing Party may propose an amendment to the Agreement to take into account the Legal Event, and, if accepted by the other party prior to the end of the thirty (30) day notice period, the Agreement shall be amended as of the date of such acceptance and if not amended shall automatically terminate.

d. **Effect of Termination.** As of the effective date of termination of this Agreement, neither party shall have any further rights or obligations hereunder except: (a) as otherwise provided herein; (b) for rights and obligations accruing prior to such effective date of termination; and (c) arising as a result of any breach of this Agreement.

5. **COMPANY’S STATUS.** Company and each Company Staff shall act at all times under this Agreement as independent contractors. The parties agree that Hospital shall not have

and shall not exercise any control or direction over the manner or method by which each Company Staff provides the Services. However, Company shall require all Company Staff to perform at all times in accordance with currently approved methods and standards of practice for the Services in the medical community. The provisions set forth herein shall survive expiration or other termination of this Agreement, regardless of the cause of such termination.

**6. INSURANCE.**

a. Company shall secure and maintain at all times during the Term, at Company's sole expense, commercial general liability insurance, covering Company, all Company Staff and all of Company's employees, with a carrier licensed to do business in the State and having at least an "A" BEST rating, at the following limits:

Commercial General Liability Insurance covering bodily injury and property damage to third parties and including Products/Completed Operations, Blanket Contractual Liability, and Personal/Advertising Injury:

\$1,000,000 per occurrence; \$1,000,000 general aggregate  
and  
\$1,000,000 per occurrence Personal/Advertising Injury  
\$1,000,000 Products/Completed Operations aggregate

Such insurance shall name Hospital as an Additional Insured and shall not be cancelable except upon thirty (30) days' prior written notice to Hospital. Such coverage shall be primary and non-contributory. Company shall annually provide Hospital a certificate of insurance evidencing such coverage and coverage extensions.

b. Company shall also secure and maintain at all times during the Term, at Company's sole expense, workers' compensation and employers' liability insurance covering Company's employees and all Company Staff, with a carrier licensed to do business in the State and having at least an "A" BEST rating, at the following limits:

|                        |                                                                                                      |
|------------------------|------------------------------------------------------------------------------------------------------|
| Workers' Compensation: | Statutory limits                                                                                     |
| Employers' Liability:  | \$1,000,000 each accident;<br>\$1,000,000 disease policy limit;<br>\$1,000,000 disease each employee |

Such coverage shall be placed as an actual Workers' Compensation policy, not as a health benefits policy, and shall be endorsed to include (1) a waiver of subrogation in favor of Hospital, and (2) a thirty (30)-day notice of cancellation. Such coverage shall be primary and non-contributory. Company shall annually provide a certificate of insurance to Hospital evidencing such coverage and coverage extensions.

c. Company shall also secure and maintain at all times during the Term, at Company's sole expense, comprehensive auto liability covering Company, all Company Staff and all of Company's employees, and any vehicle which will be used in connection with this Agreement or which will be brought onto Hospital property, with a carrier licensed to do business in the State and having at least an "A" BEST rating, at the following limits:

\$1,000,000 per occurrence; \$3,000,000 aggregate or  
\$3,000,000 Combined Single Limit

Policy shall include Physical Damage (Comprehensive/Collision) on all vehicles as well with a deductible no higher than \$500/claim or occurrence. Policy shall be endorsed (1) to include Hospital as an Additional Insured and (2) to afford a thirty (30)-day notice of cancellation. Such coverage shall be primary and non-contributory. Company shall annually provide a certificate of insurance to Hospital evidencing such coverage and coverage extensions.

d. Company shall secure and maintain at all times during the Term, at Company's sole expense, professional liability insurance covering Company, all Company Staff, all of Company's employees, and any Emergency Medical Technicians or Paramedics employed or utilized in connection with this Agreement, with a carrier licensed to do business in the State and having at least an "A" BEST rating, at the following limits:

\$1,000,000 per claim/occurrence and \$3,000,000 aggregate

Such insurance shall not be cancelable except upon thirty (30) days' prior written notice to Hospital. Such coverage shall be primary and non-contributory. Company shall annually provide Hospital a certificate of insurance evidencing such coverage and coverage extensions. This coverage shall be either (1) on an occurrence basis or (2) on a claims-made basis. If the coverage is on a claims-made basis, Company hereby agrees that prior to the effective date of termination of Company's current insurance coverage, Company shall purchase, at Company's sole expense, either a replacement policy annually thereafter having a retroactive date no later than the Effective Date or unlimited tail coverage in the above stated amounts for all claims arising out of incidents occurring prior to termination of Company's current coverage or prior to termination of this Agreement, and Company shall provide Hospital a certificate of insurance evidencing such coverage.

7. **ACCESS TO BOOKS AND RECORDS.** If the value or cost of Services rendered to Hospital pursuant to this Agreement is \$10,000 or more over a 12-month period, in accordance with section 1861(v)(1)(I) of the Social Security Act, Company agrees that at least for four (4) years after the furnishing of such Services, Company shall, upon written request, make available to the Secretary of the United States Department of Health and Human Services (the "Secretary"), the Comptroller General of the United States, or their respective duly-authorized representatives, such books, documents, and records as may be necessary to certify the nature and extent of the cost of such Services. The provisions set forth herein shall survive expiration or other termination of this Agreement, regardless of the cause of such termination.

8. **CONFIDENTIALITY.** Company and Company Staff agree to maintain and hold as confidential and to not disclose the terms of this Agreement or any confidential or proprietary information that Company or Company Staff may be provided during the term of this Agreement to any other person (with the exception of Company's or any Company Staff's legal counsel, accountant or financial advisors), unless disclosure thereof is required by law or otherwise authorized by this Agreement or consented to in writing by Hospital ("Confidential Information"). As between Hospital, its affiliates, and Company, any Confidential Information of Hospital or its affiliates or Data provided to or learned by Company for any purpose, in connection with any software pursuant to this Agreement, shall be deemed to be the exclusive property of Hospital. In no event shall Company claim any rights with respect to such Confidential Information or Data or take any action with respect to such Confidential Information or Data that is inconsistent with the duties of a bailee for hire or in addition to the services Company is authorized to provide under this Agreement, without prior written consent of Hospital or its affiliates. Additionally, Company shall not use, authorize to use or disclose the Data received from Hospital for the purpose of developing information or statistical compilations for use by third parties or other division or subsidiary of Company or for any commercial exploitation, unless otherwise agreed upon in writing by Hospital or its affiliates. Moreover, Company hereby waives any and all statutory and common law liens it may now or hereafter have with respect to data derived from Hospital's or any of its affiliate's Confidential Information or Data. For purposes hereof, "Data" means all tangible data elements belonging to Hospital or its affiliates under the terms of this Agreement. Data specifically includes, but is not limited to, patient identification information, patient medical records, financial information, business forecasts, personnel information, customer lists, marketing information, Medicare, Medicaid and other payor information, reimbursement information, and other information relating to the business of Hospital or any affiliate thereof or their respective patients, clients or customers. With respect to any patient or medical record information regarding Hospital patients, Company and Company Staff shall comply with all federal and state laws and regulations, and all bylaws, rules, regulations, and policies of Hospital and its medical staff, regarding the confidentiality of such information, including, without limitation, all applicable provisions and regulations of the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"). The provisions set forth herein shall survive expiration or other termination of this Agreement, regardless of the cause of such termination.

9. **ARBITRATION.** Any dispute or controversy arising under, out of or in connection with, or in relation to this Agreement, or any amendment hereof, or the breach hereof shall be determined and settled by final and binding arbitration in the county in which the Hospital is located in accordance with the Commercial Rules of Arbitration ("Rules") of the Judicial Arbitration and Mediation Services ("JAMS") before one arbitrator applying the laws of the State. The parties shall attempt to mutually select the arbitrator. In the event they are unable to mutually agree, the arbitrator shall be selected by the procedures prescribed by the JAMS Rules. Any award rendered by the arbitrator shall be final and binding upon each of the parties, and judgment thereof may be entered in any court having jurisdiction thereof. The costs shall be borne equally by both parties. The provisions set forth herein shall survive expiration or other termination of this Agreement, regardless of the cause of such termination.

10. **INDEMNIFICATION.** Both parties mutually agree to indemnify and hold each other harmless from and against all liability, losses, damages, claims, causes of action, cost or expenses (including reasonable attorneys' fees), which directly or indirectly arise from the performance of the Services hereunder by the indemnifying party, its agents, servants, representatives and/or employees.

11. **DISCLOSURE OF TERMS OF AGREEMENT.** Neither Facility nor any Facility Staff shall refer to the existence of this Agreement or disclose its terms to any third party, including, without limitation, in any press release, advertising, marketing, publicity or other materials, without the prior written consent of Hospital. Neither party shall use the name, trade name, trademarks, service marks or logos of the other party or any of its affiliates in any press release, advertising, marketing, publicity or other materials, without the prior written consent of the other party. Facility shall not represent, directly or indirectly, that any product or service of Facility has been approved or endorsed by Hospital or any of its affiliates, without the prior written consent of Hospital.

12. **ENTIRE AGREEMENT; MODIFICATION; GOVERNING LAW, COUNTERPARTS; NOTICES; WAIVER; ASSIGNMENT.** This Agreement contains the entire understanding of the parties with respect to the subject matter hereof and supersedes all prior agreements, oral or written, and all other communications between the parties relating to such subject matter. This Agreement may not be amended or modified except by mutual written agreement. This Agreement shall be construed in accordance with the laws of the State, which provision shall survive the expiration or other termination of this Agreement. This Agreement may be executed in one or more counterparts, all of which together shall constitute only one Agreement. All notices hereunder shall be in writing, delivered personally, by certified or registered mail, return receipt requested, or by overnight courier, and shall be deemed to have been duly given when delivered personally or when deposited in the United States mail, postage prepaid, or deposited with the overnight courier, addressed at the place identified on the signature page below. A waiver by either party of a breach or failure to perform hereunder shall not constitute a waiver of any subsequent breach or failure. Company shall not assign or transfer, in whole or in part, this Agreement or any of Company's rights, duties or obligations under this Agreement without the prior written consent of Hospital, and any assignment or transfer by Company without such consent shall be null and void. This Agreement is assignable by Hospital without consent or notice.

13. **REFERRALS.** The parties acknowledge that none of the benefits granted Company hereunder are conditioned on any requirement that Company make referrals to, be in a position to make or influence referrals to, or otherwise generate business for Hospital or its affiliates.

14. **NON-DISCRIMINATION.** Company agrees to treat in a nondiscriminatory manner any and all patients receiving medical benefits or assistance under any federal health care program.

15. **COMPLIANCE OBLIGATIONS.** Company represents it read, understands, and shall abide by Tenet's Standards of Conduct. The parties to this Agreement shall comply with Tenet's

Compliance Program and Tenet's policies and procedures related to the Deficit Reduction Act of 2005, Anti-Kickback Statute and the Stark Law. Tenet's Standards of Conduct, summary of Compliance Program, and policies and procedures, including a summary of the Federal False Claims Act and applicable state false claims laws (collectively "False Claims Laws") with descriptions of penalties and whistleblower protections pertaining to such laws, are available at: <http://www.tenethealth.com/about/ethics-compliance>. Company shall require any employees providing services to Hospital to read the Standards of Conduct and information concerning Tenet's Compliance Program and abide by same. Further, the parties to this Agreement certify that they shall not violate the Anti-Kickback Statute and Stark Law, and shall abide by the Deficit Reduction Act of 2005, as applicable, in providing services to Hospital. Hardcopies of any information shall be made available upon request.

16. **EXCLUSION LISTS SCREENING.** Company shall screen all of its current and prospective owners, legal entities, officers, directors, employees, contractors, and agents ("Screened Persons") against (a) the United States Department of Health and Human Services/Office of Inspector General List of Excluded Individuals/Entities (available through the Internet at <http://www.oig.hhs.gov>), (b) the General Services Administration's System for Award Management (available through the Internet at <http://www.sam.gov>); and (c) any applicable state healthcare exclusion list (collectively, the "Exclusion Lists") to ensure that none of the Screened Persons are currently excluded, debarred, suspended, or otherwise ineligible to participate in Federal healthcare programs or in Federal procurement or nonprocurement programs, or have been convicted of a criminal offense that falls within the ambit of 42 U.S.C. § 1320a-7(a), but have not yet been excluded, debarred, suspended, or otherwise declared ineligible (each, an "Ineligible Person"). If, at any time during the term of this Agreement any Screened Person becomes an Ineligible Person or proposed to be an Ineligible Person, Company shall immediately notify Hospital of the same. Screened Persons shall not include any employee, contractor or agent who is not providing services under this Agreement.

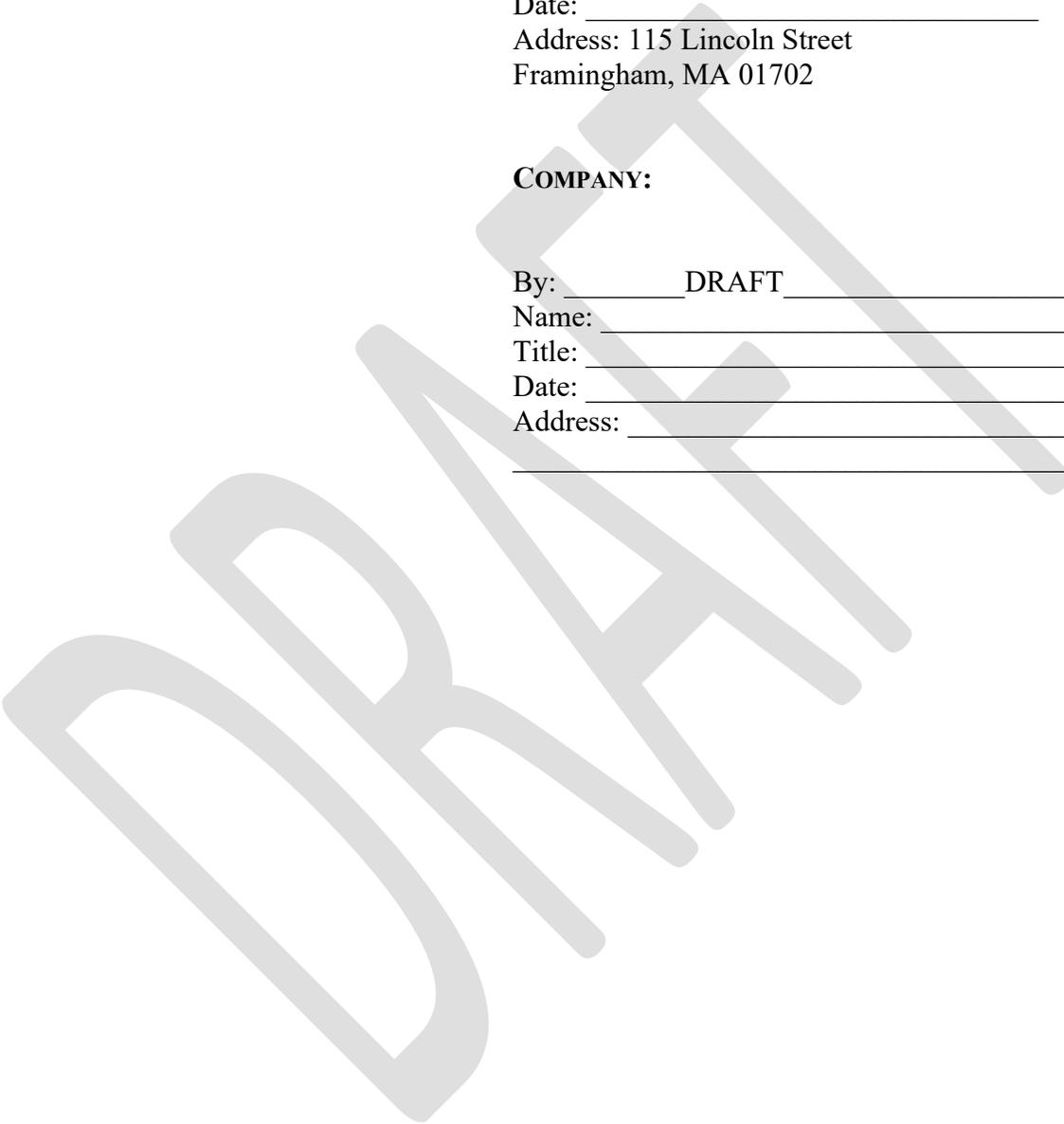
{SIGNATURES TO FOLLOW}

**VHS ACQUISITION SUBSIDIARY NUMBER 9, INC.  
d/b/a METROWEST MEDICAL CENTER**

By:    DRAFT     
Name: Andrew Harding  
Title: Chief Executive Officer  
Date: \_\_\_\_\_  
Address: 115 Lincoln Street  
Framingham, MA 01702

**COMPANY:**

By:           DRAFT            
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_  
Address: \_\_\_\_\_  
\_\_\_\_\_



**SCHEDULE 1**

**Affiliate Hospital Medical Director  
Designated physician serving in the capacity of medical director to Company and overseeing the  
services provided by**

**David M. Morris, M.D.**

## ADVANCED LIFE SUPPORT (ALS-PARAMEDIC LEVEL) MEDICATION LIST

ALL of the following medications are required (in addition to/above those required for ALS-Advanced and Basic Life Support vehicles):

| REQUIRED MEDICATIONS                                   |                                                      |                              |
|--------------------------------------------------------|------------------------------------------------------|------------------------------|
| Medication Name                                        | Suggested Concentration/ Formulation                 | Minimum quantity per vehicle |
| <b>Adenosine</b><br>(Adenocard)                        | 6mg/2mL                                              | 36mg                         |
| <b>Albuterol</b>                                       | 2.5mg for Nebulizer                                  | 10mg                         |
| <b>Amiodarone</b>                                      | 150mg/3mL                                            | 450mg                        |
| <b>Atropine Sulfate</b>                                | 1mg                                                  | 3mg                          |
| <b>Acetaminophen PO</b>                                | 1000mg                                               | 2000mg or bottle             |
| <b>Calcium Chloride</b>                                | 10% solution--100mg/mL                               | 1g                           |
| <b>Dextrose</b>                                        | 25g of D10, additional medication as D10, D25 or D50 | 50g                          |
| <b>Diltiazem</b>                                       |                                                      | 100mg                        |
| <b>Diphenhydramine</b><br>(Benadryl)                   | 50mg                                                 | 100mg                        |
| <b>Dopamine **</b><br>(typically comes in two options) | 400mg/250mL<br>Or<br>800mg/500ml                     | 1 pre-mixed bag              |
| <b>Epinephrine</b>                                     | 1:1000 for infusion                                  | 2mg                          |
| <b>Epinephrine</b>                                     | 1:10,000 (1mg pre-filled syringes)                   | 12mg                         |
| <b>Fentanyl</b><br>(Sublimaze)                         | 50mcg/mL                                             | 400mcg                       |
| <b>Furosemide (Lasix)</b>                              |                                                      | 80mg                         |
| <b>Glucagon</b>                                        | 1mg                                                  | 2mg                          |
| <b>Haloperidol</b><br>(Haldol)                         | 5mg                                                  | 10mg                         |

|                                                                                                |                                                     |                       |
|------------------------------------------------------------------------------------------------|-----------------------------------------------------|-----------------------|
| <b>Ibuprofen PO</b>                                                                            | 200 mg                                              | 1200 mg or bottle     |
| <b>Ipratropium Bromide</b> (Atrovent)                                                          | 0.5mg                                               | 2000mcg/4 doses       |
| <b>Ketorolac</b>                                                                               | 15mg IV or 30mg IM                                  | 60mg                  |
| <b>Lidocaine HCL 2%</b>                                                                        | Pre-Filled syringes; 20mg/ml                        | 200mg                 |
| <b>Lidocaine HCL</b>                                                                           | Vials for infusion or pre-mixed bags                | 2gm/1 bag             |
| <b>Magnesium Sulfate</b>                                                                       |                                                     | 4g                    |
| <b>Metoprolol</b><br>(Lopressor)                                                               | 5mL                                                 | 10mg                  |
| <b>Midazolam</b> (Versed)                                                                      | 2mg/mL                                              | 12mg                  |
| <b>Naloxone</b> (Narcan)                                                                       |                                                     | 20mg                  |
| <b>Nitroglycerin</b>                                                                           | Bottle or 6 unit dose tabs & Paste (1) tube/2 doses | 1 each                |
| <b>Norepinephrine *</b><br>(Levophed)                                                          | 4mg/4mL                                             | 4mg                   |
| <b>Dextrose 5%</b><br>Diluent packaged with norepinephrine                                     |                                                     | 250mL                 |
| <b>Racemic Epinephrine</b>                                                                     | 11.25mg/2mL                                         | 2 doses               |
| <b>Sodium Bicarbonate</b>                                                                      | 2 pre-filled @ 50mL                                 | 100 mEq               |
| <b>Methylprednisolone</b><br>(Solu-Medrol)<br><b>OR</b> <b>Hydrocortisone</b><br>(Solu-Cortef) | 125mg <b>OR</b> 100mg                               | 125mg <b>OR</b> 100mg |

| OPTIONAL MEDICATIONS                     |                               |                                                    |                                          |
|------------------------------------------|-------------------------------|----------------------------------------------------|------------------------------------------|
| <b>Hydroxycobalamin (B12)</b>            | <b>Tetracaine</b>             |                                                    | <b>NeoSynephrine/Phenylephrine nasal</b> |
| <b>Cyanide antidote kit</b>              | <b>Vasopressin</b>            | <b>Lidocaine jelly</b>                             | <b>Nerve Agent antidote kit</b>          |
| <b>Tranexamic Acid: 2g/vehicle</b>       | <b>Morphine: 20mg/vehicle</b> |                                                    | <b>Ketamine: 1000mg/vehicle</b>          |
| <b>Acetaminophen IV : 2000mg/vehicle</b> |                               | <b>Any other medications, as authorized by DPH</b> |                                          |

\* Dopamine must be carried until IV pump available; then only norepinephrine must be carried.

## ADVANCED LIFE SUPPORT (ADVANCED EMT LEVEL) MEDICATION LIST

VERSION 2019.2

This list represents the medications required to be maintained on an ALS vehicle at the Advanced EMT level. Each quantity is in addition to/above the requirements of Basic Life Support vehicles.

| REQUIRED MEDICATIONS                  |                                                      |                                 |
|---------------------------------------|------------------------------------------------------|---------------------------------|
| Medication Name                       | Suggested Concentration/<br>Formulation              | Minimum quantity<br>per vehicle |
| <b>Albuterol</b>                      | 2.5mg for Nebulizer                                  | 10mg                            |
| <b>Dextrose</b>                       | 25g of D10, additional Medication as D10, D25 or D50 | 50g                             |
| <b>Glucagon</b>                       | 1mg                                                  | 2mg                             |
| <b>Ipratropium Bromide (Atrovent)</b> | 0.5mg                                                | 2000mcg/ 4 doses                |
| <b>Lidocaine HCL 2%</b>               | Pre-Filled syringes; 20mg/ml                         | 200mg                           |
| <b>Naloxone (Narcan)</b>              |                                                      | 20mg                            |
| <b>Nitroglycerin</b>                  | Bottle or 6 unit dose tabs/2 doses                   | 1 each                          |
| <b>Odansetron (Zofran)</b>            | 4mg ODT tablet; 2mg/ml IV                            | 8mg                             |

## BASIC LIFE SUPPORT (BLS) MEDICATION LIST

VERSION 2019.2

This list represents the medications required to be maintained on a BLS vehicle. These medications are to be carried by ALS vehicles at the Advanced EMT and Paramedic levels as well.

| REQUIRED MEDICATIONS                                    |                                         |                                 |
|---------------------------------------------------------|-----------------------------------------|---------------------------------|
| Medication Name                                         | Suggested Concentration/<br>Formulation | Minimum quantity<br>per vehicle |
| <b>Epinephrine Auto-Injector</b>                        | Adult and Pedi;                         | 2 Adult, 2 Pedi                 |
| <b>OR Injectable Epinephrine</b>                        | 1mg/ml                                  | 2 Adult kits, 2 Pedi kits       |
| <b>Aspirin (chewable)</b>                               | 81mg or 324mg                           | 648mg                           |
| <b>Naloxone (prefilled syringe with nasal atomizer)</b> | 2mg                                     | 8mg                             |
| <b>Oral glucose (or equivalent)</b>                     | 25g                                     | 2                               |

| OPTIONAL MEDICATION                |
|------------------------------------|
| Albuterol (Required if using CPAP) |
| Glucagon 2 mg/vehicle              |
| Ipratropium 2000mcg/vehicle        |

If you have any questions, please contact Renée Atherton, NRP, OEMS Compliance Coordinator, at [renee.atherton@state.ma.us](mailto:renee.atherton@state.ma.us).

## AMBULANCE SERVICE AFFILIATION AGREEMENT

This Ambulance Service Affiliation Agreement (the “Agreement”) is made and entered into effective the 1<sup>st</sup> day of October, 2020 (the “Effective Date”), by and between **Medfield Fire Department**, with a principal place of business at 114 North Street, Medfield, MA 02062 (the “Ambulance Service”), and **Steward Norwood Hospital Inc.**, with a principal place of business at 800 Washington Street, Norwood, MA 02062 (the “Hospital”).

WHEREAS, the Ambulance Service operates an ambulance service that is licensed to provide pre-hospital emergency medical services at the Basic Life Support (“BLS”) and/or Advanced Life Support (“ALS”) levels (the “Services”), and employs or otherwise contracts with qualified emergency medical technicians (the “EMTs”) certified at the appropriate level of care to allow the Ambulance Service to deliver Services; and

WHEREAS, the Hospital is an acute care hospital located in the Commonwealth of Massachusetts licensed to provide medical oversight services pursuant to Massachusetts Department of Public Health (the “Department”) regulations at 105 C.M.R. §130.1500, *et. seq.*, and is equipped and able to provide such medical oversight services as described herein to the Ambulance Service’s EMTs;

WHEREAS, the Hospital agrees to provide medical control services as described herein to the EMTs employed by the Ambulance Service for the provision of the Services; and

WHEREAS, the Hospital is an indirect wholly owned subsidiary of Steward Health Care System LLC (“Steward”);

NOW, THEREFORE, for and in consideration of the recitals above and the mutual covenants contained herein and other valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Ambulance Service and Hospital agree as follows:

1. HOSPITAL’S OBLIGATIONS. Subject to the terms and conditions of this Agreement, the Hospital hereby agrees as follows:

1.1 Hospital shall designate an Affiliate Hospital Medical Director (the “AHMD”) who shall provide oversight to and ensure the clinical competency of the EMTs. Nothing herein shall require the Hospital to designate any specific individual as AHMD and the identification of the AHMD may change from time to time during the term of this Agreement.

1.2 The AHMD shall exercise authority over (i) the authorization to practice of the EMTs, (ii) remedial education for those EMTs found to be deficient in clinical practice, (iii) providing notice to the Department within forty-eight (48) hours of the suspension, revocation, or restriction of a EMT’s authorization to practice, and (iv) any other clinical and patient care aspects of the Ambulance Service’s provision of the Services pursuant to this Agreement. The AHMD shall meet the requirements set forth in 105 C.M.R. 130.1504.

1.3 Hospital shall provide on-line medical direction through its physicians twenty-four (24) hours a day, seven (7) days a week in accordance with the Emergency Medical Services Pre-Hospital Treatment Protocols approved by the Department for application statewide (the “Statewide Treatment Protocols”).

1.4 Hospital shall provide appropriate orientation to all Hospital-based physicians who provide on-line medical direction pursuant to this Agreement, including but not limited to, information regarding local emergency medical services providers and point-of-entry plans.

1.5 The Hospital shall oversee, under the direction of the AHMD, the Hospital medical direction physician(s), and the Ambulance Service’s Medical Director, if different from the AHMD, an effective quality assurance/quality improvement (QA/QI) program for the Services provided pursuant to this Agreement. The QA/QI program shall include, but not be limited to, a monthly review of trip records and other statistical data in those cases in which Services were provided or in which ALS established direct patient contact in accordance with the Hospital’s QA/QI standards and protocols.

1.6 The Hospital shall oversee a program for skill maintenance and review each of the Ambulance Service’s certified EMTs providing care pursuant to this Agreement and in accordance with the EMT’s level of certification.

1.7 The Hospital shall ensure that each of the Ambulance Service’s certified EMTs providing care pursuant to this Agreement have access to educational training opportunities and remedial retraining as necessary including, but not limited to, advanced airway management, under the oversight of the AHMD or his or her designee.

1.8 The Hospital shall oversee regular consultation between the Hospital’s emergency department physicians, nurses, and other Hospital personnel and the Ambulance Service’s EMTs to review and discuss issues related to the Ambulance Service’s delivery of Services including, but not limited to, attendance at morbidity and mortality rounds (“M&M rounds”) and chart reviews. Such consultation and attendance at M&M rounds and chart review shall occur at the AHMD’s, or his or her designee’s discretion, and as defined in the QA/QI Program.

1.9 The Hospital shall ensure that all field communication of emergency on-line medical direction, the patient’s condition and physician orders is recorded by the Central Medical Emergency Direction (“CMED”) or recorded by Hospital’s internal systems for later review and quality assurance.

1.10 The Hospital will comply with the Department’s regulations regarding medical control of ambulance services, as applicable.

2. AMBULANCE SERVICE’S OBLIGATIONS. Subject to the terms and conditions of this Agreement, the Ambulance Service hereby agrees as follows:

2.1 The Ambulance Service agrees to staff its ambulances with EMTs fully trained, oriented, and certified at the appropriate level to provide the Services contemplated by this

Agreement. The Ambulance Service agrees to comply with the terms of Exhibit A, and shall ensure its EMT-Bs are appropriately trained in accordance with Exhibit A.

2.2 The Ambulance Service shall ensure that the EMTs provide care in accordance with the AHMD's authorization to practice. The Ambulance Service understands and agrees that the AHMD shall have the sole authority to grant or refuse authorization to practice for all EMTs. The Ambulance Service shall notify the AHMD of all EMTs requiring authorization to practice as soon as possible.

2.3 Ambulance Service will provide the Hospital and/or AHMD upon request with copies of the following: Office of Emergency Medical Services ("OEMS") license as issued to the Ambulance Service, list of EMTs and their licenses, accreditations, and certifications; current Department and Federal DEA registrations for controlled substances, and any other pertinent information pertaining to the Ambulance Service and/or EMTs as reasonably requested by Hospital or AHMD.

2.4 The Ambulance Service shall notify the Hospital and AHMD within twenty-four (24) hours of notification of Department action against any EMT's certification (denial, suspension, revocation, or refusal to renew certification), other Department disciplinary action (letter of reprimand, letter of clinical deficiency, advisory letter), or of any EMT for whom any remediation has been ordered or indicated by the Department. Such disciplinary action includes but is not limited to limitation, suspension, or revocation of an authorization to practice at another hospital.

2.5 Ambulance Service agrees to promptly notify the Hospital and AHMD of all changes involving EMTs, including all new hires and those individuals who terminated their arrangement with the Ambulance Service, or those who are suspended or otherwise not providing services. Notifications shall be made in writing no later than five (5) business days following a change in EMT staffing.

2.6 The Ambulance Service agrees to equip all ambulances with the communication, treatment, and monitoring equipment required by the Department. If additional equipment is required by the Hospital, the Hospital will notify the Ambulance Service of such requirement, and the Ambulance Service will in good faith determine whether such additional equipment is practicable for its ambulances. The Ambulance Service will cooperate with the Hospital in implementing procedures for maintaining recorded direct verbal contact with Ambulance Service personnel regarding each patient's condition and the provision of orders for medication and treatment.

2.7 The Ambulance Service agrees to participate in quality assurance/quality improvement (QA/QI) programs overseen by the Hospital, under the direction of the AHMD, and in accordance with the requirements of the Hospital and this Agreement. As such, the AHMD with a copy of all trip records, incident reports, and other patient care related documents and data related to the Ambulance Service's provision of the Services, including, but not limited to, data relating to call, dispatch and transport volume, transport destinations, cases where the Services may have been requested but not provided, and any other Ambulance Service operations data

necessary for the Hospital and/or AHMD to carry out its obligations under this Agreement (together, the “Service Data”). In addition, Ambulance Service agrees to cooperate with the Hospital and/or AHMD, upon request, in executing any and all documents necessary to permit the Hospital and/or AHMD to obtain access to the Massachusetts Ambulance Trip Record Information System (“MATRIS”) in order to carry out its obligations under this Agreement. If the Hospital identifies other information collected and maintained by Ambulance Service that would be of assistance to the Hospital in providing medical control services or in improving the quality or cost-effectiveness of emergency services rendered by either Party, the Parties shall collaborate on identifying means of providing such information to the Hospital, and it shall be added to the Service Data provided to the Hospital under this Agreement.

2.8 The Ambulance Service shall ensure that its certified EMTs engage in regular consultation with the Hospital’s emergency department physicians, nurses, and Hospital personnel to review and discuss issues related to the Ambulance Service’s delivery of care including, but not limited to, M&M rounds and chart reviews. Such consultation and attendance at M&M rounds and chart review shall occur at the AHMD’s, or his or her designee’s discretion, and as defined in the QA/QI Program.

2.9 The Ambulance Service shall provide a copy of the patient care report to the receiving facility upon transfer of patient care and to the AHMD.

2.10 The Ambulance Service shall ensure its certified EMTs providing care pursuant to this Agreement participate in remediation, training, and retraining, as necessary, under the oversight of the AHMD, or his or her designee.

2.11 Subject to any waivers in effect, the Ambulance Service agrees to follow Massachusetts and/or Regional Point-of-Entry plan(s) approved by the Department and other relevant Department regulations, policies and administrative requirements.

2.12 The Ambulance Service shall provide patient care in accordance with the Statewide Treatment Protocols, and further agrees that all services provided pursuant to this Agreement shall be performed in compliance with all applicable standards set forth by law or ordinance or established by the rules and regulations of any federal, state, or local agency, department, commission, association, or other pertinent governing, accrediting, or advisory body, including but not limited to OEMS, including without limitation regulations on medical control.

2.13 Ambulance Service shall maintain, or cause the EMTs to maintain, adequate professional liability insurance in the amount of One Million (\$1,000,000) per occurrence with a Five Million (\$5,000,000) annual aggregate or in such scope and amount as satisfies all applicable federal, state and local laws, whichever is greater.

2.14 Ambulance Service represents and warrants to Hospital, upon execution and while this Agreement is in effect as follows that it has and shall maintain all appropriate Federal and state licenses and certifications that are required under state and federal law for the Ambulance Services and its EMTs to perform the Services. A list of all hospitals with which the Ambulance Service

has an affiliation agreement or medication exchange agreement is attached hereto as Exhibit B. Ambulance Service shall update Exhibit B on the termination or addition of any such agreements.

3. AMBULANCE RE-STOCKING. The parties agree as follows:

3.1 The Hospital shall establish policies and procedures, copies of which shall be available upon request, through which the Ambulance Service may obtain medications and supplies from the Hospital for the purpose of replenishing comparable medications and supplies used by the Ambulance Service in connection with transporting a patient to the Hospital. The Ambulance Service agrees to adhere to such policies and procedures.

3.2 It is the intent of the parties that any replenishing of medications or medical supplies comply with the ambulance replenishing safe harbor to the federal Anti-Kickback Statute at 42 C.F.R. §1001.952(v), including but not limited to the provisions related to billing for such restocked medications and supplies.

3.3 The Ambulance Service shall comply with all applicable requirements governing the use and secure storage of controlled substances and instruments for administration of controlled substances, in accordance with requirements of the Department's Drug Control Program, pursuant to 105 CMR 700.000.

4. TERM AND TERMINATION. The parties agree as follows:

4.1 The initial term of this Agreement shall be for two (2) years commencing on the Effective Date set forth above. Thereafter, this Agreement shall renew for additional two (2) year periods provided that the Parties review and update, as appropriate, the terms set forth in this Agreement prior to the expiration of each two-year period hereunder. Notwithstanding the foregoing, either Party may provide written notice of non-renewal at least thirty (30) days prior to the expiration of the then current term.

4.2 Either party may terminate this Agreement at any time without cause upon ninety (90) days written notice to the other party.

4.3 Either party may terminate this Agreement with cause upon thirty (30) days written notice (which notice shall include the details of the nature and extent of the breach and specify the effective date of termination) if the other party materially breaches any provision of this Agreement does not cure such breach to the reasonable satisfaction of the non-breaching party within such thirty (30) day period.

4.4 The Hospital may terminate this Agreement on written notice to the Ambulance Service immediately upon the occurrence of any of the following events:

- a. Any conduct of the Ambulance Service, its EMTs, or its employees or agents which jeopardize the health, safety, or welfare of any person, or the safety, reputation, or the regular functions of the Hospital; or

- b. The loss of any license, certification, or permit necessary for the Ambulance Service's provision of Services hereunder.

5. INDEMNIFICATION. The parties agree to indemnify, defend and hold each other harmless as follows:

5.1 The Ambulance Service will indemnify and hold the Hospital harmless from all claims, actions, liability, or related expenses (including costs or settlements, judgments, court costs, and attorney's fees, regardless of the outcome of such claim or action) caused by or resulting from alleged negligent or intentional actions or omissions of the Ambulance Service, its employees or agents, or any failure to perform any obligation undertaken or any covenant made by the Ambulance Service under this Agreement.

5.2 Hospital will indemnify and hold the Ambulance Service harmless from all claims, actions, liability, or related expenses (including costs or settlements, judgments, court costs, and attorney's fees, regardless of the outcome of such claim or action) caused by or resulting from alleged negligent or intentional actions or omissions of the Hospital, its employees or agents, or any failure to perform any obligation undertaken or any covenant made by the Hospital under this Agreement. Notwithstanding any provision of the foregoing, the indemnification obligations of Hospital as set forth herein shall be satisfied only through, and to the extent of, payments or reimbursements resulting from the insurance coverage maintained by Hospital at the time at which the underlying claim arose as set forth in this Agreement.

5.3 A Party seeking indemnification under this Agreement shall give prompt and timely notice of the claim, action, liability or expense from which it seeks indemnification. A Party obligated to provide indemnification shall have the right to defend and settle claims and actions at its own expense, provided that the indemnified Party shall provide reasonable cooperation in such defense.

6. CONFIDENTIALITY. The parties agree as follows:

6.1 The Ambulance Service and its employees and agents shall comply with the Health Insurance and Portability and Accountability Act of 1996 ("HIPAA") and its implementing regulations, as amended from time to time and any applicable state laws and regulations.

6.2 Each party to this Agreement, by virtue of entering into this Agreement, will have access to certain information of the other party that is confidential and constitutes valuable, special and unique property of the other party. Each party agrees that it will not at any time, either during or subsequent to the term of this Agreement, disclose to others, use, copy or permit to be copied, without the other party's express prior written consent, except pursuant to its duties hereunder, any confidential or proprietary information of the other party, including, but not limited to, costs, prices, and treatment methods at any time used, developed or made by the other party, and which is not otherwise available to the public.

7. NO EXCLUSION Ambulance Service represents and warrants that it, nor any of its officers, employees and agents are presently debarred, suspended, or excluded from participation

in any federally funded health care program, as defined under 42.U.S.C. § 1320a-7b(f), or any form of state Medicaid program, and to Ambulance Service's knowledge, there are no pending or threatened governmental investigations that may lead to such exclusion. The Ambulance Service shall notify the Hospital immediately (but in no event more than seven (7) days) if it acquires knowledge of any threatened, proposed, or actual debarment, suspension, or exclusion from any federally funded health care program, including Medicare and Medicaid. In the event the Ambulance Service, its officers, employees or agents are debarred, suspended, proposed for debarment, declared ineligible, or excluded from participation in any federally funded health care program during the term of this Agreement, the Hospital may, at its discretion, immediately terminate this Agreement in its entirety, or may choose to immediately terminate this Agreement solely with respect to the excluded person.

8. COMPLIANCE Ambulance Service acknowledges and understands that the Hospital has adopted and implemented a corporate compliance program designed to promote the prevention, and resolution of conduct that does not conform to federal and state statutory and regulatory requirements and the requirements of third-party payor programs, as well as the Hospital's own ethical and business policies. The Ambulance Service represents and covenants that it will: (a) comply with all applicable federal and state statutes and regulations, third-party requirements; and (b) report to the Hospital in writing any known or suspected violations of any statutory or regulatory provision, third-party payor requirements.

9. MISCELLANEOUS The parties agree as follows:

9.1 Governing Law. This Agreement and the rights and obligations of the parties hereunder shall be governed by and construed according to the laws of the Commonwealth of Massachusetts.

9.2 Entire Agreement. This Agreement contains the entire understanding of the parties with respect to the subject matter hereof, and supersedes all prior agreements, oral or written, and all other communications between the parties relating to such subject matter.

9.3 Modification. This Agreement may not be amended or modified except by mutual written agreement of the parties.

9.4 Notices. All notices hereunder by either party to the other shall be in writing, delivered personally by certified or registered mail, return receipt requested, or by Federal Express or Express Mail, and shall be deemed to have been duly given when delivered personally or when deposited in the United States mail, postage prepaid, to the addresses set forth above, in the case of the Hospital to the President at the address listed first above, with a copy to the General Counsel of Steward Health Care System LLC, 1900 N. Pearl Street, Suite 2400, Dallas, TX 75201, and in the case of the Ambulance Service to the Chief Executive Officer at the address listed first above.

9.5 Waiver. A waiver by either party of a breach or failure to perform hereunder shall not constitute a waiver of any subsequent breach or failure.

9.6 Referrals. The parties acknowledge that none of the benefits granted Ambulance Service hereunder are conditioned on any requirement that Ambulance Service generate business

for Hospital. None of the medical control or other services provided to Ambulance Service or obligations satisfied by the Hospital in connection with this Agreement are conditioned on any requirement that Hospital or Hospital staff make referrals to, or be in a position to make or influence referrals to, or otherwise generate business for Ambulance Service. The parties further acknowledge that Hospital is not restricted from referring any patient to, or otherwise generating business for any other ambulance service provider of Hospital's choosing.

9.7 Non-Discrimination. The Ambulance Service shall comply with Title VI of the Civil Rights Act of 1964 and all requirements imposed by or pursuant to regulations of the U.S. Department of Health and Human Services (45 C.F.R. Part 80) issued pursuant to that Title, to the end that, no person in the United States shall, on the ground of race, color, sex, religion, or national origin, be excluded from participation in, be denied for benefits of, or be otherwise subjected to discrimination under any program or activity for which Federal funds are used in support of the Ambulance Service's activities.

9.8 Assignment. Neither party may assign this Agreement without the express prior written consent of the other party; provided, however, that the Hospital may assign this Agreement without the consent of the Ambulance Service to any entity controlling, controlled by, or under common control with the Hospital or to any entity which purchases all, or substantially all, of the assets of the Hospital.

9.9 Review. The Parties agree to review this Agreement at least annually and make any updates necessary to ensure it is consistent with current practice. In performing their respective obligations under this Agreement, the Parties each agree to be responsive, in a timely manner, to the other party's concerns and needs. If as a result of any change in applicable law, including any change in interpretation of the regulatory requirements applicable to either Party, the performance of this Agreement by either Party is inconsistent with applicable law, then either Party may propose amendments to this Agreement that will render its performance compliant with law while otherwise preserving the balance of this Agreement. If the Parties cannot reach agreement on such amendments within thirty (30) days, then the Party proposing such amendments may terminate this Agreement on written notice to the other Party.

9.10 Notice to Department of Health. The Parties agree to notify the Department in writing of any changes altering the specifics of this Agreement.

9.11 Authorization. By execution hereof, the undersigned signatory for the Ambulance Service represents that the Ambulance Service has taken all steps and obtained all authorizations and approvals necessary to execute and perform this Agreement.

9.12 Catholic Ethics. The Hospital provides care in a manner that is consistent with the Ethical and Religious Directives for Catholic Health Care Services.

9.13 Limitation of Liability. Neither Party shall be liable to the other Party for any special or consequential damages arising from a breach of this Agreement, even if it has been notified of the possibility of such damages.

**[Signature Page Follows]**

**IN WITNESS WHEREOF**, the parties have caused this instrument to be executed in their names and on their behalf, or by a duly authorized officer thereof, as of the Effective Date.

**STEWARD NORWOOD HOSPITAL, INC.**

\_\_\_\_\_  
Name: Salvatore Perla  
Title: President  
Date: \_\_\_\_\_

**MEDFIELD FIRE DEPARTMENT**

\_\_\_\_\_  
Name \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

**Exhibit A**  
**BLS skills and medication privileges**

Each Hospital and the Ambulance Service agree to the following terms of this Exhibit A to the Ambulance Affiliation Agreement:

1. Each Hospital is equipped and committed to providing medical direction for the provision of pre-hospital BLS care by EMT-B's as described herein. Each Hospital delegates to the Affiliate Hospital Medical Director (AHMD) the responsibility of providing medical oversight for BLS medication administration and skills initialed in this Exhibit.
2. The AHMD will oversee medication administration training programs consistent with the applicable Massachusetts Department of Public Health ("MDPH") Office of Emergency Medical Services ("OEMS") EMS Pre-hospital Treatment Protocols, Administrative Requirement, or Advisory.
3. The AHMD shall be responsible for ensuring appropriate training and competency of all pre-hospital EMTs using Glucose Monitoring, if initialed in this Agreement.
4. The Ambulance Service will ensure that all EMTs have completed training for the medications and skills initialed in this Exhibit consistent with the applicable MDPH OEMS EMS Pre-hospital Treatment Protocols, Administrative Requirement, or Advisory. The Ambulance Service shall maintain training records of such medications and skills for review by the MDPH and/or AHMD.
5. The Ambulance Service will allow only those EMTs authorized by the AHMD to administer medications and skills initialed in this Exhibit while employed by the Ambulance Service.
6. If Glucose Monitoring is initialed in this Exhibit, the Ambulance Service agrees, and shall ensure that its EMTs comply with, the following:
  - a. The Ambulance Service will ensure strict adherence to blood borne pathogen policies and procedures, including universal precautions, sharps disposal and reporting requirements currently defined by the Department.
  - b. The Ambulance Service will conduct, at a minimum, a yearly review of training and competency in Glucose Monitoring for all EMTs.
  - c. The Ambulance Service will use a Glucose Monitoring device that is:
    - a) approved by the U.S. Food and Drug Administration (FDA);
    - b) utilizes capillary action;
    - c) measures whole blood;
    - d) uses one-time lancet;
    - e) uses small specimen size to decrease the risk of blood borne pathogen exposure, and;
    - f) requires minimal calibration and cleaning

- d. The Ambulance Service will ensure strict adherence to the use, care, and cleaning of the Glucose Monitoring device and to run controls, where applicable, all in accordance with the manufacturers' instructions.
  - e. The Ambulance Service will abide by any federal Clinical Laboratories Improvement Amendments ("CLIA") requirements as mandated for the use of Glucose Monitoring devices.
7. This Exhibit is in place for the purposes of the following medications and skills as indicated by the initials of both parties:

Required

|                  |                  |                                                                                                                                                                                                                                      |
|------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| _____<br>Initial | _____<br>Initial | Medication administration in accordance with established OEMS Prehospital Treatment Protocols including, but not limited to, Aspirin, Epinephrine Auto injector, and assisted medications (e.g., prescribed inhalers, nitroglycerin) |
|------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Optional

|                  |                  |                                                                                                                                          |
|------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| _____<br>Initial | _____<br>Initial | BLS Assisted Albuterol Adult & Pediatric (Protocol 6.1)                                                                                  |
| _____<br>Initial | _____<br>Initial | BLS Glucose Monitoring according to MDPH/OEMS Administrative Requirement 5-520 (further requirements indicated in this agreement below*) |
| _____<br>Initial | _____<br>Initial | BLS Intranasal Naloxone with minimum standard training. Limited to Needle-less systems (i.e., Naloxone 2 mg Luer-Jet)                    |
| _____<br>Initial | _____<br>Initial | BLS CPAP (Protocol 6.9)                                                                                                                  |
| _____<br>Initial | _____<br>Initial | BLS Glucagon for Hypoglycemia by BLS (Protocol 6.10)                                                                                     |
| _____<br>Initial | _____<br>Initial | BLS & ALS- Selective Spinal Assessment (Protocol 6.3)                                                                                    |
| _____<br>Initial | _____<br>Initial | BLS- Check and Inject Epinephrine (Protocol 6.6)                                                                                         |
| _____<br>Initial | _____<br>Initial | Paramedic Only-Needle Cricothyrotomy (Protocol 6.2)                                                                                      |
| _____<br>Initial | _____<br>Initial | Urban Search and Rescue Specialist (Protocol 6.4)                                                                                        |
| _____<br>Initial | _____<br>Initial | Paramedic Only-Tranexamic Acid (Protocol 6.5)                                                                                            |
| _____<br>Initial | _____<br>Initial | Paramedic Only-Acetaminophen IV (Protocol 6.7)                                                                                           |
| _____<br>Initial | _____<br>Initial | Paramedic Only-Ketamine (Protocol 2.4/2.13)                                                                                              |

8. The parties agree to review and update this Exhibit, as necessary from time to time, in order to remain in compliance with applicable MDPH OEMS EMS Pre-hospital Treatment Protocols, Administrative Requirement, or Advisories.

**Exhibit B**

**[List of hospitals with which Ambulance Service has an affiliation agreement or medication exchange agreement and the policies and procedures that set forth the duties of each affiliate hospital.]**

## Individual Appointments

| Title                                          | Name                             | Term Ends | Reappoint |
|------------------------------------------------|----------------------------------|-----------|-----------|
| <b>Sergeants</b>                               | Daniel J. Burgess                | 2020      |           |
|                                                | John D. Geary                    | 2020      |           |
|                                                | Colby Roy                        | 2020      |           |
|                                                | Ryan Maxfield                    | 2020      |           |
| <b>Police Officers</b>                         | Michelle Manganello              | 2020      |           |
|                                                | Christine DiNatale               | 2020      |           |
|                                                | Robert G. Flaherty               | 2020      |           |
|                                                | Wayne Sallale                    | 2020      |           |
|                                                | Christopher Bonadies             | 2020      |           |
|                                                | Paul Treggiari                   | 2020      |           |
|                                                | Michael Stanley                  | 2020      |           |
|                                                | Connor Ashe                      | 2020      |           |
|                                                | William Bento                    | 2020      |           |
| <b>School Resource Officer</b>                 | Michelle Manganello              | 2020      |           |
| <b>Animal Control Officer</b>                  | Jennifer Cronin                  | 2020      |           |
| <b>Charles River Natural Storage Designees</b> | Maurice Goulet                   | 2020      |           |
|                                                | Kristine Trierweiler             | 2020      |           |
| <b>Community Gardens Committee</b>             | Neal Sanders                     | 2020      |           |
|                                                | Betty Sanders                    | 2020      |           |
| <b>Constable for Election</b>                  | James Mullen, Interim Town Clerk | 2020      |           |
| <b>Constables and Keepers of the Lockup</b>    | Daniel J. Burgess                | 2020      |           |
|                                                | John D. Geary                    | 2020      |           |
|                                                | Colby Roy                        | 2020      |           |
|                                                | Ryan Maxfield                    | 2020      |           |
|                                                | Michelle Manganello              | 2020      |           |
|                                                | Christine DiNatale               | 2020      |           |
|                                                | Robert G. Flaherty               | 2020      |           |
|                                                | Wayne Sallale                    | 2020      |           |
|                                                | Christopher Bonadies             | 2020      |           |
|                                                | Paul Treggiari                   | 2020      |           |
|                                                | Michael Stanley                  | 2020      |           |
|                                                | Connor Ashe                      | 2020      |           |

## Individual Appointments

| <b>Title</b>                                  | <b>Name</b>          | <b>Term Ends</b> | <b>Reappoint</b> |
|-----------------------------------------------|----------------------|------------------|------------------|
|                                               | William Bento        | 2020             |                  |
|                                               | John Gerlach         | 2020             |                  |
|                                               | Ray Burton           | 2020             |                  |
|                                               | Thomas LaPlante      | 2020             |                  |
|                                               | Stephen Saulnier     | 2020             |                  |
|                                               | Sandra Cronin        | 2020             |                  |
|                                               | Thomas Hamano        | 2020             |                  |
|                                               | Paul Jordan          | 2020             |                  |
|                                               | John Cave            | 2020             |                  |
|                                               | Kailee Lutz          | 2020             |                  |
|                                               | Stephen Palmer       | 2020             |                  |
|                                               | Lawrence Fleming     | 2020             |                  |
|                                               | Lori Sallee          | 2020             |                  |
|                                               | Brendan Pasco        | 2020             |                  |
|                                               | Richard Forrester    | 2020             |                  |
|                                               | Aldo D'Angelo        | 2020             |                  |
|                                               | Robert LaPlante      | 2020             |                  |
|                                               | Mark Sterling        | 2020             |                  |
|                                               |                      |                  |                  |
| <b>Special Police Officers</b>                | John Gerlach         | 2020             |                  |
|                                               | Ray Burton           | 2020             |                  |
|                                               | Thomas LaPlante      | 2020             |                  |
|                                               | Stephen Saulnier     | 2020             |                  |
|                                               | Sandra Cronin        | 2020             |                  |
|                                               | Thomas Hamano        | 2020             |                  |
|                                               | Paul Jordan          | 2020             |                  |
|                                               | John Cave            | 2020             |                  |
|                                               | Kailee Lutz          | 2020             |                  |
|                                               | Stephen Palmer       | 2020             |                  |
|                                               | Lawrence Fleming     | 2020             |                  |
|                                               | Lori Sallee          | 2020             |                  |
|                                               | Brendan Pasco        | 2020             |                  |
|                                               | Richard Forrester    | 2020             |                  |
|                                               | Aldo D'Angelo        | 2020             |                  |
|                                               | Robert LaPlante      | 2020             |                  |
|                                               | Mark Sterling        | 2020             |                  |
|                                               |                      |                  |                  |
| <b>Contract Compliance Officer</b>            | Kristine Trierweiler | 2020             |                  |
|                                               |                      |                  |                  |
| <b>Director of Grave Markers for Veterans</b> | Frank Iafolla        | 2020             |                  |
|                                               |                      |                  |                  |

## Individual Appointments

| <b>Title</b>                                    | <b>Name</b>                    | <b>Term Ends</b> | <b>Reappoint</b> |
|-------------------------------------------------|--------------------------------|------------------|------------------|
| <b>Fair Housing Officer</b>                     | Kristine Trierweiler           | 2020             |                  |
|                                                 |                                |                  |                  |
| <b>Field Driver and Fence Viewer</b>            | Gary Pelletier                 | 2020             |                  |
|                                                 |                                |                  |                  |
| <b>INSPECTIONS</b>                              |                                |                  |                  |
| <b>Building Comissioner</b>                     | Gary Pelletier                 | 2020             |                  |
| <b>Alernate Building</b>                        | Joseph Doyle                   | 2020             |                  |
| <b>Alternate Building</b>                       | John Mee                       | 2020             |                  |
| <b>Alternate Building</b>                       | Donald J. Colangelo            | 2020             |                  |
| <b>Plumbing</b>                                 | John A. Rose, Jr.              | 2020             |                  |
| <b>Alternate Plumbing</b>                       | Robert Piersiak                | 2020             |                  |
| <b>Electrical</b>                               | James J. Leonard               | 2020             |                  |
| <b>Alternate Electrical</b>                     | Peter Diamond                  | 2020             |                  |
| <b>Alternate Plumbing</b>                       | James Coakley                  | 2020             |                  |
| <b>Atlerate Electrical</b>                      | William A. Cooke, Jr.          | 2020             |                  |
|                                                 |                                |                  |                  |
| <b>Inspector of Animals</b>                     | Jennifer Cronin                | 2020             |                  |
|                                                 |                                |                  |                  |
|                                                 |                                |                  |                  |
| <b>Keepers of the Town Clock</b>                | Marc R. Tishler                | 2020             |                  |
|                                                 | David P. Maxson                | 2020             |                  |
|                                                 |                                |                  |                  |
| <b>Local Auction Permit Agent</b>               | Evelyn Clarke                  | 2020             |                  |
|                                                 |                                |                  |                  |
| <b>Local Water Resource Management Official</b> | Maurice Goulet                 | 2020             |                  |
|                                                 |                                |                  |                  |
| <b>Measurer of Wood and Bark</b>                | James Allhouse                 | 2020             |                  |
|                                                 |                                |                  |                  |
| <b>Medfield MBTA Advisory Board Designee</b>    | Kristine Trierweiler           | 2020             |                  |
|                                                 |                                |                  |                  |
| <b>MAPC Three River</b>                         | Sarah Raposa                   | 2020             |                  |
|                                                 |                                |                  |                  |
| <b>Municipal Census Supervisor</b>              | Jim Mullen, Interim Town Clerk | 2020             |                  |
|                                                 |                                |                  |                  |
| <b>Norfolk County Advisory Board</b>            | Maurice Goulet                 | 2020             |                  |

## Individual Appointments

| <b>Title</b>                                     | <b>Name</b>                    | <b>Term Ends</b> | <b>Reappoint</b> |
|--------------------------------------------------|--------------------------------|------------------|------------------|
|                                                  |                                |                  |                  |
| <b>Parking Clerk and Hearing Officer</b>         | Jim Mullen, Interim Town Clerk | 2019             |                  |
|                                                  |                                |                  |                  |
| <b>Police Matrons</b>                            | Sandra Cronin                  | 2020             |                  |
|                                                  | Jennifer A. Cronin             | 2020             |                  |
|                                                  |                                |                  |                  |
| <b>Pound Keeper</b>                              | Jennifer A. Cronin             | 2020             |                  |
|                                                  |                                |                  |                  |
| <b>Public Weigher</b>                            | James Allhouse                 | 2020             |                  |
|                                                  |                                |                  |                  |
| <b>Rep to Regional Hazardous Waste Committee</b> | Maurice Goulet                 | 2020             |                  |
|                                                  |                                |                  |                  |
| <b>Right to Know Coordinator</b>                 | Chief Carrico                  | 2020             |                  |
|                                                  |                                |                  |                  |
| <b>Sealer of Weights and Measurers</b>           | James Allhouse                 | 2020             |                  |
|                                                  |                                |                  |                  |
| <b>Superintendent of Insect Pest Control</b>     | Edward M. Hinkley              | 2020             |                  |
|                                                  |                                |                  |                  |
| <b>Town Greeter</b>                              | Joseph E. Ryan                 | 2020             |                  |
|                                                  |                                |                  |                  |
| <b>Town Historian</b>                            | Richard DeSorgher              | 2020             |                  |
|                                                  |                                |                  |                  |
| <b>Tree Warden</b>                               | Edward M. Hinkley              | 2020             |                  |
|                                                  |                                |                  |                  |
| <b>Veterans Service Officer</b>                  | Jon Cogan                      | 2020             |                  |
|                                                  |                                |                  |                  |
| <b>Zoning Enforcement Officer</b>                | Gary Pelletier                 | 2020             |                  |
|                                                  |                                |                  |                  |
| <b>MAPC Tric</b>                                 | Sarah Raposa                   | 2020             |                  |
|                                                  |                                |                  |                  |
| <b>Traffic Supervisors</b>                       | Kevin Robinson                 | 2020             |                  |
|                                                  | Jennifer Cronin                | 2020             |                  |
|                                                  | Joanne O'Rourke                | 2020             |                  |
|                                                  | Angela Brown                   | 2020             |                  |
|                                                  | Lisa Visser                    | 2020             |                  |

## Individual Appointments

| <b>Title</b> | <b>Name</b>       | <b>Term Ends</b> | <b>Reappoint</b> |
|--------------|-------------------|------------------|------------------|
|              | Jennifer Disinger | 2020             |                  |
|              | Carmen Nazario    | 2020             |                  |
|              |                   |                  |                  |
|              |                   |                  |                  |
|              |                   |                  |                  |

# Memorandum



To: Osler L. Peterson, Chairman, Board of Selectmen  
CC: Kristine Trierweiler, Town Administrator  
From: Sarah Raposa, Town Planner  
Date: September 3, 2020  
Re: Planning Board Associates

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At their duly posted meeting on September 2, 2020, the Planning Board unanimously recommended appointment of Blake McDermott and James Sullivan as Associate Members of the Planning Board. A vacancy announcement was posted on the Town website's homepage under "News Events" on June 30<sup>th</sup> and shared on social media multiple times. The Board receive three letters of interest and interviewed the candidates at their September 2<sup>nd</sup> meeting.

The Planning Board respectfully requests that the Board of Selectmen appoints Blake McDermott and James Sullivan to Planning Board as Associate Members (annual appointments). Their letters of interest are attached for your consideration. Please advise of your next meeting date.

The Board particularly notes the candidates' backgrounds which will complement the current composition in terms of professional design and engineering experience.

The third candidate will be approached to fill one of the two vacancies on the Historical Commission.

August 25, 2020

Dear Ms. Raposa,

I write to you in regards to the associate position on the Medfield planning board. Seth Meehan, a neighbor and good friend, recommended I throw my hat in the ring after our recent review of, and discussion related to a mutual friend's house renovation. Architecture, design, and aesthetics related to construction/building have always been interests of mine, and while I've not been formerly employed in such capacities, I believe my prior work experience coupled with my affection for this town would make me a valuable addition to the Planning Board.

My family moved to Medfield five years ago from nearby Dedham and immediately fell in love with this town. Medfield's school system was a significant factor in our choosing to move to Medfield - as I suspect it was in the decisions of so many Medfield families – but it was only one factor. We were drawn to the “quaintness” of the town, the historic nature of the town center, the open spaces, and the feeling that efforts were in place to preserve these important qualities. I would be excited to have an opportunity to contribute to those efforts as a member of the Planning Board.

I spent 13 years following my graduation from Gettysburg College working for Anthropologie, a lifestyle brand retailer. I worked my way from a Display Coordinator in a single store in Pennsylvania, into a role as the company's Northeast District Visual Manager, where I worked collaboratively with the Northeast District Manager in overseeing the company's nine store locations in Massachusetts, Connecticut and New York. The experience was both challenging and rewarding as an Art History and Studio Art major – managing teams and creating unique store designs to assist in meeting sales goals for each location. Helping to create the aesthetic ambiance in these stores required an eye for detail and composition. Despite my management role, I was usually knee-deep in the design and building aspect of the seasonal reinventing of the stores – I had a saw, drill, or ladder in my hands as often as I did sales and staffing numbers. And I really enjoyed it.

I hope you will consider my interest in joining the planning board. I am invested in this town and would like to utilize my genuine interest and skill set to play a role in preserving the qualities of this town that make it such a wonderful place to live.

Sincerely,

Blake McDermott

August 30, 2020

James R. Sullivan, P.E.  
18 Fairview Road  
Medfield, MA 02052

Sarah L. Raposa, AICP  
Town Planner  
459 Main Street  
Medfield, MA 02052

RE: Letter of Interest – Associate Planning Board Member – Open Position

Dear Ms. Raposa,

I would like to submit this letter of interest for one of the open associate member positions on the Town's Planning Board.

My family and I have recently relocated back to Massachusetts and settled in Medfield. We have three children and have started to get involved in the community through several youth organizations and one of the local churches. After following the events leading up to and watching last year's Town Meeting, I was very impressed by the Board's involvement in the redevelopment of Hospital Hill and inspired me to become more involved with Town government.

Professionally, I am a registered Civil Engineer in Massachusetts with over 20 years of experience in Land Development throughout the United States. Nine (9) of those years have been in Massachusetts working on a wide variety of development projects from Boston to the Berkshire's. I have spent many nights presenting in front of Town Commissions and Boards working with many stakeholders to create a successful project.

I believe that this experience provides a solid foundation for membership as well as an understanding of the commitment needed to serve on this Board. I look forward to the opportunity to share, shape and support the Town's growth and development. Thank you for considering me for this position. I look forward to your response and the opportunity to meet you and the other members.

Sincerely,

