

**REQUEST FOR PROPOSALS AND QUALIFICATIONS
REUSE AND FEASIBILITY PLAN
SYMME'S HOSPITAL
ARLINGTON, MASSACHUSETTS**

Introduction

On January 16, 2002, the Arlington Town Meeting voted to acquire the 18.1-acre former Symmes Hospital site and to create the Symmes Arlington Conservation and Improvement Project, a Chapter 121B urban renewal project and plan ("the Plan"). The Arlington Redevelopment Board ("ARB"), acting on behalf of the Town, expects to take title to the property on or about April 1, 2002. The Town Meeting had earlier created a Symmes Advisory Committee ("the Committee") to work with the ARB in carrying out the continued planning for the reuse of the site.

The goal of this Symmes Arlington RFP is to select a consultant who can direct a comprehensive evaluation of the property so the Town can make a successful development reuse decision within a year of the acquisition date of April 1, 2002. Although the Plan is complete and meets the statutory requirements, the Town, acting through the ARB, is prepared to recommend changes to the Town Meeting after the consultants' evaluation.

As part of the evaluation process, the consultant will be expected to direct a comprehensive facilitated public outreach program that will allow and encourage citizen participation in the planning process. The consultant will also be expected to assist the Town in communicating to the public the reasonable uses of the site within the constraints imposed by location, neighborhood impact, environmental limitations, economic feasibility and other related factors.

Ultimately, the consultant will be responsible for recommending a reuse plan that is appropriate for the site and that takes into consideration all relevant constraints.

History

The Symmes Arlington Conservation and Improvement Project is an 18.1 acre parcel of land located on Summer Street in Arlington. The former hospital sits on a dominant site near the geographic center of Arlington and is visible from many parts of the Boston Basin. The property has been the site of the Symmes Arlington Hospital since the property was deeded to the corporation by the Town in 1903. The hospital was opened in 1909 and continued to operate as a full-service community hospital until approximately 1997. The eighteen acres consist of forty-five percent in steep slope and ledge and fifty-five percent on a plateau at the top of the site. The plateau is occupied by the main hospital building which contains 166,000 square feet and a

parking lot containing 344 cars. The principal access is from Summer Street, Route 2A. A 26,000 square foot five-story building, originally designed as a nurses' quarters, is located along the access road. This building, currently abandoned, was built in 1917 with an addition added in the 1938.

The property has been maintained as a private nonprofit community hospital for most of its existence. In 1994 it was sold to a partnership of Lahey Clinic and Advantage Health at which time the property became taxable. It has provided needed health care services to residents of Arlington and surrounding communities. At its peak, just prior to its bankruptcy in 1989, it employed 550 people, had a fourteen million dollar payroll and 148 acute-care beds. The hospital experienced 35,170 patient days in 1989. The full service emergency room had 19,465 visits.

The site was assembled over fifty-five years by the hospital principally through bequests of land from the Town. The major portion of the site containing twelve acres was deeded to the hospital in January 1903 for one dollar. Additional parcels were transferred to the hospital, essentially as gifts in 1948, 1949, and 1959; all but 2.6 acres of the site was a gift to the Town in 1851.

In the early 1980's, the Symmes' Trustees explored a merger with Winchester Hospital and Choate Hospital in Woburn. After extensive negotiations, Winchester Hospital elected not to join the proposed merger. Choate and Symmes did merge. In the mid 1980's, shortly after completing a major addition to the hospital, the Board of Trustees began to experience serious financial difficulties. On October 6, 1989, the Board filed for protection under Chapter 11 of the bankruptcy code. At the time of the filing, it was reported that creditors were owed over forty million dollars.

The Hospital Conversion Board of the State Department of Public Health convened a public hearing in the auditorium of the Robbins Memorial Town Hall in Arlington on January 29, 1990. Over 1,000 Arlington residents attended the hearing, and the Hospital Conversion Board was persuaded not to close the hospital given its importance to the health needs of the community. On August 9, 1990, after extensive negotiations with creditors, the Federal Bankruptcy Judge approved the workout plan, and the hospital was declared solvent.

In early 1991, Symmes Hospital, essentially debt-free, explored other ways to strengthen its finances. The trustees examined the possibility of developing a medical office building on the campus with approximately 40,000 square feet and a two hundred car parking facility. They also explored the possibility of constructing a nursing home on the site under a land lease arrangement. Hospital officials reported that both of these facilities would return positive cash flow to the bottom line of the hospital.

In 1992, as Symmes explored the new office building, they proceeded to the Town; and, in the spring of 1992, the Arlington Town Meeting voted to amend the Zoning Bylaw to permit the construction of a doctor's office building. In 1993, the hospital explored the possibility of hospital-based skilled nursing care on the third floor of one Nickerson wing; neither facility was ever built on the site. At about the same time, Symmes announced that it would negotiate exclusively with Lahey Clinic to see if a merger could be consummated. Those discussions continued for about a year; and, in early 1994, Symmes Hospital was sold to a partnership of

Lahey Clinic and Advantage Health. At that time Arlington officials became concerned about the possible loss of acute care services. At the general election convened on March 5, 1994, the Selectmen placed a nonbinding question put on the ballot which asked the voters, "Do you support the Town in its effort to maintain acute care beds at Symmes Hospital?" The voters by a margin of 5,956 to 1,612 supported the Town's efforts to maintain acute-care beds.

On May 25, 1994, Lahey/Advantage Health and the Town executed a Letter of Intent under which the Lahey/Advantage Partnership agreed to provide acute care services at the site. Subsequently, the level of services gradually diminished, and the hospital ceased to operate as a full service community hospital.

On May 7, 1997, at a Special Town Meeting, under Article 13, the Arlington Town Meeting created a special committee to work with the owners of the Symmes Hospital. That committee was charged with working with Lahey/Advantage Health to determine how the hospital could provide important services to the residents of Arlington and the surrounding communities. There were numerous discussions among that committee and officials at Lahey/Advantage Health over the ultimate future of the Symmes Hospital. Lahey/Advantage Health now Lahey/HealthSouth continued to decrease the services, even though they undertook several master planning efforts to try to determine, with the assistance of the Town, what should happen at the site.

In December 2000, officials of the Town met with the Chief Executive Officer of Lahey Clinic, his consultants, and his staff and were informed that Lahey intended to sell the property to the highest bidder immediately. In early January 2001, the Arlington Board of Selectmen voted to insert a warrant article requesting the Annual Town Meeting for permission to acquire the property, by purchase or eminent domain if necessary. In addition, a question was put on the ballot asking the voters if they would be willing to exclude any debt service relating to the acquisition of the Symmes site from the provisions of Proposition 2 1/2. The Official Policy Statement of the Board of Selectmen adopted on March 12, 2001, is included as Attachment A. On March 31, the voters of the Town of Arlington voted 59.2% to 33% to exclude the cost of debt service to acquire the hospital site from the provisions of Proposition 2 1/2.

On May 21, 2001, the Town Meeting created the Committee to help in the replanning of the site. A copy of that vote is included as Attachment B.

Since that vote, Town officials negotiated with representatives of Lahey/ Health South over the acquisition of this property which has declined from a vibrant full-service community hospital to a largely vacant little used medical office building with only fifteen percent of the floor space in use.

On December 17, 2001, the Town and Lahey/HealthSouth signed a Purchase and Sale Agreement transferring the property to the Town for \$ 7.1 million dollars. The Purchase and Sale includes a leaseback to Lahey/HealthSouth of 25,000 square feet of the main hospital building as medical office space with rental income of \$525,000 per year. It also includes a provision that Lahey will not request relocation benefits if they elect to leave the site at either the second, fifth or tenth year. The Town also reserves the right to terminate the lease at the second, fifth or tenth year. The Town expects to take title on or about April 1, 2002.

The Need for Public Intervention

The history of the demise of Symmes Hospital described above is testimony to the need for public intervention. Although the Town has played an activist role in the attempts to maintain acute-care hospital services at Symmes, the hospital has closed and the likelihood of it returning as an acute-care hospital is extremely remote given today's market.

On March 31, 2001, Arlington citizens, based on objectives outlined by the Board of Selectmen, voted by a margin of 59% to 33% to raise their own taxes and acquire the Symmes site through a Proposition 2½ debt exclusion. The goals and objectives of the Board of Selectmen are included in Attachment A. In May of 2001 the Annual Town Meeting created the Committee to advise and assist the ARB, the Town Meeting and other Boards and officials regarding the potential reuse of the Symmes property. (See Attachments B and C for vote creating the Committee and an overview of the Committee's activities to date).

The Town has determined that this critical 18.1-acre site is a prime candidate for public action through the Chapter 121B Urban Renewal Process. On January 16, 2002, a Special Town Meeting voted 141 to 21 to declare the site an urban renewal area, approve an urban renewal plan, and by a second vote of 144 to 18 authorize a bond issue of \$14 million dollars to acquire plan and redevelop the site. The provisions of Chapter 121B provide a truly unique opportunity for the Town, acting through its operating agency, the ARB, and the Committee to carefully analyze the choices for this site and determine the appropriate reuse for the long-term benefit of the Town. The Plan is currently under review by the Department of Housing and Community Development. It is included as Attachment D. The consultant will test the current plan to determine whether or not it should be amended.

Current Zoning

The property is located in its own Hospital Zoning District. Uses allowed by right in the Hospital District are limited primarily to agricultural, public buildings and certain accessory uses. Uses allowed by special permit from the Town's Zoning Board of Appeals include hospital, nursing home, professional or business offices, dormitories and rehabilitation residences.

Over the years, the Town has worked closely with the hospital to make necessary zoning changes to accommodate its needs. The principal change took place in 1972, when through a mutual agreement the Town and Symmes Hospital created the Hospital Zoning District in order to control the reuse and redevelopment of the property. In 1992, the Town acted on a request from Symmes Hospital to make amendments to the Hospital District to permit the development of office uses on the site. These changes were voted by Town Meeting in order to help the financial situation at Symmes in the early 90's.

It is expected that the consultant will recommend zoning changes as appropriate to allow implementation of the Plan.

Existing Urban Renewal Plan

The Plan for the Symmes site includes the creation of approximately sixty units of affordable housing on three acres. This housing would be developed through the rehabilitation of the former nurses' quarters and the construction of new housing on either side of that building overlooking Arlington and Boston to the east. It is anticipated that any housing constructed on the site will include both market rate and affordable units.

A second element of the Plan includes the recycling of the existing hospital building into medical and other professional offices with the possible inclusion of biotechnology space. The building is relatively easily divisible into four sections making it a prime candidate for multiuse redevelopment. The Plan presumes that all development will be undertaken by private developers, perhaps under a long-term land lease from the ARB, a sale of the property or some other development instrument. In accordance with the Selectmen Policy Statement of March 12, 2001 (Attachment A), the consultant should consider whether or not there is a market for medical uses at the site

The consultant will test these early land use proposals against community desires expressed through an extensive facilitated public outreach program and economic reality. The consultant should also explore alternative models of disposition and ownership of the parcel, including direct Town involvement in development of all or part of the project, to determine what model will best achieve the desired outcomes.

Broad Goal

The Town's goal is to create an outstanding multiuse property in the geographic center of Arlington, a development that is compatible with the surrounding single-family homes, a development which has ready access to State Highway Route 2A, and the provision of fifty percent of the land for public access in accordance with the commitments made to the voters of Arlington in March 2001. The resulting change from hospital use to multiuse is a unique opportunity. For almost one hundred years, the residents of Arlington have accepted, without question, that this site is the site of a valuable community-based hospital. The days of community hospitals are fast disappearing; therefore, the opportunity to exercise public action to replan and redevelop this critical site is an opportunity that the voters and the Town Meeting have overwhelmingly supported.

The Symmes Project is a unique opportunity to combine the powers of a public operating agency with a private development community to create a significant positive impact in Arlington. The proposed reuse will transfer a significant piece of tax-exempt property for ninety-two of the last ninety-nine years and return it to the tax rolls.

Objectives

The objectives as set forth in the Symmes Arlington Conservation and Improvement Project Plan are as follows:

1. To eliminate by renewal action, conditions of blight and deterioration found to exist in the project area.
2. To maintain existing property value and encourage appropriate new investment in the Symmes Arlington Conservation and Improvement Project.
3. To increase the tax base of the Town without creating a burden on the streets, utilities, neighboring land uses and other public facilities.
4. To encourage more appropriate use of project area land through proper land use planning techniques by providing incentives in the private market for development in a manner which succeeds in fulfilling the goals and the objectives of the Town.
5. To achieve compatibility between the development or rehabilitation of existing uses and new uses and the needs of adjacent low-density residential neighborhoods to achieve a quiet protected residential atmosphere.
6. To coordinate new development in the Symmes Arlington Conservation and Improvement Project with existing and proposed public and semipublic land uses.
7. To improve the visual appearance of the site by following the design review process in the Zoning Bylaw and design criteria established by the ARB, and upgrade traffic flow to and from the site without further impacting land abutting the roadways.
8. To provide an effective attractive and convenient open space network around and within the site to enhance the development proposed for the site.
9. To enhance the marketability and to promote the development of underutilized land in the Project Area by acquiring the site, by preparing a master action plan and by creating rational disposition parcels for private development.
10. To provide housing opportunities to take advantage of the many amenities of the site which are prerequisites for successful residential development.
11. To remove or rehabilitate obsolete, substandard or deteriorated buildings that are factors in spreading blight and deterioration in order to maintain abutting property values and enhance full development of the Project Area.

Consultant Tasks

The Committee is looking for a consultant team that will examine existing conditions, propose opportunities, and recommend a series of alternatives to the Committee and the ARB for presentation to a special or annual town meeting late in 2002 or early 2003. The Committee proposes a transparent planning process with extensive public input through multiple facilitated public sessions. The consultant will meet with the Committee not less than biweekly.

The scope is divided into three principal phases that should overlap in time and be executed in parallel:

Phase I. Community Outreach

The consultant, under the direction of the Committee and in collaboration with a subcommittee named the Outreach Group, will be responsible for three major elements of this task: 1) a series of design charrettes to elicit community input on potential development of the site; 2) information dissemination and education; and 3) a process to increase awareness among the public about the environmental, social, geographic and economic factors that will determine the ultimate use of the site.

1. Design charrettes: The consultant will facilitate three design charrettes to assemble community feelings about development options for the site. These sessions will be with the public and key community groups. They will be scheduled with the consultant to provide an opportunity for an intense examination of choices for the site. The consultant will also provide training to Outreach Group members to assist them in facilitating the design charrettes. The consultant will provide assistance to the Outreach Group in collating and analyzing the information gathered from the charrettes and other sources (e.g., surveys, working groups). The consultant will produce a report for the public based on the resulting information.
2. Information Dissemination and Education: The consultant will draft interim progress and design update reports to the community and the committee which can be posted on the website as well as transferred to other media outlets. The consultant may also prepare information and educational packets to be used to explain the project and its possibilities and limitations to other Town officials, citizens, and the Town Meeting.
3. Public Awareness Process: The consultant will develop a product to increase public awareness and understanding of the environmental, social, geographic and economic factors that constrain the optimal reuse of the site in meeting the objectives set by the Board of Selectmen. The consultant will be available to assist the SAC in a process to present this product to the community.

Phase II. Data Collection

The consultant will be responsible for three major elements: 1) organization of data on existing conditions; 2) survey of comparable municipal redevelopment efforts; and 3) gathering and assessment of input from the development community.

I. Site Overview

A. Inventory of land and buildings

The purpose of this task is to assemble all existing plans and specifications to provide a base for future planning work. The consultant shall provide field verification of plans. Copies of the existing consultant reports are included in Attachment E.

B. Detailed Structural, Mechanical Analysis and Condition

The current owners and operators of the property have assembled extensive information on structural, mechanical and other building components. The consultants shall assemble this information, define what relevant information is missing, and put available information in a usable format for planning analysis.

C. Environmental Issues

DEP Status - The site has experienced two known releases. The extent of these releases is known, and the current owners are proceeding to remediate the conditions. Under the terms of the Purchase and Sale Agreement, the remediation will include the implementation of AULs (Activity and Use Limitations) on the site. The information required under this task is to understand the extent of the AULs required and how they may impact potential redevelopment of the site.

D. Site Constraints

The purpose of this task is to document the extent of ledge, the amount of slope, and the relationship of the site to the neighbors, highway access, schools and other Town services. The consultants will examine general access issues relating to this site. The consultant will prepare materials showing the impact of these site constraints on development options. The consultant will also assemble information on the capacity and condition of existing site utilities.

E. Summary

Site Assets and Liabilities: The committee wishes to have a clear, concise statement that can be used in its marketing strategy outlining site assets and liabilities. This may take the form of visual and/or written materials and may become the basis of a marketing brochure.

II. Survey of Comparable Redevelopment Efforts

The consultant will conduct a comparative survey of five other public/private redevelopment efforts, their successes and mistakes, and financing techniques employed. Issues addressed should include the correlation between desired and actual uses, quantification of the economic benefit to the municipality (measured by taxes and rents), the viability of the development (measured by occupancy and use levels), and qualitative effects on the community.

III . Input From the Developer Community.

The consultant, under the direction of the Arlington Redevelopment Board, will prepare and issue a “developer’s package” seeking developer interest or undertake an equivalent process, seeking preliminary proposals and suggestions from local and regional developers with past experience in politically active communities, who have demonstrated expertise in mixed development including residential and nonresidential elements as described in this RFP. The ARB and the SAC will use the responses to the

package in assessing developer interest in the site. This information will be shared with the consultant who will integrate it into the final report.

Phase III. Analysis and Prioritization

This purpose of this phase of the project is to organize and prioritize the information that 1) has been collected from the community during the initial outreach process, 2) has been developed previously by the Town and other parties or is newly developed by the consultant with respect to site constraints, and 3) has been collected as broad market input from the developers and other market sources. The Committee and the ARB are interested in an analysis of the redevelopment potential, an assessment of alternate reuse options and the prioritization of recommended development alternatives. An underlying but principal outcome of this portion of the project is to determine how the goals of the Board of Selectmen, and citizen input as determined through the initial outreach process, conform to the consultant's views of development constraints arising from physical and social site conditions, economic and financial factors such as availability of capital, and forecast market demand for alternative reuse possibilities.

I. Redevelopment Potential

The objective of this part of the study is to prepare a clear set of statements outlining specific redevelopment opportunities. It is expected that these opportunities will be developed through a clear understanding of the market potential of the site with extensive public input from various citizen groups in town. The consultant will prepare a series of development options for the site based on a realistic understanding of the real estate market, its relationship to site constraints and opportunities described above, and input from the developer community.

- **Public Facilities Opportunities**
This section of the planning process will result in the presentation of a series of public facility opportunities for the site. The opportunities might include but are not limited to:
 - passive open space
 - active recreation
 - enclosed recreation facilities
 - other public facilities

- **Private Sector Real Estate Investment Opportunities**
This part of the scope envisages a detailed analysis of the most probable real estate investment opportunities at the site. These opportunities might include but are not limited to:
 - mixed income housing (including new construction, conversion, or rehabilitation)
 - commercial office space or biotechnology or other research space
 - retail
 - industrial

- ❑ medical/health related
 - ❑ hotel/hospitality
 - ❑ other
- Economic and Environmental Considerations

Each individual development use should be examined with respect to:

 - ❑ current and projected demand in the relevant market area
 - ❑ volatility in varying economic conditions
 - ❑ tax revenues that would be generated, compared with its effect on the Town's costs of municipal services
 - ❑ employment opportunities
 - ❑ potential transportation impacts
 - ❑ the cost of infrastructure improvements if any
 - ❑ site constraints such as ledge, slope, and other development impediments on the property
 - ❑ impact on adjacent neighborhoods

II. Alternative Reuse Assessment

This phase of the study involves a careful evaluation of the implications of each of the development alternatives. Issues will be collected and analyzed; an overall cost benefit analysis will be prepared by the consultant for each of the development options including the following performance measures:

- A reliable estimate of the jobs to be created
- A projection of tax revenues to the Town (gross and net) and ancillary funding sources will be made
- The relative neighborhood impacts by option
- Any zoning changes required to implement the options
- A summary of the environmental impacts so that the Town can make a decision based on sound information
- An analysis of the existing infrastructure and potential added infrastructure and related costs to the Town
- The overall benefit or liability for each of the selected development options to allow the Town to determine which ones to explore in more detail
- The probable sales and/or rental values by option so that the community can understand the true net worth of the development options

III. Recommended Alternatives and Development RFP

The consultant will have the responsibility of recommending and quantifying alternatives for the Committee and the ARB. Alternatives should incorporate use, design and site development guidelines and recommended implementation strategies. The alternatives will be subject to public comment, and will be revised in response.

Before the ARB begins the redevelopment of the property, the consultant shall prepare such documents and materials suitable for presentation to Town Meeting, that outline the preferred alternatives for the review and/or approval of Town Meeting. The consultant will prepare a draft Request for Proposals for development of the site in accordance with the use, design and site development guidelines.

The studies must be completed expeditiously so the Committee and the ARB can report back to the Town Meeting at the end of 2002 or early 2003.

Major Milestones

The consultant shall prepare a plan for the consulting project that shall include the principal milestones. The major phases of the project shall overlap in time and may be executed in parallel. At each of the milestones the Committee and the ARB shall review the progress of the consultant. The following are considered significant milestones:

- Outreach process designed
- Charrettes completed and results summarized
- Site constraints and conditions analyzed
- Developer feedback assessed
- Economic analysis complete
- Preliminary report on redevelopment alternatives
- Final report on redevelopment alternatives

Deliverables and Public Events

For each major phase of this process the consultant should produce a comprehensive memorandum detailing its findings. Each memorandum should include such maps, plans and other supporting graphics as may be required to properly convey the information. These and all other of the consultant's work product should be delivered in sets of 25 copies, and made available in electronic form suitable for distribution through a web site. The consultant will not be responsible for such distribution.

In keeping with the open nature of the desired process, the consultant will participate in a significant number of public sessions. These shall include those described in the Outreach section such as design charrettes and educational presentations, and appearances at Town

Meeting. Consultant should expect not fewer than eight such outreach events including three charrettes and two Town Meeting presentations, all conducted during evening hours. Consultant will furnish appropriate graphics, Power Point displays and literature to support these presentations. Consultants will not be responsible for event publicity, media purchases, mailings to the public, or mass copying of any supporting literature.

Consultant should also expect to meet with the Committee, its working groups or the ARB on average not less than weekly throughout the contract term. The consultant shall recommend the number of meetings in the response to the RFP.

Time Schedule

- January 16, 2002 Town Meeting vote to purchase property.
- February 4, 2002 Department submits Urban Renewal Plan documentation to State Department of Housing & Community Development for sixty day review period.
- April 2002 State Department of Housing & Community Development approves Urban Renewal Plan.
Town floats bond issue for acquisition.
- April 1, 2002 Redevelopment Board and Symmes Advisory Committee Approve text of RFP.
- April 3, 2002 Notice to Central Register for notification to potential consultants.
- April 8, 2002 Notice published in Goods and Services Bulletin.
- April 11, 2002 Notice published in The Arlington Advocate.
- April 25, 2002 Bidders' conference, 10 a.m., 1st floor conference room @ Town Hall.
- May 9, 2002 Proposals due at Purchasing @ Town Manager's Office 11:00 a.m.
- May 23, 2002 Short list of consultants selected.
- June 4, 2002 Consultant interviews.
- June 6, 2002 Consultant interviews.
- June 13, 2002 Consultant selection.

- June 20, 2002 Consultant under contract.
- July & Aug., 2002 Facilitated outreach sessions.
- October 2002 Consultant presents selected development alternatives to Town.
- Oct., Nov. 2002 Town selects preferred development alternatives.
- December 2002 Revised Urban Renewal Plan prepared for Town Meeting.
- January 2002 (Action, and if necessary, submittal to DHCP.)
- Jan. & Feb. 2003 Special Town Meeting to receive report and amend Urban Renewal Plan if necessary.
- April 2003 Development RFP prepared for distribution.
- June 2003 ARB receives development proposals.
- August 2003 Select developer(s).
- September 2003 ARB executes land disposition agreement with developer(s).
- Oct.-March 2004 Permitting sale or lease to develop.
- June 2004 Construction.

Submission Requirements

1. Interested firms shall submit proposal (25 copies) to the Office of the Purchasing Agent, Arlington Town Hall, 730 Massachusetts Avenue, no later than 11:00 a.m., May 9, 2002 to be considered.
2. The proposal must include the following information.
 - A recitation of the experience of the consulting team on similar development projects.
 - A clear and concise description of the members of the consulting team and their interrelationships and prior experience together.
 - Resumes of all key personnel and consultants, if any, to be assigned. An organizational chart shall be included.

- A survey of current workload and a clear statement describing the ability of the team to perform this assignment in accordance with the Town's schedule.
 - A description of how consultant proposes to undertake the proposed work scope and any proposed deviation from or alternatives to the work plan described above. Consultants are free to describe additional tasks; however, the scope described above must be responded to in its entirety.
 - A clear statement of how consultant intends to allocate the funds made available for execution of the study.
 - The consultants' basic proposal shall contain no more than 40-50 sides.. Additional pages and supporting materials may not be considered.
3. The Committee has targeted \$200,000 to fund this study. The selection of the consultant will not be based primarily on price, but rather on the experience, creativity and presentation of the consulting team.

ATTACHMENTS

- Attachment A Policy Statement of Board of Selectmen adopted unanimously
March 12, 2001.
- Attachment B Copy of Town Meeting Vote creating Symmes Advisory Committee.
- Attachment C Background and Activities of the Symmes Advisory Committee
[Memorandum to Town Meeting 3 Jan 2002]
[Presentation to Town Meeting 14 Jan 2002]
- Attachment D Urban Renewal Plan adopted by Town Meeting on January 16, 2002.
- Attachment E Consultant Reports relating to physical and structural conditions on the
site.