



FY 2026 Municipal Community Mitigation Fund Grant Application

Application Instructions:

- I. All applications must be received by the Massachusetts Gaming Commission by January 31st, 2025, at 11:59 p.m. to be considered for funding for the FY 2026 grant round.
- II. Each municipality may only submit **ONE** application as a Word Document.
- III. Each project must have its own form within the appropriate category. Forms can be found below as Parts A-E. If there is more than one project in a category, please copy the form. All attachments should directly follow the relevant project form.
- IV. Be sure to fill in all the information requested on the application. Applications that are left incomplete will not be accepted.
- V. All applications must submit a detailed scope of work and timeline for implementation for all projects identified in the application.
- VI. All applications must contain appropriate backup materials that support the application.
- VII. The Municipal Grant Manager will be the person responsible for compiling the information for the quarterly reports. The application must be signed by the municipal administrator or an individual with signatory authority. Submit this completed form as well as any relevant attachments to MGCCMF@Massgaming.gov or as a response to the COMMBUYS BID BD25-1068- 1068C-1068L-107735

For more detailed instructions as well as the full FY 2026 Application Guidelines visit

<https://massgaming.com/about/community-mitigation-fund/>

Municipal Grant Manager Information:
Applicant: City of Medford
Vendor Code: VC6000192114
Name: Michael Roberts Jr.
Title: Federal Funds Manager
Email Address: mroberts@medford-ma.gov
Telephone: 781-475-5634
Address: 85 George P. Hassett Drive Medford MA 02155

Grant Budget Summary

Your community's FY 2026 proposed allocation can be found at <https://massgaming.com/about/community-mitigation-fund/>. Use the space below to total all requests by category. Please clarify how many discreet projects your community plans to undertake per category.

Total FY 2026 Allocation:		
Application Totals by Category	# of Projects	Requested Amount
A. Community Planning	0	\$0
B. Public Safety	3	\$430,121.01
C. Transportation	1	\$182,000
D. Gambling Harm Reduction	1	\$74,640
E. Specific Impact	1	\$311,638.99
Administration		\$50,000
TOTAL		\$1,048,400

I. Are you requesting a waiver for any program requirement?

Yes

No

II. If yes, you must fill out a CMF Municipal Waiver Form. The waiver form can be found as Appendix E to the RFR on COMMBUYS or online at <https://massgaming.com/about/community-mitigation-fund/forms/>. Applications without a completed waiver form will not be considered for a waiver.

Budget Category Summary

Use the space below to provide an overview of all projects to be covered by this funding. You may add as many items as is pertinent to your application (you can add rows by right clicking on the row and selecting "add row"). Please provide a category, name, brief description, and amount for each item.

Category	Project Name	Description	Amount
A. Community Planning	(0)	N/A	\$0
B. Public Safety	(3)	Tactical Communication and Leadership Training / Emergency Vehicle Operator Course / Emergency Services Unit	\$416,208.01
C. Transportation	(1)	Salem Street Pedestrian Safety & Sidewalk Improvements – Design	\$182,000

D. Gambling Harm Reduction	(1)	Problem Gambling Strategic Plan and design of Prevention and Intervention Strategies	\$74,640
E. Specific Impact	(1)	Chevalier Theatre Repainting of Interior Building	\$325,551.99
Administration	(1)	Administrative Costs	\$50,000
			\$1,048,400

Applicant Certification

On behalf of the aforementioned applicant, I hereby certify that the funds that are requested in this application will be used solely for the purposes articulated in this application.

Michael Roberts Jr.

Signature:

1/31/25

Date:

Michael Roberts Jr.

Name and Title of Signatory:

Federal Funds Manager /
Municipal Grant Manager

Part A-Community Planning - The application should include sufficient backup information for the review team to fully understand the project(s). This information could include locus maps, requests for proposals, detailed scopes of work, drawings etc.

Project Name: N/A			
Please provide below the contact information for the individual managing this aspect of the grant.			
Project Contact		Additional Project Contact <i>(if applicable)</i>	
Name:		Name:	
Title:		Title:	
Department:		Department:	
Email Address:		Email Address:	
Telephone:		Telephone:	
Address:		Address:	
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2026 Guidelines relevant to this category. If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e., surveys, data, reports, etc.)</p>			
<p>II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.</p>			
Proposed MGC Grant Budget			
Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.			
Description of Purchase/Work	Timeline	QTY	Budget

	TOTAL:		\$0
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Part B- Transportation The application should include sufficient backup information for the review team to fully understand the project(s). This information could include locus maps, requests for proposals, detailed scopes of work, etc.

Project Name: Salem Street Pedestrian Safety & Sidewalk Improvements – Design	
Please provide below the contact information for the individual managing this aspect of the grant. If there are multiple people involved in the grants management, please add more lines to accommodate their information.	
Project Contact:	Additional Project Contact <i>(if applicable)</i>
Name: Tim McGivern	Name: Todd Blake/Owen Wartella
Title: DPW Commissioner	Title: Dir. of Traff. & Transp., City Engineer
Department: DPW	Department: Engineering Div.
Email Address: tmcgivern@medford-ma.gov	Email Address: tblake@medfgord-ma.gov
Telephone: 781-393-2476	Telephone: 781-475-5983
Address: 85 George P. Hassett Dr. Medford, MA. 02155, Rm. 300	Address: 85 George P. Hassett Dr. Medford, MA. 02155, Rm. 300
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2026 Guidelines relevant to this category. If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility causes or is causing the impact (i.e., surveys, data, reports, etc.)</p>	
<p>The gaming establishment impacts the City of Medford as a whole, but more specifically, Salem Street was identified in the gaming establishment traffic study referred to in the grant guidelines. The impact is increased vehicle traffic due to gaming establishment employee and customer trips. Increased vehicle traffic conflicts with pedestrian traffic on City of Medford Streets (Salem Street), making it more challenging for pedestrians to safely navigate City streets due to increased conflicts and fewer gaps in traffic.</p>	
<p>II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.</p>	
<p>The design builds upon information learned on the FY2025 Casino Grant Selam Street Study. The pedestrian safety and sidewalk improvement project (Salem St., I-93 to Fellsway) involves reconstructing roadway elements to achieve the desired treatment as determined by the study. This may include reconstructing sidewalks along Salem St, building bump outs at intersections, etc. making it safer for pedestrians and bikes to navigate the corridor. Other treatments may include non-flashing elements that may include physical equipment such as flex posts (to help narrow the road and provide better sightlines at corners), in-street pedestrian warning signage, etc. In addition, radar signs would help manage/control speeding, reducing risk of vehicle on pedestrian/bike incidents (but also vehicle on vehicle). Slower speeds result in less severity of injuries when incidents do occur.</p>	
<p>This project addresses the impacts by increasing awareness, shortening crossing distances, and increased visibility of pedestrians that must contend with crossing against more vehicle traffic associated with the gaming establishment.</p>	

Proposed MGC Grant Budget

Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.

Description of Purchase/Work	Timeline	QTY	Budget
Survey, design plans and bid documents (Phase I – Park Street to Grant Ave. and Phase II – Hadley Place to Park Street)	1 year	1	\$182,000
	TOTAL:		\$182,000



2 Center Plaza, Suite 430
Boston, MA 02108-1928
T: 617-338-0063
F: 617-338-6472
www.nitscheng.com

January 29, 2025

Owen Wartella, PE, CPESC, LEED AP
City Engineer
Medford City Hall, Room 300
85 George P. Hassett Drive
Medford, MA 02155

RE: Nitsch Proposal #15909.2P
Salem Street Sidewalk
Improvement Design
Transportation Engineering and
Land Surveying Services
Medford, MA

Dear Owen Wartella:

In accordance with the Terms and Conditions of Nitsch's Contract No. 24-0151D, dated June 25, 2024, for On-Call Engineering and Consulting Services, Nitsch Engineering (Nitsch) is pleased to present this proposal to you (the Client) for professional transportation engineering and land surveying services related to the Salem Street Sidewalk Improvement Design in Medford, Massachusetts (the City).

This proposal is based on the scope determination meeting held on Tuesday, January 14, 2025, between Nitsch and the City of Medford Engineering Department. The scope of the project includes topographic surveying of the Salem Street Corridor from the Salem Street/I-93 Ramp rotary (under the jurisdiction of the City) to one hundred feet (100') beyond Grant Avenue (See Survey Limits Sketch) and designing the sidewalk on both sides of the Salem Street from Park Street to Grant Avenue.

The following Scope of Services outlines our planned efforts for this project. This letter summarizes our scope, assumptions, and fee.

SCOPE OF SERVICES

Nitsch will provide professional transportation engineering and land surveying services to accomplish the following tasks under the specified phases:

PHASE I: TOPOGRAPHERIC SURVEY

1. Perform property research at the City municipal offices, the Middlesex County Registry of Deeds, and the Massachusetts Land Court for record data on the locus property, abutting properties, and easements;
2. Perform a retracement survey of the sidelines of Salem Street;
3. Perform office calculations to determine the sidelines of Salem Street;
4. Compile record information of approximately 120 abutting properties and show on plan;
5. Perform Global Positioning Systems (GPS) observations to establish horizontal and vertical control set by Nitsch. Said control is on Massachusetts State Plane (NAD 83) horizontal coordinates and North American Vertical Datum of 1988 (NAVD 88) vertical datum for the project site and set a minimum of six (6) benchmarks onsite;

SCOPE OF SERVICES – continued

6. Perform a topographic and location survey of approximately 4.8 acres of the site and adjacent streets, as shown on the attached Survey Limits Sketch. The topographic information will be collected in a manner suitable to prepare 1-foot contours and will include the location of observable surface improvements within the survey limits such as edge of pavement, pavement markings, curbing, sidewalks, driveway entrances, walls, fences, visible surface utilities, utility poles, overhead wires, shutoffs, valves, call boxes, signs, landscape areas, standalone trees, buildings, building entrances, finished floors at doorway entrances, and exterior steps;
7. Contact the utility companies listed on the MassDOT Statewide Utility Contacts web page for the City and pertinent City departments to obtain record plans and utility data within the project area. We will also contact other observed utility agencies within the project area and compile and plot available utility record information onto the base map in conjunction with the utility field locations obtained from above. The American Society of Civil Engineers (ASCE) has defined four (4) quality levels for depicting underground utility lines (see document CI/ASCE 38-02). Each level contains the information from the lower levels, eg Level C includes Level D, Level A, includes Levels B, C, & D. A summary of the Quality Levels are as follows; Quality Level A – locations based on actual excavation and verification; Quality Level B – locations based on surface geophysical methods and remote sensing techniques; Quality Level C – locations based on visible above-ground utility features; Quality Level D – locations based on existing records and/or oral recollections. This survey will show utilities to Quality Level C;
8. Obtain pipe size, material, and rim and invert elevations, for accessible sewer and drain structures within the survey limits; and
9. Prepare an AutoCAD/Civil 3D drawing (DWG), in Release 2023 or compatible version and at a scale of 1 inch = 20 feet, utilizing Nitsch file format and drafting standards.

PHASE II: PRELIMINARY DESIGN

1. Review available reports, information, record drawings, and design documents to gain an understanding of the project and its parameters;
2. Attend an initial meeting with the City to discuss project scheduling and confirm project goals and objectives;
3. Perform a site visit to make visual observations and become generally familiar with the project site, issues, and constraints. Conduct an inventory of existing pavement markings, signage, parking regulations, and bus stops. Field check the base survey to verify the locations of existing utilities and other features;
4. Prepare a preliminary design for sidewalks, pedestrian ramps, and driveways along Salem Street from Park Street to Grant Avenue. Incorporate recommended improvements such as curb extensions, installation of Rectangular Rapid Flashing Beacons (RRFBs), etc. as recommended in the City's Salem Street Pedestrian and Bicycle Improvement Study into the preliminary design where feasible;
5. Attend one (1) design coordination meeting with the City;

SCOPE OF SERVICES – continued

6. Revise the preliminary design as needed per recommendation of the City and prepare preliminary design plans and construction details. The preliminary design plans and details will include:
 - a. Title Sheet and Index;
 - b. Legend and Abbreviations;
 - c. General Notes;
 - d. Key Plan;
 - e. Construction Baseline Tie Plans;
 - f. Typical Sections;
 - g. Construction Plans;
 - h. Curb-tie Plans;
 - i. Grading and Drainage Plans;
 - j. Sign and Pavement Marking Plans;
 - k. Sign Summary;
 - l. Temporary Traffic Control Plans; and
 - m. Construction Details;
7. Prepare a preliminary construction cost estimate;
8. Perform Quality Assurance/Quality Control (QA/QC) of the preliminary design plans and estimate; and
9. Finalize, compile, and submit the preliminary design plans and cost estimate to the City for review and comment.

PHASE III: FINAL DESIGN

1. Respond to comments received by the City on the Preliminary Design. Nitsch anticipates receiving from the City one (1) comprehensive set of written comments on the preliminary design submission, which will include comments by various City agencies;
2. Attend one (1) meeting with the City to review comments and any outstanding project related issues;
3. Incorporate the comments into the final design and develop final design submission plans. The final design plans sets will include:
 - a. Title Sheet and Index;
 - b. Legend and Abbreviations;
 - c. General Notes;
 - d. Key Plan;
 - e. Construction Baseline Tie Plans;
 - f. Typical Sections;
 - g. Construction Plans;
 - h. Curb-tie Plans;
 - i. Grading and Drainage Plans;
 - j. Sign and Pavement Marking Plans;
 - k. Sign Summary;
 - l. Temporary Traffic Control Plans; and
 - m. Construction Details;
4. Prepare a final construction cost estimate;

SCOPE OF SERVICES – continued

5. Prepare the Special Provisions for the non-standard proposed work items;
6. Perform QA/QC of the final design plans, estimate, and special provisions; and
7. Finalize, compile, and submit the final design plans, cost estimate, and special provisions for the project to the City for review and comment.

PHASE IV: BID PHASE

1. Update the design documents and submit electronic copies of the bid documents, including plans, cost estimates, technical specifications, and bid forms to the City to be incorporated into the contract bid book for advertising by the City;
2. Attend one (1) bidder pre-proposal site walk with the City;
3. Review and prepare responses to Bidder Questions. Prepare addenda as required and to issue to contractors (Nitsch fee includes preparation of one (1) addenda);
4. Review contractor bids and prepare a Canvass of Bids spreadsheet, which will include items and unit prices for each of the bids submitted; and
5. Prepare a recommendation to award letter.

PHASE V: CONSTRUCTION ADMINISTRATION

1. Attend one (1) pre-construction meeting with the contractor and the City;
2. Review contractor-submitted shop drawings to determine conformance with the Contract Documents. The Nitsch Team will maintain a log of Shop Drawing submittals;
3. Review contractor-submitted Requests for Information (RFIs) and respond to RFIs during construction. The Nitsch Team will maintain a log of RFIs;
4. Review contractor payment applications, claims, and Change Orders as requested by the City; and
5. Conduct site visits to address issues that may arise in the field during construction as requested by the City. Nitsch assumes a total of six (6) site visits for this task; and
6. Prepare a preliminary punch list when construction is substantially complete, and a final punch list once the contractor has addressed all items in the preliminary punch list.

WORK NOT INCLUDED IN THE SCOPE OF SERVICES

Services not set forth above and not listed in the Scope of Services of this proposal are specifically excluded from the scope of Nitsch's services. Nitsch assumes no responsibility to perform any services not specifically listed in the Scope of Services.

1. Performing a boundary line retracement survey of abutting properties.

WORK NOT INCLUDED IN THE SCOPE OF SERVICES – continued

2. Preparation of Preliminary Right of Way, Layout Plans, or Order of Takings documents.
3. Performing advanced subsurface investigations such as Electro Magnetic Induction, Ground Penetrating Radar (GPR) or Test Pits to locate utilities.
4. Performing construction layout, preparing record plans, or performing other Construction Phase services including As-Built locations.
5. Conducting an Americans with Disabilities Act (ADA) compliance review of existing sidewalks and pedestrian ramps.
6. Performing Turning Movement Traffic Count (TMC) and Automatic Traffic Recorder (ATR) data collection.
7. Performing geotechnical investigations and design and/or any type of soil testing.
8. Performing any type of hazardous waste site evaluation.
9. Preparing any permit applications, specifications, and/or any construction/bid documents, and performing Construction Phase services.
10. Conducting public engagement and public presentation.
11. Performing traffic signal design or Manual on Uniform Traffic Control Devices (MUTCD) warrant analysis.
12. Performing traffic analysis.
13. Performing design of structural elements such as retaining walls or stairs. Structural design of site design elements can be performed as Additional Services.
14. Performing structural analysis or testing of existing bridge structures.
15. Performing design and analysis of utility infrastructure, both public and private.
16. Preparing documentation and/or applications, and/or attending meetings related to variances from any local bylaw, ordinance, and/or state or federal regulation. These efforts can be provided as Additional Services.
17. Preparing or filing environmental permits.
18. Preparation and production of as-built record set.
19. Designing street lighting.
20. Performing wetland/environmental regulatory area delineation.
21. Performing hydraulic studies and drainage design.

ASSUMPTIONS

1. Any revisions requested by the Client or other approving authorities after commencement of the survey will be considered Additional Services.
2. The Client is responsible for providing and arranging open and uninterrupted access to the site prior to Nitsch's arrival and there are no special access requirements. Should access not be supplied, Additional Services will be required.
3. This cost assumes record monumentation, including survey control, if applicable, is recoverable and Nitsch will encounter reasonable congruity between field and record data.
4. Property lines for the entire property do not need to be surveyed.
5. Regarding the utility information, Nitsch will indicate the structures and locations of utilities which are indicated on plans provided by utility companies/departments and/or that are observable on the ground surface during the survey, within the project limits. Rim elevations for observable utilities will be shown and invert elevations, sizes, and directions will be obtained for drainage and sewer only, electric and communication manholes will not be opened. Nitsch does not guarantee the validity or completeness of the data from others.
6. Horizontal and/or vertical datum conversions will not be required. Any datum conversions will require an Additional Services Agreement.
7. Additional or special insurance coverage is not required.
8. AutoCAD drawing layer standards used by Nitsch will not need to be modified.
9. Subject to the customary standard of care for the professional services performed or furnished by Nitsch under this Agreement, Nitsch may use or rely upon the accuracy and completeness of record documents provided by others and shall not be held responsible for any errors or omissions that may arise as a result of erroneous or incomplete information within any such record documents from which information was obtained, in whole or in part, and incorporated into documents prepared by Nitsch.
10. Drainage improvements will be limited to addition of catch basins where in the event of curb bump out proposed.
11. The City will provide the sidewalk and pedestrian ramp ADA compliance study.
12. Any revisions requested by the Client or other approving authorities after submission of the final plans and report will be considered Additional Services.

COMPENSATION

Compensation for the services provided will be in accordance with Nitsch's Contract No. 24-0151D, dated June 25, 2024, for On-Call Engineering and Consulting Services with the City. The lump-sum labor costs for these services are as follows:

PHASE I: Topographic Survey	\$ 75,000.00
PHASE II: Preliminary Design	50,500.00
PHASE III: Final Design	33,000.00
PHASE IV: Bid Phase	7,500.00
PHASE V: Construction Administration	<u>16,000.00</u>
TOTAL	\$182,000.00

Costs will not be incurred by Nitsch beyond this lump-sum without verbal approval from the Client. All expenses are included in the lump-sum amount.

Thank you for requesting this proposal. We look forward to working with you on this project. Should the conditions in this proposal meet with your approval, please sign the Client Authorization section below and return this proposal to us for our files.

If you have any questions, please call.

Very truly yours,

Nitsch Engineering, Inc.



Birendra Gurung, PE, PTOE, ENV SP, LEED GA
Senior Project Manager

Approved by:



John Michalak, PE, ENV SP
Vice President, Director of Transportation Engineering

BG/pfv

Enclosures: Survey Limits Sketch

CLIENT AUTHORIZATION

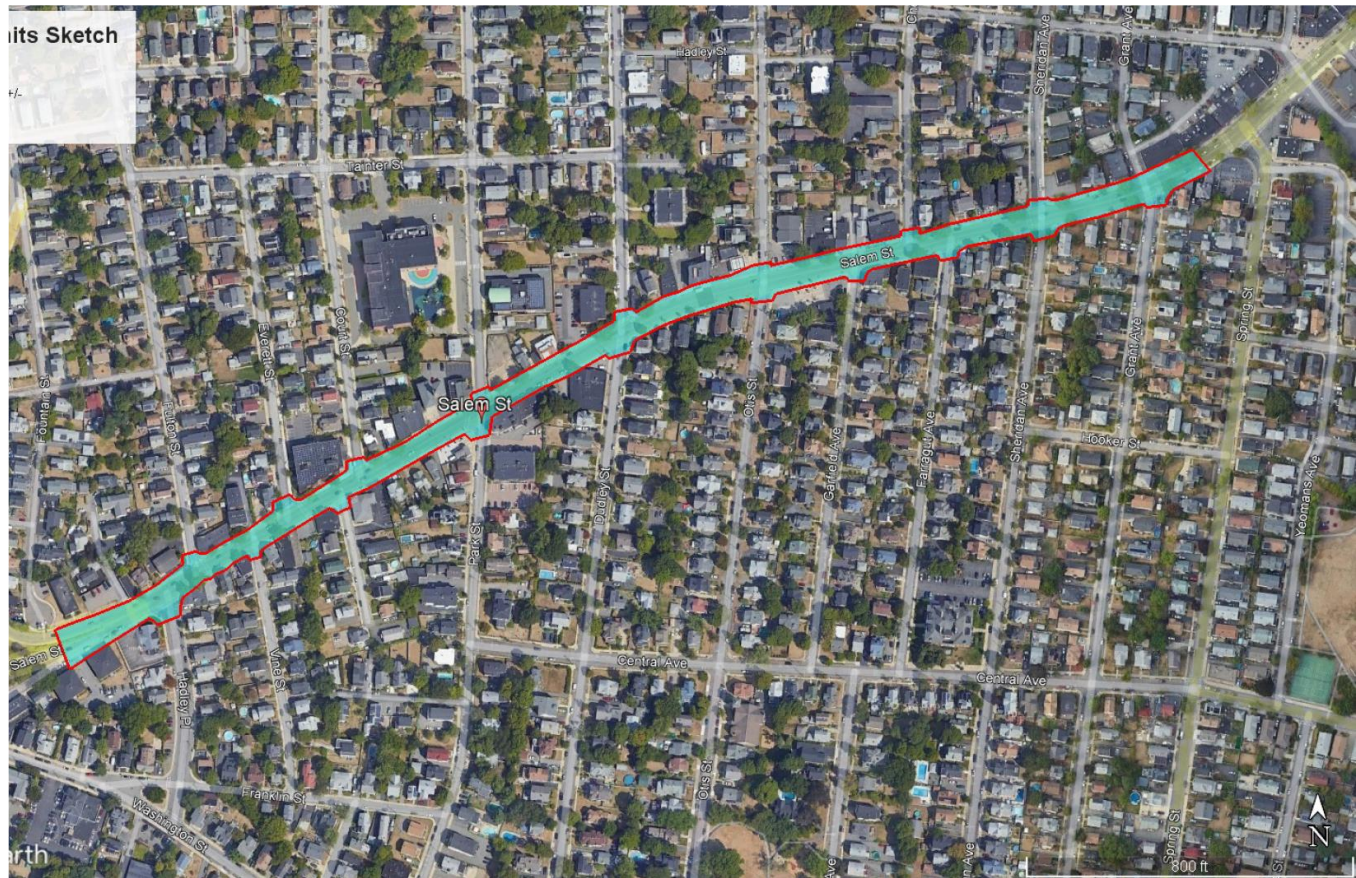
This proposal is hereby accepted by the Client as evidenced by the execution hereof, and such a person so executing the same on behalf of the Client does hereby warrant full authority to act for, in the name of, and on behalf of the Client.

Such acceptance provides full authorization for Nitsch to proceed with providing the Scope of Services under the terms and conditions stated in our executed agreement with the City of Medford.

Signature

Date

Printed Name and Title



Part C - Public Safety - The application should include sufficient backup information for the review team to fully understand the project(s). This information could include locus maps, catalog cuts of proposed equipment purchases, quotes, training course syllabus, etc.

Project Name: Tactical Communication and Leadership Training			
Please provide below the contact information for the individual managing this aspect of the grant.			
Project Contact:		Additional Project Contact <i>(if applicable)</i>	
Name: Captain Barry Clemente		Name: Michael Salvi	
Title: Administrative Captain		Title: Communications Supervisor/EOC Director	
Department: Medford Police Department		Department: Police Department	
Email Address: bclemente@medfordpolice.com		Email Address: msalvi@medfordpolice.com	
Telephone: 781-706-0325		Telephone: 857-405-8410	
Address: 100 main street, Medford MA. 02155		Address: 100 Main Street, Medford MA. 02155	
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2026 Guidelines relevant to this category. If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e., surveys, data, reports, etc.)</p>			
<p>1. Increased visitation and employment due to the Casino has increased the interaction between Public Safety personnel and casino patrons and employees. One positive way to mitigate potential negative interactions is to provide for police training, including Tactical Communication and Leadership and other training to help improve police/patron/employee interactions.</p>			
<p>II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.</p>			
<p>A Tactical Communication and Leadership training enhances an officer's ability to look at De-escalation through a different lens, improving the officer's ability to generate voluntary compliance or mitigate the need to use a higher level of force, while still maintaining control of a situation. This training will provide skills to reduce the intensity of an encounter. Proper use of tactical communication and leadership allows officers to slow down the tempo on certain situations, combining both verbal persuasion and tactics. Creating a professional presence through controlled dialogue and tactics can assist with three outcomes 1) defuse, deflect and disarm, 2) create positive public relations, and 3) provide time for assessing and reassessing. We appreciate your time and consideration of this important training. (See the attached Department form with calculations for each officer to attend this 8 hour course)</p>			
Proposed MGC Grant Budget			
Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.			
Description of Purchase/Work	Timeline	QTY	Budget
Tactical Communication and Leadership 8Hrs - Overtime for officers to attend	Spring 2025 to Spring 2026	105	\$59,563.13

Course Price \$199.95		105	\$20,994.75
	TOTAL:		\$80,557.88



TACTICAL COMMUNICATION AND LEADERSHIP

UPCOMING SESSION:
SHREWSBURY, MASSACHUSETTS POLICE DEPARTMENT
APRIL 17, 2025 – 0900 TO 1500

REGISTER HERE

Get in on Early Bird pricing if you register by 12/31/24!

About the Trainer

CHARLES M. DICHIARA

Massachusetts Police Officer for over
30 years

25 years' experience as a law
enforcement trainer

Massachusetts Statewide Coordinator
for Police Use of Force & Defensive
Tactics

State and Nationally Certified
Instructor-Trainer in the areas of
Firearms, Defensive Tactics, Use of
Force, Physical Fitness, Active Shooter
Resolution and Verbal Defense and
Influence

Qualified as an Expert Witness in
Defensive Tactics, Police Use of Force
and Practices in District and State
Superior Court, as well as in United
States District Court

More details about Chuck DiChiara:
click [here](#)

This course explores the topics of Tactical Communication and Leadership from the perspective of enhancing an officer's ability to look at de-escalation through a different lens.

The object of the class is to improve the officer's ability to generate voluntary compliance through the art of persuasion, tactics and effective leadership. These skills can reduce the intensity of an encounter, providing the officer with additional options to gain voluntary compliance or mitigate the need to use a higher level of force, while still maintaining control of a situation.

Proper use of tactical communication and leadership allows officers to slow down the tempo in certain situations, combining both verbal persuasion and physical tactics. This course will focus on Planning, Practicing and Consideration of "what to say and how to say it" before and during a critical incident, giving officers an advantage in the situation. These skills are created with professionalism and maintaining a high level of emotional intelligence. Creating a professional presence through controlled dialogue and tactics can assist with the three possible positive outcomes:

- (1) Defuse, deflect and disarm;
- (2) Create positive public relations; and
- (3) Provide time for assessing and reassessing.

The "PATROL" acronym will be discussed, which provides officers with the tools for utilizing the most common de-escalation techniques:

Planning
Assessment
Time
Re-deployment and/or Containment
Other Resources
Lines of Communication

For more information about this class and our other law enforcement training programs, visit us at communitystrategies.net, email us at info@communitystrategies.net, or give us a call at (603) 560-3949. We exist to serve the law enforcement community.

RANK	AMOUNT
CAPT.	\$977.01
CAPT.	\$977.01
CAPT.	\$977.01
CHIEF	\$1,203.27
LT.	\$642.87
LT.	\$746.48
LT.	\$808.59
LT.	\$808.59
LT.	\$808.59
LT.	\$808.59
LT.	\$842.26
LT.	\$842.26
LT.	\$842.26
PTL.	\$400.95
PTL.	\$400.95
PTL.	\$400.95
PTL.	\$414.52
PTL.	\$414.52
PTL.	\$414.52
PTL.	\$433.22
PTL.	\$433.22
PTL.	\$433.22
PTL.	\$433.22
PTL.	\$433.22
PTL.	\$433.22
PTL.	\$433.22
PTL.	\$433.22
PTL.	\$448.18
PTL.	\$448.18
PTL.	\$448.18
PTL.	\$448.18
PTL.	\$448.18
PTL.	\$480.02
PTL.	\$480.02
PTL.	\$485.33
PTL.	\$485.33
PTL.	\$485.33
PTL.	\$485.33
PTL.	\$485.33
PTL.	\$485.33
PTL.	\$485.33
PTL.	\$485.33
PTL.	\$492.20
PTL.	\$492.20
PTL.	\$493.42
PTL.	\$493.42

SGT.	\$726.12
SGT.	\$726.12
SO	\$281.51
SO	\$281.51
SO	\$281.51
SO	\$281.51
PTL.	\$400.95
PTL.	\$400.95
PTL.	\$400.95
PTL.	\$400.95
PTL.	\$400.95
PTL.	\$400.95

TOTAL **\$59,563.13**

Part C - Public Safety - The application should include sufficient backup information for the review team to fully understand the project(s). This information could include locus maps, catalog cuts of proposed equipment purchases, quotes, training course syllabus, etc.

Project Name: Emergency Vehicle Operator Course	
Please provide below the contact information for the individual managing this aspect of the grant.	
Project Contact:	Additional Project Contact <i>(if applicable)</i>
Name: Captain Barry Clemente	Name: Michael Salvi
Title: Police Captain	Title: Communications Supervisor/EOC Director
Department: Police Department	Department: Police Department
Email Address: bclemente@medfordpolice.com	Email Address: msalvi@medfordpolice.com
Telephone: 781-706-0325	Telephone: 857-405-8410
Address: 100 main street, Medford MA. 02155	Address: 100 Main Street, Medford MA. 02155
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2026 Guidelines relevant to this category. If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e., surveys, data, reports, etc.)</p>	
<p>2. Increased visitation and employment due to the Casino has increased the interaction between Public Safety personnel and casino patrons and employees. One positive way to mitigate potential negative interactions is to provide for police training, including an Emergency Vehicle Operator Course and other training to help improve police/patron/employee interactions and increase safer responses on our roads including those leading to and from the Casino.</p>	
<p>II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.</p>	
<p>An Emergency Vehicle Operator course for our officers emphasizes the importance of defensive driving in both routine patrols and high-pressure scenarios such as emergency responses. The goal is to significantly reduce risks and enhance safety for the officers and the public on our roads, including roads leading to and from the Casino, and help ensure assistance to those who need it. This course will reduce the potential for vehicle accidents, create better overall skills in handling the patrol vehicle, enhance safety by recognizing and responding to potential hazards, will provide improved response in emergency situations, and maintain positive control under adverse conditions. As our public interactions increase and vehicle traffic volume increases, this is an essential course for our officers to better serve the community. This course will be taught by the State Police and will have no cost for the course. The only expense will be the overtime needed for officers to attend the course which will take place at the Ayer/Devens base. This eight-hour course will include both classroom and actual emergency vehicle driving (practical driving skills) at this location.</p>	

Proposed MGC Grant Budget

Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.

Description of Purchase/Work	Timeline	QTY	Budget
Emergency Vehicle Operator Course conducted by the State Police	Spring 2025 to Spring 2026	105	\$59,563.13
	TOTAL:		\$59,563.13

RANK	AMOUNT
CAPT.	\$977.01
CAPT.	\$977.01
CAPT.	\$977.01
CHIEF	\$1,203.27
LT.	\$642.87
LT.	\$746.48
LT.	\$808.59
LT.	\$808.59
LT.	\$808.59
LT.	\$808.59
LT.	\$842.26
LT.	\$842.26
LT.	\$842.26
PTL.	\$400.95
PTL.	\$400.95
PTL.	\$400.95
PTL.	\$414.52
PTL.	\$414.52
PTL.	\$414.52
PTL.	\$433.22
PTL.	\$433.22
PTL.	\$433.22
PTL.	\$433.22
PTL.	\$433.22
PTL.	\$433.22
PTL.	\$433.22
PTL.	\$433.22
PTL.	\$448.18
PTL.	\$448.18
PTL.	\$448.18
PTL.	\$448.18
PTL.	\$448.18
PTL.	\$480.02
PTL.	\$480.02
PTL.	\$485.33
PTL.	\$485.33
PTL.	\$485.33
PTL.	\$485.33
PTL.	\$485.33
PTL.	\$485.33
PTL.	\$485.33
PTL.	\$485.33
PTL.	\$485.33
PTL.	\$492.20
PTL.	\$492.20
PTL.	\$493.42
PTL.	\$493.42

SGT.	\$726.12
SGT.	\$726.12
SO	\$281.51
SO	\$281.51
SO	\$281.51
SO	\$281.51
PTL.	\$400.95
PTL.	\$400.95
PTL.	\$400.95
PTL.	\$400.95
PTL.	\$400.95
PTL.	\$400.95

TOTAL **\$59,563.13**



Massachusetts State Police Academy LESSON PLAN



COURSE TITLE: Outside Law Enforcement Agency In-Service/Remedial Training

NAME OF STUDENT GROUP: Various Law Enforcement/First Responder Personnel from State, Local and Federal Agencies

RECOMMENDED CLASS SIZE: Maximum (20) while maintaining a minimum 5:1 student to instructor ratio for daylight operations and 3:1 for low light/night operations.

DATE(S) OF COURSE DELIVERY:

Classroom: Various dates throughout the calendar year as dictated by the needs of the requesting agencies. Classroom sessions will run for 1.5 hours.

Practical: Practical training will run for approximately (6) hours post classroom instruction. Smaller groups may require fewer practical hours but will receive the number of runs at each applicable practical exercise.

INSTRUCTOR(S):

Rank	Name	I.D.
Sergeant	Michael Sargent	#3505
Trooper	Jeff Archambeault	#3067
Trooper	Eric Grace	#3274
Trooper	Erin Fowler	#3435
Trooper	Edward R. Gass IV	#3440
Trooper	Matthew Mahoney	#4171
Trooper	Daniel Devine	#4112
Trooper	Timothy Webster	#4650
Trooper	Colton Leary	#4650
Trooper	Robert Beer	#4428
Trooper	Kevin Davis	#4473
Trooper	Thomas Hashem	#4322
Trooper	Frederick Robitaille	#4976

All instructors will have completed an 80 hour NESPAC or MSP, E.V.O.C. Instructor School as well as be MPTC Certified E.V.O.C. Instructors. Additional certifications may be furnished upon request. Instructors may vary from day to day depending on staffing needs, and include MPTC certified adjunct instructors.

COURSE GOAL(S):

Outside Law Enforcement Agency In-Service/Remedial Training

Last Revised: 11/14/2024



Massachusetts State Police Academy LESSON PLAN



To provide a comprehensive training in the area of emergency vehicle operation in all circumstances. The training should provide each student with the knowledge and skills needed to perform their duties while operating department vehicles within applicable law, policy and reasonableness. If remedial training is the focus, the training should provide a detailed review of past crashes and provide the skills, education and self awareness to minimize having repeat incidents.

PERFORMANCE OBJECTIVES:

- Each officer/student recognizes and understands his or her own abilities and limitations while operating a motor vehicle.
- Each officer/student understands the principles of defensive driving and how to apply those principles in a real world environment.
- Each officer/student has the necessary knowledge and understanding to make intelligent decisions while operating in emergency situations consistent with the needs and goals of public safety and their own departmental policies as well as applicable MGL, specifically 89-7B.
- Each officer/student is aware of the physiological and psychological effects of emergency driving and how to correctly respond to these effects.
- Each officer/student has the necessary understanding to improve their driving skills and decision-making on a daily basis.
- Each officer/student recognizes the necessary skills and decision making processes to minimize risk to themselves and the public.
- Each officer/student attending training for the purpose of remediating in-service crashes, recognizes past crash cause and effects, as well as how to prevent having repeat incidents.

COURSE DURATION: One (1) day minimum, additional days may be required based on specific student and or department needs/requests. Any training beyond one (1) day shall be discussed with the requesting agency prior to the scheduling of training.

CLASSROOM HOURS: 1.5

PRACTICAL SKILLS HOURS: Six (6), this may be reduced or increased depending based on total attendance.

METHODOLOGY:

Outside Law Enforcement Agency In-Service/Remedial Training
Last Revised: 11/14/2024



Massachusetts State Police Academy LESSON PLAN



- Auditory (hearing)
- Kinesthetic (active engagement)
- Visual
- Media Slides
- Lecture
- Handouts
- Group Activities
- Practical Skill Exercises
- Case Studies
- Other: Click here to enter text.

INSTRUCTION MATERIALS, TRAINING AIDS, AND EQUIPMENT:

- Projector
- Videos
- Wireless Presentation Remote
- PowerPoints
- Handouts
- Audio Files
- Other: Radios, vehicles, vests, eye protection, etc.

STUDENT REQUIRED MATERIALS:

Each student shall bring a department issued vehicle in a condition fit for EVOC training (as determined by EVOC staff). Any student in need of a cruiser for training due to a hardship shall utilize a current MSP EVOC training vehicle at the discretion of the EVOC Unit Commander. All students should bring appropriate clothing for the weather (range attire including proper footwear, cover, sungalsses/sunblock, work gloves rain jacket and any other gear suited for the outdoor weather conditions on the day of training). Departments shall be responsible for providing any support to their attending student beyond the scope of normal training (i.e.; housing, tows for disabled training vehicles, fuel ect.)

ASSESSMENT:

-Each officer/student will participate in various practical drills applicable to their specific job description, vehicle type and remedial needs if applicable.

-The practical drills will be based on the current MSP and/or MPTC recruit approved programs as deemed fit by the EVOC staff. The drills may include but are not limited to:

- Serpentine
- Evasive
- Back-Up
- Emergency Turn Around
- Braking Evasive
- Precision Course
- N.E.V.O.-Close Quarters Driving Course
- Off Set Gates
- Cornering
- Variations of the above courses may be utilized based on the need of the student and vehicle type.

Outside Law Enforcement Agency In-Service/Remedial Training
Last Revised: 11/14/2024



Massachusetts State Police Academy LESSON PLAN



-All practical drills will provide performance feedback to the student through observation and review by EVOC Instructors.

-The drills will not be tested as a pass/fail, but will provide a baseline of student performance for purpose of self improvement based on the standard currently used for MSP/MPTC recruit courses.

-The assessment on knowledge and decision making will be part of group discussions during a 1.5 hour classroom on M.G.L. 89-7b as well as pertinent department policy and procedure.

RISK ASSESSMENT/SAFETY CONSIDERATIONS:

- All practical exercises shall be conducted under the direct supervision of sworn EVOC staff members.
- Student to instructor ratios shall be maintained at a 5:1, (2) instructor minimum daytime, 3:1 (4) instructor minimum low light/nighttime.
- Range rules and practical exercise safety concerns shall be briefed prior to any training commencing.
- Stand down protocols, radio channels and staging areas for each event shall be briefed for each practical exercise.

Devens:

-C-9, Devens (978)-772-7200 is the barracks of jurisdiction shall be utilized for emergency medical services.

JBCC:

-D-7, Bourne Barracks (508)-759-4488 is the barracks of jurisdiction. JBCC Base Security Ops. (508) 968-4879 shall be utilized for emergency medical services.

-A range safety officer shall be designated prior to the beginning of any practical training exercise.

-Low light operations shall require reflective clothing i.e., vests/rain jackets to be worn by trainees in low light conditions.

-AED locations shall be briefed and known by those participating in training (located in the EVOC Staff break area, adjacent to the bathroom).

-Each practical exercise shall conclude with a de-brief in a group setting and include accountability, injury reporting, vehicle safety issues.

REFERENCES:

- Current MSP policy and procedure applicable to emergency vehicle operations.
- Current Respective Department policy and procedure applicable to emergency vehicle operations.
- Current MPTC recruit EVOC training material (available at mptctraining.com)
- Current MPTC recruit powerpoint (available at mptctraining.com)
- MGL 89-7B

ITEMS THAT MUST BE TURNED IN WITH THE LESSON PLAN:

PowerPoint Presentation

Outside Law Enforcement Agency In-Service/Remedial Training

Last Revised: 11/14/2024



Massachusetts State Police Academy LESSON PLAN



- Audio/Visual Aids
- 10 Quiz/Exam Questions
- A copy of any other handout that may be used during this course of instruction.

Date of Last Revision:	11/14/2024
Most Recent Lesson Plan Revision by:	Tpr. Edward R. Gass IV #3440

Sample Lesson Plan Format

- I. Course Introduction
 - A. Instructor(s) Introduction
 - B. Housekeeping
 - C. Safety
- II. Course Goal(s)
- III. Course Objectives
- IV. Course Content
- V. Practical Involvement
- VI. Review
- VII. Questions
- VIII. Review of Test/Assessment
- IX. Final Summary & Conclusion



Massachusetts State Police Academy
LESSON PLAN



Lesson Plan Approval

Lesson Plan Author(s) (Print): Edward R. Gass IV #3440

Lesson Plan Author(s) (Signature): _____ *Date:* _____

Subject Matter Expert Approval (Print): _____

Subject Matter Expert Approval (Signature): _____ *Date:* _____

Reviewed by Director of Training (Print): _____

Reviewed by Director of Training (Signature): _____ *Date:* _____

Approved by Commandant (Print): _____

Approved by Commandant (Signature): _____ *Date:* _____

Part C- Public Safety - The application should include sufficient backup information for the review team to fully understand the project(s). This information could include locus maps, catalog cuts of proposed equipment purchases, quotes, training course syllabus, etc.

Project Name: Emergency Services Unit - National Integrated Management System Mobile Response Unit with Traffic Mitigation Support.	
Please provide below the contact information for the individual managing this aspect of the grant.	
Project Contact:	Additional Project Contact <i>(if applicable)</i>
Name: Captain Barry Clemente	Name: Michael Salvi
Title: Police Captain	Title: Communications Supervisor/EOC Director
Department: Police Department	Department: Police Department
Email Address: bclemente@medfordpolice.com	Email Address: msalvi@medfordpolice.com
Telephone: 781-706-0325	Telephone: 857-405-8410
Address: 100 main street, Medford MA. 02155	Address: 100 Main Street, Medford MA. 02155
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2026 Guidelines relevant to this category. If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e., surveys, data, reports, etc.)</p>	
<p>1. The ability to have an Emergency Services Vehicle/unit will provide support to Medford and surrounding cities which includes Everett and the Casino. Having an Emergency Services Unit will help in the event of a Major Fire, MCI Incident, Terrorist related incidents, Major Traffic congestion, Extended Time period Operations and weather-related incidents as well as Power failures that could occur and could affect traffic flow into the Casino.</p>	
<p>II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.</p>	
<p>In the event of any of the Emergencies listed above, The Emergency Services Unit (ESU) will be a vehicle that supports a Computer Aided Dispatch, Internet, and Radio Interoperability between the Casino and Everett Public Safety agencies, Mobile Phone capabilities, Traffic Mitigation and Traffic monitoring capabilities and Incident Management Support. This vehicle can be dispatched to the Casino or leading up to the Casino and be able to support in communications, Traffic rerouting and support, interoperability between public safety agencies and placement of emergency responders through Incident Command and NIMS.</p>	
Proposed MGC Grant Budget	
Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.	

Description of Purchase/Work	Timeline	QTY	Budget
Emergency Services Unit	11/01/2025	1	\$276,087

	TOTAL:		\$276,087



In the past several years, Public Safety Agencies have had to adjust to the ongoing changes within their communities and surrounding communities. We look at ways to better serve, be prepared and have the latest technology to support our responders and communities. In the past year you have seen several major Incidents that have affected transportation, traffic patterns, terrorist acts, catastrophic weather-related incidents, major fires that have destroyed communities.

The approach the City of Medford has taken over the last three years has been a proactive approach rather than a reactive approach to incidents that very well could happen in our community. Medford has established a state of the art Emergency Operations Center, has trained all Police, Fire and city wide administrations in Incident Command through Massachusetts Emergency Management and the Federal Emergency Management Teams, Medford is committed to its community in being prepared in Emergency Preparedness.

IMPACTED CASINO INCIDENTS

In the spring of 2023, The City of Medford activated its Emergency Operations plan and its Emergency Operations Command Center due to possible contamination in the Cities Water system, at the time it was unknown the extent of the contamination and for 24 hours The City of Medford was preparing for the worst-case scenario. Trying to determine where the source of the possible contamination of the water source was undermined, if in fact The City of Medford water supply had to be shut down this could impact the Casino in Everett with possible cross contamination, overcrowded road ways leading into the casino due to residents impacted by water emergency due to shopping centers in the Wellington Area.

In March 2024, Medford Fire Department declared a Mass Casualty Incident on 93 south bound, multiple car crash with several patients needed to be transported to the hospital. During this incident traffic had to be rerouted as 93 South was shut down. The reroute was cars going into Medford roads and down Mystic Ave into Somerville and Everett. 93 South going into Somerville and exits leading into the Casino is an impact to the Casino as traffic flows into the Casino have been impacted.

Medford Fire Department responded to a fire that ended up a four-alarm fire, this fire was located at Mystic Ave and Harvard Ave. All traffic on Mystic Ave and Route 28 had been shut down and all traffic had to be rerouted. Route 28 leading into Wellington Circle and into Everett (Casino) had been shut down east and west bound sides, this is a direct impact of patrons trying to get to the Casino.

Medford Fire and Police Departments had two major incidents that happened with the MBTA (Orange Line) over the last few years. The Orange Line derailment at Wellington and The Orange Line Train fire between Assembly Row and Wellington Station. Both these incidents delayed train service going into the Wellington area which may have effected people getting to and from the Casino if using Public Transportation.

All of the incidents listed above did or could have had an impact of the Casino, mostly with traffic flows being diverted, rerouted or Transportation services not available to get into the Casino.

In 2024, The City of Medford Fire Department responded to 82 calls for a fire, with 14 of them being major fires. The Emergency Services Unit would have responded to these Major Fires and supported the Medford Fire Department in Mobile Communications.

In 2023, 2024 Medford Police had 4 Barricaded subjects response calls, The Emergency Services Unit would have responded and provided communications and negotiations phone lines.

Every year the City of Medford Police and Fire Departments are actively involved in Community events that are large in attendance, with the Emergency Services Unit agencies work together and able to be in one command area for interoperability.

The Emergency Services Unit would have the ability to respond to many incidents/responses in Medford and would support surrounding cities, which include Everett if needed. In the Medford, Everett, Somerville, Chelsea area there is no Emergency Services Unit that supports Incident Command. We believe The Emergency Services Unit would be an opportunity to support Medford and surrounding communities in a time of need.

The greater concern within municipalities is being prepared for a disaster, terrorist attack and weather-related incidents. All across our Nation this year there have been several major incidents that have impacted communities that were not prepared and it affected the outcome of an Emergency Response. The Francis Scott Bridge Incident in Baltimore for an example, First Responders from either side of the Bridge had a major communications gap as they were unable to communicate directly with state and local officials.

Sincerely,



Michael Salvi

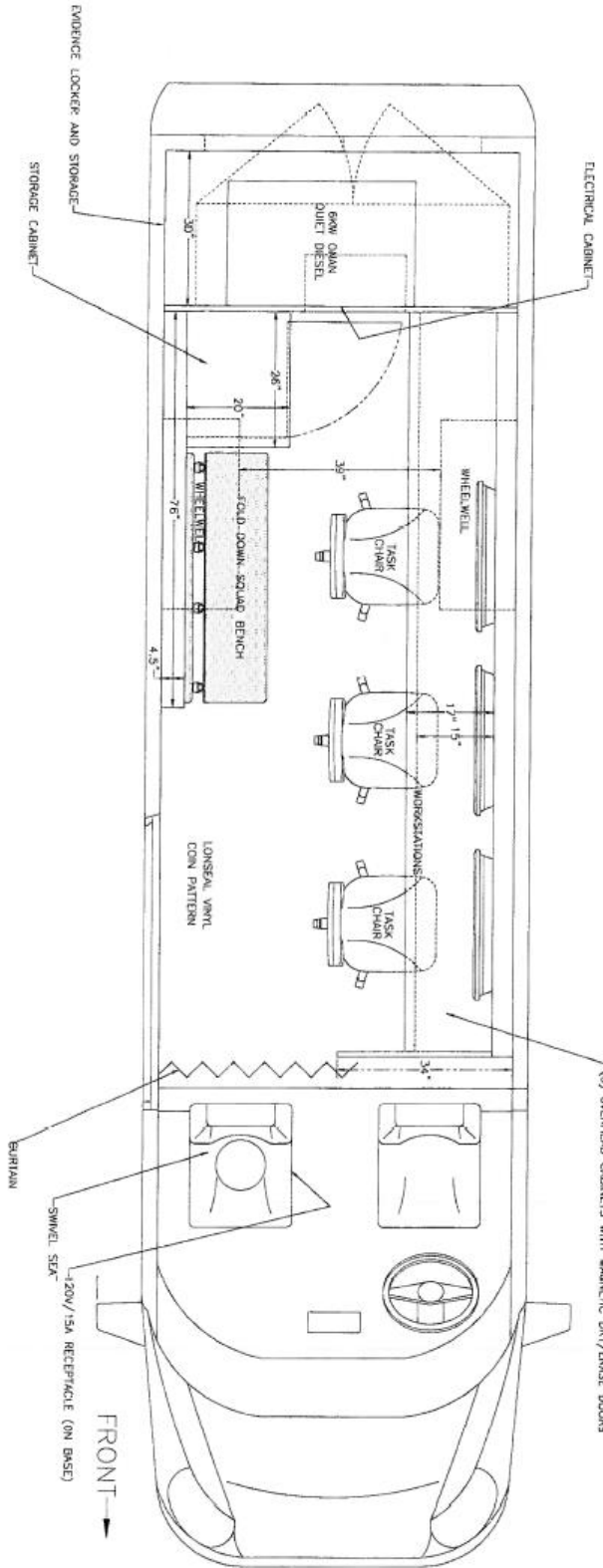
Communications Supervisor

Medford Emergency Communications



705 137H STREET, LAKE PARK, FL
800-848-6652

Lackawanna County PA



Body Planview

PRELIMINARY

NO. 1	DATE: 10/15/04	BY: [Signature]
NO. 2	DATE: 10/15/04	BY: [Signature]
NO. 3	DATE: 10/15/04	BY: [Signature]
NO. 4	DATE: 10/15/04	BY: [Signature]
NO. 5	DATE: 10/15/04	BY: [Signature]
NO. 6	DATE: 10/15/04	BY: [Signature]
NO. 7	DATE: 10/15/04	BY: [Signature]
NO. 8	DATE: 10/15/04	BY: [Signature]
NO. 9	DATE: 10/15/04	BY: [Signature]
NO. 10	DATE: 10/15/04	BY: [Signature]

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

DATE: 10/15/04

BY: [Signature]

PROJECT: [Project Name]

CLIENT: [Client Name]

LOCATION: [Location]

DESCRIPTION: [Description]

REVISIONS:

NO. 1 - [Revision Description]

NO. 2 - [Revision Description]

NO. 3 - [Revision Description]

NO. 4 - [Revision Description]

NO. 5 - [Revision Description]

NO. 6 - [Revision Description]

NO. 7 - [Revision Description]

NO. 8 - [Revision Description]

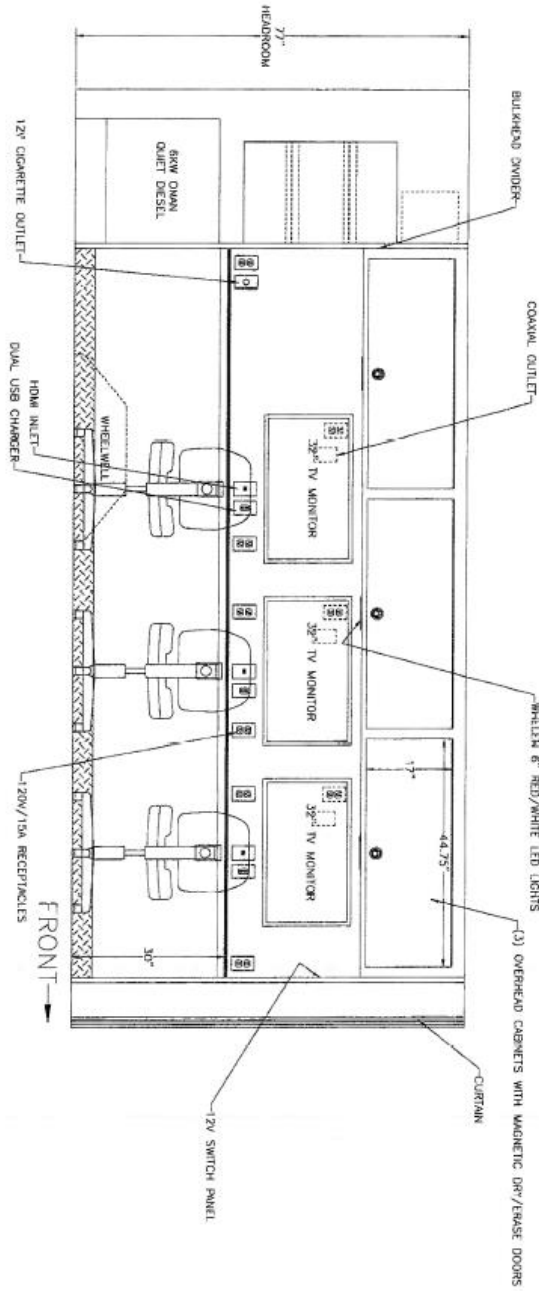
NO. 9 - [Revision Description]

NO. 10 - [Revision Description]



705 137TH STREET, LAKE PARK, FL
800-848-6652

Lackawanna County
PA



Streetside Interior

PRELIMINARY

NOTICE: THIS DRAWING IS A REPRESENTATION OF THE PROJECT AND DOES NOT CONSTITUTE A CONTRACT. THE CLIENT SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE APPROPRIATE AGENCIES. THE CLIENT SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE APPROPRIATE AGENCIES. THE CLIENT SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE APPROPRIATE AGENCIES.

SYSTEM 1	12V SWITCH PANEL
SYSTEM 2	12V CIGARETTE OUTLET
SYSTEM 3	120V/15A RECEPTACLES
SYSTEM 4	12V USB CHARGER
SYSTEM 5	12V CIGARETTE OUTLET
SYSTEM 6	12V CIGARETTE OUTLET
SYSTEM 7	12V CIGARETTE OUTLET
SYSTEM 8	12V CIGARETTE OUTLET
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SYSTEM 98	12V CIGARETTE OUTLET
SYSTEM 99	12V CIGARETTE OUTLET
SYSTEM 100	12V CIGARETTE OUTLET

SHAW-WALKER ARCHITECTS, L.L.C. 1000 W. 10TH AVENUE, SUITE 100, DENVER, CO 80202

QUOTATION

EMERGENCY VEHICLES, INC.

Lackawanna County

Rev. Date: 01/02/2025
 Quote No: LAKAWANNA-0001 Lackawanna County - Crime Scene Van
 01/02/2025

Page 1

PART NO	S	DESCRIPTION	QTY
A1-05-0010	S	< 2025 SPRINTER 3500 XD VAN - EXTENDED LENGTH / HIGH ROOF Vehicle Configuration: Sprinter Cargo Model Year: 2023 Model Name: MXCAEH 3500 XD Extended b/work Wheelbase: 170" Model Class: SPR Baumuster: 90765713 Paint: 9040 - Jet Black Upholstery: VF7 - Fabric Maturin Black Wheels: 5.5 J x 16 steel wheels Optional Accessories: E21 - Additional battery, co-driver seat base E36 - Cut-off relay for additional battery M61 - Alternator 14 V / 280 A Standard Accessories: 9147 - Arctic White AR5 - Axle ratio i = 4,727 AA3 - Active Brake Assist BH1 - Hold Function C6L - Multifunction steering wheel CB8 - Stabilization Level II CL1 - Adjustable steering wheel (angle) D03 - High roof D93 - Omission bulkhead DUP0 - MB 3500 XD E07 - Hill Start Assist E10 - Standard radio E1U - USB-C socket, 5 V E30 - Starter battery disconnect E3J - Pre-installation for switch panel E40 - Trailer hitch prep. wiring ED4 - AGM battery 12V 92 AH 850 A ED8 - Pre-installation PSM EK1 - Body Builder Connector ES0 - Jump start terminal EW6 - Pre-installation: Remote Services Plus EY5 - Emergency Call System EY6 - Breakdown management F68 - Heated & electrically adjustable exterior mirrors FF5 - Shelf above windshield FG8 - Cup holder front FJ4 - Storage compartment underneath cockpit FR3 - Rear view camera (rear-view mirror display) 43 - Automatic transmission, 9G-tronic H21 - Windshield with filter band HH2 - Heater, auxiliary electric hot air HH9 - Air Condition, Front IG4 - Standard	1

PART NO	S	DESCRIPTION	QTY
		IG5 - Basic	
		J11 - Speedometer, miles and km/h	
		J55 - Seat belt warning for co-driver seat	
		J58 - Seat belt reminder driver	
		J65 - Outside temperature gauge	
		JA8 - Crosswind Assist	
		JH3 - Communication module (LTE) for dig. services	
		K56 - Red diesel filler cap	
		K60 - Exhaust straight to rear	
		KB7 - 24.5 gallon fuel tank	
		KL1 - Aux fuel sending unit w/ fuel tap	
		KP7 - 4th generation SCR emission control system	
		L65 - Interior lights, cargo compartment	
		L94 - Parking lights deletion	
		LA2 - Headlight assistant	
		LB5 - 3rd brake light	
		M15 - Fuel/water separator and lubrication package	
		M5N - Engine OM 654 DE 20 LA 155 kW (211 hp)	
		M71 - Approval, bio-diesel B20	
		MH8 - SULEV emissions	
		MS1 - Cruise control	
		MY3Z - Model year 3 NSR1	
		P47 - Front mud flaps	
		P48 - Rear mud flaps	
		Q11 - Longitudinal member reinforcement	
		R65 - Spare wheel bracket below frame	
		R87 - Spare wheel	
		RD9 - Unspecified tire brand	
		RH7 - Tires LT 215/85 R16	
		RM0 - All-season tires	
		RS6 - 5.5 J x 16 steel wheels	
		S02 - Standard driver seat	
		S04 - Standard front passenger seat	
		S22 - Armrest for driver's seat	
		S25 - Armrest for front passenger seat	
		SA5 - Front air bag, driver	
		SA6 - Front air bag, passenger	
		SH1 - Thorax-pelvis side bag, driver	
		SH2 - Thorax-pelvis side bag, co-driver	
		SH9 - Airbag, driver/passenger window	
		T16 - Sliding door, passenger side	
		V93 - Without factory installed flooring	
		V94 - Cable duct - side wall	
		V95 - Cable duct - rear portal	
		VF7 - Fabric Maturin Black	
		W54 - Rear doors, opening to side wall	
		X34PKG - Dual Rear Wheel Tires (Standard)	
		X5G - Without load uprating/derating 5,000 kg	
		X64 - Plates/booklets in English (US)	
		XC8 - VIN visible from outside	
		XQ1 - VIN-encoded vehicle data with check digit	
		XY3 - Model Year 3	
		XZ0 - Model generation 0	
		Y43 - Jack, hydraulic	
		Z44 - Registration of vehicle not possible in EU	
		Z4X - Production Charleston	
		Z5W - Vehicle class Truck	
		ZU8 - USA country version	
		ZZ4 - Brand content Mercedes-Benz North America	

PART NO	S	DESCRIPTION	QTY
BA-00-0000	S	CRIME SCENE VAN CHASSIS PREPARATION - GENERAL	1
BJ-39-0010	S	< SPRINTER SWIVELS-R-US SWIVEL SEAT ADAPTER Specify vehicle side: Passenger seat	1
DB-55-1100		< TURTLE TILE COVERING FOR COMPARTMENT SHELVES/TRAYS Color: -- Black Location: -- (5) Interior adjustable shelves	5
GA-CV-3500	S	INTERIOR PACKAGE VAN	1
GB-00-005B		-- VAN BODY INSULATION	1
GB-10-005B		-- VAN BODY INTERIOR SUB-FLOOR	1
GB-10-026F	<	-- LONSEAL VINYL FINISH FLOOR - COIN DESIGN Color: Black	1
GB-12-0250		-- VAN BODY SUB-WALLS - 1/4"	1
GB-12-025A	<	-- VAN BODY FINISH WALLS - EMBOSSED FIBERGLASS REINFORCED PLASTIC (LIGHT GRAY) Color: -- Gray	1
GB-16-0250		-- VAN BODY SUB-CEILING	1
GB-16-025A	<	-- VAN BODY FINISH CEILING - ALUMINUM COMPOSITE FINISH Color: -- Off-white	1
HB-03-0205	<	HEAVY DUTY INTERIOR CABINET SHELF TRACKS Location: -- Front and rear closet on the interior of the van	2
HB-03-0305	<	3/16" (.188") ADJUSTABLE SHELVES FOR INTERIOR CABINET(S) Location: -- (2) In the rear closet and (1) in the front closet of the van	3
HB-06-002M	<	MEDIUM STORAGE CLOSET(S) - ALUMINUM Location: Side wall of interior	1
HC-09-002M		-- PORCELAIN MAGNETIC DRY/ERASE LOCKING DOOR FOR CABINETS/CLOSETS	1
HC-30-0100		-- SOUTHCO #M1-41-8 STAINLESS STEEL "D" DOOR LATCHES	1
HB-06-003L	<	LARGE STORAGE CLOSET(S) - ALUMINUM Location: Rear interior of van	1
HC 04 007L		-- HINGED METAL LOCKING DOOR(S) FOR CABINETS/CLOSETS	2
HB-07-002M	<	OVERHEAD STORAGE CABINET(S) - ALUMINUM (UP TO 48") Location: Over work stations	3
HC-09-002M		-- PORCELAIN MAGNETIC DRY/ERASE LOCKING DOOR FOR CABINETS/CLOSETS	3

PART NO	S	DESCRIPTION	QTY
HC-30-0100		-- SOUTHCO #M1-41-8 STAINLESS STEEL "D" DOOR LATCHES	3
HB-32-0561	S	< SLIDE-OUT SHELF - ALUMINUM Location: Front interior closet	2
HD-00-0B05		FOLD-UP SQUAD BENCH WITH SPRING LOADED SEAT IRONS	1
HD-02-0B01		-- PERSON SEATING CAPACITY	2
HG-04-005C		< LARGE WORK STATION(S) UP TO 60" WIDE Location: Streetside interior	2
HG-10-0200		HON ARMLESS TASK SWIVEL CHAIR(S)	3
HG-17-0500		CORIAN COUNTER TOP UPGRADE (SQ FT)	22
HH-02-0000		< BULKHEAD DIVIDER (NO OPENING) -- To section off command area from generator storage area	1
HH-SP-0100	U	< FRONT BULKHEAD HALF CURTAIN / HALF SOLID -- The front bulk head behind the drivers and passenger seat will be a fixed solid bulkhead behind the drivers side seat and a sliding curtain behind the passenger seat	1
HK-00-0020		NAME BRAND 32" HDTV MONITOR(S)	3
HK-00-0250		< PEERLESS #SF630P SMARTMOUNT UNIVERSAL FLAT WALL MOUNT 10" - 30" DISPLAY Location:	3
HK-32-0550		SURVEILLANCE CAMERA SYS. - MONTAVUE 8CH-NVR, 2TB & 4@ PoE CAMERAS - WHITE	1
HK-SP-0100	U	< JORGENSON 4-UNIT MODEL #SL-4-14-14-14 LOCKING GUN SAFE -- To be able to hold up to (4) hand guns	1
HN-00-0210		WINEGARD #A3-2000 AIR 360 BROADCAST TV ANTENNA WHITE	1
HN-00-0600		CRADLEPOINT #IBR1700 ROUTER W/ WI-FI (VZ, AT, TMO, FIRSTNET)	1
HN-00-060A		-- PANORAMA #LG-IN2446 DOME 9 IN 1 ANTENNA W/ 16-FT CABLES - BLACK	1
IA-05-0S00		12-VOLT ELECTRICAL SYSTEM	1
IA-05-8040		-- SAFETY DISCONNECT	1
IA-05-804A		-- INTELLITEC #00-00507-512 200/1200AMP MASTER BODY BUILDER DISCONNECT/LATCH RELAY	1
IA-06-3000		< SWITCH CONSOLE - MODULE Location: -- (1) Next to the side sliding entrance door -- (1) Front bulkhead next to the work stations	2
IA-10-0500		SWITCH LABEL PACKAGE	1
IA-12-0552		< WHELEN #60CREGCS RED/WHITE LED UNDER CABINET LIGHT(S) W/SWITCH Location: (1) Over each work station	3
IA-12-0606		< WHELEN #80C0EHCR HI/LOW WHITE LED INTERIOR DOME LIGHT(S) Location: (4) in the ceiling of the van	4
IA-12-0608	S	< WHELEN #80CREHCR HIGH/LOW WHITE/RED LED INTERIOR DOME LIGHT(S) Location: Ceiling of the van	4
IA-12-1602	S	< LED INTERIOR STRIP LIGHT(S) Location:	7

PART NO	S	DESCRIPTION	QTY
		<ul style="list-style-type: none"> - (1) Each side of the interior closets - (1) At the top edge opening of each ceiling mounted cabinet - To include an off and on switch on 12-volt module switch panel 	
IA-13-0540	<	AMDOR #AY-LB-12HW012 LUMABAR H20 LED GROUND ILLUMINATION LIGHT(S) <ul style="list-style-type: none"> - To include an off and on switch in the chassis cab console and the switch console in the body 	7
IC-00-1000		BACK-UP ALARM WITH MOMENTARY CUT-OFF SWITCH	1
IC-40-2000		GREEN BATTERY INDICATOR LIGHT	1
IF-00-0400	<	COAXIAL WIRING FOR ANTENNA WITH MOUNTING BASE Location: <ul style="list-style-type: none"> - (1) In the front cab console - (2) At the front bulkhead next to the work stations 	3
IF-00-5600	<	WIRING FOR FUTURE RADIO(S) Location: In front cab console <ul style="list-style-type: none"> - Includes 12V circuit 20 amp breaker, #12 battery switched red wire and a battery direct ground lug 	1
IF-04-0000		NETWORK OUTLET/JACK(S)	3
IF-06-0000	<	TV ANTENNA COAXIAL CABLE & OUTLET(S) Location: (1) For each monitor and (1) at the 3rd seating position at the desk area for a future monitor.	3
IF-06-0001	<	HDMI AUDIO/VIDEO CABLE & INLET(S) Location: -- At the command desk for each monitor	3
IH-00-1000	<	12 VOLT OUTLET(S) - CIGARETTE LIGHTER TYPE Location: To be determined at the pre-construction conference	1
IH-00-1006	<	FLUSH MOUNT DUAL USB CHARGER OUTLET(S) Location: To be determined at the pre-construction conference	3
JC-20-0200		ELECTRONIC THROTTLE DEVICE	1
JC-90-1210	<	KUSSMAUL 1000 PLC ON-BOARD BATTERY CHARGER <ul style="list-style-type: none"> - Indicator mounted by shoreline inlet 	1
JC-90-121A	<	├- REMOTE INDOOR - #091-215-12 BAR GRAPH - 1000 PLC AC AC Location: Indicator Location:	1
LB-25-2010	<	├- KUSSMAUL #091-55-15-120 15A SUPER L/L INLET W/AUTO-EJECT YELLOW Outlet cover color: -- Gray	1
KC-00-0000	<	120/240 VOLT CIRCUIT BREAKER PANEL (MAX 6 CIRCUITS) Location: To be determined	1

PART NO	S	DESCRIPTION	QTY
KC-06-0500		< REMOTE MOUNTED GENERATOR START/STOP CONTROL Location: Inside the side entrance door	1
KC-09-0501		LANDLINE TRANSFER RELAY - 30 AMP	1
KC-09-1030		50-FT 12/3 SAFETY EXTENSION CORD	1
KF-05-7400		6000W ONAN #6.0 HDKAH-1044 QUIET ENCLOSED DIESEL GENERATOR (120V Only)	1
KC-06-0500		- REMOTE MOUNTED GENERATOR START/STOP CONTROL	1
LB-00-0501		< COLEMAN 15,000 BTU 120-VOLT A/C - HEAT ROOF MOUNT W/CONDENSATE PUMP Cover color: Black	1
LB-00-0530		A/C THERMOSTAT (WALL MOUNTED)	1
LB-02-0505		120 VOLT FLOOR HEATER(S) - GENERATOR POWERED - WHITE	1
LB-10-0505		INTELI-POWER #PD9280CV 120V TO 12V CONVERTER/CHARGER(S) 80 AMP	1
LB-16-1500		< HOUSEHOLD 15 AMP INTERIOR RECEPTACLE(S) - DUPLEX Location: - (1) Behind each monitor - (6) At the work station wall - (2) at the lower side out tray on the street side - (1) for the closet - (1) Next to the passenger front swivel seat - (1) In the rear generator area	14
RE-13-0510		CAST 100 WATT SPEAKER	2
RF-05-0105		WHELEN #295SLSA1 SIREN SYSTEM	1
SD-03-1022		WHELEN #M6ZC LINEAR SUPER-LED® SCENELIGHT(S) - SIDE	4
SD-06-1022		WHELEN #M6ZC LINEAR SUPER-LED® SCENELIGHT(S) - REAR	2
SD-60-0030		WHELEN #M6P15C 15-DEGREE ANGLES SURFACE MOUNT HOUSING(S) - CHROME	6
TA-02-0400		WHELEN #SSFPOS HEADLIGHT FLASHER	1
TB-10-1020		WHELEN AVENGER II #AVC21BB SUPER LED DASH LIGHT BLUE	1
TC-25-0050		< FENIEX 360 DEGREE CANNON HIDEAWAY 12-LED LIGHT(S) - BLUE -- Clear Lens	10
VD-02-0995		ABC 5 LB. DRY CHEMICAL FIRE EXTINGUISHER W/VEHICLE BRACKET	1
WA-90-0050		BODY MANUFACTURER'S MANUAL(S)	1
WA-95-0050		WIRING MANUAL(S)	1
XR-05-005A		FIRST ALERT COMBINATION SMOKE/CARBON MONOXIDE ALARM	1
		Subtotal	
ZA-00-0002		CHASSIS RELATED EXPENSES	1
ZC-00-0002	S	ADMINISTRATIVE	1
ZC-05-001A		- 12-MONTH / 12,000 MILE CONVERSION/UPFIT WARRANTY	1
ZD-00-000A		- FACTORY LIAISON PROJECT COORDINATOR	1
ZD-00-000B		- ENGINEERING/PRE-CONSTRUCTION REVIEW	1
ZD-00-000C		- IN-HOUSE PRE-DELIVERY / DETAILING / INSPECTION [12.01.24]	1
ZD-00-0050		< FACTORY INSPECTION TRIPS (1) inspection trip for (2) people	1
ZD-00-0600		DELIVERY TO END USER	1

Mike Roberts

From: Michael Salvi <MSalvi@medfordpolice.com>
Sent: Friday, January 31, 2025 11:14 AM
To: Mike Roberts
Subject: Fw: [EXTERNAL]RE: [EXTERNAL]EVI
Attachments: Lackawanna_Van_02-28-2023.pdf; Lakawana County.pdf

Hi Mike,

Here is a quote they sent me. Let me know if this is ok.

Mike

From: Mike Cox <mike@evi-fl.com>
Sent: Thursday, January 2, 2025 11:24 AM
To: Michael Salvi <MSalvi@medfordpolice.com>
Subject: [EXTERNAL]RE: [EXTERNAL]EVI

Michael

It was a pleasure speaking to you today. A good estimate for the attached van would be \$276,087.00.

--

Michael Cox

EVI Vice President of Sales

Emergency Vehicles, Inc. | www.evi-fl.com 705 13th Street | Lake Park, FL 33403-2303 (office) 856.931.6197 | (cell) 609.315.7151 (fax) 561.848.6658 | Mike@evi-fl.com

Confidentiality Notice: "This communication, including any attachments, is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged information. If you are not the intended recipient, any retransmission, dissemination, distribution, disclosing, copying, or using any of this information is strictly prohibited. If you received this communication in error, please contact the sender immediately and delete or destroy the material in its entirety."

Part D- Gambling Harm Reduction- The application should include sufficient backup information for the review team to fully understand the project(s). This information could include other relevant research, Requests for Proposals, etc.

Project Name: Problem Gambling Strategic Plan and design of Prevention and Intervention Strategies	
Please provide below the contact information for the individual managing this aspect of the grant	
Project Contact:	Additional Project Contact (if applicable)
Name: MaryAnn O'Connor	Name: Catherine Dhingra
Title: Director	Title: Manager
Department: Board of Health	Department: Office of Prevention and Outreach
Email Address: moconnor@medford-ma.gov	Email Address: cdhingra@medford-ma.gov
Telephone: 781-393-2565	Telephone: 781-393-2449
Address: 85 George P. Hassett Dr., Medford	Address: 85 George P. Hassett Dr., Medford
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2026 Guidelines relevant to this category. If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e., surveys, data, reports, etc.)</p>	
<p>This proposal builds on the assessment work currently being conducted by the City's Health Department, in collaboration with the Omni Institute during FY25. Omni consultants bring extensive expertise in problem gambling prevention and intervention, assessment, implementation and evaluation particularly in municipal and state contexts.</p> <p>The primary goal for FY25 is to assess gambling behaviors among diverse young adults in Medford, aged 18–24, with a focus on: Frequency and Extent of casino engagement, including sports betting and Socio-economic, Behavioral Health, and Social Consequences of gambling, particularly its impact on relationships, academics, and employment. This assessment will culminate in a detailed report by June 2025, including key findings and recommendations for strategies such as: Responsible gambling programs.; Educational initiatives and Policy development.</p> <p>Our FY26 Goals are Strategic Planning and Implementation. By building on the FY25 findings, the City will continue partnering with the Omni Institute to engage the community in planning and implementing effective, evidence-based interventions.</p>	
<p>II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.</p>	
<p>The strategic planning process will be a data-driven, participatory process that identifies the most effective evidence-based strategies to address the impacts of problem gambling. As a part of this process, we will utilize all data collected in the assessment of 18–24-year-olds as well as any relevant data or information related to other identified priority populations (Latino and Asian men, other communities of color, low-income populations, casino workers). The strategic planning process will identify and engage community partners in interactive, participatory conversations designed to surface priorities and select evidence-based strategies. As a part of this process, we will narrow priority populations that will be targeted by implementation activities based on the feasibility and community context needed to reach and impact each population. Please see attachment A for details of our</p>	

approach to completing this planning process and begin our implementation as well as the attached proposal from the Omni Institute

Proposed MGC Grant Budget

Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.

Description of Purchase/Work	Timeline	QTY	Budget
Strategic Planning & Logic Model Development: OMNI Consultants	July 2025– January 2025		\$40,000
Prevention Coordinator will help coordinate planning sessions (focus groups, surveys, workshops) and implementation strategies: (8 hours per week X \$40.00/hour X 52/hours per week) Incentives for Focus Groups, Surveys, & Workshop Participants Implementations Strategy Supplies & Expenses: Interventions TBD but could include Social Media Campaign Development & Promotion, Health Teacher Training, Promotion of Support Groups in Multiple Languages	July 2025– January 2025 July 2025– January 2026 January 2026 – June 2026		\$16,640 \$4,000 \$14,000
	TOTAL:		\$74,640

ATTACHMENT A

Proposal Overview: Problem Gambling Prevention and Intervention Strategies for Medford

Building on the FY25 findings, the Medford Health Department's Office of Prevention and Outreach (OPO) will continue partnering with the Omni Institute to engage the community in planning and implementing effective, evidence-based interventions. The strategic planning process will involve:

1. Developing a Logic Model and Action Plan:

This process will include robust community engagement to ensure strategies are culturally responsive, equitable, and tailored to the unique needs of Medford's populations. Medford's Office of Outreach & Prevention employs five Community Liaisons, trained as community health workers and fluent in multiple languages, including Spanish, Brazilian Portuguese, and Mandarin. These liaisons will play a vital role in community engagement strategies, ensuring the development of an effective logic model and implementation plan. Activities will include:

- **Community Listening Sessions:** Collaborate with local organizations, cultural groups, and schools to host sessions that gather input from diverse stakeholders, including youth, parents, educators, and faith leaders.
- **Focus Groups:** Conduct targeted focus groups with representatives from East Asian, Hispanic, and Latino communities, as well as youth and young adults, to explore specific barriers and opportunities.
- **Stakeholder Workshops:** Organize interactive workshops with behavioral health professionals, educators, and local policymakers to co-create intervention strategies.
- **Survey Distribution:** Distribute surveys through community partners to capture broader perspectives on gambling impacts and preferred solutions.

Using this input, OPO and Omni will refine the logic model to align with the community's needs and priorities. This model will include:

- **Short- and Long-Term Objectives** for each priority population.
- **Evidence-Based Primary Prevention and Interventions** informed by assessment findings, community feedback, and a review of best practices.
- **Metrics for Success** to ensure accountability and continuous improvement.

2. Focus on Three Priority Populations with a particular focus on males in all groups:

- **Young Adults (ages 18–24).**
- **Young People (ages 12–18)**

- **East Asian, Hispanic, and Latino and other communities of color**

3. Key Deliverables by January 2026:

- A finalized Logic Model and Action Plan co-created with the community.
- Culturally tailored prevention measures.
- Community-specific interventions.
- Accessible treatment and support options.

4. Implementation of Strategies:

- Launch at least one targeted intervention for each priority population by **June 2026**, with ongoing community engagement to evaluate and adapt strategies as needed.

By emphasizing community-driven solutions, Medford aims to address problem gambling behaviors and their associated consequences in a way that resonates with and empowers its residents. This proposal reflects a commitment to inclusive, data-driven, and sustainable public health approaches.

OMNI Institute Proposal

Problem Gambling Prevention Strategic Planning and Implementation Support

Submitted to:

The City of Medford Health Department Office of Prevention & Outreach (OPO)

Submitted by:

OMNI Institute

For more information, please contact:

Eden Griffin (she/her)

Director

egriffin@omni.org

(303) 839-9422 ext. 154

Meredith Smith (she/her)

Proposal Manager

proposals@omni.org

(303) 839-9422 ext. 148

OMNI Institute

omni.org

(303) 839-9422

Introduction

OMNI is a nonprofit social science consultancy that provides integrated research, evaluation, and capacity-building services to foster understanding, guide collaboration, and inform action to accelerate positive social change. Our primary areas of expertise are Behavioral Health, Community Health, Economic Security, Justice, and Children & Families. Founded in 1982, OMNI has honed a nationally recognized service delivery model that is focused on rigorous research and application of best practices, authentic engagement with our clients and their vested partners, and the cross-system expertise and insights needed to address complex social issues. We operate by four core values: *Inquiry* to uncover the best possible solutions to challenges, *Agility* in our approach, *Accountability* for our work, and a true *Connection* to our clients and the communities that they serve.

OMNI is committed to a collaborative, client-centered approach, working in partnership with clients to ensure that their expertise, perspectives, and needs inform every stage of the work.

Combining scientific rigor and authentic partnership with our clients, we use our *3D Framework* to design, discover, and deliver tailored strategic planning efforts that include focus groups, key informant interviews, survey data collection, logic model development, actionable analysis, visually engaging reports, and clear data-driven recommendations. Our *Proven Approach* to project management combines the right team, tools, and process to manage and execute projects with accountability, efficiency, and high quality.

We have decades of experience collaborating with municipal, city, county, and state-level government agencies, systems, and community partners to conduct assessment, prioritization, and planning activities. Many of our projects bring together diverse groups of community partners, which requires establishing strong relationships, honoring individual expertise and contributions, providing the structure and guided processes to arrive at a common vision and goals, and fostering shared ownership and accountability. Our project team also brings specific expertise in data-driven planning for problem gambling prevention.

We have a robust infrastructure and high standards that enable our teams to manage and execute projects with accountability, efficiency, and high quality. We understand the value of strong communication and project management, and our approach includes a shared project workplan that is monitored and updated regularly; communicating meeting agendas in advance and sharing meeting notes with key decisions and follow-up action items; regularly scheduled check-ins to provide updates on project progress and problem-solving of issues; and documentation of when key tasks have been completed and approved by clients, including any agreed-upon deviations to scopes of work.

Strategic Planning

OMNI has decades of experience providing its clients with comprehensive support for strategic planning, which includes implementation and evaluation. OMNI's learning and development staff are experts at strategic planning and facilitation for various partners and sectors, creating engaging processes that build buy-in and reflect input from all of the necessary partners. OMNI implements a range of strategies to ensure that our overarching approach and methodologies are fundamentally oriented toward equity and focused on outcomes.

OMNI's strategic planning is a data-driven, participatory process that results in actionable priorities to achieve targeted outcomes, often through multiple facilitated sessions and the development of user-friendly strategic plan deliverables. When conducting strategic planning processes, OMNI uses a solutions-oriented, strengths-based approach. Our facilitation approach also involves establishing structure and laying the groundwork to foster an environment in which participants are willing to engage. Below, we describe our proposed approach to the project using OMNI's *3D*

Framework. The 3Ds—Design, Discover, and Deliver—provide the structure through which we execute our methodological processes and project work.

Proposed Approach

While our proven process includes the same core elements to leverage best practices and our years of learning and expertise doing this work, we also customize the process based on the unique needs of an organization, project, client, and context. We have outlined an abbreviated approach for the development of a Problem Gambling Strategic Plan for Medford with the recognition that we will adapt and expand this scope in consultation with City leadership upon funding award.



Medford Problem Gambling Prevention Strategic Planning and Implementation Support	
<i>DESIGN - Set a foundation for valid, reliable results</i>	
Key Activities/Deliverables	Budget
Facilitated virtual project kick-off meeting with OPO/City leadership and other relevant project staff to review needs assessment findings and align on vision, mission, and core values for the strategic plan	\$2,500
Finalized project work plan with set timelines and deliverables	
<i>DISCOVER - Employ rigorous, collaborative methods</i>	
Key Activities/Deliverables	Budget
Community Listening Sessions: Initial meetings with key stakeholder groups to introduce the OMNI team, the project processes and timeline, and to set the stage for data collection and strategic planning workshops (1-2 hours for each meeting; virtual facilitation; meeting agenda, meeting material, follow-up summaries of each discussion)	\$25,000
Focus Group Guide Development and Data Analysis: Development of focus group guides for priority populations at high risk for problem gambling; analysis of focus group data collected by OPO Community Liaisons	

Medford Problem Gambling Prevention Strategic Planning and Implementation Support	
Survey Data Collection and Analysis: Brief survey distributed to Listening Session participants/stakeholders to capture broader perspectives on gambling impacts and preferred solutions	
Stakeholder Strategic Planning Workshop: Facilitated strategic planning workshop with behavioral health professionals, educators, and local policymakers to prioritize and select implementation strategies (2-3 hours; in-person facilitation; meeting agenda, meeting material, follow-up notes)	
Virtual Follow-Up Stakeholder Planning Session: Follow-up facilitated strategic planning session to finalize and refine strategy selection (1-2 hours; virtual facilitation; meeting agenda, meeting material, follow-up notes)	
Final Strategic Plan Strategies Selected, including an initial draft of the logic model	
<i>DELIVER – Turn toward action.</i>	
Key Activities/Deliverables	Budget
Implementation/Action Planning Session: Presentation of finalized strategic plan components and facilitated implementation/action planning session with project leadership and relevant stakeholders (2-3 hours; virtual facilitation, meeting agenda, meeting material, follow-up notes)	\$12,500
Development of Strategic Plan, including final Logic Model and Action Plan	
Final Presentation of Strategic Plan: Final in-person presentation of the Medford Problem Gambling Strategic Plan to project leadership and full stakeholder group	
TOTAL	\$40,000

Part E- Specific Impact If you are applying for a SI grant you should reach out in advance to MGC Staff to ensure project eligibility. A community may also use this Specific Impact Grant to break out administrative and staffing costs associated with the grant as a whole. -

Project Name: Chevalier Theatre Repainting of Interior Building	
Please provide below the contact information for the individual managing this aspect of the grant.	
Project Contact:	Additional Project Contact (if applicable)
Name: Paul A. Righi	Name:
Title: Director of Facilities	Title:
Department: Facilities	Department:
Email Address: prighi@medford-ma.gov	Email Address:
Telephone: 781-888-4534	Telephone:
Address: 85 George P. Hassett Drive, Medford	Address:

II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.

The Chevalier Theatre, owned by the City of Medford, is a 1,900-seat theater that was re-vitalized and relaunched with a professional management agency in 2018. The opening of the Casino in 2019 came at a critical time in the development of the Chevalier and its establishment in the Boston entertainment world as a go-to venue. The Chevalier is an economic driver for restaurants and businesses in Medford Square, bringing patrons from all over southern New England to its shows and introducing them to area businesses. The Casino and Casino events are in direct competition with the theater by hosting similar artists and shows. The project would provide for the painting of the interior of the theater which has not been completed in over 35 years. The scope of the work would be to scrape, patch and paint the entire interior of the theater and apply a new coat of paint. The vendor would need to utilize not only staging but a lift to accomplish this work. The work is labor intensive given the size of the theater and would be done during the day. Wynn Resorts has only suspended the proposed expansion of the Casino and has not told the City of Everett or the Gaming Commission that they will withdraw from this project. The City of Everett is actively pursuing to have this project undertaken because it will increase the revenue for the City of Everett based on the amount of additional people that this project will bring into the city. It is with this understanding that the City of Medford must be proactive with the Chevalier Theater and take the means to enhance the theater so that it is positioned properly for when this expansion does take place. This is why the City of Medford is pursuing this budget grant so that the Chevalier Theater is ready for this expansion.

Proposed MGC Grant Budget

Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.

Description of Purchase/Work	Timeline	QTY	Budget
Painting of Theater Interior	2 months	1	\$325,551.99
TOTAL:			\$325,551.99

Wynn suspends casino expansion in dispute over taxes and payments to Everett

May 09, 2024

By Colin A. Young, State House News Service



Encore Boston Harbor Casino and Hotel. (Jesse Costa/WBUR)

Wynn Resorts has suspended its planned expansion of the Encore Boston Harbor casino in Everett, saying it can't come to terms over things like taxes and impact fees with the city of Everett.

Wynn wants to build a new facility across Broadway from the \$2.6 billion casino that opened in 2019. The initial expansion planned a dedicated poker

room, a second sports betting parlor, a relocated nightclub, a theater, a comedy club, parking garage and more. It had been advancing as the city also works to clear the way for a professional soccer stadium in the same neighborhood.

"We remain optimistic about the project fulfilling the city's and our shared goal of developing an exciting and vibrant destination district on Lower Broadway with restaurants, hotels, theaters, and other recreational uses. However, it has become apparent that we are unable to negotiate an agreement with the city of Everett regarding property taxes, impact fees, and infrastructure improvements in a timely fashion," the company said in a statement that replaced the website for the project. "Until these issues are addressed with a financially viable resolution we have a responsibility to our shareholders, and cannot continue to incur project costs.

The news was announced Tuesday during Wynn Resorts' earnings call and was previously reported by the Boston Herald. On the call, CEO Craig Billings said that the decision was "disappointing" but added that Wynn has "numerous other development projects globally where we can redirect the capital we intended to deploy in Boston."

In a statement, Everett Mayor Carlo DeMaria said he supports the project, but wants to reach the best deal for the residents of his hometown.

This is not the first time the project has been put on hold. In early 2022, Wynn "decided to pause the permitting process for this development so that they can do some reevaluation on whether the development as proposed is the best use for the site," a Massachusetts Gaming Commission official said at the time.

The expansion was initially proposed without sports betting or poker components, but Wynn changed course and wanted to expand its gambling

operation across the street once Massachusetts legalized sports betting later in 2022.

***PLEASE NOTE THAT THE FOLLOWING PROJECT IS A BACKUP PROJECT TO THE PRIORITY PROJECTS THAT ARE ALL LISTED IN THE ABOVE APPLICATION AND IS A PIGGYBACK PROJECT TO PREVIOUSLY APPROVED PROJECTS FROM THE COMMISSION FOR FY25. THE CITY OF MEDFORD HAS JUST PUT OUT AN RFB FOR THE PROJECT AND WILL BEGIN UTILIZING THE FY25 FUNDS IN THE NEAR FUTURE.

- SALEM STREET PEDESTRIAN SAFETY AND SIDEWALK IMPROVEMENTS – CONSTRUCTION PHASE 1

Part B- Transportation The application should include sufficient backup information for the review team to fully understand the project(s). This information could include locus maps, requests for proposals, detailed scopes of work, etc.

Project Name: Salem Street Pedestrian Safety & Sidewalk Improvements – CONSTRUCTION PHASE 1	
Please provide below the contact information for the individual managing this aspect of the grant. If there are multiple people involved in the grants management, please add more lines to accommodate their information.	
Project Contact:	Additional Project Contact (if applicable)
Name: Tim McGivern	Name: Todd Blake/Owen Wartella
Title: DPW Commissioner	Title: Dir. of Traff. & Transp., City Engineer
Department: DPW	Department: Engineering Div.
Email Address: tmcgivern@medford-ma.gov	Email Address: tblake@medfgord-ma.gov
Telephone: 781-393-2476	Telephone: 781-475-5983
Address: 85 George P. Hassett Dr. Medford, MA. 02155, Rm. 300	Address: 85 George P. Hassett Dr. Medford, MA. 02155, Rm. 300
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2026 Guidelines relevant to this category. If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility causes or is causing the impact (i.e., surveys, data, reports, etc.)</p> <p>The gaming establishment impacts the City of Medford as a whole, but more specifically, Salem Street was identified in the gaming establishment traffic study referred to in the grant guidelines. The impact is increased vehicle traffic due to gaming establishment employee and customer trips. Increased vehicle traffic conflicts with pedestrian traffic on City of Medford Streets (Salem Street), making it more challenging for pedestrians to safely navigate City streets due to increased conflicts and fewer gaps in traffic.</p>	
<p>II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.</p>	

The design builds upon information learned on the FY2025 Casino Grant Salem Street Study. The pedestrian safety and sidewalk improvement project (Salem St., I-93 to Fellsway) involves reconstructing roadway elements to achieve the desired treatment as determined by the study. This may include reconstructing sidewalks along Salem St, building bump outs at intersections, etc. making it safer for pedestrians and bikes to navigate the corridor. Other treatments may include non-flashing elements that may include physical equipment such as flex posts (to help narrow the road and provide better sightlines at corners), in-street pedestrian warning signage, etc. In addition, radar signs would help manage/control speeding, reducing risk of vehicle on pedestrian/bike incidents (but also vehicle on vehicle). Slower speeds result in less severity of injuries when incidents do occur.

This project addresses the impacts by increasing awareness, shortening crossing distances, and increased visibility of pedestrians that must contend with crossing against more vehicle traffic associated with the gaming establishment.

Proposed MGC Grant Budget			
Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.			
Description of Purchase/Work	Timeline	QTY	Budget
RRFB project	FY25***Previously approved project	1	\$125,000
Salem Street Planning/Feasibility Study	FY25***Previously approved project	1	\$125,000
Salem St. Survey, Preliminary Design, Final Design (incl. bid documents) Possible Phases include: Phase I – Dudley Street to Grant Ave. and Phase II – Allen Ct. to Dudley Street)	FY2026***Project being applied for in FY26 application	1	\$182,000
Construction Possible Phases: (Phase I – Dudley St. to Grant Ave.)	FY2026 ***Backup Project for FY26	1	\$600,000
Construction Possible Phases: (Phase II – Allen Ct. to Dudley St.)	FY2027	1	TBD
	FY25 TOTAL		\$250,000
	FY26 TOTAL:		\$182,000 + \$600,000
	FY27 TOTAL		TBD