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26 Sycamore Road
North Quincy, Massachusetts 02171-1362
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August 28, 2025

VIA FEDERAL EXPRESS - OVERNIGHT

VIA E MAIL
dcr.permits@mass.gov

Mr. Paul Casey
Department of Conservation and Recreation (DCR)
Director of Longterm Permits and Leases
10 Park Plaza, Suite 6480
Boston, Massachusetts 02116

**REGARDING REQUEST FOR EXPRESSION OF INTEREST FOR THE
OPERATION, MANAGEMENT AND MAINTENANCE OF:**

Pope's Island Marina
Pope's Island
New Bedford, Massachusetts.

Dear Mr. Casey:

I represent a Team of qualified and experienced individuals in regard to the above captioned Request for Expression of Interest for the Operation, Management and Maintenance (Request for Expression of Interest") of Pope's Island Marina New Bedford, Massachusetts.

At this time, I am submitting a Request for Expression of Interest (attached herewith) following the August 2025, Commonwealth of Massachusetts, Department of Conservation and Recreation (DCR) instructions regarding Pope's Island Marina New Bedford, Massachusetts.

Presently, our Team requests and looks forward to receiving further instructions, specifically in regard to the submission of the October 2025 Request for Proposals regarding the operation, management and maintenance of Pope's Island Marina New Bedford, Massachusetts.

In closing, on behalf of our Team, we look forward to the opportunity to visit the Site (Pope's Island Marina) and discuss this Matter with you and Department of Conservation and Recreation (DCR) Staff.

In the event you should need to contact me or need additional information, my contact information is as follows:

Christopher N. Carroll, Esquire
26 Sycamore Road
North Quincy, Massachusetts 02171-1362
Phone: (617) 471-8448
Fax: (617) 471-2875
Cell Phone: (617) 650-2711 (The Best Direct Contact)
E-mail: Squantolaw@verizon.net

Thank you in advance for your assistance in this Matter.

In closing, we look forward to working with you and the Department of Conservation and Recreation (DCR) Team regarding the future operation, management and maintenance of Pope's Island Marina New Bedford, Massachusetts.

Sincerely yours.

A handwritten signature in black ink, appearing to read "Chris N. Carroll", written in a cursive style.

Christopher N. Carroll

cc: File
Attachment
Pope's Island Marina Team

SUBMISSION REQUIREMENTS

Request for Expressions of Interest
Pope's Island Marina, New Bedford

Name: Christopher W. Carroll

Email: Syantolaw@verizon.net

Address (if no email): 26 Sycamore Road

City: Quincy, State: Massachusetts Zip: 02171-1362

Provide a statement of qualifications and experience in the operation, management and maintenance of marina facilities. Attached herewith

Describe in general terms the market for the rental of marina slips, including the rental rate per linear-foot of slip space.

Describe in general terms an approach to funding capital improvements and ongoing operations and maintenance.

Describe potential obstacles or barriers to success.

Describe any additional information you would like to share with DCR to inform the preparation of the RFP.

Please send Expressions of Interest in electronic form and hard copy to:

Paul Casey

Department of Conservation and Recreation

Director of Longterm Permits and Leases

10 Park Plaza, Suite 6480

Boston, MA 02116

dcr.permits@mass.gov

ACHIEVING OUR CLIENT'S VISION

EXPERIENCE MATTERS

Our diverse team has over 100 years of combined specialized skills and experience in the maritime industry, hospitality industry, marina management, business operations, manufacturing, passenger vessel industry, marina design, maintenance and specific knowledge of this property and the surrounding area. We focus on exceptional customer service, meeting financial goals, preventative maintenance, marketing & branding. Our dedication to achieving our client's vision and gaining their trust has helped our team members become leaders in their field. We are deeply committed to serving the public and the places in which we operate. This pursuit is both an intrinsic responsibility and a great joy within our leadership team. It has and will always be part of who we are. Our team knows what boaters want because we are all boaters. We are led by talented USCG Licensed Captains and Coast Guard Auxiliarists, who share a passion for ocean conservation and preserving natural resources.

We seek to establish a long-term relationship with DCR by working as partners in reimagining Pope's Island Marina. We share the vision of the Commonwealth that Pope's Island Marina should be a major public asset visited by millions of people. Together we believe we can create a major tourist asset for the Commonwealth of Massachusetts by providing

Vision, Creativity, Passion, and a financial plan that will sustain the marina for decades to come.

EXCEEDING EXPECTATIONS

EXCEPTIONAL SERVICE

Our team is led by professionals who take a “hands on” local approach to management. Our leadership team would be on site and available to you and our guests every day. While physical amenities attract boaters, they stay because of the experience delivered by staff. Providing these experiences on a consistent basis can only exist in a management team that includes service as a core part of its culture. It begins with hiring people who value hospitality and customer service as much as our leadership team does. Part of delivering this experience includes events, entertainment, frequent communication, and an accessible leadership team that is engaged with boaters as well as our client.

By exceeding expectations, and providing a world-class redevelopment plan, we can build loyalty and increase demand for private-public investments for the infrastructure needed. Building out lease agreements for retail, grab and go, entertainment and dockside restaurant/bar operations are just a few amenities that would be successful at this property. Our team believes in leading and making

big plans for our clients and to be successful in following the goals and financial plans set out. Our experience includes all aspects of waterfront development and management, including marinas and adjacent upland property, such as commercial retail. We also can conduct market and feasibility studies; marina design analysis; reconfiguration and renovations; sales and marketing campaigns; and much more! Our team provides the service, experience, expertise, and attention to detail to delight boaters, tourists, clients, and communities while maximizing occupancy and revenue.

FINANCIAL & OPERATIONAL STRENGTH

STRONG FINANCIAL CONTROLS

Creating a financially sustainable marina for the long haul requires a long- and short-term strategic plan, and detailed budgets. We have the expertise to improve the value and performance of Pope's Island Marina. Strong financial controls, maximizing revenue, and planning for financial sustainability are fundamental strengths within our group.

We would provide detailed financial and operational reporting, along with weekly executive summaries, to track progress in meeting goals and financial targets. We also would conduct competitive market studies and

improve profit centers while creating new ones—ensuring the marina pursues every opportunity to increase revenue. Our services cover all aspects of waterfront development and management which include marinas, commercial retail, passenger vessels and green transportation.

We know how to improve the value and performance of the assets we manage. Maintaining strong financial controls, maximizing revenue, and planning for financial sustainability are fundamental strengths within our group.

Detailed annual budgeting, comprehensive monthly reporting, and weekly one-page executive summaries will keep you fully up to date on key metrics of performance.

DEVELOPMENT SERVICES

At the heart of our plan is maximizing the marina's long-term potential as a public asset by creating an attraction and destination that people from all over the world will want to visit. This can be accomplished with a strong private/public partnership and passion for new opportunities. The revitalization plan we have for the property not only creates a more diverse and profitable asset for Massachusetts, but it will create a destination for visitors, increase public access, create new strategic partners and provide an economic boost to the area. This plan would create jobs and opportunities for new businesses. MBTA's new train stop to/from Boston would play a key role in our intermodal transportation plan to bring visitors to the property.

WHAT WE DO

- World-Class destinations & attractions
- Community Integration
- Cutting-Edge Technology
- Unsurpassed Amenities
- Job creation and economic development
- Create clean and resilient assets
- Fishing & Wind Industry Integration
- Feasibility Studies
- Market & Asset Studies
- Marina Redevelopment Strategies
- Slip Configuration & Reconfiguration
- Design Analysis
- Grant Applications
- Financial Pro-Forma
- Upland Integration

FINANCIAL PERFORMANCE

We know how to improve the value and performance of the assets we manage. Maintaining strong financial controls, maximizing revenue, and planning for financial sustainability are fundamental strengths within our organization. Detailed annual budgeting, comprehensive monthly reporting, and weekly one-page executive summaries keep ownership fully up to date on key metrics of performance.

MARKETING & BRANDING

A professional and aggressive marketing program will be custom designed for Pope's Island. Designing and executing a strategic marketing plan keeps demand high, maximizing revenue and establishing brand identity. Through the creation and utilization of a professional website, regular social media use, print advertising, and a strong guest program, we can ensure the marina is strongly positioned against competition. We believe Pope's Island Marina can set trends in the industry and lead the market. Travelers from across the world come into Pope's Island marina often visiting Massachusetts for the first time. Massachusetts can capitalize on this and create a must visit first class destination in New England by land or by sea.

UPLAND INTEGRATION

- A core expertise of our management philosophy and part of what sets us apart is our focus on active integration with the local business community as another marina amenity. Through our retail, residential, and commercial expertise, we find creative ways to maximize the upland amenities in a manner that creates loyalty with boaters and sets the marina apart.

Our team believes that Pope's Island Marina should be a public asset and available for the public to enjoy. This is why we have taken the community approach to drive our vision for the marina property. Our expansion plans would create a destination and attraction for people all over New England to enjoy. It would become an economic driver in the area by increasing jobs and business development.

Potential obstacles and barriers

Our team believes one of the main issues which could be a barrier unless it is resolved is the confusion of which governmental body controls certain areas of the marina, building, marina moorings and parking lot. This should be resolved as it directly impacts operations and any bidding process. Our team has experience working with federal, local, state, and municipal governments to work on common goals to serve the public interest.

Marina Market and Rates

The market for slips in New England is extremely high as very few new marinas have been built or existing ones expanded. This leads to a supply and demand issue for boaters. Marina infrastructures have not kept up pace with demand. There are marinas in New England with over 500 boats on waitlist with 3 to 5 year wait times to obtain dockage. This creates an exceptional opportunity for Pope's Island Marina to capture on the current environment and bring rates up to the market standard in the area to \$145 a foot. Our team believes any rebuilding of the marina needs to meet high wind and hurricane standards in new marina construction. This would lower insurance costs along with creating in demand a highly protected marina for boaters. Higher rates of \$145-\$250 per foot could be offered, and slips would be sold out due to the safety and protection of the hurricane rated marina and hurricane barrier. Pope's Island should be rebuilt as a hurricane rated marina. Our management team believe there is room for a diverse customer base at the marina by combining higher priced slips while accommodating families and new boaters. Boat safety, boat rentals and seamanship training can all be offered at the marina while accommodating yacht clubs and providing upscale amenities for motor yachts. Pope's Island should always be accessible for all the public to utilize and enjoy.

Capital Improvements, operations, and maintenance

In general, Marina revenue should cover operations and general maintenance while we move into phase 2 of development. A detailed preventative maintenance plan should be implemented along with identifying specific areas of immediate concern. In our plan we call for a strong public/private partnership to implement our Pope's Island destination and attractions model in phase 2. In the short term, we can fix existing docks and infrastructure, apply for federal grants with the Commonwealth as our partner, develop strong private investments meanwhile implementing the long-term plan to make Pope's Island a destination.

Our team looks forward to further discussions and believes that information in this document should not be made public as there are original proprietary development ideas and operations presented in this document by our creative group that could affect content in forthcoming bids if public.



August 2025

Request for Expressions of Interest for the Operation, Management and Maintenance of:



Pope's Island Marina

Pope's Island

New Bedford, Massachusetts

RESPONSES DUE: August 29, 2025



The **Department of Conservation and Recreation** is steward of one of the largest state parks systems in the country. Its 460,000 acres includes forests, parks, greenways, historic sites and landscapes, seashores, lakes, ponds, reservoirs and watersheds. DCR's mission statement is:

*To protect, promote and enhance our commonwealth of natural,
cultural and recreational resources for the well-being of all*

Contact Us:

Department of Conservation and Recreation
10 Park Plaza, Suite 6480
Boston, MA 02116

DCR Main Phone: 617-626-1250
e-mail: mass.parks@mass.gov

Commonwealth of Massachusetts
Maura Healey, *Governor*

Executive Office of Energy & Environmental Affairs
Rebecca L. Tepper, *Secretary*

Department of Conservation & Recreation,
Nicole LaChapelle, *Commissioner*
Priscilla Geigis, *Deputy Commissioner for Conservation and Resource Stewardship*

INTRODUCTION

The Massachusetts Department of Conservation and Recreation (“DCR”) is pleased to release a **Request for Expressions of Interest** to solicit ideas for the operation, management and maintenance of a recreational marine boating facility and recreational area known as Pope’s Island Marina in New Bedford (the “Marina”). The Marina is located immediately south of the Fairhaven Bridge, and just north of Crow Island, in the Acushnet River.

This effort is meant to be an informal way for parties to express potential interest in operating and maintaining the Marina well into the future. Pursuant to Section 296 of Chapter 238 of the Acts of 2024, DCR intends to issue a formal Request for Proposals (“RFP”) by October 1st of this year. The RFP will solicit bids for leasing the Marina for a term of up to 20 years (inclusive of any extensions). The purpose of this RFEI is to:

- Present the opportunity provided by the Marina to a potential future tenant;
- Stimulate interest from potential public-private partners;
- Identify development concerns, challenges and questions from potential partners; and
- Help DCR develop the RFP.

While all expressions of interest are welcome, DCR specifically solicits ideas related to (but not limited to):

- Maximizing the Marina’s long-term potential as a public asset;
- Operating, maintaining and investing in capital improvements necessary for safe and accessible operation of the Marina for up to 20 years;
- Providing a financially sustainable model for completing capital improvements and ongoing operations and maintenance costs.

This document is a general description and call for interest and **not a request for formal proposals**. Any party with a creative, compatible and feasible idea for the site is encouraged to respond to this RFEI. Submission of an Expression of Interest will not be a prerequisite for submitting a formal proposal through any future solicitation, nor will DCR consider information submitted at this time to be binding on the respondent. Responses to this solicitation may be made available to the general public.

DCR will provide an opportunity for interested parties to visit the site, and to discuss ideas and concerns with DCR staff.

Estimated Timeline

- | | |
|--|--------------|
| • Release of Request for Expressions of Interest | August 2025 |
| • Release of Request for Proposals | October 2025 |

THE MARINA

CONSTRUCTION OF POPE'S ISLAND

The construction of Pope's Island was authorized in 1914 under a license issued to the City of New Bedford by the then-Harbor and Land Commissioners – the tidelands licensing authority prior to the Department of Environmental Protection ("DEP"). That license authorized the City "to build bulkheads, sea walls and other structures, to fill solid and dredge the Acushnet River southerly of and adjacent to the New Bedford and Fairhaven Bridge in the City of New Bedford, for the purposes of providing a marine park, in conformity with the accompanying plan No. 3885."

CONSTRUCTION OF THE MARINA AND PUBLIC FACILITIES

Nearly seventy-five years later, the Commonwealth financed the construction of the Marina improvements to facilitate public boating access to the Acushnet River and beyond – specifically, through the adoption of Section 21 of Chapter 564 of the Acts of 1987 which appropriated \$3 million for that purpose. Following design development, construction of the Marina was authorized by DEP Waterways License No. 1882 (the "License") issued to DCR's predecessor, the Department of Environmental Management ("DEM"), and completed in the early 1990s. The License plan shows the improvements authorized by DEP and later completed by DEM – specifically, the slips, a facilities building, and a public parking lot. The facilities building and public parking lot were constructed on the tidelands filled pursuant to the Harbor and Land Commissioner's license No. 3885.

CHAPTER 91 LICENSE

The License authorizes DCR to "construct and maintain a 198-slip marina; and to maintain existing fill and structures in and over the waters of [the] Acushnet River ... and in accordance with the locations shown and details indicated on the accompanying DEP License Plan No. 1882." The License further states that "the structures authorized hereby shall be limited to the following use: recreational and commercial docking and boating access for the general public to navigable waters." A copy of the License and associated plan are included with this RFEI as **Exhibit A**. In addition to the slips, the License includes special conditions regarding the facilities building and public parking lot:

- Per Special Condition #2 of the License, the facilities building is required to include "adequate public toilets, showers and a Dockmaster's Office". Public access to the facilities building must be available from sunrise to one hour after sunset.
- Special Condition #2 of the License also requires that the public be granted pedestrian access to the marina as well as access to the public parking lot with a minimum of 150 parking spaces. Note that the public parking lot is not for the exclusive use of those

accessing the Marina but, per the License, is available for public use more generally.

Interested parties should review the License in its entirety to understand all of its requirements that apply to the future operation of the Marina.

CONDITION OF THE MARINA

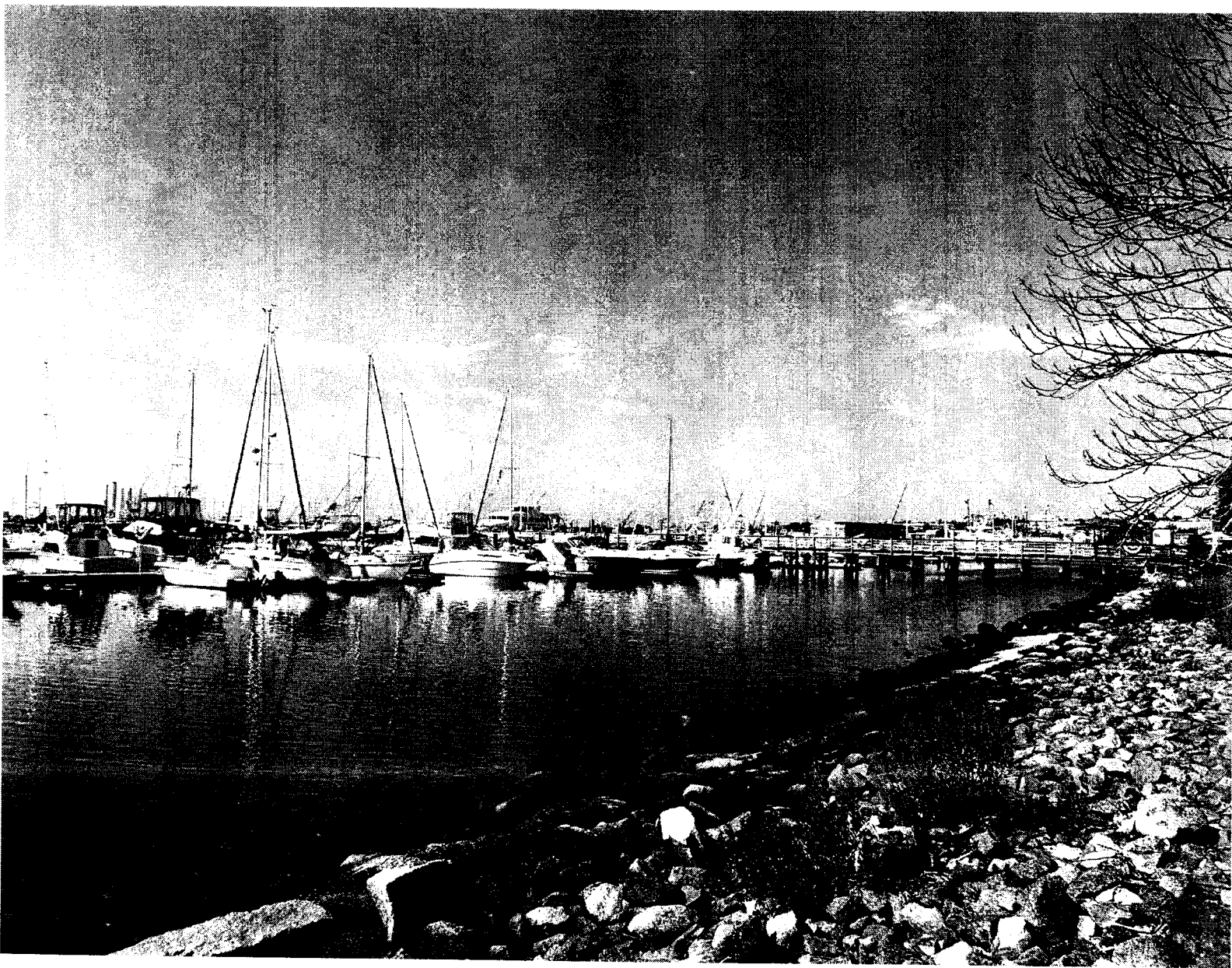
Following the construction of the Marina, DEM and later DCR entered into agreements for its operation and maintenance, including with the New Bedford Harbor Development Commission (“NBHDC”). The NBHDC retained Pare Corporation to update a 2014 assessment of the condition of the Marina, and the results are presented in the July 2020 report to the NBHDC entitled *Pope’s Island Marina – Routine Inspection Report Update* (copy attached as **Exhibit B**). The Pare report estimated the cost to replace the floating dock system to be \$5.5 million, and an additional \$509,000 in intermediate repairs (as of July 2020).

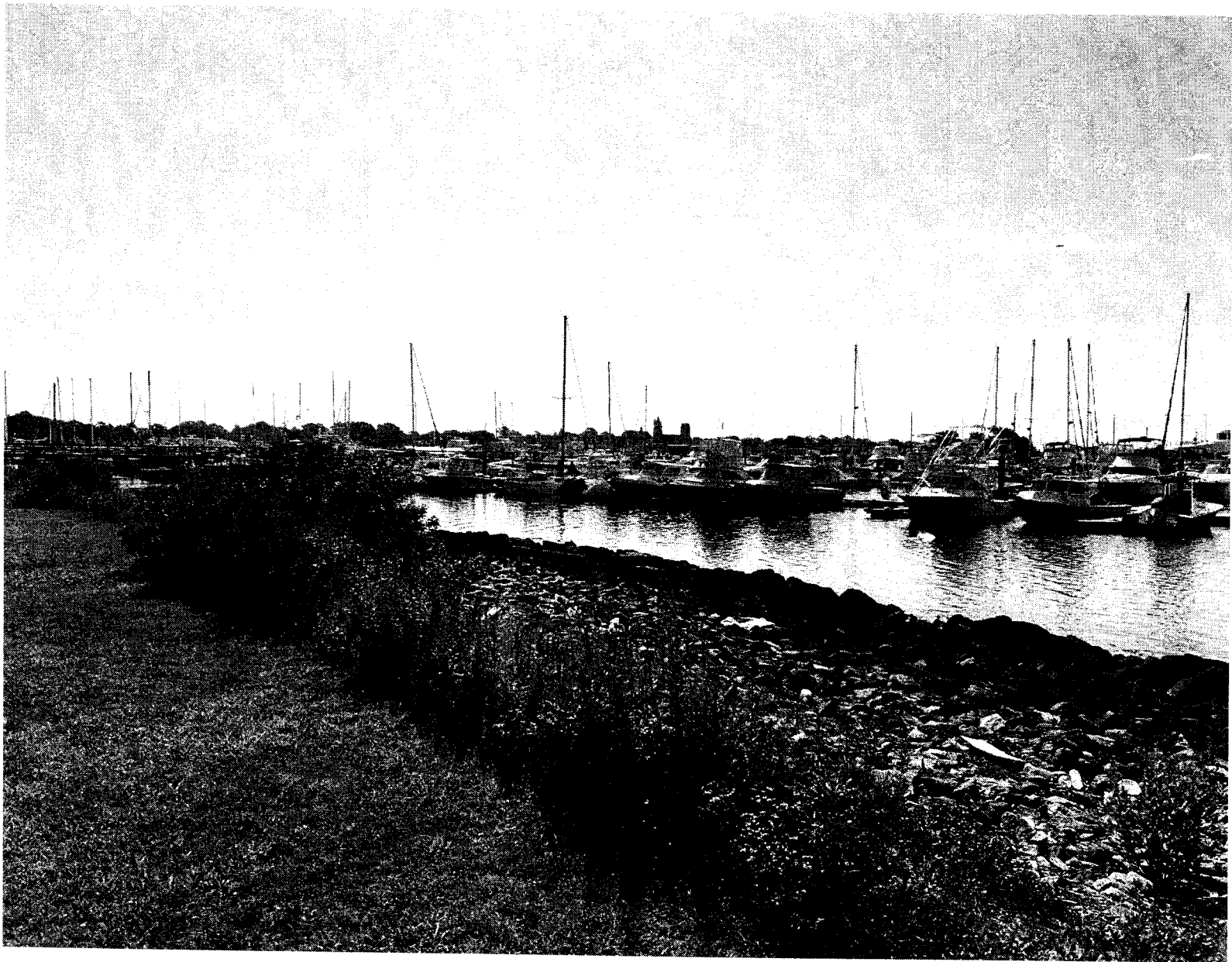
Since the time of the Pare report, NBHDC implemented two capital projects at the Marina. The first project occurred in 2020 and involved repairs to the E-Dock electrical system that consisted of the replacement of approximately 400’ of electrical cable on the dock, the power pedestals, and the substation for the dock. The second project took place in 2024 and consisted of repairs to certain floating docks, piles, and utilities damaged by a winter storm on December 18, 2023.

Potentially interested parties should consider financial models that would allow for capital improvements to be made during the term of an agreement of up to twenty (20) years. Information on the implications for slip rental rates, including how existing market rental rates can support capital investments in the Marina, would be of particular interest to DCR’s development of the RFP.

PHOTOS

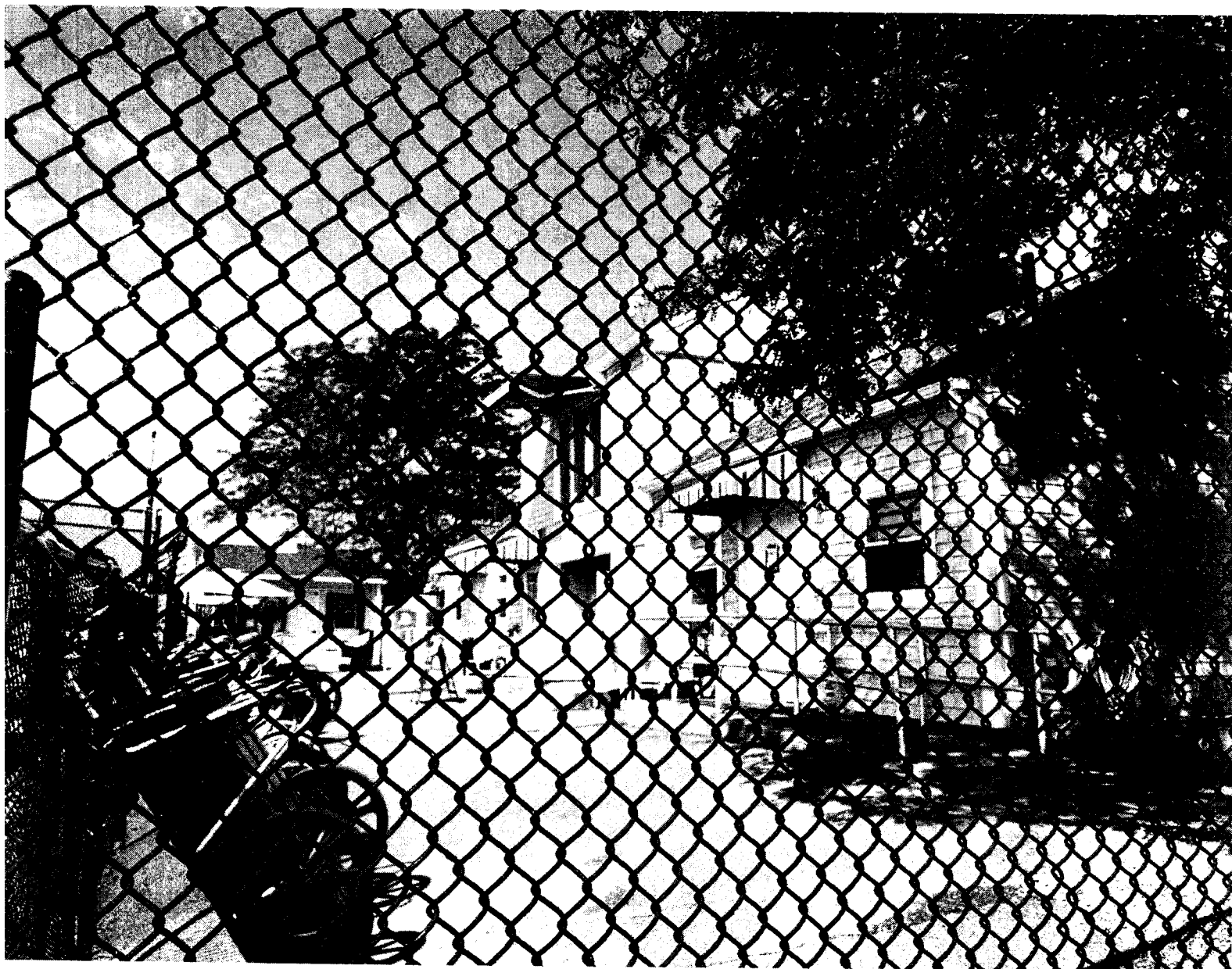
PIER AND SLIPS





FACILITIES BUILDING/SECURITY FENCING





PUBLIC PARKING LOT



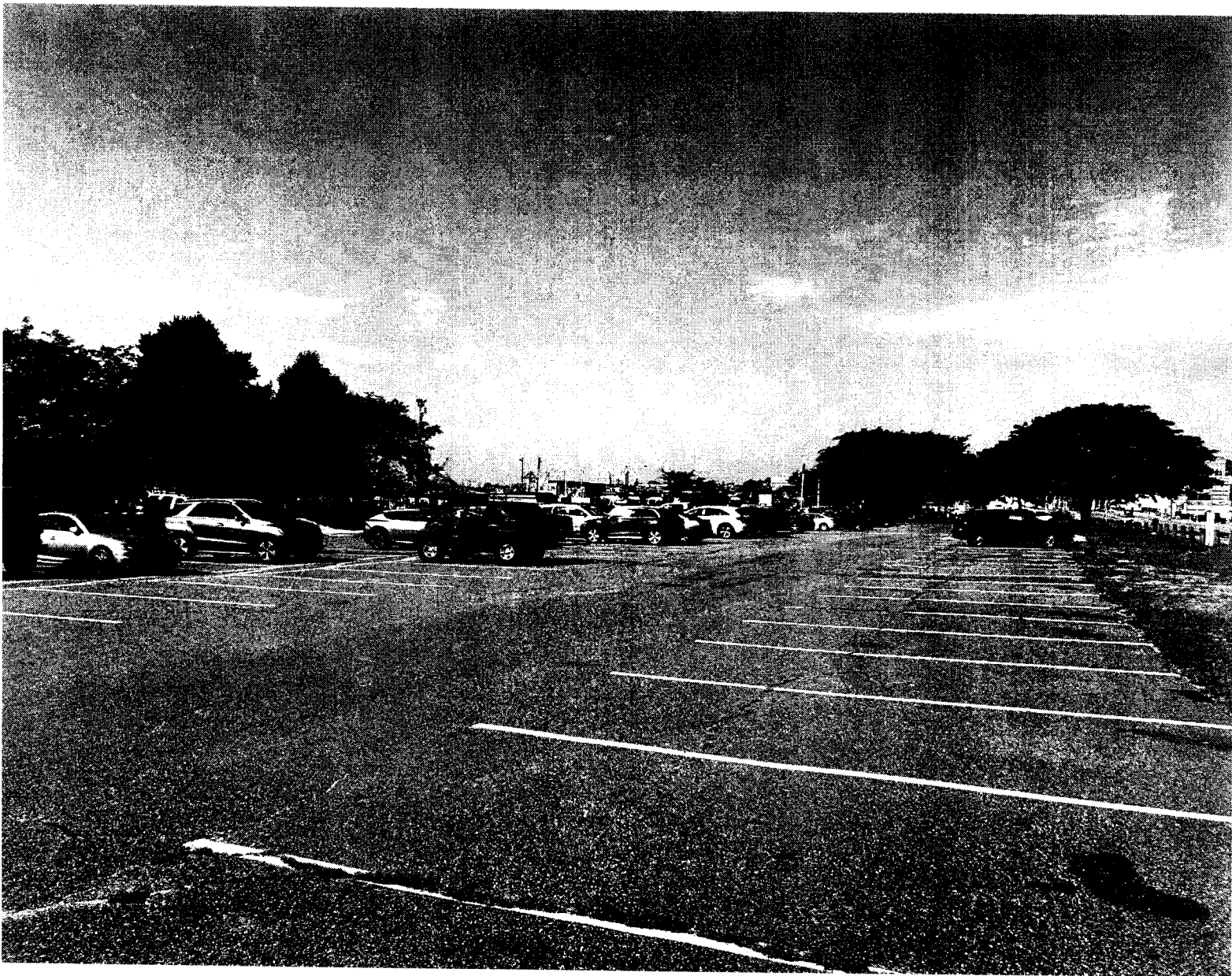


EXHIBIT A

CHAPTER 91 LICENSE AND PLAN

26139

PB 124
Pg. 100

The Commonwealth of Massachusetts

No. 1882



Whereas, Massachusetts Department of Environmental Management

of -- New Bedford, -- in the County of -- Bristol -- and Commonwealth
aforesaid, has applied to the Department of Environmental Protection* for
license to -- construct and maintain a 198 slip marina; and to maintain
existing fill and structures -----

and has submitted plans of the same; and whereas due notice of said
application, ~~and of the time and place fixed for a hearing thereon~~, has
been given, as required by law, to the -- Mayor -- of the City -- of --
New Bedford -----

NOW, said Department, having heard all parties desiring to be heard, and
having fully considered said application, hereby, subject to the approval
of the Governor, authorizes and licenses the said

Massachusetts Department of Environmental Management, -- subject to the
provisions of the ninety-first chapter of the General Laws, and of all
laws which are or may be in force applicable thereto, to -- construct and
maintain a 198 slip marina; and to maintain existing fill and structures

in and over the waters of -- Acushnet River -- in the City of -- New
Bedford -- and in accordance with the locations shown and details
indicated on the accompanying DEP License Plan No. 1882, (7 sheets)

*Pursuant to Stat. 1989, c.240, s.101, "The Department of Environmental
Quality Engineering shall be known as the Department of Environmental
Protection," hereinafter in this document referred to as the "Department"
or "DEP".

STANDARD WATERWAYS LICENSE CONDITIONS

1. Acceptance of this Waterways License shall constitute an agreement by the Licensee to conform with all terms and conditions stated herein.
2. This License is granted upon the express condition that any and all other applicable authorizations necessitated due to the provisions hereof shall be secured by the Licensee prior to the commencement of any activity or use authorized pursuant to this License.
3. Any change in use or any substantial structural alteration of any structure or fill authorized herein shall require the issuance by the Department of a new Waterways License in accordance with the provisions and procedures established in Chapter 91 of the Massachusetts General Laws. Any unauthorized substantial change in use of unauthorized substantial structural alteration of any structure or fill authorized herein shall render this Waterways License void.
4. This Waterways License shall be revocable by the Department for noncompliance with the terms and conditions set forth herein. This license may be revoked after the Department has given written notice of the alleged noncompliance to the Licensee and those persons who have filed a written request for such notice with the Department and afforded them a reasonable opportunity to correct said noncompliance. Failure to correct said noncompliance after the issuance of a written notice by the Department shall render this Waterways License void and the Commonwealth may proceed to remove or cause removal of any structure or fill authorized herein at the expense of the Licensee, its successors and assigns as an unauthorized and unlawful structure and/or fill.
5. The structures and/or fill authorized herein shall be maintained in good repair and in accordance with the terms and conditions stated herein and the details indicated on the accompanying license plans.
6. Nothing in this Waterways License shall be construed as authorizing encroachment in, on or over property not owned or controlled by the Licensee, except with the written consent of the owner or owners thereof.
7. This Waterways License is granted subject to all applicable Federal, State, County, and Municipal laws, ordinances and regulations including but not limited to a valid final Order of Conditions issued pursuant to the Wetlands Protection Act, G.L. Chapter 131, s.40.
8. This Waterways License is granted upon the express condition that the use of the structures and/or fill authorized hereby shall be in strict conformance with all applicable requirements and authorizations of the DEP Division of Water Pollution Control.

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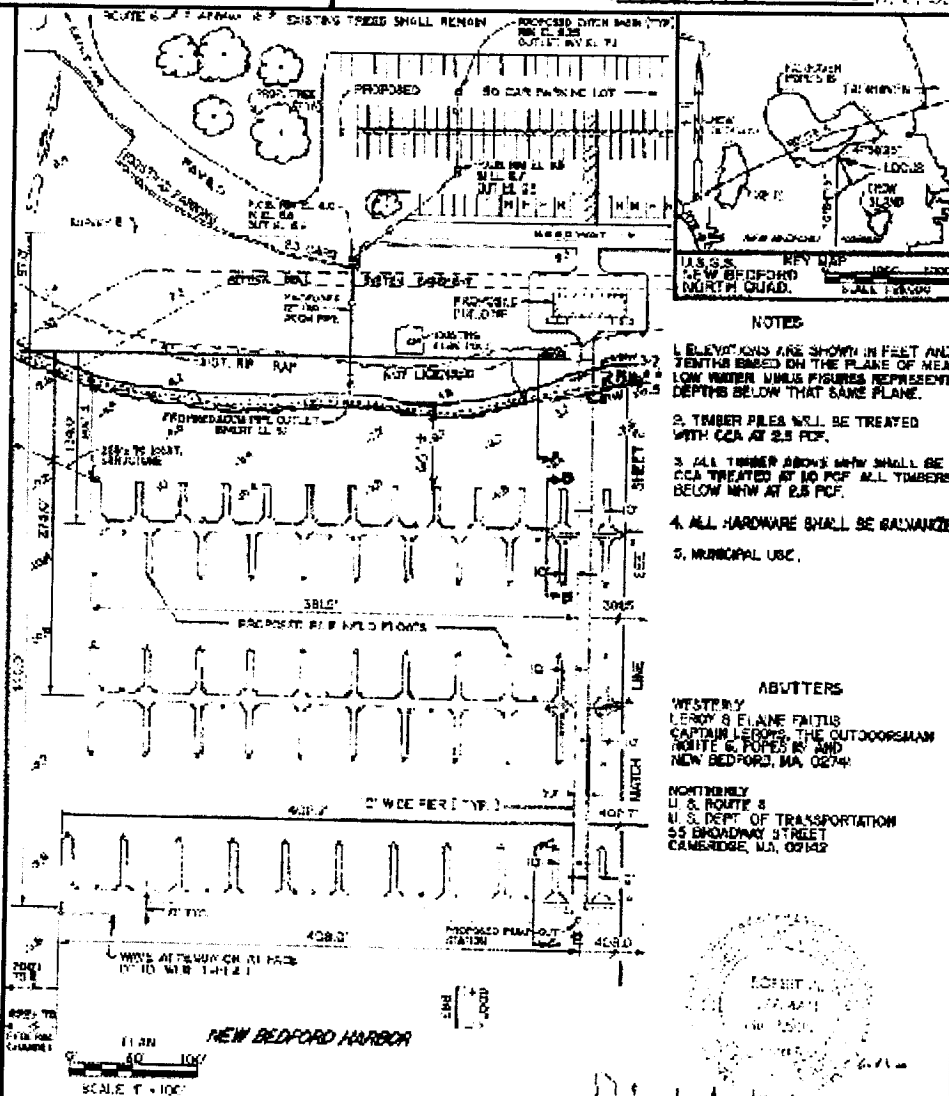
For Registry Use Only
RECORDED & RECORDED

1983 DEC 28 AM 11:12

REGISTRY OF DEEDS
BRISTOL COUNTY
SOUTHERN DISTRICTI Certify That This Plan Has Been Prepared
in Conformance With The Rules And
Regulations Of The Registers Of Deeds.

Robert A. Braman R. L. S.

124-100



PLAN ACCOMPANYING PETITION OF
DEPT. OF ENVIRONMENTAL MANAGEMENT
DIVISION OF WATERWAYS
TO CONSTRUCT AND MAINTAIN
19A SLIP MARINA AT POPES ISLAND

IN
NEW BEDFORD HARBOR
BRISTOL CO., MA.
JULY 19, 1982
OCT. 18, 1988 SHEET 1 OF 7

BRAMAN ENGINEERING COMPANY, LTD
CIVIL ENGINEERS & SURVEYORS
258 MAIN ST., BUZZARDS BAY, MA.

RECORDED
1882
JULY 19, 1982
OCT. 18, 1988
SHEET 1 OF 7
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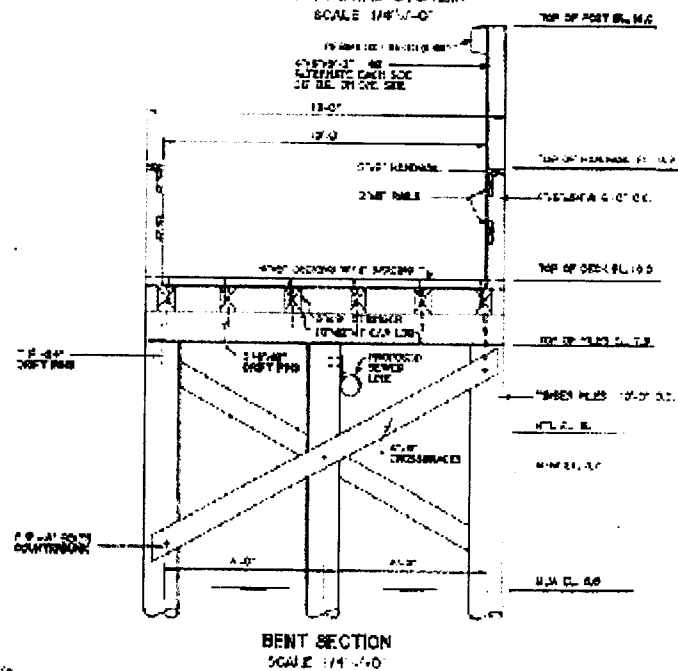
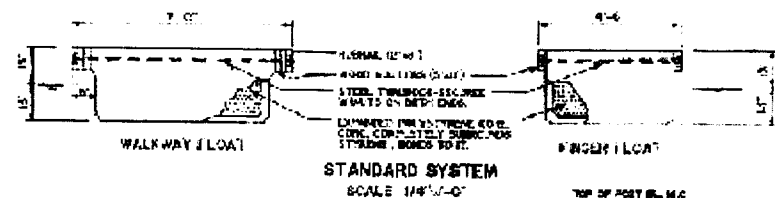
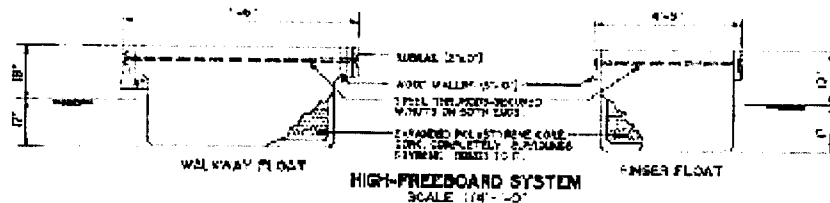
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For Registry Use Only

"I Certify That This Plan Has Been Prepared
in Conformance With The Rules And
Regulations Of The Registers Of Deeds."



Robert A. Blum R. L. S.



Robert A. Blum

LICENSE NO. 1882
Specialty of Department of Environmental Protection
OCT 28 1989

DEPT. OF ENVIRONMENTAL
MANAGEMENT
DIVISION OF WATERWAYS

JULY 19, 1989
GST. 10, 1989

SHEET 3 OF 7

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EXHIBIT B

PARE REPORT