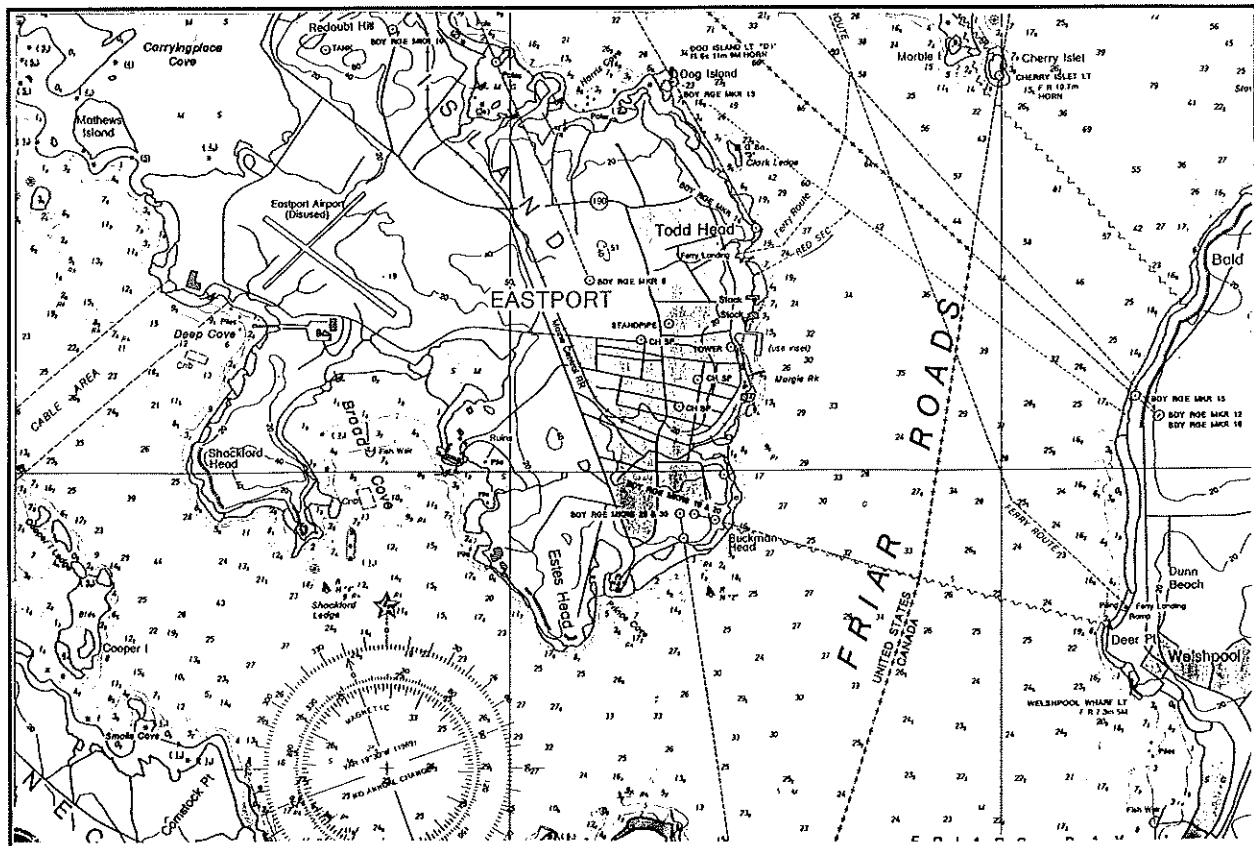


# Proposal for the Preparation of a Comprehensive HARBOR AND WATERFRONT MASTER PLAN

Submitted to:  
CITY OF EASTPORT, MAINE



By:  
**JIM HASKELL & ASSOCIATES**  
COMMUNITY PLANNERS, GROWTH MANAGEMENT  
& LAND DEVELOPMENT CONSULTANTS  
and  
**DESIGN SERVICES, INC.**  
MARINE CONSULTING ENGINEERS

December 14, 1990



JIM HASKELL  
& ASSOCIATES

Community Planners, Growth Management &  
Land Development Consultants

(207)565-2117 FAX 565-2021 Whittling Ridge Farm P.O. Box 199, Eastbrook Road, Franklin, Maine 04634

December 13, 1990

Mary Kendall Follis  
Director of Community Development and Planning  
City of Eastport  
78 High Street  
Eastport, Maine 04631

Dear Mary:

On behalf of Jim Haskell & Associates and Design Services, Inc., I am pleased to submit this proposal to prepare a Harbor and Waterfront Master Plan for the City of Eastport.

Jim Haskell & Associates is a relatively small professional consulting firm located in and committed to the people and future of Eastern Maine. We are not a subsidiary of an out-of-state firm or a Southern Maine firm prowling Eastern Maine for work during hard times. Our reputation and business future depends on our satisfying and supporting our Eastern Maine clients through good times and tough.

As a small, regional, low overhead firm we can offer Eastern Maine clients more senior staff participation, more hands on involvement, and we will be there during the implementation of our work products. Our competitive hourly rates and reduced in-transit time mean that money spent on a given task will result in a more highly developed tangible product for the City of Eastport.

We have collaborated and worked effectively with Design Services, Inc., on harbor and waterfront planning projects in Southwest Harbor and Bass Harbor, Maine, in recent years. Our proposal to you envisions a similar productive collaboration.

We strongly believe that our proposal will provide you and the Project Oversight Committee with the professional expertise and experience needed to develop clear, comprehensive, and workable strategies effectively addressing the waterfront planning and harbor management problems facing the City of Eastport.

Sincerely,

  
James S. Haskell

## **TABLE OF CONTENTS**

### **PROPOSAL**

PROJECT ORIGIN	1
PROPOSAL OBJECTIVE	2
PROPOSED WORK PROGRAM	3
Task 1: Project Start Up	3
Task 2: Inventory and Mapping	4
Task 3: Needs Survey	6
Task 4: Analysis and Synthesis	8
Task 5: Implementation Program	11
Task 6: Draft Master Plan	13
Task 7: Final Master Plan	14

TIME TABLE	15
------------	----

BUDGET	15
--------	----

SUGGESTED MASTER PLAN OUTLINE	16
-------------------------------	----

SUGGESTED MASTER PLAN MAPS	17
----------------------------	----

FEE SCHEDULE	18
--------------	----

### **ATTACHMENTS**

TEAM AND STAFF QUALIFICATIONS	19
-------------------------------	----

Jim Haskell & Associates	
Resume - James S. Haskell, Jr	19
Resume - Elizabeth A. Hubbell	21
Resume - Katrina L. Smith	22
Summary of Similar Projects	23

Design Services, Inc.	
Resume - Robert Ware	25
Summary of Similar Projects	26

SELECTED ARTICLES	
-------------------	--

# PROPOSAL

## PROJECT ORIGIN

The waterfront of the City of Eastport was significantly revitalized and experienced significant growth and development during the 1980's.

Activities which contributed to this much needed economic revitalization included the:

- . Establishment of the Washington County Vocational Technical Institute's Marine Trade School,
- . Chartering of the Eastport Port Authority,
- . \$1.15 million Waterfront Redevelopment Program,
- . Introduction and expansion of Aquaculture,
- . Increased fishing demand for previously unharvested species, and the
- . Increased importance of the harbor as a major Cargo Port.

Recent and proposed revitalization activities in the City's waterfront and harbor has led to the following problems/needs:

- . Congested berthing spaces and staging areas from increased demand,
- . Insufficient warehouse space to meet increased demand,
- . Increased competition for limited public facilities,
- . Rapid growth and dominance of Aquaculture,
- . Increased demand for shoreland for other purposes including residential subdivisions,
- . Need to update and develop new waterfront zoning and harbor management ordinances to better manage existing conflicts and control future growth,
- . Need for Transition Plan if Cargo Terminal is relocated as proposed, and
- . Need to protect recent economic and social improvements.

In order to resolve the problems and meet the needs outlined above, the City has applied for and has been awarded a Waterfront Planning Grant by the Maine Department of Economic and Community Development for the development of a comprehensive Harbor and Waterfront Master Plan.

The diversified industrial base and unique geographic qualities provide Eastport with important growth opportunities. By appropriately addressing the existing and emerging problems of it's Harbor and Waterfront, the City of Eastport should continue to realize Eastport should continue to realize significant growth and development in the 1990's.

## **PROPOSAL OBJECTIVE**

The objective of this proposal is to develop a comprehensive Harbor and Waterfront Master Plan for the City of Eastport. This Plan is to:

- . Be used as a factual and policy basis for the resolution of problems and the realization of opportunities identified during the planning process;
- . Be used as a factual and policy basis for future harbor and waterfront development and management decisions;
- . Be used as a factual and policy basis for new and revised waterfront zoning and harbor ordinances;
- . Meet the requirements of the City's Waterfront Planning Grant contract with the Maine Department of Economic and Community Development;
- . Partially meet the requirements for municipal comprehensive plans under the Maine Comprehensive Planning and Land Use Regulation Act of 1988 (Title 30-A, MRSA, Section 4311, et. seq.), specifically the Marine Resources element of such growth management plans;
- . Address the revised minimum Shoreland Zoning Standards as required under the State's Mandatory Shoreland Zoning Law (Title 38, MRSA, Section 435, et. seq.); and
- . Meet the requirements for Harbor Management under the State's Operation of Vessels Law (Title 38, MRSA, Section 1, et. seq.).

## PROPOSED WORK PROGRAM

### TASK 1: PROJECT START UP ACTIVITIES

ACTIVITY	RESPONSIBILITY
1. Schedule a tour of the Waterfront and Harbor areas, meetings with user group representatives and local officials, a working meeting with Project Manager (PM) and Project Oversight Committee (POC), and an initial public informational meeting.	.PM
2. Tour of the Waterfront and Harbor to become familiar with their natural features, infrastructure, and physical layout and to meet representatives of waterfront and harbor user groups and local officials.	.Consultant .PM .User Group Reps .Local Officials
3. Attend working meeting with PM and POC to finalize work program and negotiate subcontract.	.Consultant .PM .POC
4. Pre-production discussion of Task 2 with PM and POC and collection of available local project related data, documents, and maps.	.Consultant .PM .POC
5. Attend evening public informational meeting to introduce Project, Committee, and Consultant and to gather initial public input.	.Consultant .PM .POC .POC

#### PRODUCTS/EVENTS:

- . Introductory Tour of Waterfront and Harbor
- . Introductory Meetings with Marine User Groups and Local Officials
- . Finalize Work Program
- . Negotiated Subcontract between City and Consultant
- . Initial Public Informational Meeting

#### TIME TABLE:

December 1990 - January 1991

#### BUDGET ALLOCATION:

\$ 1,000.00

## PROPOSED WORK PROGRAM (continued)

### TASK 2: INVENTORY AND MAPPING

ACTIVITY	RESPONSIBILITY
1. Preparation of PROJECT BASE MAP of the Project Study Area and at a scale mutually agreed upon in Task 1, above.	.Consultant
2. Preparation of REGIONAL LOCATION MAP.	.Consultant
3. Inventory and mapping of EXISTING LAND USES within Project Study Area.	.Consultant
4. Inventory and mapping EXISTING WATER USES within the Project Study Area.	.Consultant
5. Inventory and Mapping of EXISTING BERTHING AND MOORING SPACES within the Project Study Area.	.Consultant
6. Attend working meeting with PM and POC to review progress on Inventory and Mapping Task.	.Consultant .PM .POC
7. Inventory and Mapping of EXISTING ZONING within the Project Study Area.	.Consultant
8. Inventory and mapping of existing INFRASTRUCTURE AND PUBLIC FACILITIES within Project Study Area.	.Consultant
9. Inventory and mapping of existing ENVIRONMENTALLY SENSITIVE AREAS within Project Study Area.	.Consultant
10. Preparation of draft Existing Conditions Section.	.Consultant
11. Attend working meeting with PM and POC to review draft Existing Conditions Section.	.Consultant .PM .POC
12. Pre-production discussion of Task 3 with PM and POC.	.Consultant .PM .POC
13. Attend evening Public Informational Meeting to present draft Existing Conditions Section and Maps and to gather additional input.	.Consultant .PM .POC



## PROPOSED WORK PROGRAM (continued)

14. Revision of draft Existing Conditions Section and Maps necessary as a result of Activities 11 and 13, above.

.Consultant

### PRODUCTS/EVENTS:

- . Project Base Map
- . Regional Location Map
- . Draft Existing Land Use Report and Map
- . Draft Existing Water Uses Report and Map
- . Draft Existing Berthing and Mooring Areas Report and Map
- . Draft Existing Zoning Report and Map
- . Draft Infrastructure and Public Facilities Report and Map
- . PM/POC/Consultant Progress Report Meeting
- . Draft Environmentally Sensitive Areas Report and Map
- . PM/POC/Consultant Working Meeting
- . Public Informational Meeting
- . Draft Existing Conditions Section of Proposal Master Plan

### TIME TABLE:

January - March 1991

### BUDGET ALLOCATION:

\$ 5,000.00

## PROPOSED WORK PROGRAM (continued)

### TASK 3: NEEDS SURVEY

ACTIVITY	RESPONSIBILITY
1. Preparation of draft mail-back and interview questionnaires and survey packets and submission to PM.	.Consultant
2. Review of draft mail-back and interview questionnaires and survey packets by PM and POC.	.PM .POC
3. Revision of questionnaires and survey packets as may be required as a result of Activity 2, above.	.Consultant
4. Interviews conducted and mail-back questionnaires distributed and collected.	.PM .POC
5. Computer loading and statistical analysis of returned questionnaires and interview responses using in-house <i>Survey-Mate</i> computer program.	.Consultant
6. Preparation of draft Needs Survey Section.	.Consultant
7. Attend working meeting with PM and POC to present draft Needs Survey Section.	.Consultant .PM .POC
8. Pre-production discussion of Task 4 with PM and POC.	.Consultant .PM .POC
9. Attend evening Public Informational Meeting to present draft Needs Survey Section and gather additional input.	.Consultant .PM .POC
10. Revision of draft Needs Survey Section as may be necessary as a result of Activities 7 and 9, above.	.Consultant

#### PRODUCTS/EVENTS:

- . Interview Questionnaires
- . Mail-Back Questionnaires
- . Survey/Interviews
- . Computer Loading/Analysis of Response
- . PM/POC/Consultant Working Meeting
- . Public Informational Meeting
- . Draft Needs Survey Section of Proposed Master Plan

**PROPOSED WORK PROGRAM (continued)**

**TIME TABLE:**

March - April 1991

**BUDGET ALLOCATION:**

\$ 4,000.00

## PROPOSED WORK PROGRAM (continued)

### TASK 4: ANALYSIS AND SYNTHESIS

#### ACTIVITY

#### RESPONSIBILITY

1. Analysis and synthesis of the information collected in Tasks 1, 2, and 3 and the development of recommendations, to address identified issues as follows:

.Consultant

#### A. AQUACULTURE: NEEDS ASSESSMENT

Analysis of the importance of aquaculture to the City of Eastport, the harbor and waterfront, spatial and infrastructure requirements of existing and projected changes in aquacultural activity, aquaculture's inherent compatibility/conflicts with other uses and user groups, and development of specific recommendations to minimize conflicts and enhance opportunities.

#### B. COMMERCIAL FISHING: NEEDS ASSESSMENT

Analysis of the importance of commercial fishing to the City of Eastport, the harbor and waterfront spatial and infrastructure requirements of existing and projected changes in commercial fishing activity, commercial fishing's inherent compatibility/conflicts with other uses and user groups, and development of specific recommendations to minimize conflicts and enhance compatibility.

#### C. COMMERCIAL SHIPPING: NEEDS ASSESSMENT

Analysis of the importance of commercial shipping to the City of Eastport, the harbor and waterfront spatial and infrastructure requirements of existing and projected changes in commercial shipping activity, commercial shipping's inherent compatibility/conflicts with other uses and user groups, and development of specific recommendations to minimize conflicts and enhance compatibility.

#### D. RECREATIONAL BOATING: NEEDS ASSESSMENT

Analysis of the importance of recreational boating to the City of Eastport, the harbor and waterfront spatial and infrastructure requirements of existing and projected changes in recreational boating activity and recreational boating's inherent compatibility/conflicts with other uses and user groups, and development of specific recommendations to minimize conflicts and enhance compatibility.

**PROPOSED WORK PROGRAM (continued)**

**E. LAND-BASED RECREATION/TOURISM: NEEDS ASSESSMENT**

Analysis of the importance of land-based recreation/tourism to the City of Eastport, the waterfront spatial and infrastructure requirements of existing and projected changes in land-based recreation/tourism activity, land-based recreation/tourism's inherent compatibility/conflicts with other uses and user groups, and development of specific recommendations to minimize conflicts and enhance compatibility.

**F. REGULATORY ASSESSMENT**

Analysis of the opportunities and constraints offered/imposed by local, state, and federal laws, ordinances, rules, regulations and policies on existing, proposed, and recommended harbor and waterfront development activities.

**G. ENVIRONMENTAL ASSESSMENT**

Analysis of the opportunities and constraints offered/imposed by the project study area's environmental characteristics and critical natural resources on existing, proposed, and recommended harbor and waterfront development activities.

**H. ECONOMIC ASSESSMENT**

Analysis of the costs and funding alternatives of recommended harbor and waterfront improvements.

- |  |                            |
|--|----------------------------|
| 2. Preparation of draft Analysis and Synthesis Section   | .Consultant                |
| 3. Attend meeting with PM and POC to present draft Analysis and Synthesis Section.   | .Consultant<br>.PM<br>.POC |
| 4. Pre-production discussion of Task 5 with PM and POC.  | .Consultant<br>.PM<br>.POC |
| 5. Attend evening Public Informational Meeting to present draft Analysis and Synthesis Section and to gather additional input. | .Consultant<br>.PM<br>.POC |
| 6. Revision of draft Analysis and Synthesis Section as may be necessary as a result of Activities 3 and 5, above.              | .Consultant                |

**PROPOSED WORK PROGRAM (continued)**

**PRODUCTS/EVENTS:**

- . PM/POC/Consultant Working Meeting
- . Public Informational Meeting
- . Draft Analysis and Synthesis Section of Proposed Master Plan

**TIME TABLE:**

April - May 1991

**BUDGET ALLOCATION:**

\$2,000.00

## **PROPOSED WORK PROGRAM (continued)**

### **TASK 5: IMPLEMENTATION PROGRAM**

#### **ACTIVITY**

#### **RESPONSIBILITY**

1. Development of a Harbor and Waterfront Implementation Program based on the assessment recommendations developed in Task 4, consisting of the following:
  - A. **RECOMMENDED ZONING ORDINANCE REVISIONS**  
Preparation of appropriate revisions to the City's existing Zoning Ordinance, including revisions, assuring compliance with the State's revised Minimum Shoreland Zoning Guidelines and the designation of appropriate Resource Protection and Water Dependent Use Districts.
  - B. **RECOMMENDED HARBOR ORDINANCE REVISIONS**  
Preparation of appropriate revisions to the City's existing Harbor Ordinance.
  - C. **PROPOSED BERTHING AND MOORING PLAN REVISIONS**  
Preparation of appropriate revisions to the City's existing Berthing and Mooring Plan.
  - D. **PROPOSED VESSEL OPERATIONS PLAN**  
Preparation of a proposed Vessels Operations Plan.
  - E. **PROPOSED PUBLIC ACCESS PLAN**  
Preparation of a proposed Public Access Plan.
  - F. **PROPOSED LAND USE MAP**  
Preparation of proposed Land Use Map.
  - G. **PROPOSED WATER USE MAP**  
Preparation of a proposed Water Use Map.
  - H. **PROPOSED ZONING MAP**  
Preparation of a proposed Zoning Map.
  - I. **CAPITAL IMPROVEMENT PROGRAM**  
Preparation of proposed Capital Improvement Program for the recommended improvements, including funding strategies.
  - J. **PROPOSED IMPLEMENTATION SCHEDULE**  
Preparation of a detailed Implementation Schedule for the recommendations developed in Task 4.

.Consultant

**PROPOSED WORK PROGRAM (continued)**

- |   |                            |
|---|----------------------------|
| 2. Preparation of Draft Implementation Program Section.   | .Consultant                |
| 3. Attend meeting with PM and POC to present Draft Implementation Program Section.  | .Consultant<br>.PM<br>.POC |
| 4. Pre-production discussion of Task 6 with PM and POC.   | .Consultant<br>.PM<br>.POC |
| 5. Attend evening Public Informational Meeting to present Draft Implementation Program Section and gather additional input. | .Consultant<br>.PM<br>.POC |
| 6. Revisions of Draft Implementation Program Section as may be necessary as a result of Activities 2 and 4, above.          | .Consultant                |

**PRODUCTS/EVENTS:**

- . PM/POC/Consultant Working Meeting
- . Public Informational Meeting
- . Draft Implementation Program Section of Proposed Master Plan

**TIME TABLE:**

May - June 1991

**BUDGET ALLOCATION:**

\$ 3,000.00



## PROPOSED WORK PROGRAM (continued)

### TASK 6: DRAFT COMPREHENSIVE PLAN

ACTIVITY	RESPONSIBILITY
1. Preparation of the Introduction Section to the proposed Draft Harbor and Waterfront Master Plan.	.Consultant
2. Integration of the Introduction Section with the following previously prepared Draft Sections, to generate a Draft Harbor and Waterfront Master Plan:  A. EXISTING CONDITIONS SECTION B. NEEDS SURVEY SECTION C. ANALYSIS AND SYNTHESIS SECTION D. IMPLEMENTATION PROGRAM SECTION	.Consultant
3. Attend meeting with PM and POC to present the proposed Draft Harbor and Waterfront Master Plan.	.Consultant .PM
4. Pre-production discussion of Task 7 with PM and POC.	.Consultant .PM .POC
5. Attend evening Public Informational Meeting to present the proposed Draft Harbor and Waterfront Master Plan and gather additional input.	.Consultant .PM .POC
6. Revision of the proposed Draft Harbor and Waterfront Master Plan as may be necessary as a result of Activities 3 and 5, above.	.Consultant

#### PRODUCTS/EVENTS:

- . PM/POC/Consultant Working Meeting
- . Public Informational Meeting
- . Draft Harbor and Waterfront Master Plan

#### TIME TABLE:

June - July 1991

#### BUDGET ALLOCATION:

\$ 3,000.00

**PROPOSED WORK PROGRAM (continued)**

**TASK 7: FINAL MASTER PLAN**

ACTIVITY	RESPONSIBILITY
1. Arrangements made to have the proposed Final Harbor and Waterfront Master Plan placed on the City Council meeting agenda.	.PM
2. Presentation of proposed Final Harbor and Waterfront Master Plan to City Council.	.Consultant .PM .POC
3. City Council adoption of proposed Harbor and Waterfront Master Plan and Implementation Program.	.City
4. Preparation of an Executive Summary of the adopted Harbor and Waterfront Master Plan.	.Consultant
5. Distribution of executive summaries of the adopted Harbor and Waterfront Master Plan.	.City
6. Seven copies of adopted Harbor and Waterfront Master Plan submitted to DECD.	.PM

**PRODUCTS/EVENTS:**

- . Final Proposed Harbor and Waterfront Master Plan
- . City Council Adoption of Proposed Harbor and Waterfront Master Plan
- . Executive Summary of Adopted Harbor and Waterfront Master Plan

**TIME TABLE:**

July - August 1991

**BUDGET ALLOCATION:**

\$ 2,000.00

**PROPOSED WORK PROGRAM (continued)**

**TIME TABLE**

TASKS	1991							
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
	1	2	3	4	5	6	7	8
1. PROJECT START UP	****							
2. INVENTORY AND MAPPING	****	****	****					
3. NEEDS SURVEY AND ASSESSMENT			****	****				
4. ANALYSIS AND SYNTHESIS				****	****			
5. IMPLEMENTATION PROGRAM					****	*****		
6. DRAFT MASTER PLAN						*****	****	
7. FINAL MASTER PLAN							****	****
POC MEETINGS	M	M	M	M	M	M	M	M
PUBLIC INFORMATION MEETING/HEARING	P		P	P	P	P	P	P

**BUDGET**

TASKS	AMOUNT
1. PROJECT START UP	\$ 1,000.00
2. INVENTORY AND MAPPING	\$ 5,000.00
3. NEEDS SURVEY AND ASSESSMENT	\$ 4,000.00
4. ANALYSIS AND SYNTHESIS	\$ 3,000.00
5. IMPLEMENTATION PROGRAM	\$ 3,000.00
6. DRAFT HARBOR AND WATERFRONT MANAGEMENT PLAN	\$ 3,000.00
7. FINAL HARBOR AND WATERFRONT MANAGEMENT PLAN	\$ 2,000.00
TOTAL OF PROPOSED BUDGET ALLOCATIONS	\$21,000.00
PLUS 10% EXPENSES/CONTINGENCY	\$ 2,100.00
<b>TOTAL NOT TO EXCEED FEE</b>	<b>\$23,100.00</b>

## **SUGGESTED MASTER PLAN OUTLINE**

### **SECTION I: INTRODUCTION**

- A. PURPOSE
- B. AUTHORITY
- C. APPROACH
- D. ISSUES
- E. ACKNOWLEDGEMENTS

### **SECTION II: EXISTING CONDITIONS**

- A. STUDY AREA
- B. EXISTING LAND USE
- C. EXISTING WATER USE
- D. EXISTING BERTHING AND MOORING
- E. EXISTING ZONING
- F. EXISTING INFRASTRUCTURE AND FACILITIES
- G. ENVIRONMENTALLY SENSITIVE AREAS

### **SECTION III: NEEDS SURVEY**

- A. SURVEY METHODOLOGY
- B. SURVEY RESPONSES
- C. ANALYSIS OF RESPONSES

### **SECTION IV: ANALYSIS AND SYNTHESIS**

- A. AQUACULTURE: NEEDS ASSESSMENT
- B. COMMERCIAL FISHING: NEEDS ASSESSMENT
- C. COMMERCIAL SHIPPING: NEEDS ASSESSMENT
- D. RECREATIONAL BOATING: NEEDS ASSESSMENT
- E. LAND-BASED RECREATION/TOURISM: NEEDS ASSESSMENT
- F. REGULATORY ASSESSMENT
- G. ENVIRONMENTAL ASSESSMENT
- H. ECONOMIC ASSESSMENT

### **SECTION V: IMPLEMENTATION PROGRAM**

- A. RECOMMENDED ZONING ORDINANCE REVISIONS
- B. RECOMMENDED HARBOR ORDINANCE REVISIONS
- C. PROPOSED BERTHING AND MOORING PLAN REVISIONS
- D. PROPOSED VESSEL OPERATIONS PLAN
- E. PROPOSED PUBLIC ACCESS PLAN
- F. PROPOSED LAND USE PLAN
- G. PROPOSED WATER USE PLAN
- H. PROPOSED ZONING MAP
- I. PROPOSED CAPITAL IMPROVEMENT PROGRAM
- J. PROPOSED IMPLEMENTATION SCHEDULE

## **SUGGESTED MASTER PLAN MAPS**

- MAP 1: REGIONAL LOCATION MAP
- MAP 2: PROJECT BASE MAP
- MAP 3: EXISTING LAND USE MAP
- MAP 4: EXISTING WATER USE MAP
- MAP 5: EXISTING BERTHING AND MOORING PLAN
- MAP 6: EXISTING ZONING MAP
- MAP 7: EXISTING INFRASTRUCTURE AND FACILITIES MAP
- MAP 8: ENVIRONMENTALLY SENSITIVE AREAS MAP
- MAP 9: PROPOSED LAND USE MAP
- MAP 10: PROPOSED WATER USE MAP
- MAP 11: PROPOSED ZONING MAP
- MAP 12: PROPOSED BERTHING AND MOORING PLAN
- MAP 13: PROPOSED VESSEL OPERATIONS PLAN
- MAP 14: PROPOSED PUBLIC ACCESS PLAN

**MUNICIPAL SERVICES: CITY OF EASTPORT, MAINE**

**SCHEDULE OF FEES AND CHARGES:**

JIM HASKELL & ASSOCIATES services are provided on a fee basis plus disbursements.

FEES are computed as follows:

PRINCIPAL	.....	\$50.00/Hour
ASSOCIATES	.....	\$40.00/Hour
SUPPORT STAFF	.....	\$20.00/Hour
CLERICAL STAFF	.....	\$15.00/Hour

REIMBURSABLE EXPENSES are in addition to the fee for services and include out of pocket expenses made in the interest of the project such as: Transportation, food and lodging when traveling directly for the project; long distance telephone calls and telegrams; reproduction of drawings, specifications, plans and reports (excepting copies for JIM HASKELL & ASSOCIATES' internal use); photography; model materials; equipment rental; postage and/or delivery charges on any of the preceding.

TRAVEL TIME is computed at one-half (1/2) the hourly fee plus twenty-five cents (.25) per mile.

An INITIAL PAYMENT equal to one third (1/3) of the estimated project fee is required upon the signing of an Agreement for Professional Services. This payment will be credited towards the final billing under such Agreement.

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60  
61  
62  
63  
64  
65  
66  
67  
68  
69  
70  
71  
72  
73  
74  
75  
76  
77  
78  
79  
80  
81  
82  
83  
84  
85  
86  
87  
88  
89  
90  
91  
92  
93  
94  
95  
96  
97  
98  
99  
100

# ATTACHMENTS

## RESUME

**James S. Haskell, Jr.**

Jim Haskell & Associates

P. O. Box 199

Franklin, ME 04634

(207) 565-2117

## EDUCATION

Harvard University, Graduate School of Design – Master of Landscape Architecture, 1968

Rhode Island School of Design, Department of Landscape Architecture, 1964

## REGISTRATION

Maine Registered Landscape Architect  
Registration Number 27

## EXPERIENCE

**PRINCIPAL:** Jim Haskell & Associates, Community Planners, Growth Management and Land Development Consultants, 1974 – present.

**EXECUTIVE DIRECTOR:** Hancock County Regional Planning Commission, Ellsworth, ME, 1976 – 1985. Responsible for the preparation and implementation of a county-wide program of planning and planning related technical assistance to thirty-eight cities and towns.

**EXECUTIVE DIRECTOR:** Maine Land Use Regulation Commission, Augusta, ME, 1971 – 1974. Responsible for the development and implementation of the State's program for extending the principles of sound land use planning, zoning and development review to the unorganized townships and plantations of the State of Maine.

**PLANNING CONSULTANT:** Maine Department of Environmental Protection (then known as the Maine Environmental Improvement Commission), Augusta, ME, 1970 – 1971. Responsible for the development and administration of the State's review procedures for evaluation of all major industrial, commercial, residential and recreational development proposals in the State of Maine. Prepared the project impact assessments for the first 100 applications under the Site Location of Development Law.

**SUPERVISOR OF PLANNING AND RESEARCH:** Bureau of Parks and Recreation, Maine Department of Conservation (then known as the Maine Parks and Recreation Commission), Augusta, ME, 1969 – 1970. Responsible for the preparation of the State of Maine's Comprehensive Outdoor Recreation Plan.

**PLANNING CONSULTANT:** Bureau of Parks and Recreation, Maine Department of Conservation (then known as the Maine Parks and Recreation Commission), Augusta, ME, 1968 – 1969. Responsible for the preparation of the Saco River Corridor Open Space and Recreation Potential Study which led to the creation of the Saco River Corridor Commission, a regional planning, zoning and land use review agency consisting of 17 river valley cities and towns.



**RESUME**  
continued

**James S. Haskell, Jr.**  
Jim Haskell & Associates  
P. O. Box 199  
Franklin, ME 04634  
(207) 565-2117

PROJECT DESIGNER/COORDINATOR: Sasaki Associates, Watertown, MA, 1964 - 1968.  
Significant projects included:

- . Remedial Planting and Expansion Plan, Arlington National Cemetery, Washington, D.C.
- . Place Bonaventure Rooftop Garden, Montreal, PQ, Canada.
- . Johnson Square Urban Park, Savannah, Georgia.
- . Kent State University Long Range Development Plan, Kent, Ohio.
- . Wayne State University Athletic Fields Master Plan, Detroit, Michigan

**AWARDS**

Loeb Fellowship in Advanced Environmental and Urban Studies  
Harvard University, 1974

**TEACHING**

Visiting Lecturer: Harvard University, Graduate School of Design,  
Department of Landscape Architecture and  
Department of City and Regional Planning.

Visiting Faculty: College of the Atlantic, Bar Harbor, Maine  
Landscape Architecture, Community and Regional Planning.

## **RESUME**

**Elizabeth A. Hubbell**

Jim Haskell & Associates  
P. O. Box 199  
Franklin, ME 04634  
(207) 565-2117

## **EDUCATION**

Massachusetts Institute of Technology – Master of Architecture, 1985  
Massachusetts Institute of Technology – Bachelor of Science in Art and Design, 1982

## **REGISTRATION**

Registered Architect, State of Maine, 1989  
Registered Architect, N.C.A.R.B., 1989  
Registered Architect, Commonwealth of Massachusetts, 1988

## **PROFESSIONAL EXPERIENCE**

**PLANNING AND DESIGN ASSOCIATE:** Jim Haskell & Associates, Franklin, ME, 1990 – present.  
Responsible for Site Planning and Design, Regulatory Permit Applications, and Ordinance Development

**PROJECT MANAGER:** Gauchat Architects, Inc., Cambridge, MA, 1987 – 1989.  
The adaptive reuse and addition to a cluster of mill buildings at Knowlton Center, Camden, Maine.  
The program for the project includes retail, office and residential uses.

**PROJECT ARCHITECT:** Gauchat Architects, Inc., Cambridge, MA, 1987 – 1989.  
Recommendations and estimates for the maintenance and improvement of thirty-six schools, libraries, fire stations, etc. and one hundred nine parks, greens and building grounds for the Town of Weymouth Study.

**STUDY DESIGNER:** Martha Ondras Architects & Planners, Inc., Somerville, MA, 1985 – 1987. New Student Activities Center at Greenfield Community College:  
Feasibility study, preliminary design, and cost estimate.

**PROJECT MANAGER:** Martha Ondras Architects & Planners, Inc., Somerville, MA, 1985 – 1987.  
New factory, warehouse, offices, and loading facilities for Baltimore Brush Co., Brockton, MA.

**ARCHITECT:** Martha Ondras Architects & Planners, Inc., Somerville, MA, 1985 – 1987. Space Planning for the Tufts University Administration Building and Community Center, Somerville, MA.: The compact urban school and playing field was successfully adapted for reuse as offices, two day care facilities, and many community program spaces.

## **AWARDS**

Selected as Schematic Designer and Programmer for the new Schoharie Museum for the Iroquois Indian in Cobleskill, New York.

## RESUME

**Katrina L. Smith**  
Jim Haskell & Associates  
P. O. Box 199  
Franklin, ME 04634  
(207) 565-2117

## EDUCATION

Brown University – A.B. with Honors in Environmental Studies, 1989

## PROFESSIONAL EXPERIENCE

**COMMUNITY PLANNER:** Jim Haskell & Associates, 1990 – present.  
Responsible for Comprehensive Plan Assistance to the Towns of Millinocket, Eastbrook, Levant, and Newry.

**ENVIRONMENTAL STUDIES TEACHING ASSISTANT:** Brown University, 1988 – 1989.  
Developed and led weekly section meetings of introductory Environmental Studies course. Developed and taught month-long unit of upper level course.

**ENVIRONMENTAL RESEARCHER:** Bowdoin College, 1989.  
Funded by NECUSE to model nutrient loading into Maquoit Bay, Brunswick, Maine. Developed source model, monitored water quality, devised pilot studies and made recommendations to Brunswick town planners.

**LEGAL SECRETARY:** Keohane and DeTore, Boston, MA, 1987.  
Duties included reception, telephones, word processing and scheduling.

**LEGISLATIVE INTERN:** Massachusetts House of Representatives, 1987.  
Worked with Representative Geoffrey Beckwith researching and drafting a Hazardous Waste Source Reduction bill.

**NATURALIST AND RANGER:** North Cascades National Park, Washington, 1986 & 1987.  
Led nature walks, assisted park visitors, maintained orchard, and patrolled back country as a Student Conservation Association volunteer.

## AWARDS

Hicks Award for Excellence in Environmental Studies, Brown University  
Beinecke Memorial Scholarship for Graduate Study, Brown University  
Faculty Fellow Scholarship, Brown University  
Truman Scholarship Nominee, Brown University  
Freshman German Prize, Brown University

## THESIS

REGULATING MARINAS IN THE PUBLIC INTEREST, Brown University

## JIM HASKELL & ASSOCIATES

### SUMMARY OF RELATED PROJECTS

#### HARBOR AND WATERFRONT MANAGEMENT PLANS/HARBOR ORDINANCES/MOORING PLANS

**TOWN OF FRENCHBORO, MAINE** – Assisted the Frenchboro Harbor Study Advisory Committee with the development of a Harbor Improvement Study of Frenchboro harbor. Project included a Harbor User Opinion Survey, Physical Characteristics Report, Harbor utilization and Facilities Report, Mooring and Circulation Plan, New Facilities Needs Assessment, and a comprehensive Harbor Management Ordinance. (CONTACT: David B. Lunt, Harbormaster, Frenchboro, Maine 04635)

**TOWN OF GOULDSBORO, MAINE** – Assisted the Gouldsboro Harbors Study Advisory Committee with the development of a Harbor Improvement Study of Corea, Prospect, Birch, Bunkers, Wonsqueak, South Gouldsboro, and Gouldsboro Point Harbors. Project included a Harbor User Opinion Survey, Physical Characteristics Report, Harbor utilization and Facilities Report, Mooring and Circulation Plan, New Facilities Needs Assessment, and a comprehensive Harbor Management Ordinance. (CONTACT: Gary Hopper, Former Chairman of the Harbors Study Advisory Committee, South Gouldsboro, ME 04678)

**TOWN OF SOUTHWEST HARBOR, MAINE** – Assisted the Southwest Harbor Study Advisory Committee with the development of a Harbor Improvement Study of Southwest Harbor. Project included a Harbor User Opinion Survey, Physical Characteristics Report, Harbor utilization and Facilities Report, Mooring and Circulation Plan, New Facilities Needs Assessment, and a comprehensive Harbor Management Ordinance. (CONTACT: Mike Knowles, Former Town Manager, Saco, Maine 04072)

**TOWN OF SWANS ISLAND, MAINE** – Assisted the Swans Island Harbor Study Advisory Committee with the development of a Harbor Improvement Study of Burnt Coat and Mackerel Cove Harbors. Project included a Harbor User Opinion Survey, Physical Characteristics Report, Harbor utilization and Facilities Report, Mooring and Circulation Plan, New Facilities Needs Assessment, and a comprehensive Harbor Management Ordinance. (CONTACT: Thomas L. Lunt, Harbormaster, Swans Island, Maine 04685)

**TOWN OF TREMONT, MAINE** – Assisted the Tremont Harbor Study Advisory Committee with the development of a Harbor Improvement Study of Bass Harbor and Seal Cove Harbor. Project included a Harbor User Opinion Survey, Physical Characteristics Report, Harbor utilization and Facilities Report, Mooring and Circulation Plan, New Facilities Needs Assessment, and a comprehensive Harbor Management Ordinance. (CONTACT: Gretchen Strong, Town Manager, Bernard, Maine 04612)

#### MARINA PROJECTS

**BASS HARBOR BOATEL AND MARINA PROJECT** – Project Planner for the proposed rehabilitation of the abandoned Underwood Cannery property and dock into an 84 slip marina, 24 unit Boatel, and boat storage complex in Bass Harbor, Maine. Responsibilities included assisting the applicant with the coordination of other project professionals, preparation of a Regulatory Assessment of applicable local, state, and federal laws and ordinances, and the preparation and presentation of the project's Shoreland Zoning Permit Application at Planning Board meetings, workshops, and public hearing. (CONTACT: Arvid VonPapen, Managing Partner, Mt. Desert Realty Trust, Wolfeboro, New Hampshire 03894)

## JIM HASKELL & ASSOCIATES

### SUMMARY OF RELATED PROJECTS (continued)

**HARBOR ASSOCIATES MARINE PROJECT** – Assisted the applicants of a 100+ slip marina proposed in Southwest Harbor, Maine with the preparation of a Regulatory Assessment of applicable local, state, and federal laws and ordinances and presentation of the project's Shoreland Zoning Permit Application at local Planning Board Meeting. (CONTACT: Phil Fuller, Southwest Harbor, Maine 04679)

### MARINE RESOURCES/COMMUNITY/ECONOMIC DEVELOPMENT PROJECTS

**TOWN OF FRENCHBORO, MAINE** – Assisted the Town with the preparation of a Community Development Block Grant for a new fire station, the rehabilitation of 12 existing dwellings, and the construction of the infrastructure for 12 new "homestead" sites for new residents. Served the Town as Administrative Assistant to the Selectmen, Harbormaster, and Community Development Director. Assisted in the formation of the Frenchboro Development Corporation and served as a member of the Board of Directors. (CONTACT: Paul L. Crossman, First Selectman, Frenchboro, Maine 04635)

**ISLE AU HAUT LOBSTERMEN'S ASSOCIATION** – Assisted the Isle au Haut Fisherman's Association with the feasibility study, business plan, site selection, state and federal environmental permits, design and construction of a 40,000 lb. capacity on-island lobster pound. (CONTACT: Jack McDonald, Manager IAHLA, Isle au Haut, Maine 04645)

**TOWN OF NORTH HAVEN, MAINE** – Assisted the Town with the preparation of an Island Resources Development Study which examined the feasibility of expanding existing on-island fishing, boat building/storage/repair, sheep raising, and cottage crafts businesses. Assisted with the formation of the North Haven Development Corporation, a low interest lending source for island businesses, funded by substantial donations from the Island's summer community. (CONTACT: A. Barney Hallowell, Former Committee Chairman, North Haven, Maine 04853)

**TOWN OF TREMONT, MAINE** – Assisted the Town with the preparation of a Community Development Block Grant application for the purchase and rehabilitation of the abandoned Cannery Facilities, in Bass Harbor, into a harbor-marine oriented commercial facility and Public Landing. (CONTACT: Gretchen Strong, Town Manager, Bernard, Maine 04612)

**WINTER HARBOR LOBSTER COOPERATIVE** – Assisted the Winter Harbor Lobster Cooperative with the preparation of a feasibility study and business plan for direct marketing lobster to restaurants in the Denver, Colorado metropolitan area by leasing and supplying in-restaurant lobster tanks. (CONTACT: Nat Tupper, Former Winter Harbor Town Manager, Livermore, Maine 04254)

## **RESUME**

**Robert F. Ware**  
Design Services, Inc.  
448 Commercial Street  
Portland, ME 04101  
(207) 772-2702

## **EDUCATION**

SMVTI, Advanced Architecture, 1983  
Worcester Polytech, Marine Structures Design, 1979  
Northeastern University, Industrial Technology, 1963  
Wentworth Institute, B.S. Civil Engineering, 1956

## **PROFESSIONAL SOCIETIES**

Marine Technology Society  
American Institute for Steel Construction  
American Concrete Institute

## **PROFESSIONAL EXPERIENCE**

**OWNER:** Design Services, Inc., Marine Consulting Engineers, 1983 – present.

**DESIGN ENGINEER:** Construction of the Seawind II Pushboat, 1987.

**DESIGN ENGINEER:** Lifting Frame and related equipment used in the recovery of the Snow Squall Bow and have worked intensively on the preservation of the Artifact, 1985.

**MEMBER:** The Snow Squall Society and The Spring Point Museum serving on the Building Committee.

## DESIGN SERVICES, INC.

### SUMMARY OF RELATED PROJECTS

**MT. DESERT REALTY TRUST, BASS HARBOR, TREMONT, MAINE** – Marina Planning & Design, Pier Rehabilitation of abandoned cannery property into an 84 Slip Marina/Boatel/Boat Storage Complex, Boat Launching Area. (CONTACT: Arvid VonPapen, Managing Partner, Mt. Desert Realty Trust, Wolfeboro, New Hampshire 03894)

**SOUTHWEST HARBOR, MAINE** – Marina Planning & Design, Shore Facilities Planning & Design, Mooring Analysis. (CONTACT: Phil Fuller, Harbor Associates, Southwest Harbor, Maine 04679)

**OLD ORCHARD BEACH PIER, OLD ORCHARD BEACH, MAINE** – Pier renovation, Public Access Planning & Design, Structural Design. (CONTACT: Nat Golzbein, Old Orchard Beach, Maine 04064)

**NORTHEAST PETROLEUM, SOUTH PORTLAND, MAINE** – Planning & Design of Docking Facilities and Petroleum Off-Loading Facility. (CONTACT: Malcolm Newell, Chelsea, Massachusetts)

**FREEPORT MARINA, FREEPORT, MAINE** – Berth Planning & Marina Design. (CONTACT: Roger Hale, General Marine Construction, Portland, Maine 04101)

**DIMILLO'S MARINA, PORTLAND, MAINE** – Planning & Design of Marina, Pier Structural Design. (CONTACT: Tony DiMillo, Portland, Maine 04101)

**CAMDEN HARBOR, CAMDEN, MAINE** – Mooring Grid Plan Analysis, Management of Transient Moorings Plan (CONTACT: Don Gross, Camden, Maine 04843)

THE MAKING OF AMERICA: NORTHERN APPROACHES

VOL. 167, NO. 2



FEBRUARY 1985

# NATIONAL GEOGRAPHIC



**THE POPPY—  
FOR GOOD  
AND EVIL** 143

**GREENLAND'S  
500-YEAR-OLD  
Mummies** 191

**MAINE'S WORKING  
COAST** 208

**TIME CATCHES  
UP WITH  
MONGOLIA** 242

**TRANSATLANTIC  
SOLO BY  
BALLOON** 270



SEE "FOUR AMERICANS IN CHINA" WEDNESDAY, FEBRUARY 13, ON PBS TV





application was pending for a lease just off the cove near Sunshine, where Larrabee clams for a living. If the lease was granted, he feared that mussels would so multiply they would overrun the clam flats shoreward of the lease area.

"You can make good money at clamming. Course, the more you want to drive her, the more you can make," Larrabee said, and he'd been driving—13 straight days on the flats, working every good tide he could.

He digs clams by hand, since "it's easier and you get more. The shells don't get broken, and the clams taste better with no sandy grit in them. The price I get is the same, but they are a better quality clam. That cove is my everything. It's given us the house, the car, the garage."

On the lease question, Jo Larrabee said that the clammers were trying to organize. "It's very difficult, but we're all of the same mind." She didn't sound optimistic, but the lease application was in the end rejected. The cove would still provide.

**D**ISPUTE over the sea's resources is not Frenchboro's problem. That only town on Long Island is trying to avoid going the way of Criehaven in the 1940s, and it needs some more people, working people.

Jim Haskell is town manager for two and a half days a month. He is also director of the Hancock County Planning Commission and a weekend grower, raising old-fashioned varieties of apples on his farm near Franklin. Haskell is trying to put together a development program for Frenchboro.

If he and the town can get a federal grant, then the principal owner of Long Island property, Margaret Rockefeller Dulany, will consider giving 55 acres on which affordable housing for as many as 20 families can be built. Frenchboro needs young families to live in those houses, support a store, and fill the school.

*Winter people on Mount Desert Island cross-country ski or snowmobile on Acadia's Cadillac Mountain. Some people in nearby towns fear that park expansion will remove yet more land from tax rolls.*

# Down East

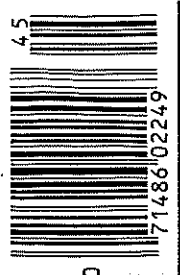
\$3.00

SPECIAL  
ISSUE

The Magazine of Maine



Jim Haskell  
Eastbrook Road  
Franklin, Maine 04634



1984  
Annual

# Maine Today

# Down East

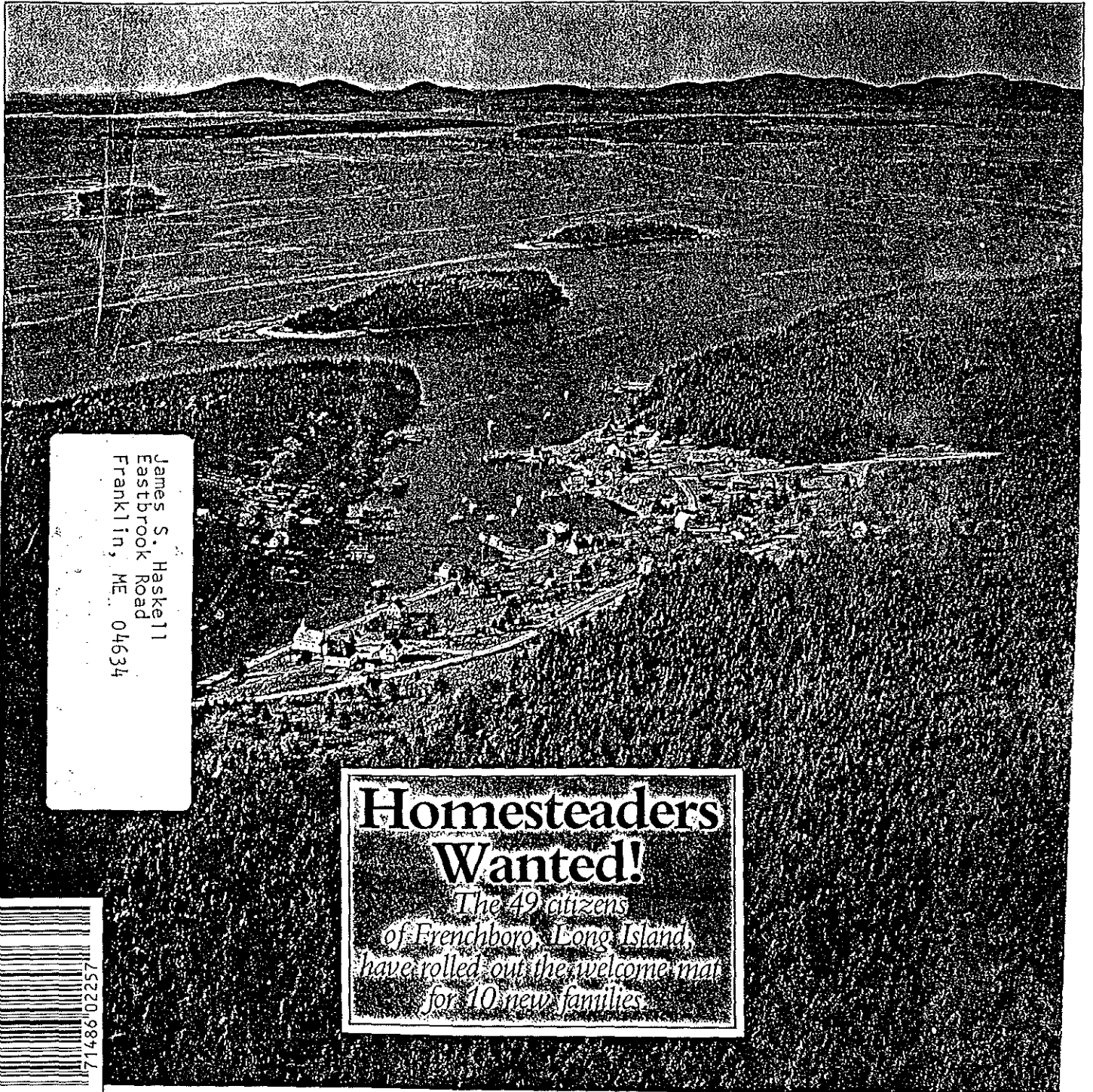
Calendar of  
August Events

August 1985

The Magazine of Maine

\$2.50

Portland's Saltiest Club • One Man's Guide to Maine Fairs  
Big A Dam — What the Fuss Is All About



James S. Haskell  
Eastbrook Road  
Franklin, ME 04634

**Homesteaders  
Wanted!**  
*The 49 citizens  
of Frenchboro, Long Island,  
have rolled out the welcome mat  
for 10 new families.*



# UNION TRUST Company

of ELLSWORTH  
ELLSWORTH, MAINE 04605

BLUE HILL • CHERRYFIELD  
JONESPORT • MACHIAS  
MILBRIDGE • STONINGTON  
ELLSWORTH Shopping Center

Member FRS FDIC

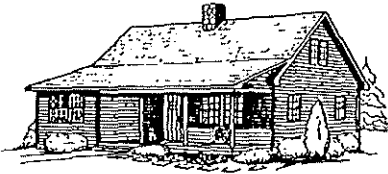
## OFF ISLAND STORE AND MOTEL

Old-fashioned General Store in fishing village. Lunches, pizza, sandwiches, fish and chips, fried clams. Gift Shop. New 12' x 30' completely furnished pine-paneled studios with sleeping loft, kitchenette, electric heat, dishes, linens. Sleep four. \$200 per week. Seven miles south of Rockland, 500' from ocean.

Spruce Head, Maine 04859  
Tel. 207-594-7475

## A log home for energy efficiency. And affordability.

For more than 50 years L.C. Andrew has been building Maine Cedar Log Homes which combine versatile styling with zero maintenance. Built for easy care with cedar from Maine forests these log homes range from vacation retreats to year round homes. Find out more today! Call or write for free folder, or send \$5 for 4-color brochure.



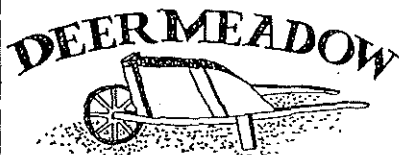
L.C. Andrew Dept. DE  
MAINE CEDAR LOG HOMES

MAIN ST., S. WINDHAM, MAINE 04082 • 207-892-8561  
Since 1926

## PERENNIALS

Almost any perennial appropriate to a Maine garden you will find here — 140 Genera and 496 species. All are quality hardy northern grown field plants, as well as a large selection of economical hardy seedlings.

But we try to provide you with more than just plants: Our horticulturally trained staff tries their best to ensure that you leave us with your questions answered and your garden problems solved.



MANSET, ROUTE 102A, MOUNT DESERT ISLAND  
HOURS: 9-5 MONDAY-SATURDAY  
TEL: (207) 244-7214

## MID-COAST MAINE'S QUALITY FAMILY FOOTWEAR STORE FEATURING:

- ROCSPORTS, DRESSSPORTS AND DANCESPORTS



- SEBAGO DOCKSIDES
- PAPPAGALLO
- BANDOLINO
- ZODIAC
- NATURALIZER
- HUSH PUPPIES
- WOLVERINE BOOTS
- NIKE ATHLETIC FOOTWEAR
- BIRKENSTOCK SANDALS
- ...and much more

As always, quality and satisfaction are unquestionably guaranteed.

Open 7 days a week

## Hodgman's Footwear

21 Main Street, Camden, Maine 04843  
Tel. 207-236-2092

person of Jim Haskell, former director of the Hancock County Planning Commission. "He was very helpful to us; what's more, he seemed to enjoy being here," Lunt explains. Mindful of the lesson learned from E. Webster French, the town fathers were quick to capitalize on a good thing, and although the community has not been renamed "Haskellboro," the selectmen did move in 1983 to hire Haskell as a part-time, "Special Assistant to the Selectmen," working one day a week. "He's already more than earned his salary in the things he's been able to do for us," Lunt points out with pride.

Those "things," of course, have mostly to do with the handsome success of the Community Block Development Grant application, whose centerpiece is the daring "homesteading" scheme designed to bring ten new families to the island. If "gambling for the bigger thing" has long been the island's chief political tenet, this gamble is the biggest of them all, putting the character of the community itself on the line.

When most coastal communities are bracing themselves against an avalanche of newcomers, what would prompt a community to actively seek new members? Frenchboro's gamble is a response to a growing recognition that this is the only way to survive as a viable year-round community. Over the course of the century, the island's population has steadily dwindled to its present low of forty-eight adults, a number which most islanders feel is well below the critical mass needed to sustain a school, store, and essential community services. To make matters worse, with most of the island real estate in the hands of the Rockefeller family, even when new residents have arrived — such as Dan Blaszczyk — they have had little luck finding houses to buy or land to build on. With a need to grow but no room to grow in, Frenchboro felt itself caught in a steadily tightening vise.

The solution to the dilemma, an ingenious compromise worked out between the town and Margaret Rockefeller Dulaney, provided the cornerstone for the entire Community Block Development Grant application. Contingent upon the success of the application she agreed to donate to the town a fifty-five-acre tract of land, out of which were to be carved several one-acre house lots. Now, with the grant a reality and the lots already approved for Farmer's Home Administration financing, the lots are geared towards attracting low-to-moderate-income families to Frenchboro.

David Lunt cautions that the term *homesteading* is in fact a misnomer and that the deal is not as sensational as it may first sound. The land is by no means free; although the selling price has not yet been set, best estimates are that each lot will go for less than \$5,000. Even after purchase it still comes with two major

1. Introduction  
2. Literature Review  
3. Methodology  
4. Results  
5. Discussion  
6. Conclusion  
7. References  
8. Appendix  
9. Bibliography  
10. Index  
11. Glossary  
12. Acknowledgements  
13. Author Biographies  
14. Contact Information  
15. Declaration of Interest  
16. Funding Sources  
17. Data Availability Statement  
18. Ethics Statement  
19. Conflicts of Interest  
20. Supplementary Materials