

**TOWN OF CONCORD – SELECT BOARD
AGENDA – OCTOBER 15, 2018
7 P.M. – SELECT BOARD ROOM – TOWN HOUSE**

1.	Call to Order
2.	Consent Agenda: <ul style="list-style-type: none"> • Town Accountant Warrants • Minutes • Proclamations <ul style="list-style-type: none"> · Concord Milldames 50th Anniversary · Small Business Saturday – November 24, 2018 • One Day Special Licenses <ul style="list-style-type: none"> · Thoreau School PTG 11/3 7pm-11pm 37 Lexington Road Wine & Malt · First Parish 10/27 6pm-10pm 20 Lexington Road All Alcohol · Development Strategy Consultants 10/27 5pm-11pm 200 Strawberry Hill Rd All Alcohol
3.	Town Manager's Report
4.	Chair's Report
5.	7:05pm Continued Public Hearing: Alteration of Premises for Alcohol Service – Nashawtuc Country Club, Inc., 1861 Sudbury Road
6.	7:10pm Public Hearing: Grant of Location – National Grid, Verizon, Comcast, and Concord Municipal Light Plant to open the ground to install and maintain Natural Gas (National Grid), telecommunication (Verizon & Comcast), and electric (CMLP), in Cambridge Turnpike from Lexington Road to Crosby's Corner
7.	Common Victualler License - Marben Rose, LLC d/b/a Reasons To Be Cheerful, 110 Commonwealth Ave.
8.	Senior Tax Exemption and Impact on Tax Rate – Board of Assessors
9.	FY18 Budget Transfers – Kerry Lafleur, Finance Director
10.	OPEB Trust Fund – Kerry Lafleur, Finance Director
11.	Request to Install Paddler Access Signs on Town Property – OARS
12.	Review/Update APP #43 – Naming of Town Property
13.	Request to Install Memorial Bench on Town Property – Mark & Kristie Ridick
14.	Public Private Partnership Discussion
15.	Discuss next steps for 2030 Long Range Plan
16.	Follow-up on Special Town Meeting Actions
17.	Discuss Town Manager Search & Consultant Selection Process
18.	Review/Approve 2018-2019 Public Ceremonies and Celebrations Committee Calendar of Events
19.	Public Comments
20.	Committee Liaison Reports
21.	Miscellaneous/Correspondence
22.	Committee Nominations: Arthur Schwope of 281 Holden Wood Road and Jane Wells of 51 Chestnut Street to the Conservation Restriction Stewardship Committee
23.	Confirm Town Manager Appointments: William Herring of 214 Peter Spring Road to the Board of Assessors (associate member) for a term to expire May 31, 2019 and Susan Livingston of 39 Wilson Road to the Board of Assessors (full member) for a term to expire May 31, 2021; Sharon Jones of 8 Eaton Road to the Comprehensive Sustainable Energy Committee for a term to expire May 31, 2021
24.	Adjourn

PENDING

Monday	October 29	7pm	Select Board Meeting	Town House
Monday	November 5	7pm	Select Board Meeting	Town House
Sunday	November 11	All Day	Veterans Day	Town Offices Closed
Monday	November 12	All Day	Veterans Day (observed)	Town Offices Closed
Monday	November 19	7pm	Select Board Meeting	Town House
Thursday	November 22	All Day	Thanksgiving	Town Offices Closed
Friday	November 23	All Day	Thanksgiving (observed)	Town Offices Closed

Supporting materials for agenda items are available online at www.concordma.gov/sbmtgdocs. Materials are uploaded on the Friday before a Select Board meeting

Weekly One Day License Log – October 15, 2018

Applicant Name & License Number	Phone Number	Date	Location	Type of Alcohol	Event Details
18-159 Thoreau School PTG	617 851-9862	11/3	37 Lexington Road	Wine & Malt	Event Coordinator: Jodi Loughlin Bartenders: Leo Lafarge Under 21: No First License in Concord: No
18-160 First Parish Church	978 369-9602	10/27	20 Lexington Road	All Alcohol	Event Coordinator: Richard Fortier Bartenders: Richard Fortier Under 21: No First License in Concord: No
18-161 Development Strategy Consultants	617 733-6633	10/26	200 Strawberry Hill Road	All Alcohol	Event Coordinator: Wendy Jacobs Bartenders: Brian Boruta, Lara Finn, Michael Lacey Under 21: Yes First License in Concord: No

COMMONWEALTH OF MASSACHUSETTS
TOWN OF CONCORD
SELECT BOARD

PROCLAMATION

CONCORD MILLDAMES
50TH ANNIVERSARY

WHEREAS The Concord Milldames was formed fifty years ago for the twin purpose of providing service to the Town and promoting fellowship; and

WHEREAS Many of the service organizations and departments of the Town of Concord were originally started by and continue to need the services of committed volunteers; and

WHEREAS Milldames members have been and continue to be volunteers for many organizations including but not limited to, the Council on Aging, the Open Table, the Concord Free Public Library, and Emerson Hospital; and

WHEREAS The Milldames enjoy wonderful book groups, museum trips, interesting speakers, and other pleasant social events; and

WHEREAS The Milldames continue to offer two scholarships each year to graduating high school seniors who have received special education services and are college bound and;

NOW THEREFORE We, the Select Board of the Town of Concord, Massachusetts, celebrates the 50th anniversary of the Concord Milldames, and do hereby recognize the Concord Milldames' many contributions to the Town over the past fifty years.

CONCORD SELECT BOARD

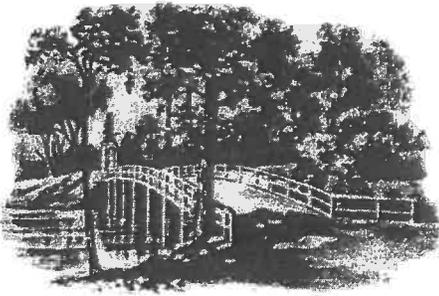
COMMONWEALTH OF MASSACHUSETTS
TOWN OF CONCORD
SELECT BOARD

PROCLAMATION

**SMALL BUSINESS SATURDAY
NOVEMBER 24, 2018**

- WHEREAS** The government of Concord, MA, celebrates our local small businesses and the contributions they make to our local economy and community; according to the United States Small Business Administration, there are currently 30.2 million small businesses in the United States, they represent 99.7 percent of all businesses with employees in the United States, are responsible for 65.9 percent of net new jobs created from 2000 to 2017; and
- WHEREAS** Small businesses employ 47.5 percent of the employees in the private sector in the United States; and
- WHEREAS** 90% of consumers in the United States say Small Business Saturday has had a positive impact on their community; and
- WHEREAS** 89% of consumers who are aware of Small Business Saturday said the day encourages them to Shop Small all year long; and
- WHEREAS** 73% of consumers who reportedly Shopped Small at independently-owned retailers and restaurants on Small Business Saturday did so with friends or family; and
- WHEREAS** The most reported reason for consumers aware of the day to shop and dine at small, independently-owned businesses was to support their community (64%); and
- WHEREAS** Advocacy groups, as well as public and private organizations, across the country have endorsed the Saturday after Thanksgiving as Small Business Saturday.
- NOW THEREFORE** We, the Select Board of the Town of Concord, Massachusetts, do hereby proclaim, November 24, 2018, as: *SMALL BUSINESS SATURDAY*, and urge the residents of our community, and communities across the country, to support small businesses and merchants on Small Business Saturday and throughout the year.

CONCORD SELECT BOARD



OLD NORTH BRIDGE

TOWN OF CONCORD

SELECT BOARD'S OFFICE
22 MONUMENT SQUARE -- P.O. BOX 535
CONCORD, MASSACHUSETTS 01742

TELEPHONE (978) 318-3001
FAX (978) 318-3002

TOWN OF CONCORD SELECT BOARD

NOTICE OF PUBLIC HEARING

Notice is hereby given that a Public Hearing will be held at the Town House, 22 Monument Square, Concord, MA in the Public Hearing Room on September 24, at 7:10 PM from upon the application from Nashawtuc Country Club, Inc., located at 1861 Sudbury Road, to alter licensed premises associated with alcohol service.

By order of the SELECT BOARD

Michael Lawson, Clerk

ADDITIONAL SPACE

The following space is for any additional information you wish to supply or to clarify an answer you supplied in the application.

If referencing the application, please be sure to include the number of the question to which you are referring.

Nashawtuc Country Club would like to amend its current Club License to include the pool snack bar and its 2 adjacent patio areas (Alteration of premises). The reason for this is that Nashawtuc Country Club will no longer have a Clubhouse due to the renovation that is scheduled to start in October of 2018 and which is not due to reopen until January of 2020. The pool snack bar is the only viable option to serve alcoholic beverages to our members.

Please see attachment of Pool Snack Bar floor plan which describes all 5 areas:

- A) Front of Pool Snack Bar seating area (inside) 17' by 23' (391sf)
- B) Terrace in front of Pool Snack Bar 20' by 20' (400sf)
- C) Pool Snack Bar Kitchen 13' by 18' (234sf)
- D) Back seating area of Pool Snack Bar 23' by 28' (644sf)
- E) Tent outside next to pool 20' by 40' (800sf)

RECEIVED
 OCT - 4 2018
 TOWN OF CONCORD
 TOWN MANAGER'S OFFICE

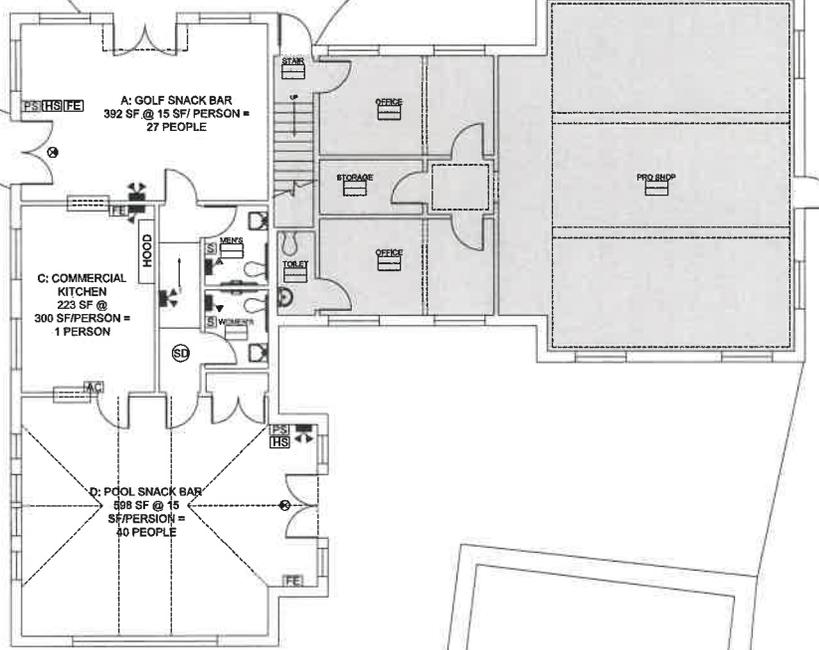
B: TERRACE
 530 SF @ 15SF/PERSON =
 36 PEOPLE

A: GOLF SNACK BAR
 392 SF @ 15 SF/ PERSON =
 27 PEOPLE

C: COMMERCIAL
 KITCHEN
 223 SF @
 300 SF/PERSON =
 1 PERSON

D: POOL SNACK BAR
 588 SF @ 15
 SF/PERSON =
 40 PEOPLE

E: POOL TENT
 400 SF @
 15SF/PERSON =
 27 PEOPLE



FIRST FLOOR EXISTING CONDITIONS PLAN
 SCALE: 3/16"=1'-0" 1

Notes:

LIFE SAFETY LEGEND	
FE	FIRE EXTINGUISHER
ES	HORN STROBE
CS	ANSUL SYSTEM CONTROL BOX
PS	FIRE PULL STATION
SS	STROBE
DE	DOUBLE EMERGENCY LIGHT
SE	SINGLE EMERGENCY LIGHT
ES	EXIT SIGN

Key Plan:

Architect's Stamp:

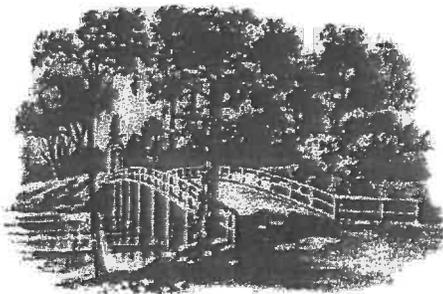
Project:
Nashawtic Country Club
 1861 Sudbury Road
 Concord, MA 01742
 Client:
 Nashawtic Country Club
 1861 Sudbury Road
 Concord, MA 01742
 Tel: (978) 610-2700
 Project #: 14074
 Basis: As Noted
 Architect License: 1004/2018
 Date:

Revisions:	Date:

Drawing Title:
 First Floor Existing Conditions Plan

Sheet Number:
AEX.101

200 Ave Road, Harvard, MA 01451
 Tel: (978) 456-2800 Fax: (978) 456-2801
 www.nauget.com

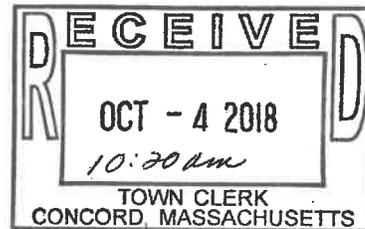


OLD NO. 1775 BRIDGE

TOWN OF CONCORD

SELECT BOARD'S OFFICE
22 MONUMENT SQUARE - P.O. BOX 535
CONCORD, MASSACHUSETTS 01742

TELEPHONE (978) 318-3001
FAX (978) 318-3002



TOWN OF CONCORD SELECT BOARD

PUBLIC HEARING NOTICE

Notice is hereby given that a Public Hearing will be held at the Town House in the Select Board Meeting Room, 22 Monument Square, Concord, MA on October 15, 2018 at 7:10 PM, upon the petition of National Grid, Verizon, Comcast, and Concord Municipal Light Plant to open the ground to install and maintain Natural Gas (National Grid), telecommunication (Verizon and Comcast), and electric (CMLP), in Cambridge Turnpike from Lexington Road to Crosby's Corner. The location of the aforementioned utilities shall be placed in reasonable accordance within typical construction tolerances and in compliance with contract plans and specifications for the Cambridge Turnpike Phase I Roadway Improvements Project dated 5/16/2018 & Cambridge Turnpike Improvements Project Phase II date September 2018 or as amended and approved by the Town in the field during construction and documented in as-built plans. The limits of the proposed utilities will begin at STA. 11+45 and end at STA. 76+90.

Questions on this matter should be directed to Concord Public Works Director, Rich Reine (978) 318-3206 or Town Engineer, Chris Olbrot (978) 318-3210

By Order of the Select Board

Michael Lawson, Clerk

**TOWN OF CONCORD
COMMON VICTUALLER'S LICENSE APPLICATION**

New License Application Fee: \$50.00

The undersigned hereby applies for a Common Victualler License in accordance with the provisions of the State relating thereto:

Name of Applicant: Marben Rose, LLC Philip C. Rosefield
Name of Business: ^{print} Marben Rose, LLC
Business d/b/a: ^{print} Reasons To Be Cheerful

Address: _____

Applicant Signature: Philip C. Rosefield

Business Phone: 978-660-6248 **Home/Cell Phone:** 978-439-8029

In accordance with the rules and regulations made under authority of said statute

Fee Paid: \$ 50. CK#013 **Date:** 9/6/18

APPROVAL: Prior to design, construction or renovation to any establishment requiring a Common Victuallers license, the applicant must receive approval from each of the departments listed below. Only then will consideration of the license be put on the Select Board's agenda.

Building Commissioner: Laurel Approved: Disapproved:

Number of Approved Seats: 12 Seats only (accessory use)

Remarks: Floor plan to remain - no changes

Public Health Director: Anthony Approved: Disapproved:
9/26/18

Remarks: _____

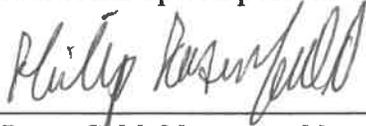
CPW – Water & Sewer Superintendent: [Signature] Approved: Disapproved:

Remarks: _____

Notice of Lease Agreement

Marben Rose, LLC dba Reasons To Be Cheerful, LESSEE and Bright Angel Foods, Inc., LESSOR, have entered a lease agreement for the property 110 Commonwealth Ave., Concord, MA 01742.

Lease initial term is for three years. LESSEE, at its option, may renew the lease for three additional option periods of 3 years each, bringing the total to 12 years.



**Philip Rosenfield, Managing Member
Marben Rose, LLC dba Reason To Be Cheerful**



Town of Concord

Board of Assessors
P.O. Box 535
Concord, Massachusetts 01742-0535
Tel: (978) 318-3070
Fax: (978) 369-4760
Office Location – 24 Court Lane
www.concordma.gov

August 1, 2018

Select Board
Town of Concord

In Re: Classification hearing and the split tax rate.

Dear Select Board Member:

At their meetings on June 7, 2018 and July 31, 2018 the Board of Assessors (BOA) discussed the subject of the new Senior Means Tested Exemption (SMTE) and the effect on the tax rate. The BOA suggested that I write a letter of explanation to the Select Board and inquire if they would like a joint meeting to discuss the situation.

The SMTE was written as a tax shift on the residential class of property only. At its maximum (.5% of the levy) it would shift approximately \$440,000 or \$.07 on the tax rate. Using fiscal 2018 numbers that would increase the tax rate from \$14.29 to \$14.36 and the commercial, industrial and personal property (CIP) rate would remain at \$14.29 per thousand of valuation.

In their discussion the BOA was concerned that the residential tax rate will be higher than the CIP rate. The Select Board has the authority to shift the tax burden so that the CIP pays a higher portion. Past Select Boards and the BOA have not endorsed this practice since 1997 and the BOA would still not recommend a shift for economic reasons, but a small shift to balance the rate for all classes of property would be recommended. Please see page 8 of the Fy 2018 Tax Analysis document provided the Select Board prior to last year's classification hearing.

Since the SMTE is a shift of the rate the FY 2019 calculation of the tax rate will be more difficult and to add a tax shift from the residential properties to the CIP would further complicate the calculation. The BOA did not want to wait until the Classification Hearing in November to bring these issues to your attention.

The BOA would be very willing to attend a Select Board meeting to further explore the issue.

Respectfully,

R. Lane Partridge, MAA, Assessor
For the Board of Assessors

Town of Concord
Finance Department
Memorandum

TO: Chris Whelan, Town Manager
FROM: Kerry A. Lafleur, Finance Director *KAL*
SUBJ: FY18 Closing Transfers
DATE: October 1, 2018

As we've discussed, I am requesting approval under MGL Chapter 44, Section 33B from the Select Board and Finance Committee for several transfers within the FY18 Budget to close four (4) remaining deficits:

- Snow & Ice Deficit, \$488,696.11
- Group Insurance, \$119,156.94
- Elections, \$11,182.29
- Legal Services, \$8,002.37

Each of these deficits is described in the attached memorandum to the Finance Committee. Upon approval by both the Finance Committee and Select Board, and with the appropriate transfers, each of these deficits may be closed to existing unspent appropriations, eliminating the need to raise the Snow & Ice Deficit on the FY19 Tax Recap or to close the Group Insurance Deficit to the Insurance Reserve Fund.

While we discussed this back in August, it is just now being brought forward for approval, as we agreed that this request should first go to the Finance Committee. Based upon our existing year end closing process, we were not in a position to finalize the list of transfers in time for the Finance Committee's July meeting (7/26/18). The Finance Committee did not then have a regularly scheduled meeting until September (9/26/18), at which time the transfers were brought forward and approved. With the Special Town Meeting on October 1, 2018, it seemed best to hold this request until the Select Board meeting on October 15, 2018.

Attached is a list of proposed transfers for which I am seeking Select Board approval. Please note that the original request that went to the Finance Committee assumed that we would carry forward \$175,000 of the Snow & Ice Deficit and fund that via the FY19 planned Deficit Allowance. After some discussion, the Finance Committee agreed that the additional \$175,000 deficit could be funded within FY18, and asked that I prepare transfers to cover that as well. As a result, I will have the Finance Committee ratify these additional transfers at its next regularly scheduled meeting on October 25, 2018.

/kal

CHAPTER 44 § 33B TRANSFERS

NAME OF APPROPRIATION FUNDS ARE TRANSFERRED FROM	ACCOUNT CODE	AMOUNT	NAME OF APPROPRIATION FUNDS ARE TRANSFERRED TO	ACCOUNT CODE
Debt Service	0001-170-170-0000-0000-0000	\$ (238,213.38)		
Library	0001-610-610-0000-0000-0000	\$ (75,482.73)		
Police	0001-210-210-0000-0000-0000	\$ (32,219.96)		
Fire	0001-220-220-0000-0000-0000	\$ (39,782.61)		
Library	0001-610-610-0000-0000-0000	\$ (44,601.89)		
Veteran's Benefits	0001-543-545-0000-0000-0000	\$ (27,681.28)		
Street Lighting	0001424-424-0000-0000-0000	\$ (19,431.16)		
Finance Administration	0001-133-133-0000-0000-0000	\$ (7,729.39)		
Town Accountant	0001-133-135-0000-0000-0000	\$ (3,553.71)		
		\$ 488,696.11	Snow Removal	0001-423-423-0000-0000
Library	0001-700-700-0000-0000-0000	\$ (68,210.12)		
Social Security/ Medicare	0001-916-916-0000-0000-0000	\$ (50,946.82)		
		\$ 119,156.94	Group Insurance	0001-960-193-0000-0000
Social Security & Medicare	0001-916-916-0000-0000-0000	\$ (6,002.37)		
		\$ 8,002.37	Legal Services	0001-151-151-0000-0000
Town Clerk	0001-133-161-0000-0000-0000	\$ (11,182.29)		
		\$ 11,182.29	Elections	0001-170-162-0000-0000
	Net Result:	\$ -		

Tom McKean, Chair, Select Board DATE

Tom Tarpey, Chair, Finance Committee DATE

Town of Concord
Finance Department
Memorandum

TO: Finance Committee
FROM: Kerry A. Lafleur,  Finance Director
SUBJ: FY18 Chapter 44, Section 33B Transfer Requests
DATE: September 26, 2018

At this time, I am requesting your consideration and approval of four- (4) transfers to close FY18. These transfers are being requested under MGL Chapter 44, Section 33B (b), which states in part that, "*...the selectmen, with the concurrence of the finance committee...may transfer within the last 2 months of any fiscal year, or during the first 15 days of the new fiscal year to apply to the previous fiscal year, any amount appropriated, other than for the use of a municipal light department or a school department, to any other appropriation.*"

Obviously, we are well outside of the first 15 days of the new fiscal year, however, other provisions of MGL, as well as existing practices, make it impossible to meet this deadline. For instance, we don't even complete our final Accounts Payable Warrant for the prior fiscal year until July 15, and unfortunately, we had not completed our analysis of "deficits" until the end of July, and as you know the September 27, 2018 meeting is the first regular meeting of the Finance Committee since July 26, 2018. Going forward, we will further evaluate our processes to ensure that we can be ready with Transfer Requests for the FinCom's July meeting.

The attached list of transfers addresses the following deficits, which will be reviewed in detail.

1. \$313,696.11 in Snow Removal
2. \$119,156.94 in Group Insurance
3. \$8,002.37 in Legal Services
4. \$11,182.29 in Elections.

Snow Removal: The FY18 Appropriation was \$610,000. Total expenditures for the year were \$1,051,876.11, resulting in a deficit of \$488,696.11. You may recall that towns are able to carry forward Snow & Ice Deficits to be funded within the next year's Levy Limit. As a matter of routine, we include a Snow & Ice Deficit Allowance in our budgets. For FY19, we included an allowance of \$175,000. This means that we are able to fund \$175,000 of any Snow & Ice Deficit without impacting or affecting the estimated Property Tax increase calculated during the budget development and approval process. Any deficit in excess of the allowance would result in an increase in the previously estimated

Property Tax increase. Fortunately, we ended FY18 with a good amount in unexpended appropriations, so we are able to cover \$313,696.11 (\$488,696.11 - \$175,000) through transfers. If this transfer is not approved, then we will need to fund the full amount of the Snow & Ice Deficit in the FY19 Tax Rate.

Group Insurance: We budget the full cost of the employer share of Health Insurance costs within the General Fund and then reduce that same amount by estimated Inter-Fund Transfers from the Enterprise Funds. During the course of the year, as we receive actual bills and apportion the costs among the funds, we charge the transfer line. Unfortunately, the estimated costs were higher than the actual costs, meaning that the offsets were lower than anticipated, resulting in a deficit. Beginning in FY20, we will eliminate this practice and have each of the Enterprise Funds account for their own employee Health Insurance costs.

Legal Services: In FY18, the Town appropriated \$225,000 for Legal Services. Total expenditures were \$458,002.37. As we've discussed previously, most of the overage is attributable to the Estabrook Woods matter, though the cost of protracted negotiations over Collective Bargaining Agreements has also contributed as well. In June, the Finance Committee voted to transfer the full \$225,000 in the Reserve Fund to Legal Services to close the deficit. However, at that time, we did not have either the May or June bills. When those bills were finally processed, a deficit of \$8,002.37 remained, which needs to be closed.

Elections: The FY18 Appropriation for Elections was \$13,627 and total expenditures were \$24,809.29, producing a deficit of \$11,182.29. The deficit is the result of having more elections than budgeted for. Fortunately, due to a long-term staffing vacancy in the Town Clerk's Office, we are able to fund this deficit through a transfer.

/kal

Town of Concord
Finance Department
Memorandum

TO: Chris Whelan, Town Manager
FROM: Kerry A. Lafleur,  Finance Director
SUBJ: OPEB Trust Fund
DATE: October 11, 2018

As you may recall, back in April 2018, Town Counsel suggested that the Town consider including an article on the 2019 Annual Town Meeting Warrant to request adoption of MGL Chapter 32B, Section 20, "Other Post-Employment Benefits Trust Fund."

<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleIV/Chapter32B/Section20>

Recently, there has been some debate amongst the Certified Public Accountant community as to whether existing OPEB Trust Funds meet the legal definition of a Trust Fund for the purposes of GASB 75 Compliance, which among other things, allows the assets in the Trust to offset the unfunded liability

https://www.gasb.org/jsp/GASB/Document_C/DocumentPage?cid=1176166144750&acceptedDisclaimer=true

As such, the (State) Department of Revenue recommends that municipalities consider adopting MGL Chapter 32B, Section 20, which makes clear that any OPEB Trust Fund so established would be a separate legal entity, irrevocable and monies held in the Trust would be used solely to pay Other Post-Employment Benefits.

MGL Chapter 32B, Section 20 requires that a trustee or trustees of the Trust be named, and the statute prescribes that if there is a sole trustee, it should be the Town Treasurer, and if there is a Board of Trustees, it should either be:

- The Local Retirement Board; or
- A New Board of 5-13 members, which at least the following designees
 - A member with investment experience, as specified by Town Meeting and appointed by the Chief Executive Officer
 - A citizen appointed by the Chief Executive Officer
 - An employee, elected by ballot of current employees
 - A retiree, elected by ballot of current retirees
 - A Town Officer appointed by the Chief Executive Officer

And if Town Meeting does not adopt a form of board from among the three options (Treasurer as sole Trustee is a form), the Treasurer, by default, is the Trustee.

The OPEB Trust Fund has a balance of approximately \$18M, including the FY19 contribution, and it is time to add in some additional oversight. Prior to becoming aware of the debate in the CPA community, I had mentioned to you that I would like to draft an Investment Policy for approval by you or the Select Board. I had also suggested that the Town work with an Investment Advisor, and recommended that we should consider working with the same firm that the Retirement Board recently hired as its Investment Advisory, FIA (Fiduciary Investment Advisors), who was hired as a result of an extensive process.

While the Town's Audit Firm, Melanson & Heath, believes that the Special Legislation that the Town already has in place is sufficient, Town Counsel has suggested that we consider adopting MGL Chapter 32B, Section 20. At a minimum, I think we should have Counsel review our existing Special Legislation to determine if further Town Meeting action is warranted.

If the determination is that no further action is needed, I still think it makes sense for the Town to adopt an OPEB Investment Policy and to establish a semi-annual reporting requirement for the Treasurer, to either the Town Manager or Select Board. If further action is determined to be needed, I would recommend that the Local Retirement Board be eliminated as an option for the form of board as the assets held in the Trust belong to the Town of Concord, and not to the Concord Retirement System.

/kal

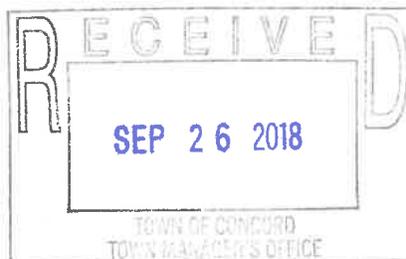


TOWN OF CONCORD
DIVISION OF NATURAL RESOURCES
141 KEYES ROAD, CONCORD, MASSACHUSETTS 01742
TEL. (978) 318-3285 FAX (978) 318-3291

Delia R. J. Kaye
Natural Resources Director

September 19, 2018

Thomas McKean, Chair
Concord Select Board
22 Monument Square
Concord, MA 01742



Re: Paddler Access Signs

Dear Mr. McKean,

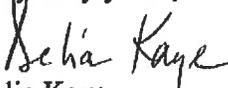
OARS received a grant to install signs informing the public of locations where paddlers can access the rivers and I respectfully request Select Board permission to install these signs. The signs are 8 inches by 8 inches (copy attached) and would be affixed to a standard metal street sign post. There are four locations in Concord where these signs would be installed:

- Pine Street
- Dino's (1135 Main Street)
- 36A Baker Ave (where the new boat launch is being created)
- Lowell Road boat launch

Two locations would be within the road ROW: Pine Street and Lowell Road. At Dino's, the sign would be placed on Water Department land in front of the (undedicated) parking spaces in the Dino's lot available to paddlers. At 36A Baker Ave conservation land, the sign would be placed in the vicinity of the small parking lot that will be constructed this fall.

If you have any questions, please don't hesitate to contact me.

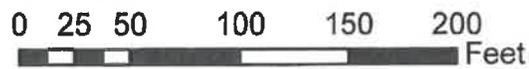
Very truly yours,


Delia Kaye
Natural Resources Director

cc: Christopher Whelan, Town Manager



Proposed Paddler Access Signs - Pine Street



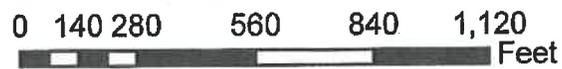
Proposed Paddler Access Signs - Baker Avenue/Dino's



0 25 50 100 150 200
Feet



Proposed Paddler Access Signs - Lowell Road



Effective Date: December 27, 1990
Revised: June 1999
September 2012
March 2013
July 2, 2018

Town of Concord
APP # 43
Naming of Town Property

It is the policy of the Select Board that the naming of publicly-owned property shall be done sparingly, for good cause shown.

Requests for naming of any public property, such as buildings, rooms within buildings, playgrounds, recreational facilities, squares, parks and other public facilities shall be considered at an advertised public hearing before the Board or Committee responsible for operating the facility (when applicable). The Board or Committee shall then refer a suggestion, or suggestions, to the Select Board with a record of the hearing and a Committee recommendation for approval. If the facility is not under the jurisdiction of any other Board or Committee, the request shall be referred to the Select Board who shall hold said public hearing before making a decision.

It is the policy of the Select Board that renaming of a property be done very sparingly, for compelling reasons. Renaming of a property already named for a person or family shall be undertaken only by Town Meeting.

A property bearing a name other than that of a person or family shall be renamed in accordance with the procedure for Naming of Town Property.

The Select Board may, at their discretion, authorize the placement and display of commemorative plaques or other memorial markers within Town buildings or upon Town-owned lands to recognize contributions to the Town by individuals or groups. The use of commemorative plaques or other memorial markers may include but is not limited to the recognition of material donations, financial donations or service to the Community. The function, design and placement of all commemorative plaques by groups must be approved by the Select Board and the costs associated with the production and maintenance of the plaques shall be the responsibility of the group requesting display space. The Select Board reserves the right to relocate any commemorative plaque or marker should it be needed for the functionality of the Town's overall operation. The Town does not assume responsibility for the replacement of damaged or missing markers, nor does the Town agree to maintain said markers in perpetuity.

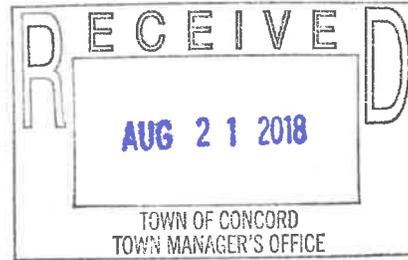
It is the policy of the Select Board that the naming of property may not be linked to any terms, conditions, or transference or sales to the Town of Concord unless expressly agreed to by the Select Board *prior* to the acquisition. Naming rights linked to the procurement of a parcel, or parcels, shall only be undertaken by the Select Board if it is determined that certain monetary valuations may be afforded to the Town in exchange for Naming Rights granted to a seller(s). In each instance, extreme care will be taken to review the individual circumstances related to the deal; the Select Board shall take into account area market comparisons for public land naming rights. As appropriate, the Town may seek professional appraisal services to determine an accurate valuation for naming rights as well as the overall appropriateness of the transaction.

Distribution: All Department Heads
All Committee and Board Chairpersons

Andrew Mara

To: MARK RIDICK
Subject: RE: Spencer Ridick's Memorial bench proposal

From: MARK RIDICK [<mailto:mark.ridick@comcast.net>]
Sent: Tuesday, August 21, 2018 10:34 AM
To: Andrew Mara
Cc: Kristie Ridick
Subject: Spencer Ridick's Memorial bench proposal



Hi Andrew,

Please accept this email as our formal request for a memorial bench, in my late son's name, on town property.

Several weeks ago we met with Delia Kaye from Natural Resources to discuss our idea of a memorial bench for our son Spencer, who passed in January. Spencer was a huge nature fan and his favorite course at CCHS was Rivers and Revolutions. The focal point of the course is connect students with themselves, and the environment and history that surrounds them. As part of this course students canoe the Concord River, from that Spencer came to love Egg Rock and Squaw Sachem Trail. For this reason, we would like to propose a memorial bench located in this area.

I've attached two pictures for your review, one is of the design of the granite bench and one of the actual granite slab we are using. We are mounting a bronze plaque on the front edge (approximately 7" in height) and the bench length is just over 5'.

It's been recommended that we leave 1.5" on either side of the in-lay, leaving 4" for the plaque height and length at our discretion. Our plan is to affix the plaque with an epoxy, and further secured with masonry screws if needed.

We are purchasing the slab from Granite Brook Stone in Weston and they will create an in-lay for the plaque once I confirm what is needed. Please note, we are leaving the granite slab (also known as Old New England granite) "rough" to align with the natural surroundings of the proposed site.

Here is what we'd like inscribed on the plaque:

**In Memory of:
Spencer Frank Ridick 1997-2018
Always With Us In Spirit and Forever In Our Hearts**

I've also attached the River Confluence Trail Map with our proposed location for the bench. We had walked this site with Delia and Bob Hale (contractor) and agreed that this location would be ideal.

Please let me know if you need any additional information and/or have any questions.

Thank you for your consideration in this matter.

Best Regards,
Mark & Kristie Ridick
478 Lexington Rd
Concord, MA 01742
508-454-5045

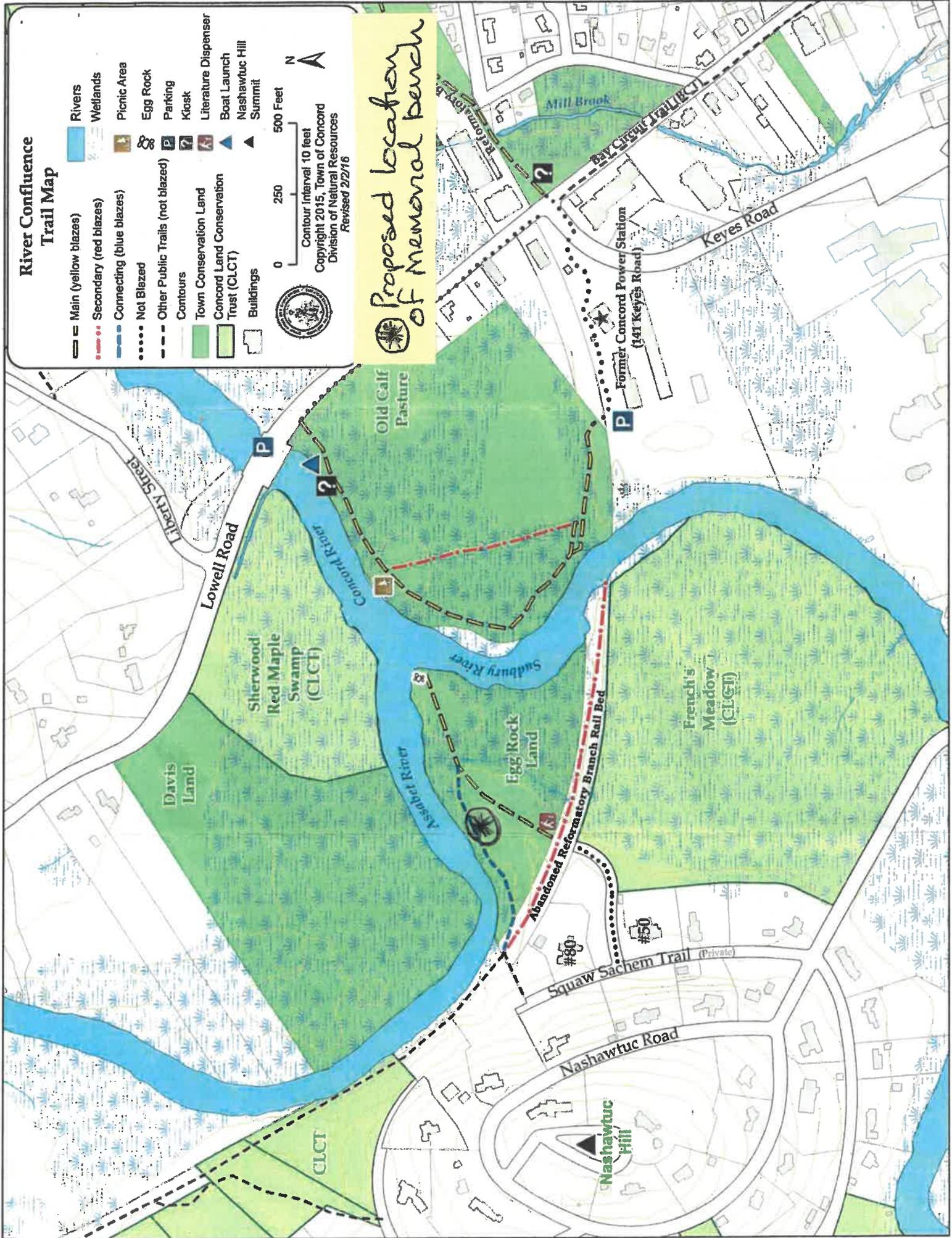
River Confluence Trail Map

- Main (yellow blazes)
- Secondary (red blazes)
- Connecting (blue blazes)
- Not Blazed
- Other Public Trails (not blazed)
- Contours
- Town Conservation Land
- Concord Land Conservation Trust (CLCT)
- Buildings
- Rivers
- Wetlands
- Picnic Area
- Egg Rock
- Parking
- Kiosk
- Literature Dispenser
- Boat Launch
- Nashawtic Hill
- Summit



0 250 500 Feet
 Contour Interval 10 feet
 Copyright 2015, Town of Concord
 Division of Natural Resources
 Revised 2/2/16

Proposed location of Memorial bench









Town of Concord Select Board Policies Regarding Public Private Partnerships

For all new proposed partnerships:

- All P3s involving the Town, Town property and/or other Town assets must originate with the Town Manager.
- The Select Board will hold a public meeting for any new Public Private Partnership over \$150,000 to help ensure that the public is aware of the proposed partnership.
- The Town will develop and maintain a website where information about all public private partnerships within the jurisdiction of the Town will be made available to the public.
- Before the Select Board or the Town Manager will take any action to approve a partnership the following must take place:
 - Material associated with the proposed partnership as well as a project description shall be posted on the Town's website.
 - The Select Board will determine what other methods will be used to help ensure that the public is aware of the proposed partnership.
 - There will be a ten-day comment period associated with every proposed public private partnership.
 - A memorandum on understanding between the Town and the private organization to which it would partner shall be drafted. It shall be kept as a draft throughout the process of deliberation about the partnership. A more detailed description of the content of said MOU is contained in Appendix A.
 - If the partnership is approved by the Select Board, the Town Manager or by Town Meeting, the signed MOU shall become a permanent part of the record.
 - In approving a partnership, the Select Board, Town Manager or Town Meeting shall also determine a specific timetable for the future review of the partnership.

For existing partnerships:

- The Town Manager or his designated representative shall develop a schedule to review all public private partnerships.
- Partnerships deemed by the Town Manager to be have been significant – involving \$150,000 or that have lasted for over a year – shall be reviewed by the Select Board according to the schedule developed by the Town Manager.

- A designated representative of the Town Manager shall review all other partnerships, according to the above-mentioned schedule.
- On an annual basis the Town Manager will provide a summary of the review of all existing partnerships at a public meeting held by the Select Board.

Partnerships within the Town but not under the jurisdiction of the Town Manager and Select Board

- The Select Board and Town Manager will undertake to be aware of any proposed partnerships within the Town that may not be under their jurisdiction.
- The Select Board and Town Manager will endeavor, when aware of such a proposed partnerships, to ensure that they are brought to the attention of the citizens through the Town's website and by other means that may be useful.
- The Select Board will work with other jurisdictions in Town to encourage the adoption of similar policies regarding public private partnerships within these jurisdictions.

Appendix A: Select Board Policies Regarding
Public Private Partnerships
P3 Partnership MOU
Proposed content

P3 Partnership MOU and Contract should include the following subjects.

- Cost to town
 - Both project costs and long term maintenance costs
 - Taxpayer vs private funds
- Does it meet State, Local and Federal Statutes
 - Review zoning issues
- Town Benefit
 - Does proposal align with town goals and needs?
 - Clearly defined revenue stream
 - Town character enhancement
 - Impact on other town activities
- Town character affected and # of residents affected: before/during/after project
 - Long Range Plan – support or conflict?
 - e.g. Open land/Fitness center/Resource (library)/low income housing
- Long term maintenance requirements and ownership
 - Should there be an endowment to cover future maintenance/operation costs?
 - Insurable interest?
- Outline of project schedule and deliverables:
 - Timeframe
 - Milestones
 - Contingency if milestones not met
- Funding sources
 - Schedule of fundraising
 - Consequence if funding objectives not met
- Project review
 - Commit to quarterly meetings with the P3 committee

Appendix A

TOWN OF CONCORD, MASSACHUSETTS
2018 SPECIAL TOWN MEETING UPDATE

Concord's 2018 Special Town Meeting was called to order in the auditorium of the Concord Carlisle High School at 7:00 pm on Monday, October 1st to take up thirteen articles. The results of town meeting action are listed below. Special Town Meeting dissolved at 10:33 pm on Monday evening having concluded its legislative business.

ARTICLE	DATE	SUBJECT	RESULT
1	10/1	Eminent Domain Settlement (214Y Main Street) – Additional Compensation	Passed by Declared Near Unanimous Vote
2	10/1	Eminent Domain Settlement (214Y Main Street, Concord & 37 Knox Trail, Acton) – Grant of Easement	Passed by Declared Unanimous Vote
3	10/1	Eminent Domain Settlement (214Y Main Street) – Zoning Bylaw Amendment	Passed by Declared Near Unanimous and Well Over Two-thirds Vote
4	10/1	White Pond Associates, Inc. – Gift of Real Estate	Passed by Declared Substantial Majority
5	10/1	White Pond – Appropriation of Funds for Beach Operations	Passed by Declared Near Unanimous Vote
6	10/1	Concord-Carlisle Regional High School – Capital Improvements	No Action Declared
7	10/1	Concord-Carlisle Regional High School – Capital Feasibility Study	No Action Declared
8	10/1	Town Manager Search – Appropriation of Funds	Passed by Declared Near Unanimous Vote
9	10/1	Police Department – Fiscal Year 2019 Supplemental Appropriation	Passed by Declared Two-thirds Vote
10	10/1	State Grant for Transit Services – Appropriation of Funds	Passed by Declared Near Unanimous Vote
11	10/1	Legal Services – Appropriation of Funds	Passed by Declared Majority Vote
12	10/1	Amendment of Phase Ii Black Birch Site Development And Use Proposal	Failed for lack of majority
13	10/1	Bruce Freeman Rail Trail – Grant of Easement	Passed by Declared Well More Than Two-thirds Vote



Town of Concord

Office of the Town Clerk
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742-0535

SPECIAL TOWN MEETING OCTOBER 1, 2018

EMINENT DOMAIN SETTLEMENT (214Y MAIN STREET) - ADDITIONAL COMPENSATION

ARTICLE 1.

WARRANT ARTICLE

To determine whether the Town will vote to transfer from free cash, the sum of \$1,000,000, or any other sum, to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2019, or take any other action relative thereto.

HANDOUT

ARTICLE 1. Mr. Whelan moves: that the Town appropriate the sum of \$300,000, to be paid to W.R. Grace & Co. – Conn., as a settlement payment in compensation for the property at 214Y Main Street taken by eminent domain by the Town in August of 2015, said funds to be expended under the direction of the Town Manager; and that to meet this appropriation, the sum of \$150,000 be transferred from Light Plant Fund receipts and that the Town Treasurer with the approval of the Select Board is authorized to borrow the sum of \$150,000 under the provisions of Chapter 44 of the Massachusetts General Laws, and further that any premium received by the Town upon the sale of any bonds or notes approved by the vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount; and further that while said bonds or notes shall be general obligations of the Town, it is the intent of the Town that said bonds and notes are to be repaid by the Sewer Fund.

VOTE

Upon a **MOTION** made by Mr. Whelan and duly seconded, the following was **VOTED**:

That the Town take affirmative action on Article 1 as printed in the handout as applicable to this Article.

Passed by Declared Near Unanimous Vote
October 1, 2018

A True Copy Attest:

Kaari Mai Tari
Town Clerk



Town of Concord

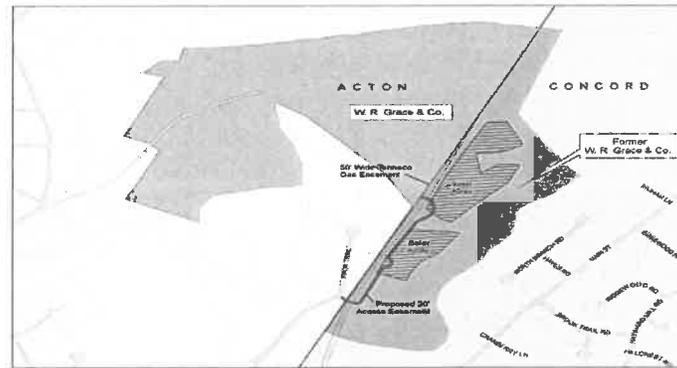
Office of the Town Clerk
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742-0535

SPECIAL TOWN MEETING OCTOBER 1, 2018

EMINENT DOMAIN SETTLEMENT (214Y MAIN STREET, CONCORD & 37 KNOX TRAIL, ACTON) – GRANT OF EASEMENT

ARTICLE 2.

WARRANT ARTICLE



To determine whether the Town will vote to authorize the Select Board to grant or deed an easement, on terms and conditions acceptable to the Select Board, over a parcel of land owned by the Town at 214Y Main Street, Concord and 37 Knox Trail, Acton, MA for the purposes of providing and maintaining emergency access to W.R. Grace & Co. – Conn., and its successors and assigns (collectively “Grace”), to and from Grace’s property in Acton; or take any other action relative thereto.

VOTE

Upon a **MOTION** made by Mr. Whelan and duly seconded, the following was **VOTED**:

That the Town take affirmative action on Article 2 as printed in the warrant.

Passed by Declared Unanimous Vote
October 1, 2018

A True Copy Attest:

Kaari Mai Tari
Town Clerk



Town of Concord

Office of the Town Clerk
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742-0535

SPECIAL TOWN MEETING OCTOBER 1, 2018

EMINENT DOMAIN SETTLEMENT (214Y MAIN STREET) - ZONING BYLAW AMENDMENT

ARTICLE 3.

WARRANT ARTICLE

To determine whether the Town will vote to amend the **Zoning Bylaw Section 4.4.1 Concord Municipal Use** to (i) add "(1)" before the words "the general use and welfare of the Town"; (ii) replace the period after the words "within the Town" with a semicolon (;); and (iii) add at the end of the section "or (2) emergency vehicular or pedestrian access over land owned by the Town to access an adjacent property." so that the section reads as follows (changes are shown below in bold for reference only) - or take any other action relative thereto.

4.4.1 *Town of Concord Municipal Use*: use of any building, facility and/or area owned or leased by the Town of Concord for **(1)** the general use and welfare of the Town, its inhabitants or businesses located within the Town; **or (2) emergency vehicular or pedestrian access over land owned by the Town to access an adjacent property.**

VOTE

Upon a **MOTION** made by Mr. McKean and duly seconded, the following was **VOTED**:

That the Town take affirmative action on Article 3 as printed in the warrant.

Passed by Declared Near Unanimous Vote
October 1, 2018

A True Copy Attest:

Kaari Mai Tari
Town Clerk



Town of Concord

Office of the Town Clerk
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742-0535

SPECIAL TOWN MEETING OCTOBER 1, 2018

WHITE POND ASSOCIATES, INC. – GIFT OF REAL ESTATE

ARTICLE 4.

WARRANT ARTICLE

To determine whether the Town will vote to authorize the Select Board to accept from White Pond Associates Inc. the gift of the fee, easement or other property interests in, on, over, across, under and along all or any portion of Lot A-1, Lot B-1, Lot C-1 and Parcel X all as shown on a plan entitled "Plan of Land in Concord, Massachusetts," prepared for White Pond Associates Inc. dated August 2, 2018 by Perley Engineering LLC, containing a total of 18.14 acres, more or less, with improvements thereon (herein the "White Pond Property") subject to a perpetual restriction limiting the use of the White Pond Property to recreation, open space and/or conservation purposes under such terms and conditions as the Select Board and White Pond Associates Inc. mutually determine; or take any other action relative thereto.



VOTE

Upon a **MOTION** made by Ms. Kaufman and duly seconded, the following was **VOTED**:

That the Town take affirmative action on Article 4 as printed in the warrant.

Passed by Declared Substantial Majority Vote
October 1, 2018

A True Copy Attest:

Kaari Mai Tari
Town Clerk



Town of Concord

Office of the Town Clerk
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742-0535

SPECIAL TOWN MEETING OCTOBER 1, 2018

WHITE POND – APPROPRIATION OF FUNDS FOR BEACH OPERATIONS

ARTICLE 5.

WARRANT ARTICLE

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$30,000, or any other sum, to be expended under the direction of the Town Manager, for the costs of operating a public bathing beach at White Pond, including staffing, equipment, materials, and consulting services related to operating a public bathing beach facility, and other costs necessary or incidental thereto; or take any other action relative thereto.

VOTE

Upon a **MOTION** made by Mr. Whelan and duly seconded, the following was **VOTED**:

That the Town raise and appropriate the sum of \$30,000 to be expended under the direction of the Town Manager, for the cost of operating a public bathing beach at White Pond, including staffing, equipment, materials and consulting services related to operating a public bathing beach facility, and other costs necessary or incidental thereto.

Passed by Declared Near Unanimous Vote
October 1, 2018

A True Copy Attest:

Kaari Mai Tari
Town Clerk



Town of Concord

Office of the Town Clerk
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742-0535

SPECIAL TOWN MEETING OCTOBER 1, 2018

TOWN MANAGER SEARCH – APPROPRIATION OF FUNDS

ARTICLE 8.

WARRANT ARTICLE

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$20,000, or any other sum, to be expended under the direction of the Town Manager, for the cost of hiring a professional recruiting firm, and advertising and other costs associated with recruiting a new Town Manager; or take any other action relative thereto.

VOTE

Upon a **MOTION** made by Mr. McKean and duly seconded, the following was **VOTED**:

That the Town raise and appropriate the sum of \$20,000 to be expended under the direction of the Town Manager, for the cost of hiring a professional recruiting firm, and advertising and other costs associated with recruiting a new Town Manager.

Passed by Declared Near Unanimous Vote
October 1, 2018

A True Copy Attest:

Kaari Mai Tari
Town Clerk



Town of Concord

Office of the Town Clerk
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742-0535

SPECIAL TOWN MEETING OCTOBER 1, 2018

POLICE DEPARTMENT – FISCAL YEAR 2019 SUPPLEMENTAL APPROPRIATION

ARTICLE 9.

WARRANT ARTICLE

To determine whether the Town will vote to transfer the sum of \$48,000, or any other sum, from the Emergency Response Stabilization Fund to be added to the amounts previously appropriated under Item No. 11, Police Department, of Article 7 of the 2018 Annual Town Meeting, said sum to be expended under the direction of the Town Manager; or take any other action relative thereto.

VOTE

Upon a **MOTION** made by Mr. Whelan and duly seconded, the following was **VOTED**:

That the Town transfer the sum of \$48,000 from the Emergency Response Stabilization Fund to be added to the amounts previously appropriated under Item No. 11, Police Department, of Article 7 of the 2018 Annual Town Meeting, said sum to be expended under the direction of the Town Manager.

Passed by Declared Two-thirds Vote
October 1, 2018

A True Copy Attest:

Kaari Mai Tari
Town Clerk



Town of Concord

Office of the Town Clerk
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742-0535

SPECIAL TOWN MEETING OCTOBER 1, 2018

STATE GRANT FOR TRANSIT SERVICES – APPROPRIATION OF FUNDS

ARTICLE 10.

WARRANT ARTICLE

To determine whether the Town will vote to appropriate from Transportation Network Surcharge Fees, the sum of \$3,210, or any other sum, to address the impact of transportation network services on municipal roads, bridges and other transportation infrastructure or any other public purpose substantially related to the operation of transportation network services in the town, including but not limited to, the complete streets program established pursuant to Massachusetts General Laws c. 90I, § 1, and other programs that support alternative modes of transportation; or take any other action relative thereto.

VOTE

Upon a **MOTION** made by Mr. Whelan and duly seconded, the following was **VOTED**:

That the Town appropriate the sum of \$3,210 from Transportation Network Surcharge Fees, to address the impact of transportation network services on municipal roads, bridges and other transportation infrastructure or any other public purpose substantially related to the operation of transportation network services in the Town, including but not limited to, the complete streets program established pursuant to Massachusetts General Laws c. 90I, § 1, and other programs that support alternative modes of transportation.

Passed by Declared Near Unanimous Vote
October 1, 2018

A True Copy Attest:

Kaari Mai Tari
Town Clerk



Town of Concord

Office of the Town Clerk
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742-0535

SPECIAL TOWN MEETING OCTOBER 1, 2018

LEGAL SERVICES – APPROPRIATION OF FUNDS

ARTICLE 11.

WARRANT ARTICLE

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$100,000, or any other sum, to be added to the funds appropriated under Article 7, Item 2 Legal Services of the 2018 Annual Town Meeting, said sum to be expended under the direction of the Town Manager; or take any other action relative thereto.

VOTE

Upon a **MOTION** made by Mr. Whelan and duly seconded, the following was **VOTED**:

That the Town raise and appropriate the sum of \$100,000 to be added to the funds appropriated under Item No. 2, Legal Services, of Article 7 of the 2018 Annual Town Meeting, said sum to be expended under the direction of the Town Manager.

Passed by Declared Majority Vote
October 1, 2018

A True Copy Attest:

Kaari Mai Tari
Town Clerk



Town of Concord

Office of the Town Clerk
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742-0535

SPECIAL TOWN MEETING OCTOBER 1, 2018

BRUCE FREEMAN RAIL TRAIL – GRANT OF EASEMENT

ARTICLE 13.

WARRANT ARTICLE

To determine whether the Town will vote to authorize the Select Board, for purposes of establishing, constructing, operating and maintaining an improved multi-use rail trail for non-motorized transportation, open space and recreation purposes and for all other purposes for which rail trails are now or hereafter may be used in the Commonwealth, to acquire by purchase, gift, eminent domain or otherwise fee, easement, leasehold, license or other real property interests in, on, over, across, under and along (a) all or any portion of the land, premises, easements, rights-of-way and/or other rights in Concord comprising the former Lowell Secondary Track railroad right-of-way acquired by the Commonwealth of Massachusetts, (acting through its former Executive Office of Transportation and Construction) by deeds dated April 28, and November 29, 1982, and recorded in the Middlesex South District Registry of Deeds at Book 14609, pages 302-317 and Book 14836, pages 507-512, and (b) abutting and underlying properties as necessary for clearing title to said railroad right-of-way, laying out an improved multi-use rail trail in that right-of-way and within associated easement, and providing access to the rail trail area for construction, maintenance and repair purposes, on such terms and conditions as the Select Board may determine, and further to see if the Town will raise and appropriate or transfer from available funds the sum of \$25,000, or any other sum, or accept gifts for these purposes, or take any other action relative thereto.

VOTE

Upon a **MOTION** made by Mr. McKean and duly seconded, the following was **VOTED**:

That the Town take affirmative action on Article 13 as printed in the warrant, in the amount of \$25,000, said amount to be raised and appropriated and expended under the direction of the Town Manager.

Passed by Declared Well More Than Two-thirds Vote
October 1, 2018

A True Copy Attest:

Kaari Mai Tari
Town Clerk

Town of Concord
TOWN MANAGER SEARCH COMMITTEE
Committee Charge

A. Purpose

The purpose of the Town Manager Search Committee is to conduct recruitment for the position of Town Manager and to recommend a group of finalists for the Select Board to consider in selecting Concord's next Town Manager.

B. Membership

The Committee shall be comprised of nine members appointed by the Select Board. The term of office shall be through May 31, 2019 unless extended by vote of the Select Board. Membership shall be as follows:

- Two members of the Select Board;
- Seven residents at-large with diverse experience and backgrounds, including service on a town committee, experience in hiring or human resources, or other indication of active involvement in town affairs.

C. Duties and Responsibilities

1. To engage the service of a professional executive search firm with experience in recruiting municipal managers in Massachusetts, and to recommend to the Select Board and Town Manager a selected firm. To develop in consultation with the Town's Human Resources Department, a scope of services for the selected firm.
2. To develop and finalize a timeline or schedule of milestone events relative to the search for a new Town Manager, subject to the approval of the Select Board.
3. To schedule listening and discussion sessions to solicit input from town staff, committees, residents and other stakeholders to help inform the Select Board about the qualities, strengths and characteristics required for a successful Town Manager.
4. To become familiar with the Town Charter as it relates to the Town Manager's role in Town Government. To review the Town Manager's job description and recommend any revision, if necessary, to the Select Board. To work with the recruitment consultant to develop marketing materials or other community information describing the work environment and performance expectations for potential candidates. To develop selection criteria for evaluation candidates.
5. To review the application materials submitted by applicants who are recommended by the search consultant for interviews and to evaluate the materials and information based on the established selection criteria. To work with the consultant to develop interview questions for the committee interview process. To conduct interviews of the recommended candidates in executive session.
6. To review background information and references as appropriate.

7. To recommend to the Select Board between 3 to 5 prospective candidates who best match the selection criteria for further consideration by the Select Board, unless a lesser number of candidates is agreed upon by the Board. The committee shall present its recommendations to the Select Board in a written report that will include a summary description of the recruitment process.
8. Provide whatever additional information the Select Board may request. This committee charge may be amended at the Select Board's determination.
9. Staff support for the committee will be provided by the Human Resources Department. If additional resources are required, the committee chair will consult with the Select Board chair, who will discuss with the Town Manager how best to address the committee's needs.

D. Other Considerations

The Town Manager Search Committee shall elect a chair and a committee clerk, who will be responsible for maintaining the record of the committee's actions in a manner which is in compliance with all relevant State and local laws and regulations, including but not limited to, the Open Meeting Law, Public Records Law and Conflict of Interest Law. The Committee shall consult with the Town Manager concerning the allocation of town staff or financial resources toward this effort.

TOWN OF CONCORD
TOWN MANAGER – JOB DESCRIPTION

JOB DESCRIPTION

1. The Town Manager (the “Manager”) is the Chief Executive Officer of the Town, responsible for its resources, its operations, and the general conduct of its affairs. The Manager has the powers and duties set forth in the Town Charter which include: the appointment of the members of various committee and all town employees; supervising and training town employees, serving as Chief Procurement Officer and contract-awarding authority; preparing the annual town budget and annual town report; and proposing policies for consideration by the Select Board (the “Board”). The Manager is expected to comply with the requirements of the Town Charter, applicable laws of the Commonwealth, and the established policies and traditions of the Town. The Manager is appointed by and responsible to the Select Board (the “Board”).
2. The Town is a complicated organization comprised of citizen boards and committees, town officers, and employees organized by departments. Many town committees and officials exercise authority granted under state law or local bylaw. The goals of town committees and departments can at times be in conflict, and it is the role of the Manager to encourage constructive dialogue and the respectful exchange of views.
3. Within the above context, the Manager shall perform the roles of leader, manager and administrator.

As Leader:

- (a) The Manager shall continually work with the Senior Management Team and other staff to hire, train, motivate, review, promote, discipline and dismiss employees. One of the Manager’s highest priorities shall be to develop an enthusiastic, motivated and well-trained staff committed to serving the Town’s citizens and its policy-making boards and committees with respect and without personal bias or preference. The Manager shall be committed to the free exchange of information, ideas and opinions and will foster transparency in the decision-making and openness in helping employees and citizens understand how decisions are made.
- (b) The Manager shall be a planner, with long-term vision, continually seeking improvements the in organization and opportunities to improve Town government and its efficiency, effectiveness and responsiveness; the Manager shall encourage a philosophy of continuous improvement across all departments and anticipating the community’s needs.
- (c) The Manager shall formulate policies to assist the Board in identifying and addressing issues before they become critical and in developing policy options for the Board’s consideration.

As Manager:

The Manager shall, with appropriate staff, prepare annually a Town budget consistent with the guidelines of the Finance Committee and present it to the Board and the Town Meeting. The Manager shall consider the community’s financial well-being to be of paramount importance. The Manager shall manage the Town’s activities within the budget as approved by Town Meeting. The Manager shall stay informed about both external and internal events and trends which could impact the Town’s fiscal situation in both the short term and longer term and shall keep the Board informed of such events.

As Administrator:

The Manager shall work to ensure that the activities of the Town are smoothly administered and that administrative policies and procedures are clear, up-to-date, and revised as conditions change. The Manager shall coordinate actions among town department, and between boards and committees to provide a smooth, seamless Town government.

4. The Manager should be an excellent communicator, with strong verbal and writing skills.
5. The Manager will serve as a spokesperson for the Town with entities such as local, state and federal agencies, business and community groups and citizens.
6. The Manager shall demonstrate the highest ethical standards and shall require ethical conduct for all Town employees.

Qualifications:

1) Personal Qualifications

- Integrity.
- Dedication the position and to the long-term welfare of the community.
- Ability to respect and appreciate differing opinions and perspectives.
- A collegial approach to solving complex problems and sharing information.
- Physical health necessary to perform the duties of the job.

2) Managerial Knowledge and Skills

- Comprehensive knowledge of local government structures, services, financing and administration.
- Ability to develop and implement long and short-term planning processes.
- Innovative problem-solving ability.
- Ability to empower and strengthen the skills of subordinates, to organize and to delegate effectively, to motivate subordinates and to foster teamwork.
- Acceptance of responsibility for acts and decisions of subordinates.
- Ability to develop, explain, and adhere to complex budgets.
- Strong analytical and decision-making skills.
- Ability to prepare well-written persuasive letters, memoranda and formal reports.
- Ability to make effective oral presentations, both prepared and extemporaneous.
- Competence in public relations techniques.
- Effective negotiation skills.
- Ability to develop consensus among a wide range of individuals with diverse backgrounds, interests and concerns.

3) Training and Experience

- Any combination of education and experience that provides the knowledge and abilities referred to above. Typical will be: a Master's Degree in Public Administration and at least seven (7) years of experience in positions of broad responsibility in municipal administration.
- Experience in budget analysis and preparation.
- Experience with open town meeting form of government is desirable.

TOWN OF BEDFORD
Selectmen
10 Mudge Way, Bedford, MA 01730

REQUEST FOR QUOTE
BEDFORD TOWN MANAGER SEARCH

OVERVIEW

The Town of Bedford is seeking to recruit and appoint the next Town Manager. The present Town Manager will be retiring in the late summer of 2018 after thirty (30) years of service to the Town. The Town Manager is appointed by and reports to five (5) elected Selectmen who together are the Chief Executive Officers of the Town. The Town Manager is assisted by an Assistant Town Manager, a Human Resources Manager and a dedicated team of department heads, managers and employees. The Town also is served by other elected and appointed volunteer boards, commissions and committees that contribute to various aspects of Town governance. Bedford, a community of 14,230 permanent residents with a daytime population approximately twice that size, has an Open Town Meeting form of government.

The Scope of Work below outlines requirements for the Town Manager search. Bedford's current form of government was originally established in 1974 through adoption of a Home Rule Charter. Since that time there have been amendments to the Town Charter that have progressively increased the scope and responsibilities of its Town Manager position. See link to the Bedford Town's Charter at https://www.bedfordma.gov/sites/bedfordma/files/uploads/charter_and_bylaws_updated_thru_stm_2017.pdf

SCHEDULE AND TIME LINE

The Request for Quote (RFQ) will be available in the Bedford Town Manager's Office, Bedford Town Hall, 10 Mudge Way, MA 01730, after Thursday, March 22, 2018 or via email by contacting current Town Manager Richard T. Reed in the Town Manager's Office: rreed@bedfordma.gov . Any questions related to this RFQ shall be submitted in writing and received no later than 4:00 p.m. EDST on March 29, 2018 and must be in writing and submitted to Town Manager Reed via e-mail at the email address above. Responses to questions will be shared with all RFQ recipients.

Quotes MUST include an original and six (6) copies and must be submitted in hard copy form (no emailed quotes will be accepted). Quotes will be received until Noon Tuesday, April 3, 2018. Quotes received after this time and date will be rejected. It is the proposer's sole responsibility to submit the quote by the deadline.

Applicants must also execute, as required by law, and include in the sealed submission the Certificate of Tax Compliance and the Certificate of Corporate Authority, copies of which are attached.

Quotes are to be sealed and properly identified on the outer envelope as Quote for Bedford Town Manager Search with the applicant's name and address and delivered to:

Richard T. Reed, Town Manager & Chief Procurement Officer
Town of Bedford
10 Mudge Way
Bedford, MA 01730
(781) 275-1111

Interviews of RFQ finalist(s) may be held in early April 2018. Award of this contract, if any, will occur no later than April 10, 2018.

SCOPE OF WORK

The Town of Bedford seeks quotes from executive search consultants, with demonstrated successful experience in recruiting municipal executives in Massachusetts, to assist in recruiting highly qualified candidates for the position of Bedford Town Manager. It is planned that the new Town Manager would begin his/her employment on or before but not later than September 18, 2018.

The Consultant shall work with the Selectmen, senior staff of the Town and an appointed Screening Committee to actively source, recruit, evaluate suitability of, interview and recommend qualified candidates.

The scope of work will include, but not be limited to, a process that includes the following:

- Consultant shall establish a schedule with expected milestones for the recruitment process with the expectation that the appointment will be made by the Selectmen in mid-July with the newly appointed Town Manager beginning his or her service not later than September 18, 2018.
- Consultant shall assist the Screening Committee in soliciting community input and feedback regarding the traits and management style desired in a new Town Manager. This item shall include assistance in developing the process for soliciting opinions, creating vehicles for eliciting stakeholder feedback and compiling results and presenting conclusions. Consultant will present a written summary report to the Selectmen with findings and recommendation from stakeholder interviews and other information gathering efforts.
- Consultant shall assist the Screening Committee by:
 - Finalizing the ideal candidate profile/qualifications for approval by the Selectmen.
 - Establishing selection criteria, as well as the process and related documents for evaluating Town Manager candidates.
 - Developing marketing documents for prospective candidates. These shall include background statements and expectations regarding the Town Manager position for the prospective candidates as well as marketing information regarding the Town for distribution to prospective candidates.
 - Advertising the position regionally and nationally where likely qualified candidates will be searching for job opportunities (websites, publications, etc.). The Town of Bedford will be responsible for posting the position and related marketing materials on its website.
 - Generating a diverse pool of no fewer than nine (9) highly qualified candidates who most closely match the ideal candidate profile/qualifications. Consultant shall identify potential candidates and secure their applications, ensure they meet the position profile/qualifications, and screen them for suitability with the Town of Bedford.
 - Presenting the Screening Committee with resumes of the nine (9) qualified applicants, scheduling interviews with the Screening Committee and, then, for the three (3) or four (4) finalists, with the Selectmen.
 - Providing training and guidance to the Screening Committee and the Selectmen in areas of human resources best practices and legal requirements and instructions applicable throughout the process.
 - Providing reference checking guidance and related questionnaire.

- Providing timely notification in writing to all candidates who applied but were not selected for initial interviews and, also for those interviewed but not offered the position.
- Consultant shall act at all times in an attentive, ethical, and responsible manner and represent the Town of Bedford with the utmost concern for the Town's interests, goals and image with candidates, other communities, and members of the general public.

The Selectmen reserve the right to accept or reject candidates recommended by the consultant and Screening Committee.

REQUEST FOR PROPOSAL MINIMUM REQUIREMENTS

- Table of Contents, showing where required information can be found by section and page.
- Letter of Interest, including the firm's history and the name of the lead consultant who will be assigned to work directly with the Town on this search. The contract with the selected firm will require the same lead consultant for the duration of the search process.
- An Organizational Chart, if the Proposer is a firm or a corporation, indicating the name and position of all consultants who will work with the Town on this search. If the Proposer is not a firm or corporation, the Proposer should so state in this section making clear related background and experience.
- Current Resume(s), including summaries of credentials and number of years of experience providing executive municipal search services for the lead consultant assigned to Bedford and any additional consultant(s) who will be assigned to work with the Town on this search.
- Description of the Proposer's Approach and Plan for performing services outlined in the Scope of Work (see above), including:
 - Description of how the Proposer will identify and target the needs of the Town in the search for a new Town Manager;
 - Description of the consultant's approach to ensuring community involvement and input;
 - Description of proposed candidate recruitment strategies;
 - Description of the consultant's proposed implementation plan;
 - Proposed timeline with specific milestones;
 - List of contracts, including name, address and telephone number, of all communities for which the firm has provide similar Town Manager or Town Administrator search services during the past three (3) years. A minimum of five (5) such searches in the past three (3) years are required.
 - References with current name and telephone/email contact information, for the minimum of five (5) comparable executive search projects completed in the past three (3) years;
 - Sample promotional/marketing materials used in similar Town Manager/Town Administrator searches;
 - Detailed budget of all expected costs including consulting fees, advertising costs, consultant travel expenses and other associated expenses.
 - Signed Required Certifications pertaining to Tax Compliance, Corporate Authority, Good Faith and Conflict of Interest (included as Attachment A to the RFQ).
- Proposals must include a statement confirming that the consultant agrees to provide the insurance coverage specified below. Award will be contingent upon consultant providing a Certificate of Insurance naming the Town of Bedford as an additional insured for the coverage types and amounts specified below. Failure to provide such evidence of coverage acceptable to the Town of Bedford shall result in cancelation of this contract award.

- Price Quotes shall remain in effect for a period of 60 (sixty) calendar days from the RFQ due date until a contract is executed, or this Request for Quote is canceled, whichever occurs first.
- Price Quotes submitted without the required Certification form (Attachment A) or including other conditions of pricing will be disqualified.
- The Town of Bedford Standard Purchase Order will be for the form of contract utilized (included as Attachment B to the RFQ).

INSURANCE AND INDEMNIFICATION

The selected firm shall obtain and maintain at its own expense, general liability and motor vehicle liability insurance policies protecting the Town of Bedford in connection with any operation included in the contract, and name the Town of Bedford as an additional insured on the policies. General coverage shall be in the amount of \$1,000,000 per occurrence and \$2,000,000 aggregate for bodily injury and property damage liability. Workers' compensation insurance, consistent with the requirements of Massachusetts law, will also be required, if applicable. The selected firm shall be required to submit a Certificate of Insurance in accordance with the requirements above prior to the commencement of work. Failure to submit said Certificate or maintain required coverage shall result in cancelation of the contract.

Indemnification: The successful applicant shall agree to indemnify and hold harmless the Town of Bedford and its officers, boards and employees, and the Bedford Selectmen, from and against all claims, causes of action, suites, damages and liability of any kind which arise out to the negligence or willful misconduct of the successful applicant or its officers employees, agents and representative regarding the project manager serves performed.

Quotes must be signed as follows:

1. If the proposer is an individual, by her/him personally.
2. If the proposer is a partnership, by the name of the partnership, followed by the signature of each general partner.
3. If the proposer is a corporation, by the authorized officer, whose signature must be attested to by the Clerk/Secretary of the corporation and corporate seal affixed.

RULE FOR CONTRACT AWARD

The contract will be awarded to that Proposer that meets all minimum requirements, offering the best (lowest) price, and deemed to be in the best interest of the Town of Bedford. The Town reserves the right to accept any proposal in whole or in part, and to reject any and all proposals. The successful candidate will be required to sign an agreement acceptable in form to the Town.

TERM OF THE CONTRACT

It is anticipated that work under this contract shall begin approximately April 9, 2018 and shall be completed on or before September 18, 2018 when it is anticipated the new Town Manager will begin employment with the Town of Bedford. If the selected candidate begins work in Bedford and for any reason leaves the position within the first 12 months of employment, the consultant shall conduct another search under the terms of this contract for an amount equal to position advertising costs, consultant travel expenses and other approved directly related expenses only.

ATTACHMENT A

REQUIRED CERTIFICATIONS

CERTIFICATE OF TAX COMPLIANCE

Pursuant to M.G.L. c.62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, the below named business is in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

CERTIFICATE OF CORPORATE AUTHORITY

The principal, officer or person to sign below pledges under penalties of perjury, that he or she has been designated by the owner(s) or the Board of Directors of the below named firm as an authorized representative.

CERTIFICATE OF GOOD FAITH

Pursuant to M.G.L. c. 30B, § 10, I certify under penalties of perjury that, this bid or Quote has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

CERTIFICATE OF CONFLICT OF INTEREST LAW COMPLIANCE

The Bidder understands that the Massachusetts Conflict of Interest Law, Chapter 268A of the Massachusetts General Laws, applies to the Bidder with respect to the services required to be provided under this Contract. The Bidder and its officers, employees, agents, subcontractors and affiliated agencies shall not participate in any activity which constitutes a violation of the Massachusetts Conflict of Interest Law or which creates an appearance of a violation of the Massachusetts Conflict of Interest Law.

Signature of individual submitting bid or proposal

Date

Name of person signing bid or proposal (printed or typed)

Name or title of business (printed or typed)

Attested by Clerk/Secretary
(for Corporation)

Business address

SEAL:

Business phone number

MUST BE RETURNED SIGNED WITH THE SEALED QUOTATION PACKET

ATTACHMENT B
TOWN OF BEDFORD
PURCHASE ORDER FORM

**TOWN OF HANOVER
Board of Selectmen
550 Hanover St
Hanover MA 02339**

REQUEST FOR PROPOSALS

SEARCH FIRM TO ASSIST WITH TOWN MANAGER RECRUITMENT

OVERVIEW

The Town of Hanover is seeking to recruit a Town Manager. The Town enacted the Town Manager form of government in 2009. The Town Manager reports to a 5 person Board of Selectmen and is assisted in his/her work by a dedicated team of department heads, senior managers and employees. The Town is also fortunate to be served by both elected and appointed volunteer Boards, Commissions and Committees who take an active role in the governance of the Town. Hanover, a community of 14,000 residents, has an open Town Meeting form of government.

Following is the Scope of Services for the Town of Hanover to employ executive recruitment services for the recruitment of a Town Manager. It is important that the process includes public participation and input from a wide variety of stakeholders. The appointee to the Town Manager position will serve in accordance with the Special Act. The link to the Special Act is posted on Town's website at: <http://www.hanover-ma.gov/town-manager/pages/town-manager-act>

SCHEDULE AND TIME LINE

The Request for Proposals (RFP) will be available in the Hanover 02339, after 9:00 AM on Thursday November 16, 2017,

The RFP is available via email by contacting Ann Lee in the Board of Selectmen's office:
ann.lee@hanover-ma.gov

Inquiries involving procedural or technical matters related to the Request for Proposals shall be submitted in writing to Brian.barthelmes@hanover-ma.gov

Proposals will be received until 10:00 a.m. (Boston time) on Monday November 20, 2017.

It is the proposer's sole responsibility to submit the proposal before the deadline, and the Town is not responsible for delays in deliveries, deliveries attempted when Town offices are closed, mistakes in deliveries, or any other reason for a proposal that is not submitted prior to the deadline.

The award of this contract, if any, will be no later than thirty (30) days after the deadline for the submission of proposals. In accordance with the provisions of M.G.L. c.30B, §9, the Town of Hanover reserves the right to waive any informality in any or all proposals, or to reject any or all proposals, if it is in the public's best interest to do so.

SCOPE OF WORK

The Town of Hanover (Town) seeks proposals from executive search consultants experienced in recruiting municipal executives in Massachusetts to assist the Town in recruiting highly qualified candidates for Hanover's next Town Manager.

The Consultant shall work with the Board of Selectmen, Senior Staff of the Town and an appointed Screening Committee to actively source, recruit, evaluate suitability of, interview and refer qualified candidates to the Town of Hanover for the position of Town Manager.

The scope of work will include, but not be limited to, a process which includes the following:

- Consultant shall assist the Board of Selectmen, Senior Staff and designated Screening Committee in soliciting community input and feedback regarding the traits and management style desired in a new Town Manager. This item shall include facilitating at least one community forum, interviews with key staff and community stakeholders and compiling results and publishing conclusions.

Consultant will present a written report to the Board of Selectmen with findings and recommendations from stakeholder interviews and other information gathering efforts.

- Consultant shall work with the Board of Selectmen to develop descriptive documents for prospective candidates. The descriptive documents shall include: job description, ideal candidate profile, and community profile..
- Consultant shall conduct networking and other search activities to generate a diverse pool of highly qualified prospective candidates who meet the Board of Selectmen's selection criteria. These activities shall include, at a minimum, publishing the vacancy using regional and national means. Consultant shall focus on identifying potential candidates, screening them for suitability with the Town of Hanover, motivating them to interview for the position of Town Manager.
- Consultant shall work with the Screening Committee to review resumes of qualified applicants, schedule interviews with the Screening Committee and, then, for finalists, with the Selectmen. Consultant shall provide training and guidance to the Screening Committee and Board of Selectmen in areas of human resources best practices and legal requirements and instructions applicable though the process.
- Consultant shall facilitate / conduct two rounds of interviews; the first round involves on-site interviews with the screening committee. The second round of interviews consists of individual interviews between the Board of Selectmen and the top two to four candidates emerging from the initial interviews.
- Consultant will complete a comprehensive background investigation on the selected candidate which shall include, but not be limited to, previous employment, and criminal and motor vehicle records checks, finances, references, and interviews with previous employers.

- Consultant will assist with development of terms and conditions of employment, compensation, preparation of a conditional offer of employment, and creating a draft of an employment agreement.

PROPOSAL SUBMISSION REQUIREMENTS

Failure to submit documents requested may result in the Town's determination that a proposal is nonresponsive unless the Town deems such a failure to be a minor informality.

There are two components to the Proposal:

- A) Technical Proposal, including information about the proposer, references, and the services to be provided; and
- B) Price Proposal, including a fixed price fee for services to be rendered under the terms of the contract.

A) TECHNICAL PROPOSAL

The following documentation must be contained in the Technical Proposal to prove responsiveness to each required element. Technical Proposals received without the required documentation for each required element may be deemed unresponsive. Technical Proposals must be arranged in the order specified below, with responses and documentation separated by tabs or index dividers. Each page of the Technical Proposal must contain a footer with the page number.

Required Elements of the Technical Proposal:

- Letter of Interest, including the firm's history and the name of the principal or “lead consultant” who will be assigned to work directly with the Town on this search. Proposers are directed to note that the contract will require that the same principal or “lead consultant” be assigned to this contract for the duration of the search process, through and including the hiring of a Town Manager for the Town of Hanover.
- An Organizational Chart, if the Proposer is a firm or corporation, indicating the name and position of all consultants who will work with the Town on this search. If the Proposer is not a firm or corporation, the Proposer should so state in this section.
- Current Resume(s), including summaries of credentials and number of years of experience providing executive municipal search services for the lead consultant assigned to Hanover and any additional consultants who will be assigned to work with the Town on this search.
- Description of the Proposer's Approach and Plan for performing services outlined in the Scope of Work (see above), including:
 - Description of how the Proposer will specifically identify and target the needs of the Town in the search for a new Town Manager;
 - Description of the consultant's approach to ensuring community involvement and input;
 - Description of proposed candidate recruitment strategies;
 - Description of the consultant's proposed implementation plan;

- Proposed timeline with specific milestones;
- List of Recent Contracts, including name, address and telephone number, of all communities for which the firm has provided similar Town Manager or Town Administrator search services during the past five (5) years and specific persons to contact;
- References, for a minimum of three (3) comparable executive search projects completed in the past five (5) years;
- Promotional Material, include advertisements, brochures and other recruitment materials used in Town Manager/Town Administrator searches or promotional literature about the firm;
- Signed Certificate of Non-Collusion (Included as Attachment A to this RFP);
- Signed Certificate of Payment of Taxes (Included as Attachment B to this RFP)

B) PRICE PROPOSAL

- The Price Proposal form, included as Attachment C, must be completed and included as the proposer's Price.
- Price Proposals shall remain in effect for a period of 30 (thirty) calendar days from the date of proposal submittal or until it is formally withdrawn, a contract is executed, or this Request for Proposal is canceled, whichever occurs first.
- Price Proposals submitted without the required form or including other conditions of pricing may be deemed unresponsive.

PROPOSAL SUBMITTAL

Technical and Price Proposals may be submitted electronically or in separate sealed envelopes and plainly marked as follows: "TECHNICAL PROPOSAL-Hanover Town Manager Search", and "PRICE PROPOSAL-Hanover Town Manager Search" along with the name of the consultant, consulting firm or executive recruiter clearly marked on both envelopes. For electronic submittals, proposals must be submitted as individual attachments for Technical and Price proposals.

- IF PRICES ARE INCLUDED WITHIN THE TECHNICAL PROPOSAL, THE PROPOSAL WILL BE DISQUALIFIED.
- Both proposals must be submitted together in one envelope or email and received in the Board of Selectmen's office no later than 10:00 a.m. (Boston time), Monday, November 20, 2017 to:

Ann Lee
Senior Administrative Assistant to the Town Manager
Board of Selectmen's Office
550 Hanover St
Hanover, MA 02339

E-MAILED PROPOSALS CAN BE SUBMITTED
TO: BRIAN.BARTHELMES@HANOVER.MA.COM

ANY PROPOSALS DELIVERED AFTER THE SUBMITTAL DEADLINE WILL NOT BE CONSIDERED.

It is the proposer's sole responsibility to submit the proposal before the deadline, and the Town is not responsible for delays in deliveries, deliveries attempted when Town offices are closed, mistakes in deliveries, or any other reason for a proposal that is not submitted prior to the deadline. There will be no public opening of proposals. The names and addresses of all parties submitting proposals will be recorded and the proposals will then be provided to the Board of Selectmen and/or their designees selected to evaluate the proposals.

EXAMINATION OF DOCUMENTS

Each Proposer shall be satisfied as to the requirements of the contemplated services to enable the intelligent preparation of this proposal. The Proposer shall be familiar with all submittal and RFP requirements before submitting the proposals in order that no misunderstanding shall exist in regard to the nature and character of the contemplated services to be performed. No allowance will be made for any claim that the proposal is based on incomplete information as to the nature and character of the area or contemplated service.

EVALUATION OF PROPOSALS

Technical Proposals will be opened and evaluated by the Board of Selectmen and/or its designees who will individually rate the proposals. Evaluation of Technical Proposals will be based on weighted, comparative criteria described in this section. The following scale will be used to evaluate each criterion, as well as to determine a composite rating for each proposal:

Highly Advantageous
Advantageous
Not Advantageous
Unacceptable

Proposer's Networking Strategies

Highly Advantageous: The Proposal provides more than three (3) examples of how the Proposer's established networks of professional municipal contacts will be used in the search process and recruitment process to attract a broad range of highly qualified candidates, including women and minorities.

Advantageous: The Proposal provides three (3) examples of how the Proposer's established networks of professional municipal contacts will be used in the search process and recruitment process to attract a broad range of highly qualified candidates, including women and minorities.

Not Advantageous: The Proposal provides fewer than three (3) examples of how the Proposer's established networks of professional municipal contacts will be used in the search process and recruitment process to attract a broad range of highly qualified candidates, including women and minorities.

Unacceptable: The Proposal does not include specific examples of networks the Proposer will use in the search and recruitment process.

Proposer's Experience/Key Personnel

Highly Advantageous: The Proposer has five (5) or more years' experience in conducting successful executive searches with municipalities and other government or non-profit organizations, and during that period has concluded at least three (3) successful searches for a Town Manager/Town Administrator in Massachusetts, one of which must have been for a municipality of similar size and demographics to Hanover. The Proposer's lead consultant has more than five (5) years' experience conducting Town Manager/Town Administrator searches in Massachusetts.

Advantageous: The Proposer has at least three (3) years' experience in conducting successful executive searches with municipalities, government and other non-profit organizations, and during that period has concluded at least two (2) successful executive searches for a Town Manager/Town Administrator in Massachusetts. The Proposer's lead consultant has at least three (3) years' experience conducting Town Manager/Town Administrator searches in Massachusetts.

Not Advantageous: The Proposer has fewer than three (3) years' experience in successful executive searches with municipalities, government and other non-profit organizations, and during that period has concluded only one successful executive searches for a Town Manager/Town Administrator in Massachusetts. The Proposer's lead consultant has fewer than three (3) years' experience conducting Town Manager/Town Administrator searches in Massachusetts.

Unacceptable: The Proposer has fewer than three (3) years' experience in executive search and hiring processes and has not concluded any successful executive searches for a Town Manager/Town Administrator. The Proposer's lead consultant has no experience conducting a Town Manager/Town Administrator search in Massachusetts.

Proposer's Approach to Ensuring Community Involvement

Highly Advantageous: The Proposal provides more than three (3) project examples where the proposed Lead Consultant for Hanover Town Manager/Town Administrator search has organized, trained, and facilitated working groups as part of an executive search process, with one (1) of these examples leading to the hiring of a Town Manager/Town Administrator.

Advantageous: The Proposal provides three (3) project examples where the proposer Lead Consultant for Hanover Town Manager/Town Administrator search has organized, trained, and facilitated working groups as part of an executive search process, with one (1) of these examples leading to the hiring of a Town Manager/Town Administrator.

Not Advantageous: The Proposal provides fewer than three (3) project examples where the proposer Lead Consultant for Hanover Town Manager search has organized, trained, and facilitated working groups as part of an executive search process, with one (1) of these examples leading to the hiring of a Town Manager.

Unacceptable: The Proposal provides fewer than three (3) project examples where the proposed Lead Consultant has organized, trained and facilitated working groups as part of an executive search process, none of which has led to the hiring of a Town Manager.

Proposer's Implementation Plan and Schedule

Highly Advantageous: The Proposal includes a detailed description and examples of previously successful recruitment strategies and includes a clearly delineated timeline with specific milestones for Hanover's Town Manager search.

Advantageous: The Proposal includes an outline of some candidate recruitment strategies and an implementation plan that includes some milestones for Hanover's Town Manager search.

Not Advantageous: The Proposal lacks specific candidate recruitment strategies or specific milestones for Hanover's Town Manager search.

Unacceptable: The Proposal does not include any information about a proposed implementation plan and schedule.

Proposer's References

Highly Advantageous: All five (5) references were satisfied with the Proposer's work and stated that all executive search tasks were completed within the time frame required.

Advantageous: All five (5) references were satisfied with the Proposer's work and stated that all executive search tasks were completed but not within the time frame(s) required.

Not Advantageous: Fewer than five (5) references were satisfied with the end results.

Unacceptable: The preponderance of references were dissatisfied with the end results.

Proposer's Recruitment Materials

Highly Advantageous: The Proposer includes samples of advertisements, brochures and other forms of candidate outreach from at least five (5) different Town Manager searches with the proposal, at least one (1) of which involves a Town Manager search in Massachusetts.

Advantageous: The Proposer includes samples of advertisements, brochures and other forms of candidate outreach from at least three (3) different executive searches with the proposal, at least one (1) of which involves a Town Manager/Town Administrator search in Massachusetts..

Not Advantageous: The Proposer includes three (3) or fewer samples of advertisements, brochures, and other forms of candidate outreach with the proposal, none of which involve a Town Manager/Town Administrator search.

Unacceptable: The Proposer does not include samples of advertisements, brochures or other forms of candidate outreach.

All Technical Proposals will be given a cumulative ranking based on individual rankings of the following weighted elements, using a scoring sheet included as Attachment D: Proposer's Networking Strategies, Proposer's Experience/Key Personnel, Proposer's Approach to Ensuring Community Involvement, Proposer's Implementation Plan and Schedule, Proposer's Recruitment Materials, and Proposer's References.

The Town of Hanover Board of Selectmen and/or their designees may invite all Proposers to be interviewed who submitted the most advantageous Technical Proposals, taking into consideration all of the Technical Proposal criteria, and have most advantageous overall evaluation ratings. Interviews will be ranked as follows:

Highly Advantageous: The Lead Consultant for this project was present, clearly stated a plan of action, demonstrated excellent communications skills, presented other personnel with experience and skills who will be assigned for the duration of this project, and successfully responded to all questions.

Advantageous: The Lead Consultant for this project was present, outlined a plan of action, demonstrated excellent communication skills, presented other personnel with experience and skills who will be assigned for the duration of this project, and successfully responded to most of the questions.

Not Advantageous: The Lead Consultant for this project was present but did not present a clear plan of action, or was unable to communicate effectively, or presented other personnel who did not have the experience and skills to work on this project and/or who would not be assigned for the duration of this project, or did not successfully respond to questions.

Unacceptable: The Lead Consultant for this project was not present at the interview or was unable to communicate effectively and did not successfully respond to questions.

At the conclusion of the interviews, a composite rating will be assigned to each Proposal. After review of the composite ranking of the Technical Proposal and interviews, the Price Proposals will be opened and evaluated by the Finance Director for the Town of Hanover.

CONTRACT AWARD

The contract will be awarded to that Proposer deemed by the Board of Selectmen and/or its designees to have submitted the most advantageous proposal taking into consideration all of the Technical Proposal criteria and Proposers' interviews in addition to the Price Proposals. In accordance with the provisions of G.L. c. 30B, sec. 9, the Town of Hanover reserves the right to waive any informality in any or all proposals, or to reject any or all proposals, if it be in the public's best interest to do so.

TERM OF THE CONTRACT

It is anticipated that work under this contract shall begin approximately December 1, 2017 and shall be completed on or before April 15, 2018 when it is anticipated the new Town Manager will begin employment with the Town of Hanover. If the selected candidate begins work in Hanover, and for any reason leaves the position within the first 12 months of employment, the consultant will conduct another search under the terms of this contract for an amount equal to out-of-pocket expenses only.

ATTACHMENT A
(To be submitted with the TECHNICAL PROPOSAL)

CERTIFICATE OF NON-COLLUSION

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word “person” shall mean any natural person, business, partnership, corporation, union, committee, or other organization, entity, or group or individuals.

Name of person signing bid or proposal _____

Name of Business Entity (if any) _____

DRAFT

ATTACHMENT B

(To be submitted with the TECHNICAL PROPOSAL)

CERTIFICATE OF TAX COMPLIANCE

Pursuant to MG c. 62C, § 49A, the undersigned acting on behalf of the Contractor, certifies under the penalties of perjury that, to the best of the undersigned's knowledge and belief, the Contractor is in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

****Signature of Individual ***** _____

Contractor's Social Security Number (Voluntary) or Corporate Contractor (Mandatory) or Federal Identification Number : _____

By: Date: _____

Corporate Officer (Mandatory, if applicable)

**** The provision in the Attestation relating to child support applies only when the Contractor is an individual.**

**** Approval of a contract or other agreement will not be granted unless the applicant signs this certification clause.**

***** Your social security number will be furnished to the Massachusetts Department of Revenue to determine whether you have met tax filing or tax payment obligations. Providers who fail to correct their non-filing or delinquency will not have a contract or other agreement issued, renewed, or extended. This request is made under the authority of GL c. 62C, § 49A.**

ATTACHMENT C

Price Proposal (To be submitted in a **separate sealed envelope and/or attachment** from the Technical Proposal)

The price proposal (one original copy) must be submitted without “conditions or exceptions” and must be submitted under separate cover and in a sealed envelope.

The price proposal set forth in this proposal shall constitute full and complete compensation for the services to be provided by the Consultant’s Firm. There shall be no reimbursement for out-of-pocket or other expenses incurred by the Consultant in connection with the performance of the services without the approval of Board of Selectmen. Any exceptions may result in the rejection of the proposal.

Price Proposal for The Town of Hanover Town Manager search:

\$ _____ Total Fixed Fee Contract Price

Total Fixed Fee Contract Price in words: _____

Signature: _____

Date: Title: _____

Company: _____ Tel: _____ Fax: _____

Address: _____

City: _____ State: _____ Zip: _____

Email _____

ATTACHMENT D
Technical Proposal Rating Sheet

Each element of the Technical Proposal must be rated using the following scale:

Highly Advantageous -3 Advantageous -2 Not Advantageous -1 Unacceptable -0

Name of Proposer _____

DRAFT



OLD NORTH BRIDGE

TOWN OF CONCORD

TOWN HOUSE - P.O. BOX 535
CONCORD, MASSACHUSETTS 01742

Public Ceremonies and Celebrations Committee

2018-2019 Calendar of Events

Veteran's Day Flag Retirement at Sleepy Hollow Cemetery
Sunday, November 11, 2018 at 8:00 am

Honored Citizen Ceremony at Harvey Wheeler Center
Sunday, March 24, 2019 at 1:30 pm

Meriam's Corner
Saturday, April 6, 2019 at 1:00 pm

Patriot's Day
Monday, April 15, 2019 at 9:00 am

Dawn Salute at Buttrick Hillside
Friday, April 19, 2019 at 6:00 am

Memorial Day
Monday, May 27, 2019 at
9:00 am – Rideout Field
11:00 am – Monument Square

John Arena III, Chair
Tom Valle
Julissica Rona

Robert Norton
Erin Logan

Edward Murray
Trish Ng