

**TOWN OF CONCORD
SELECT BOARD
AGENDA
October 29, 2018**

7 PM – Select Board Room – Town House

1.	Call to Order
2.	Consent Agenda: <ul style="list-style-type: none"> • Town Accountant Warrants • Minutes • Gift Acceptance <ul style="list-style-type: none"> · Concord Free Public Library \$1,500 Library Gift Account • One Day Special Licenses <ul style="list-style-type: none"> · Patricia Woodard 11/17 6pm-9pm 40 Westford Road Wine & Malt · AMG Funds 11/27 6pm-9pm 40 Westford Road Wine & Malt
3.	Town Manager's Report
4.	Chair's Report
5.	Request to Install Paddler Access Signs on Town Property – OARS
6.	Gerow Land Update – Kate Hodges, Assistant Town Manager
7.	Verizon Wireless Update – Kate Hodges, Assistant Town Manager
8.	Discuss Large Developments in Acton & Sudbury – Marcia Rasmussen, DPLM Director
9.	Affordable Housing Funding Committee Update
10.	Discuss Possible Permanent Municipal Building Committee
11.	Review & Approve Public Private Partnership Committee draft charge
12.	Review & Approve Concord Center Cultural District Committee draft charge
13.	Review & Amend Town Manager Search Committee charge & Discuss RFP
14.	Public Comments
15.	Committee Liaison Reports
16.	Miscellaneous/Correspondence
17.	Committee Nominations: William Mrachek of 64 Rollingwood Lane and Jim Richardson of 228 Hunters Ridge Road to the Personnel Board
18.	Committee Appointments: Arthur Schwope of 281 Holden Wood Road to the Conservation Restriction Stewardship Committee for term to expire May 31, 2021 and Jane Wells of 51 Chestnut Street to the Conservation Restriction Stewardship Committee for term to expire May 31, 2020; Peggy Briggs of 253 Elm Street, Jeffery Collins of 55 Highland Street, Bouzha Cookman of 94 Hubbard Street, James DiGiovanni of 269 Lawsbrook Road, Pauline Reeve of 429 Williams Road, Steve Verrill of 415 Plainfield Road, Deena Whitfield of 67 Whit's End Road, Alice Kaufman of 1615 Lowell Road, and Michael Lawson of 1695 Lowell Road to the Town Manager Search Committee for terms to expire May 31, 2019
19.	Appoint Election Officers
20.	Adjourn to Executive Session for the purpose of discussing Land Acquisition (White Pond land)

PENDING

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

Gift Acceptance Log – October 29, 2018

Gift Received From:	For Gift Account:	Total Amount:
Concord Free Public Library	Library Gift Account	\$1,500.00

Weekly One Day License Log – October 29, 2018

Applicant Name & License Number	Phone Number	Date	Location	Type of Alcohol	Event Details
18-162 Patricia Woodard	617 877-0230	11/17	40 Westford Road	Wine & Malt	Event Coordinator: Patricia Woodard Bartenders: Ben Elliott Under 21: No First License in Concord: Yes
18-163 AMG Funds	617 997-6278	11/27	40 Westford Road	Wine & Malt	Event Coordinator: Christopher Rodzen Bartenders: Ben Elliott Under 21: No First License in Concord: Yes

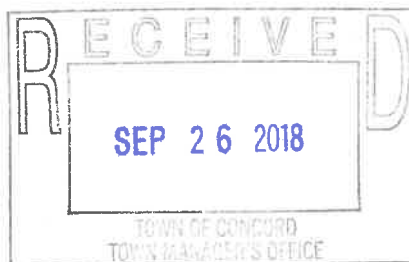


TOWN OF CONCORD
DIVISION OF NATURAL RESOURCES
141 KEYES ROAD, CONCORD, MASSACHUSETTS 01742
TEL. (978) 318-3285 FAX (978) 318-3291

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,

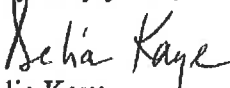
OARS received a grant to install signs informing the public of locations where paddlers can access the rivers and I respectfully request Select Board permission to install these signs. The signs are 8 inches by 8 inches (copy attached) and would be affixed to a standard metal street sign post. There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

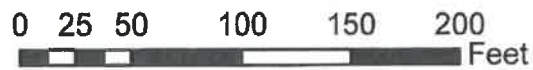
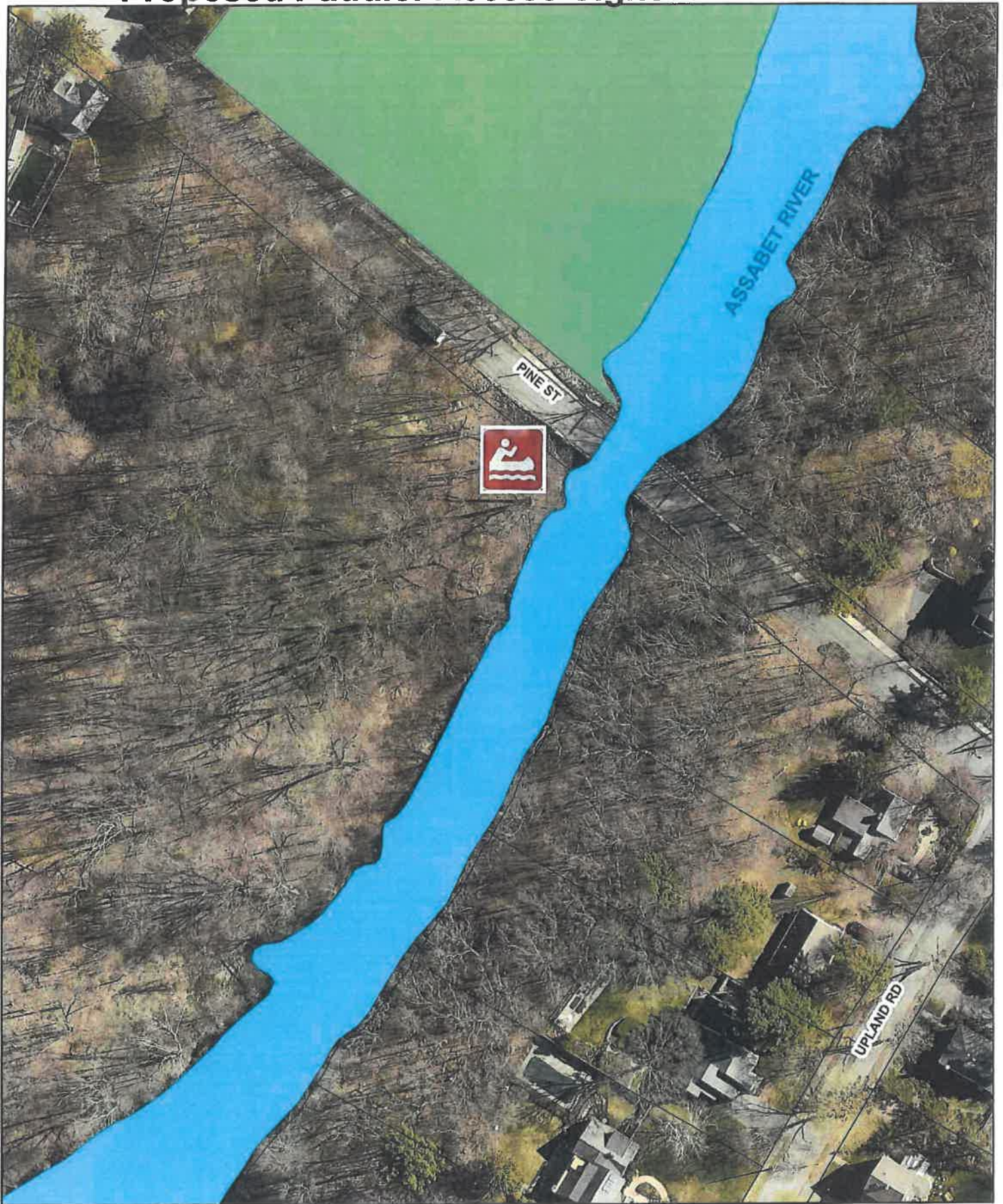
Very truly yours,


Delia Kaye
Natural Resources Director

cc: Christopher Whelan, Town Manager



Proposed Paddler Access Signs - Pine Street



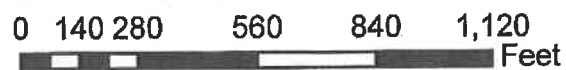
Proposed Paddler Access Signs - Baker Avenue/Dino's



0 25 50 100 150 200 Feet



Proposed Paddler Access Signs - Lowell Road





TOWN OF CONCORD

Department of Planning & Land Management
141 Keyes Road – Concord, MA - 01742

TO: Christopher Whelan, Town Manager
FROM: Marcia Rasmussen, Director of Planning & Land Management
DATE: October 29, 2018
RE: Affordable Housing projects in Acton, Maynard and Sudbury.
Powder Mill Place and Quarry North

There are two affordable housing projects proposed in adjacent communities that may have impacts on Concord and its residents. This memo is intended to provide background information, current status of these two projects and potential positions or actions that the Select Board may want to consider. The first project is **Powder Mill Place** located on the Maynard/Acton town line off Route 62. The second project is **Quarry North** located in Sudbury off Route 117. A portion of the property is located in Concord.

Powder Mill Place in Acton and Maynard

In July 2018, the Boards of Selectmen in Acton and Maynard received an Application for Comprehensive Permit under the Local Initiative Program (LIP) for Powder Mill Place, a proposed 254-unit mixed-income apartment development on land that lies both in Acton and Maynard. The Developer is seeking support from each Board of Selectmen. If the project goes forward, the development would be permitted under G.L. c. 40B, §§ 20-23 (“Chapter 40B”), requiring approval from the Zoning Board of Appeals in each town. As currently conceived, Powder Mill Place would create 81 new apartments in Maynard and 173 new apartments in Acton. A majority of the Powder Mill Place land lies within Maynard and the site entrance is also within Maynard, from Powder Mill Road (Route 62) that extends along the southern boundary of the site. The Assabet River is located along the northern edge of the property.

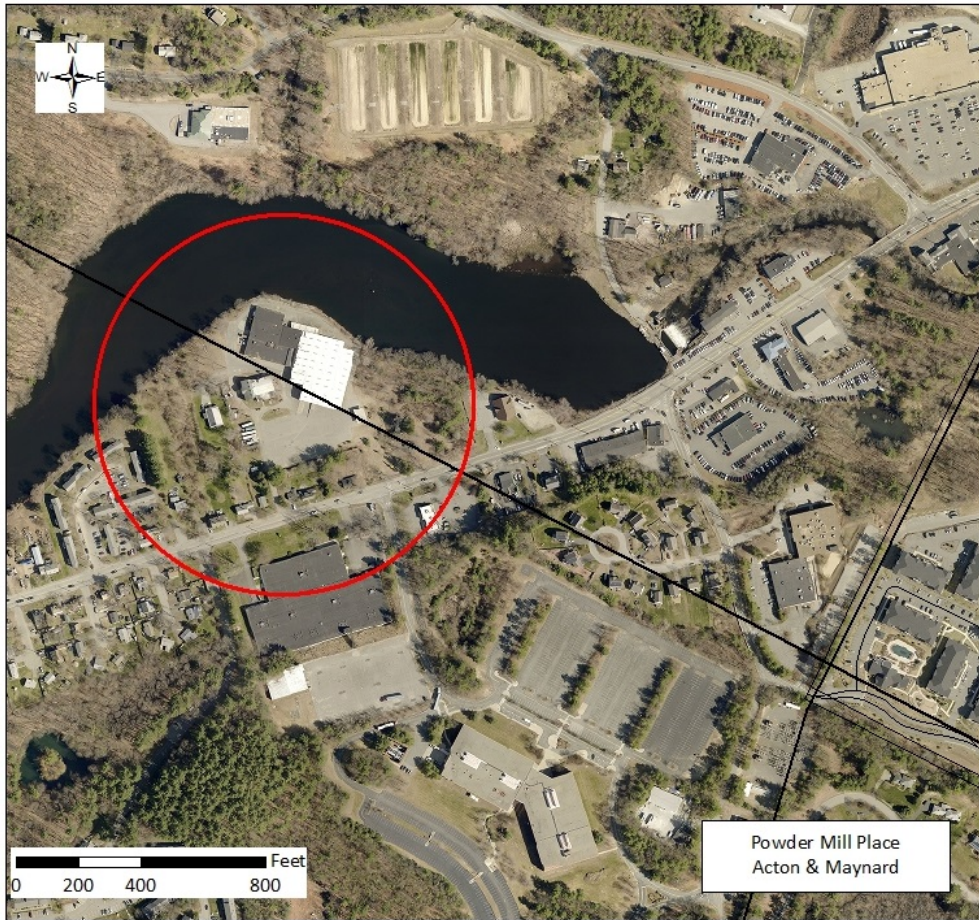
The Acton/Maynard town line is located through the site, including proposed buildings, which raises questions about responsibility for providing services to the entire project, i.e., residents and non-residents alike. The communities of Acton and Maynard are considering the trade-offs of sharing service delivery (emergency/public safety response) as well as sharing utilities. The Developer is seeking an agreement for Acton to provide public water and for Maynard to provide sewer service for the entire site. However, the provision of sewer service is of concern to Maynard residents and there is some discussion that the Town of Acton will supply sewer service to at least the Acton portion of the project.

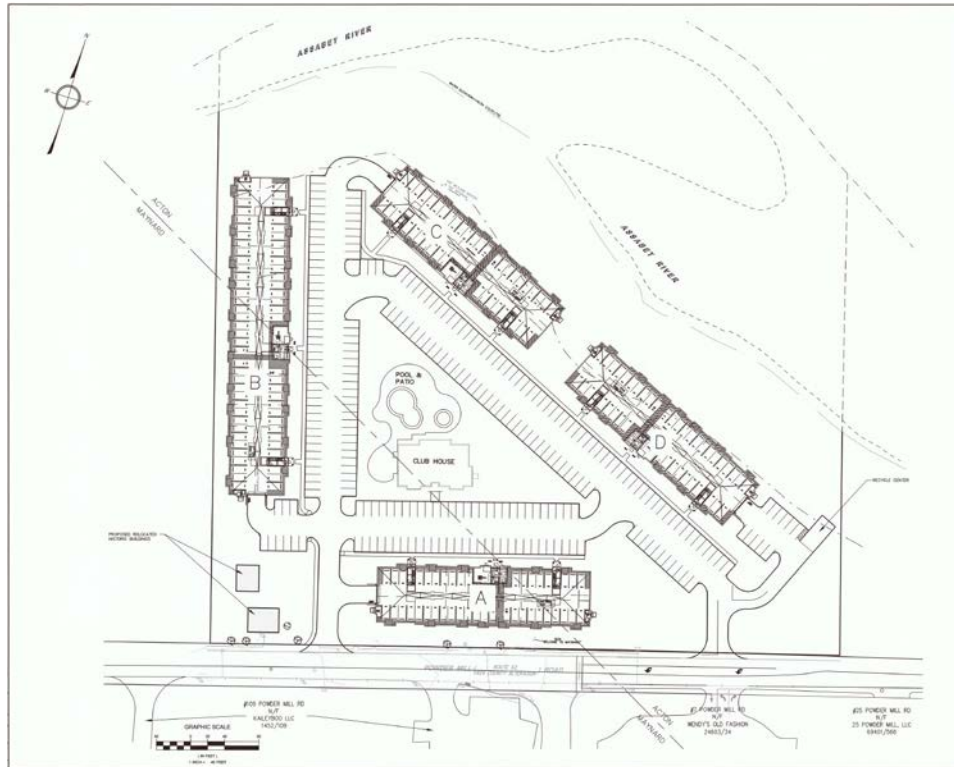
Traffic is likely the highest concern that Concord residents may have regarding this proposed development. According to an FAQ document on the Town of Maynard website, a traffic study of the area was commissioned by the Developer and reviewed by VHB, an engineering firm selected by the Town of Maynard. Both the commissioned traffic study and the review by VHB concluded that Powder Mill Road (Route 62) is capable of handling the added traffic volumes anticipated. Each study also makes recommendations for improvements including locations of turnouts, added traffic signals or turning lanes, and providing sidewalks in the area.

The Acton Board of Selectmen has signed the LIP agreement. The Maynard Board of Selectmen will be discussing its position regarding the LIP agreement with the Developer at its November 7th meeting.

Issues that Concord Select Board may want to raise:

- Traffic concerns with eastbound traffic on Route 62 and the potential to require ride-sharing services or annual participation in CrossTown Connect by the rental management company so that the residents of this development have alternative transportation options to using a private vehicle.
- Management of stormwater run-off from the site to prevent future flooding impacts on the Assabet River.
- Questions about mutual aid when responding to emergency/public safety calls.





Quarry North in Sudbury (with land in Concord)

The Sudbury Board of Selectmen called a Special Town Meeting for December 11 to consider the disposition of the Melone property and zoning changes that will be necessary to allow the Quarry North housing project as currently proposed. The Developer has agreed to pay for the Special Town Meeting. The Melone property is a 46.6 acre parcel located on North Road (Route 117), of which 16.4 acres of the property are located in the Town of Concord. Sudbury purchased this property in 1992 and has operated a gravel operation on the parcel since the 1990s. Estimates from the Sudbury Department of Public Works indicate that nearly all the gravel has been removed from the parcel.

The entire project is located within the Zone 2 (MassDEP designated drinking water protection area) of a presently inactive well owned by the Sudbury Water District. A portion of the proposed development is also located within the Zone 2 of Concord’s White Pond Well. The number of units for the Quarry North project at the Melone property has been negotiated down to 274 units from 333 units, with all of the residential units proposed to be constructed in Sudbury (no development is proposed in Concord). Sixty of the 274 units will be senior age-restricted units. The number of non-age restricted units has been reduced from 300 to 214.

The 274 units will be comprised of 100 40B units and 174 market rate units. Seventy percent, the maximum number allowed, of the 40B units will be allocated for local preference housing, which includes Sudbury Town and School employees. The Selectmen also negotiated the minimum number allowed by law of three bedrooms units in the 40B project, which is ten percent. Less than ten percent of the market rate units will be comprised of three bedrooms.

The Developer has agreed to pay for the Town to undertake its own traffic study and school capacity study. Both are being conducted by the Town and are currently underway. The Developer has also agreed to maintain the existing berm and tree-lined landscape buffer of at least 100 feet along Route 117, and to work with residential abutters on mutually beneficial landscape buffering options. In addition, the

Developer has committed to operating a shuttle service to public transit and to local amenities and Sudbury businesses.

Concord concerns:

- Groundwater impacts from a large-scale on-site treatment plant and from stormwater run-off that may negatively affect groundwater resources that flow towards Concord's White Pond Well.
- Quarry North land in Concord that is left as open quarry; a degraded condition that may not be suitable as an open space amenity for the future residents of Quarry North.
- Residents of Quarry North will be encouraged to use Concord's open space resources rather than providing suitable open space resources on the 16 acres owned by the Town of Sudbury but located in Concord.
- Traffic impacts on Route 117 that affect Nine-Acre Corner and the intersection at Sudbury Road.

Issues that Concord Select Board may want to raise:

- The need to locate on-site treatment facilities in an area that will not have adverse impact on Concord's active water supply well and associated groundwater flows/resources.
- The need for modeling and monitoring groundwater quality to ensure there is no degradation of groundwater serving Concord's White Pond Well.
- The expectation that the 16.4 acres in Concord will be suitably restored/improved to provide habitat for wildlife and park-like amenities for future residents (e.g., walking trails, ponds, picnic facilities, etc.).
- The opportunity to review potential traffic impacts at Nine Acre Corner and require improvements as may be recommended to mitigate such impacts.
- Questions about mutual aid when responding to emergency/public safety calls.



Preliminary Report to the Concord Select Board

October 29, 2018

**Prepared by
Affordable Housing Funding Committee**

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Executive Summary

The Affordable Housing Funding Committee was appointed by the Select Board, per amended Article 49 at the 2017 Concord Annual Town Meeting, to recommend appropriate measures to fund the Town’s affordable housing goals. The Committee began its work on September 26, 2017.

The need for affordable homes in Concord is clear

- The **wait for affordable rentals can exceed seven years** in Concord.
- There were **33 applicants to purchase one affordable home** at Millstone Concord¹ in 2016.
- Goal 3 of the 2015 Housing Production Plan is for the Town to “**encourage creation of affordable rental and ownership housing** for households with low-incomes, moderate, and middle-incomes throughout the community.”²

Concord is currently adding approximately 900-1,000 new homes every ten years. To keep 10% of its housing stock affordable, **Concord will need to produce 9-10 affordable homes each year**, or undertake a significantly sized project every five years.³

The Committee estimated an average cost to develop one unit of affordable housing in a multi-unit development at \$400,000 - \$500,000. The total amount of **new revenue needed each year to support 10 affordable homes would be \$4 - \$5 million.**⁴

Concord’s per unit contribution could be less than \$400,000 - \$500,000 with buy-downs of condos, accessory dwelling units, or if state, federal, or other funds could be utilized.

Predictable, sustainable funding sources are best for affordable homes

Concord would benefit from predictable, sustainable funding sources so that funds are readily available when affordable home opportunities arise. Much of the development of affordable homes is opportunistic, occurring when a suitable property becomes available. Without the necessary funds to act quickly, many valuable opportunities are being missed.

Recommended Funding Sources

Source	Potential Revenue	
	High	Low
Annual Budget Line Item	\$916,331	\$916,331
Building Permit Fee Surcharge	\$1,000,000	\$800,000
Local Real Estate Transfer Fee Surcharge	\$3,300,000	\$1,600,000
Payments in Lieu of Taxes (PILOT)	\$3,265,866	\$1,632,933

Other Funding Options

Several additional funding options were also discussed and studied. However, these options would not provide a steady revenue source.

- Change Community Preservation Act rate or allocation
- Corporate donations
- Free Cash
- Local sales tax
- Payments in Lieu of Units (PILU)
- Reverse mortgage program
- DHDC State Low Income Housing Tax Credits
- Federal Low Income Housing Tax Credits
- Federal Home Loan Bank (FHLB) Affordable Housing grant program

Related Recommendations

Use of funds for affordable homes

- At least 75% of funds would support affordable homes for those earning 80% of Area Median Income (AMI), or below. These units will be listed on the Massachusetts Subsidized Housing Inventory (SHI), contributing to the state goal of 10% of housing stock deemed affordable.
- No more than 25% of funds would support affordable homes for those earning 80% to 110% of AMI. While still affordable, these units will not be on the SHI.

Management of dedicated revenues for affordable homes

Concord has several options for a dedicated mechanism to hold funds for affordable homes. Out of the seven options explored (See Appendix C for the full list.), the Committee proposes one of the three following options:

- municipal affordable housing trust fund
- non-profit fund
- revolving fund

Whatever choice is made, the mechanism should have the **flexibility** for funds to be used in a timely manner to take advantage of new opportunities that may arise quickly. In addition, a **transparent, clearly defined process for dispersing these funds** should be an integral part of this process.

Issuing bonds for affordable homes

Concord could issue bonds to secure funding for affordable homes, much as it does for other large capital projects. While bonding could provide funds quickly for a project, it is not recommended without an identified, predictable revenue source to pay off the bonds.

Zoning changes to facilitate development of affordable homes

The 2018 Envision Concord Plan noted that “Concord, like many of the municipalities in the state, is zoned primarily for single-family residences, which constrains production of diverse housing options,” and called zoning a “major constraint” in developing more flexible housing, especially multi-family homes.⁵

There may be concerns that multi-family units would not ‘fit’ a town or would decrease the value of single-family homes. This is not the case in Concord, where the multi-family Concord Housing Authority’s Everett Gardens complex sits amid a neighborhood of \$1-2m+ homes.

Concord should review and revise zoning regulations to make it easier to develop both multi-unit market rate and affordable homes, including scattered duplex and accessory dwelling units. Compared to single-family homes, multi-unit homes often have:

- lower development costs
- lower infrastructure expense
- higher environmental sustainability
- less impact on school costs
- more tax revenue
- residents with fewer cars who drive less⁶

Changes to the Cluster Development and Planned Unit Development sections of the Zoning Bylaw, as well as new regulations on accessory dwelling units, are specific items that could result in more affordable homes.

Recommended Funding Sources

Annual Budget Line Item

Current situation

Concord does not include funding for affordable homes in its annual town budget, nor does it present a special warrant article at each year's town meeting for this purpose.

Funds from a budget line item would be held in a designated fund for affordable homes.

Potential new revenue for affordable homes

Each year, the Town could decide on an amount of funding for affordable homes that would allow it to meet its goals.

Funding for Affordable Homes through 1% Annual Budget Line Item

Fiscal Year	Revenue from Property Taxes	1% of Property Taxes for Affordable Homes
2019	\$91,633,145	\$916,331
2018	\$87,927,747	\$879,277
2017	\$84,683,448	\$846,834

The annual tax impact of a 1% increase in property tax to fund affordable homes would be \$124 for a single-family residence in Concord with an assessed value of \$838,900 (the median assessed home value in FY2018).

Considerations

- If this is a consistent, recurring line item every year, it would be a predictable, sustainable option to fund affordable homes. However, Town Meeting could reduce or reject this item in some years, making it a less stable revenue source.
- Budget appropriations must be spent during the fiscal year and can't be held over to a subsequent year, unless the town uses a fund, such as an affordable housing trust fund, where monies allocated for affordable homes could be held until needed.
- this option would require raising property taxes, unless there were budget reductions in other areas of town government

Process required for change

Town Manager would include a line item with the annual budget for Town Meeting approval.

Building Permit Fee Surcharge

Current situation

Concord's building permit application fees are based primarily on the value of the construction (renovation and new construction). The town charges a permit fee of \$12 per \$1,000 of construction value. There are additional plumbing, mechanical, and electrical fees.

In 2016, building permits were issued for a total construction value of \$84.7 million.

What other communities do

The base building permit fees in nearby towns are similar to Concord's, varying from \$10 to \$15 per \$1,000 of construction value. As with Concord, plumbing, mechanical, and electrical fees are separate.

Some municipalities use revenues from building permit fee surcharges to fund affordable homes.

Potential new revenue for affordable homes

The Committee estimated that there would have been more than \$1m in new revenue from a building permit fee surcharge on permits issued in 2016 using this option.⁷ This option calls for a sliding-scale fee structure for the surcharge, avoiding an undue burden on small projects. However, the sliding scale would result in more revenue than a flat rate for all surcharge fees.

This new fee structure would apply to all building permits, both residential and commercial. An exception would exist for the construction of or addition to deed-restricted affordable units that are at 110% AMI or below. Also, like the existing base permit fee, this surcharge would be based on the value of construction instead of on the size of the new living area.

The proposed surcharge rate would vary from \$9 to \$20 per \$1,000 of construction value. The table below illustrates the sliding scale of rates and project examples.

Building Permit Fee Surcharge		
Construction Value	Current Base Permit Fee: \$12/\$1,000*	Surcharge Rate and Fee
< \$50,000 <i>(example: \$20,000 new bathroom)</i>	\$240	\$9 per \$1,000 \$180
\$50,000 - \$100,000 <i>(example: \$100,000 kitchen/family addition)</i>	\$1,200	\$10 per \$1,000 \$1,000
\$100,001 - \$500,000 <i>(example: \$500,000 small new home)</i>	\$6,000	\$15 per \$1,000 \$7,500
>\$500,000 <i>(example: \$1,500,000 large new home)</i>	\$18,000	\$20 per \$1,000 \$30,000

*Excludes plumbing, electrical, mechanical fees

Process required for change

Town Meeting would have to pass an article approving this funding mechanism. The Town would then request the Massachusetts Legislature to amend state laws to authorize Concord to charge a building permit fee surcharge, with revenues dedicated to fund affordable homes. Subsequent Town Meeting approval would be required.

Local Real Estate Transfer Fee Surcharge

Current situation

Real estate transfer fees are imposed by 35+ states, as well as counties and municipalities when real property changes ownership

The proceeds are generally used to support ongoing operations and specific designated purposes, such as affordable homes or open space preservation.

Currently in Massachusetts, there is a statewide [transfer fee of \\$4.56 per \\$1,000](#) of the value of real property sold in every county (except Barnstable and Dukes Counties). This amounts to \$2,280 for a sale of \$500,000 and \$4,560 for a transaction of \$1m. The State receives the revenues from this fee.

What other communities do

State-to-state, there are wide variations in transfer fees. Each state sets its own rates and some states allow municipalities to establish a supplementary transfer fee, as Massachusetts has done in the case of Cape Cod, Martha’s Vineyard and Nantucket.

Transfer Fees of New England States

State	Fee	Usually Paid By
Connecticut	.75% - 1.25% (most municipalities have additional fee of .25%; 18 towns charge an extra .5%)	Seller
Maine	.44%	½ seller; ½ buyer
Massachusetts	.456%	Seller
New Hampshire	1.5%	½ seller; ½ buyer
Rhode Island	.46%	Seller
Vermont	.5% to 1.45%	Buyer

Source: National Conference of State Legislatures <http://www.ncsl.org/research/fiscal-policy/real-estate-transfer-taxes.aspx>

Potential new revenue for affordable homes

The Committee estimated the potential revenue from a supplemental Concord transfer fee on the value of real estate property transfers (single family, condo, other [vacant land, commercial, etc.]) from 2012-2017.

Estimated Revenues for Concord if There Had Been a Supplemental Transfer Fee 2012-2017

Year	Value of Sold Properties*	Revenue from 1% Fee
2012	\$346.9m	\$3.5m
2013	\$348.1m	\$3.5m
2014	\$354.1m	\$3.5m
2015	\$339.5m	\$3.4m
2016	\$514.1m	\$5.1m
2017	\$329.6m	\$3.3m
6-year total	\$2.2b	\$22.3m

* Source: The Warren Group

If the total value of sold properties stays steady or increases over the values of 2012-2017, a local transfer fee could gross approximately \$3m each year.

The net dollars available from a Concord transfer fee each year for affordable homes could be impacted by:

- associated staffing and administrative costs to collect the transfer fee
- exemptions for part of the property value. Some towns exempt the first few hundred thousand dollars of sale value; others offer exemptions for first-time home buyers, etc.
- a rise or fall in real estate values

Who pays?

The Committee recommends that any local transfer fee be paid by the property buyer. Regardless of who pays, Concord could determine the amount of the local fee that would be added to the state fee.

Estimated Total Transfer Fees with Supplemental Concord Fee

Property Sale Value	State Transfer Fee .456%	Total Fee with 1% Surcharge	Total Fee with .5% Surcharge
\$500,000	\$2,280	\$7,280	\$4,780
\$1,000,000	\$4,560	\$14,560	\$9,560
\$1,500,000	\$6,840	\$21,840	\$14,340

Process required for change

Town Meeting would have to pass an article requesting the Massachusetts Legislature to amend state laws to authorize Concord to charge a local transfer fee.

Payments in Lieu of Taxes (PILOT)

Current Situation

- Approximately 84% of the General Fund Budget is derived from property taxes.⁸
- No property taxes are collected on over 1,000 acres of land in town with a property value of \$228.5m.⁹
- This property is owned by five private institutions based in Concord and 1 based in Cambridge. The five Concord entities generate over \$320m in revenues annually.¹⁰
- The only two property tax exempt entities that make PILOT are the Concord Municipal Light Plant and the Concord Housing Authority.¹¹
- The exemption of large amounts of land from property taxes is a double blow to promoting affordable homes – the land isn’t used for homes and property taxes aren’t paid on the land.
- Many residents and communities view the topic of PILOT as one of fairness. They believe it is not equitable that large, wealthy institutions consume land and town services, but don’t pay taxes to support the community in a manner on par with other property owners.
- Municipal governments in Massachusetts have used payments in lieu of taxes by for at least 90 years.¹²
- Massachusetts leads the nation in the collection of PILOT by municipalities. Over 80 municipalities in the Commonwealth collect PILOT.¹³

Concord issued a report on PILOT in 2003. The authors of the report, the PILOTS Working Group, sought Board of Selectman approval to hold discussions with exempt entities.¹²

What other communities do

Massachusetts communities are some of the most progressive in the country in pursuing PILOT payments. Many have implemented policies or have agreements with exempt entities to collect PILOT.

PILOT in Massachusetts

Entity	Community	Annual Amount
Concord Housing Authority	Concord	\$20,000
Concord Municipal Light Plant	Concord	\$465,000
Phillips Academy	Andover	\$3 million ¹
Lahey Hospital & Medical Center	Burlington	\$550,000
North Shore Medical Center	Salem	\$125,000
New Horizons	Marlborough	\$80,000
Harvard University	Boston	\$2.3 million
Harvard University	Cambridge	\$1.3 million ²

1 The initial agreement is for over \$3,000,000 over 8 years
2 Based on estimated first-year payments, which rise for inflation, plus other costs
 Source: Concord Housing Authority, Concord Municipal Light Plant, Andover Townsman: January 2, 2014, Cities of Boston & Cambridge, Lahey Hospital & Medical Center North Shore Medical Center

Potential New Revenue for Affordable Homes

Concord would gain more than \$3.2m in annual revenue if the six largest property tax exempt entities paid the tax they would owe as non-exempt properties.¹⁴

What Concord Institutions Would Pay in Property Tax if Not Tax Exempt

Exempt Institution	100% of Tax
Middlesex School	\$1,005,128
Concord Academy	\$737,384
Fenn School	\$272,166
Nashoba Brooks School	\$176,692
Harvard College	\$610,890
Emerson Hospital	\$479,370
Total	\$3,265,866

Revenues, Net Assets, and Endowments of Concord Exempt Entities

Exempt Institution	Total Revenue		Net Assets		Endowment	
		As % of 100% Property Tax		As % of 100% Property Tax		As % of 100% Property Tax
Middlesex	\$40,287,686	1.25%	\$249,998,199	0.40%	\$137,442,143	0.73%
Concord Academy	\$28,051,881	1.29%	\$109,112,093	0.66%	\$67,056,380	1.08%
Fenn	\$20,360,056	0.67%	\$48,852,067	0.56%	\$24,644,290	1.10%
Nashoba Brooks	\$11,712,695	0.75%	\$22,235,492	0.79%	\$14,500,311	1.22%
Emerson Hospital	\$220,155,824	0.22%	\$38,468,866	1.25%	NA	NA
Totals / % Average	\$320,568,142	0.83%	\$468,666,717	0.057%	\$243,643,124	0.45%

Source: IRS Form 990 (tax year 2015) for Middlesex, Concord Academy, Fenn, Nashoba Brooks, and Emerson Hospital

Leadership Compensation at Concord Exempt Entities

	Head of School/CEO	CFO	COO
Average	\$647,848	\$300,956	\$289,313
High	\$1,069,213	\$491,644	\$585,978
Low	\$340,748	\$198,818	\$182,586

Conversations with town staff indicate that in response to past PILOT discussions, the schools cited certain non-financial contributions to Concord:

- Middlesex School makes sports facilities available to Concord Recreation
- Concord Academy gym is available to Concord Recreation. The school made improvements in front of the school on Main Street.
- Nashoba Brooks makes facilities available for community use.
- Fenn and Nashoba both said that they educate more than 100 Concord students, alleviating the need to raise taxes to educate those students.

Annual Contributions by Private Schools to Concord over the Past 10 Years

Exempt Institution	Annual Contribution	Contribution as % of 100% Property Tax	Contribution as % of Endowment	Contribution as % of Revenue	Expected Future Contributions (2018 on)
Middlesex	\$45,000	4.48%	.033%	.11%	\$45,000 / year for 5 years
Concord Academy	\$4,000	.055%	.006%	.01%	\$0
Fenn	\$0	0%	0%	0%	\$0
Nashoba Brooks	\$0	0%	0%	0%	\$0

Source: Concord Town Staff

Considerations

- Previously, non-profit educational institutions in Concord were concerned that PILOT would benefit Concord Public Schools and would therefore be supporting their competitors. To remove any concerns about this, all PILOT would be designated to fund only affordable homes.

Process Required for Change

The Select Board would establish a PILOT policy or individual agreements with each entity.

What is Affordable Housing in Concord?

Federal and state determinations of affordable housing

Federal and state agencies use a percentage of Area Median Income (AMI) and household size to determine eligibility for housing assistance. The AMI varies across the country; Concord falls within the income levels established for the Boston-Cambridge-Quincy Metropolitan Statistical Area (MSA).

Area Median Income (AMI)
Boston-Cambridge-Quincy, MA-NH HUD Metro Fair Market Rent (FMR) Area

Household Size	AMI
1	\$75,500
2	\$86,300
3	\$97,100
4	\$107,800
5	\$116,500
6	\$125,100

Source: HUD 2018

The term “Moderate” as it applies to affordable housing or income varies depending on the funding program or agency.

HUD Income Limits 2018
Boston-Cambridge-Quincy, MA-NH HUD Metro Fair Market Rent (FMR) Area

Household Size	30% AMI Extremely-low	50% AMI Very-low	80% AMI Low Income	115% AMI Moderate
1	\$22,650	\$37,750	\$56,800	\$86,825
2	\$25,890	\$43,150	\$64,900	\$99,245
3	\$29,130	\$48,550	\$73,000	\$111,665
4	\$32,340	\$53,900	\$81,100	\$123,970
5	\$34,950	\$58,250	\$87,600	\$133,975
6	\$37,530	\$62,550	\$94,100	\$143,865

Source: HUD 2018

In [Concord's Zoning Bylaw](#), the Planned Residential Development (PRD) section refers to “low-income dwelling units” and “affordable dwelling units”.

- Low-income dwelling units are those that can be counted in the State’s Subsidized Housing Inventory (SHI).
- Affordable dwelling units are those that are made available for sale or rent at below-market rates as “starter-priced housing” (units set aside for households with less than 110% of the median family income) or “moderate-priced housing” (units available to households with incomes of less than 150% of the median family income).

This provision was added to address the increasing price gap between market rate housing and housing available as low-income dwelling units.

Concord Income Limits

Household Size	110% AMI Starter-priced Housing	150% AMI Moderate-priced Housing
1	\$83,050	\$113,250
2	\$94,930	\$129,450
3	\$106,810	\$145,650
4	\$118,580	\$161,700
5	\$128,150	\$174,750
6	\$137,610	\$187,650

Source: Concord Planning Division

In Concord, owned affordable homes at Elm Brook, off Virginia Road, are at 110% and 140% AMI, while those at the Black Birch Phase 1 development on Forest Ridge Road are at 120% and 140% AMI. Renters of Concord Housing Authority homes qualify with a maximum income of 80% AMI.

Are the disappearing small ranch homes ‘affordable’?

There is another type of home in Concord that is not addressed by the state and federal income limits – the small (less than 2,000 square feet) ranches, capes, and cottages built in the 40s, 50s and 60s. Many in Concord refer to these as ‘affordable’, even though the determining factor in affordability is guided by Area Median Income levels.

A few years ago, these homes could be purchased for less than \$500,000; this provided young families, singles, and seniors with a way to own a home in Concord.

Dozens of these homes have been demolished in the past 10 years, replaced by much larger (3,500 + square feet) new homes that sell for \$1.3+m. It is believed that this trend will contribute to changes in the character, sense of community, economic vitality, and demographics of the town.

A goal of the Housing Production Plan is to “Encourage the preservation of existing smaller homes and the construction of new smaller homes, especially as permanently affordable homes for low-income families.”²

Residents express a desire to preserve these smaller homes so seniors can downsize in Concord and young families or singles can live in Concord, as well as avoiding the creation of a homogeneous community of “McMansions”.

There are few single-family homes available for less than \$500,000. The cost of small homes today is usually \$600,000+. (The Area Median Income for a family of 4 is \$ 107,800. This income can support a home price of approximately \$400,000. The median income in Concord is \$139,000. This income can support a home price just below \$500,000.)

It would be reasonable to estimate \$600,000 to purchase a property and \$80,000 for closing costs, repairs/renovations, administrative and management costs. A household earning 80% of AMI would pay \$240,000 for the home, resulting in the need for other funding for a minimum of \$440,000.

The Demand for Affordable Homes in Concord

- In January 2018, there were 143 applicants (20 with local preference) on the wait list for senior/disabled rental housing in Concord. The estimated wait for these 20 people was two to three years. The wait time for family rental units at Concord Housing Authority is six to seven years.¹⁵
- The median sale price of a Concord home in 2017 was \$1,025,000. This requires a household income of \$234,765 to remain within 30% of gross income allocated to housing cost. The price of a home that a median-income household (\$138,661) could afford in 2017 was \$509,000.¹⁶ In 2017, there was one single-family home and 23 condos sold in Concord below this price.¹⁷

- For renters, an affordable 2-bedroom unit is \$1,504. However, the median monthly market rate rent for Concord apartments is \$3,475.¹⁸
- There are just over 12,000 employees working at 970 businesses in Concord. The average annual income of individuals working in Concord is \$71,656.¹⁹
- Nearly one third of Concord’s 6,735 households spend more than 30% of their gross income on housing.²⁰

Concord’s 2015 Housing Production Plan outlined the challenges of developing affordable homes. “High land prices contribute to ever-increasing housing costs, which make the Town unaffordable to many who currently reside in the community, as well as those who would like to move into the community.”²

The high cost of housing in Concord prevents many from renting or purchasing a market-rate home in town. These include:

- young adults who grew up in Concord
- singles, with one income
- town employees
- employees of Concord businesses
- seniors/disabled on fixed incomes

Concord’s current affordable home inventory

As of April 2018, Concord has 10.52% (721 units) of its housing stock listed on the State’s Subsidized Housing Inventory (SHI) as affordable. However, this overstates the actual number of truly affordable units. There are 357 units of market rate rental units included in the list because the State counts all units in a project as affordable when it is a rental project and approved under MGL 40B. Accounting for these market rate units, 5.4% of Concord homes are affordable.²¹

How affordable homes help communities

For Concord and many small towns in Massachusetts, the availability of affordable homes makes the difference between a vibrant local economy or vacant storefronts in town centers.

Retail shop workers, restaurant wait staff, home health aides, public works employees, hospital hourly wage earners, farm workers, home services employees and other low wage earners aren’t incentivized to drive through several other towns, past scores of similar businesses, to work in Concord for the same wages that they could find a few miles from where they can afford to live.

The lack of affordable homes makes it hard for businesses to find and keep employees. This forces businesses to move closer to where employees can afford homes. This situation will jeopardize the future economic health of Concord.

The 10% State requirement and 40B

In addition to the need for affordable homes to support the economic vitality of the town, all Massachusetts cities and towns are expected to meet state affordable housing goals, referred to commonly as 40B.

The State requires all cities and towns to have 10% of their housing stock qualify for the Subsidized Housing Inventory (SHI). If towns don’t meet this requirement, developers can override local zoning laws.

Concord currently meets the 10% state requirement, but as more market rate homes are built each year, it will be necessary for the town to increase the supply of affordable homes to stay at or above the 10% level.

Why Predictable, Sustainable Funding for Affordable Homes is Necessary

It is challenging to plan for affordable homes in Concord because of the lack of readily available land and the high cost of land. The development of new affordable homes usually happens when a suitable property becomes available or when a developer proposes a building project involving several units, with some to be affordable. Unfortunately, the opportunities for new affordable homes usually occur suddenly and randomly.

Because opportunities for new affordable homes arise infrequently, funds must be readily available. This requires a predictable, sustainable source of funds. Otherwise, it could take months for a Town Meeting vote to approve funds. By then, the opportunity may have been lost.

No Predictable, Sustainable Funds for Affordable Homes

Concord does not dedicate any annual funding to support affordable homes, except for the 10% of Community Preservation Act (CPA) funds that the state requires to be allocated toward affordable homes. For Concord, 10% of the annual CPA funds are approximately \$135,000. In the past, the Community Preservation Committee has allocated more than the required 10% per year for affordable homes. However, with many other projects competing for CPA funding each year, a guarantee of only \$135,000 per year (and sometimes higher CPA funding) won't get Concord to its long-term goal to sustain the creation of affordable homes.

Resources

Executive Summary

- 1 Millstone Concord, 1888 Main Street, West Concord
- 2 Planning Division, Town of Concord, 2015 Housing Production Plan
<https://www.concordma.gov/DocumentCenter/View/1447/2015-Concord-Housing-Production-Plan-PDF>
- 3 Planning Division, Town of Concord
- 4 Lynn Jolicoeur, WBUR News, *Boston Ups Its Target For New Housing Creation To Keep Pace With Population Growth*, September 26, 2018 <http://www.wbur.org/news/2018/09/26/boston-target-housing-creation>
- Cameron Sperance, BISNOW, *High Construction Costs Birth New Hot Spots, Kill Workforce Housing*, August 8 2017
<https://www.bisnow.com/boston/news/multifamily/high-construction-costs-birth-new-neighborhoods-drive-spike-in-workforce-housing-77510>
- 5 Envision Concord Plan, July 30, 2018, page 15 <http://www.concordnet.org/DocumentCenter/View/15250/Final-Envision-Concord-Plan-7-30-18-Full-Version-79MB>
- 6 Overcoming Opposition to Multifamily Rental Housing, Joint Center for Housing Studies, Harvard University

Recommended Funding Sources

Building Permit Fee Surcharge

- 7 The Committee can make available worksheets showing the calculations used to estimate the potential revenue of surcharge rates on the 113 residential properties with 2016 building permits.

PILOT

- 8 Concord Town Budget
- 9 Assessing Department, Town of Concord
- 10 Data collected from individual IRS filings for each entity.
- 11 Assessing Department, Town of Concord
- 12 Payments in Lieu of Taxes Working Group – Preliminary Report, Submitted to Concord Select Board, January 30, 2003
- 13 Kenyon, Daphne A., and Langley, Adam H., Tax Analysts Special Report, *Payments in Lieu of Taxes By Nonprofits: Case Studies*, July 18, 2011
- 14 Assessing Department, Town of Concord

What is Affordable Housing in Concord

- 2 Planning Division, Town of Concord, 2015 Housing Production Plan

The Demand for Affordable Homes in Concord

- 15 Concord Housing Authority
- 16 Planning Division, Town of Concord. Median income affordable home price calculated using standard DHCD calculator and assuming a 10% down payment; Median income – 2012-2016 American Community Survey; Current median sales price – Warren Group Town Stats; Income necessary for median price calculated using standard DHCD calculator and assuming a 20% down payment
- 17 Assessing Department, Town of Concord
- 18 Planning Division, Town of Concord. Trulia.com (data from 7/24/17-8/24/17); 2017 LIP rent for a 2bd unit minus the Town of Concord utility allowance.
- 19 Planning Division, Town of Concord. 2016 data from the Mass Department of Labor and Workforce Development (http://lmi2.detma.org/lmi/lmi_town.asp)
- 20 Planning Division. Town of Concord. HUD Comprehensive Housing Affordability Strategy (CHAS) 2010-2014
- 21 Regional Housing Services Office Housing Inventory – Concord <https://www.rhsohousing.org/node/76/housing-inventory>

Appendix A: Other Funding Sources

Change Community Preservation Act Rate and/or Allocation

Current situation

Concord levies a surcharge of 1.5% on annual property taxes through the State’s [Community Preservation Act](#) (CPA). The state legislation allows this surcharge to be up to 3% of taxes. The state provides some matching funds. In 2015, the state match was 29.7%; in 2016, it was 20.6%. These state funds will continue to decrease as more communities adopt the CPA.

Each year, a minimum of 10% of the funds collected must be dedicated to each of three categories: affordable homes, historic preservation and open space. The remaining 70% of funds can be dedicated to any of these three categories or to recreation projects.

Concord’s Community Preservation Committee receives and approves proposals each year, allocating the 30% funding as required and also funding other projects important to the Town. Town Meeting subsequently votes on the Committee’s recommendations.

The CPA has funded affordable home projects in the past above the 10% per year minimum requirement. The Community Preservation Committee recommendation for affordable homes was 26% of the total 2018 funds. Concord is funding the proposed Junction Village affordable assisted living facility with a total of \$1m in CPA funds over three years of funding, a level substantially over the required 10% per year. The largest CPA appropriation before this was \$1,371,000 for the Peter Bulkeley project.

What other communities do

CPA Rates in Nearby Communities

Acton	Bedford	Concord	Lexington	Sudbury	Weston
1.5%	3%	1.5%	3%	3%	3%

Source: [CPA Adoption Votes – Current CPA Communities, Community Preservation Coalition](#).

Potential new revenue for affordable homes

There are two ways to increase CPA funds for affordable homes:

- raise the levy rate from 1.5% to 3% and use the increase to fund affordable homes
- raise the required minimum for affordable homes from 10% to 25% or 50%

This strategy for holding and distributing the new revenue for affordable homes would use the existing CPC structure of proposal review and Town Meeting approval of funding.

Raising the CPA rate from 1.5% to 3% would result in a property tax increase. The annual tax impact of a 1.5% increase in property tax to fund affordable homes would be \$186 for a single-family residence in Concord with an assessed value of \$838,900 (the median assessed home value in FY2018).

Estimated Revenues for Affordable Homes by Changing CPA Formulas

	2017 Revenue at 1.5%	2017 Revenue at 3%
Total Revenue	\$1,357,376	\$2,714,752
10% to Affordable Homes	\$135,738	\$271,475
25% to Affordable Homes	\$339,344	\$678,688
50% to Affordable Homes	\$678,688	\$1,357,376

Process required for change

Town Meeting would first have to pass an article approving a change in rate and/or allocation.

- Increasing CPA from 1.5% to as much as 3% would require Town Meeting and ballot approval.
- Changing the required allocation of CPA funds (i.e. 50% for affordable homes) would require a new policy by the Community Preservation Committee.

Corporate Donations

Current situation

The lack of affordable homes in high cost housing markets like Concord can prevent local businesses from attracting and retaining talent.

With corporate tax rates recently reduced from 35% to 21%, it has been suggested that some companies may be more willing to make charitable contributions, especially to support the economic stability of the towns where they are located. Development of new affordable homes could be a potential beneficiary of expanded corporate contributions.

Just over 1,900 companies with Concord addresses are registered with the State. However, there are few immediately identifiable businesses of a size that would be expected to have donations programs where tens or hundreds of thousands of dollars are contributed to worthy causes, so an extensive fundraising campaign would be necessary to identify and solicit enough businesses with the resources to donate.

Previously, many companies invested in affordable homes through tax credits to reduce their tax liability. The 2018 decrease in the federal corporate tax rate means that companies may no longer have an incentive to invest in tax credits for affordable homes to reduce their tax liability.

Potential new revenue for affordable homes

It is not possible today to estimate an amount that could be raised from corporate donations because of the large amount of small, private businesses in Concord. The Town would have to thoroughly research the public and private companies in town, and plan and execute an annual fundraising campaign, asking companies to contribute a portion of their tax savings to affordable homes in Concord.

Process required for change

- Dedicated, professional fundraising resources to mount annual fundraising campaign with businesses. This could be hired Town fundraising staff or outsourced to a company that executes fundraising campaigns. The average 2018 salary for a fundraising coordinator in the US was \$68,360.¹
- A town policy outlining the use of corporate funds to support affordable homes would be needed. This policy would provide a framework that corporations could reference for their Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) initiatives.

Free Cash

Current situation

- Free Cash is comprised of surplus funds held in reserve for town use. Existing town policy stipulates Free Cash to be between 5% and 10% of the General Fund Budget. Over the past several years, Free Cash exceeded this range and averaged 12%.
- Concord's Financial Policies state that if Free Cash rises above 10%, the Town Manager can use the excess Free Cash for a special non-recurring expenditure or for the General Fund Stabilization Fund. Town revenues for 2017 totaled \$110m. Free cash was 10% (\$11m).
- Moody's Investor Services rates Concord's debt as Aaa. They state, "The town continues to abide by sound fiscal management policies which include the maintenance of free cash of at least 5% of the total budget, ..."

What other communities do

Brookline's Free Cash Policy allocates Free Cash to their Affordable Housing Trust Fund. The policy states, "Affordable Housing Trust Fund (AHTF) – in order to support the Town's efforts toward creating and maintaining affordable housing, 15% of remaining Free Cash shall be appropriated into the AHTF if the unreserved fund balance in the AHTF, as calculated in the Town's financial system, is less than \$5m."

Potential revenue for affordable homes

Revenue for affordable homes would be generated by slightly changing the free cash policy so free cash between 8% and 10% (\$2.3m using 2017 numbers)) would go to affordable homes. Free Cash between 7% and 8% (not to exceed \$1m) would go to reduce the next year's tax levy. While 7% (\$7.7m) stays in Free Cash. This allocation maintains free cash in excess of the 5% level stated by the bond rating agency.

Considerations

The funds in Free Cash are surplus property taxes already paid by residents. When this surplus exceeds the stated range, as it does now, the Town should use these funds to support affordable homes.

Process required for change

Amend the Town's Financial Policies. The Select Board must approve the policy changes

Local Sales Tax

Current situation

Concord currently has a local meals tax and a local hotel/motel tax, which generate \$350K and \$550K in respectively per year.

While a local sales tax could be a stable and predictable revenue source, Massachusetts law prohibits cities and counties from levying their own sales tax.

Payments in Lieu of Units (PILU)

Current situation

Concord does not have a PILU policy, nor have there been any instances of PILU in the past.

There was a recent proposal for the Black Birch Phase II developer to give \$1m to Concord for affordable housing purposes in lieu of building two affordable units. Due to a change in state policy, these units would not meet current state definitions for the Subsidized Housing Inventory (SHI). However, that proposal failed at the October 1, 2018 Special Town Meeting and at last year's town meeting. As a result, the two units are expected to be built as non-family 80% AMI affordable units, even if they will not be added to the town's SHI.

Past PILU have not been sufficient to fully fund the same number of affordable homes elsewhere. In addition, with land acquisition so expensive and unpredictable, the wait for a location to build homes with the PILU could be years. Requiring a developer to build the number of affordable units in their approved development as per the town-approved plan would increase the number of Concord's affordable homes much faster.

While it may be better to have developers build affordable units with their projects, in some cases, if the PILU payment is high enough to build units elsewhere and there are already identified land/opportunities, a PILU policy could be useful. The policy would have to clearly set limits on the minimum amount for a PILU and the circumstances when it could be used.

Considerations

Two issues need further consideration by the Town with regard to PILU:

- Residential Cluster Developments and Planned Residential Developments, both of which require a special permit process, would need to have stronger requirements for affordable homes, and especially homes at the “starter home” level or below.
- It should be noted that many affordable housing advocates do not favor PILU, for reasons of timing, cost, and efficiency. Having units constructed as part of a market-priced development is the easiest way to acquire land for affordable homes, the fastest way to build affordable units and the most cost effective in terms of construction. Additionally, it integrates affordable housing across the community.

Potential new revenue for affordable homes

Because revenues to the town would only result from a specific housing development, and these cannot be predicted in advance, there is no way to determine an annual amount that could be realized from PILU.

Process required for change

Concord would need a much stronger approach to PILU and a willingness to more strongly negotiate and advocate for affordable homes. Town Meeting would also need to approve a bylaw change to require more affordable units as part of specially permitted projects.

Reverse Mortgage Program

Current situation

This topic emerged at the public hearing held by the Finance Committee Fiscal Sustainability Subcommittee on February 5, 2018, when a few residents expressed a desire for reverse mortgage options as an alternative to means-based property tax relief.

Providing information to help residents understand how reverse mortgages work and how to evaluate reverse mortgage providers could fit in with other expert lectures on topics of interest to seniors sponsored by the Council on Aging.

It has also been suggested that a reverse mortgage program could be a potential revenue source for the Town, with Concord partnering with reverse mortgage providers to help residents, who then might be convinced to leave part or all of their estate to the Town, with these funds to be used for affordable homes.

Potential new revenue for affordable homes

This is a very broad topic that most likely falls into the category of occasional personal estate donation rather than a stable revenue source for the Town. The Committee did not study it in detail.

1 Salary.com <https://www1.salary.com/Fundraising-Coordinator-Salary.html>

2 Town of Brookline FY2016 Program Budget – Fiscal Policies – Reserves; Appendix, page 7

Appendix B: Options for Dedicated Housing Funds

Description	Authority	Consideration
Municipal Affordable Housing Trust	MGL C 44 §.55C Town Meeting creation by adoption of MGL, can tailor powers to suit Concord	<ul style="list-style-type: none"> • Special purpose Trust aligns directly with intent of funding. • Town entity, and accounting and financial reporting. • Complexities of creating a Trust (Declaration of Trust, organizational by-laws; nominating Trustees) • Requires Trustees to make funding decisions and allocations • Duplicative with CHDC
Revolving Fund	MGL C 44, Sec 53E ½ Town Meeting establishment and annual authorization for maximum expenditure	<ul style="list-style-type: none"> • Segregated from general fund, earmarked for specified purpose • Does not require creating a new entity (Trust, corporation) • Funding approval/expenditure determined by authorizing body.
Non-Profit	Select Board to define approval and eligible uses for the funds	<ul style="list-style-type: none"> • Transfer funds to Concord Housing Authority and/or Concord Housing Development Corporation • CHA/CHDC established for these purposes • SB may require annual reporting
CPA Fund	MGL C 44B, S 3.b (1/2), S 7	<ul style="list-style-type: none"> • CPA allows for additional funds to be deposited into the CPA account • CPA appropriation process. • Use restricted to CPA allowable uses (i.e. only for <100% AMI) • Total funds shall not exceed 3 per cent of real estate tax levy.
Gift Fund	M.G.L. C 44 Sec 53A No appropriation, Select Board approval	<ul style="list-style-type: none"> • Funds must be gift/donation
Enterprise Funds	MGL C 44, Sec 53F ½	<ul style="list-style-type: none"> • Establishes a mechanism for separate accounting and financial reporting. • Generally not used to hold and allocate housing funds. Typically for fees charged in exchange for providing goods or services. • Fund oversight by outside board.
Stabilization Fund	MGL C 40: Sec 5B Town Meeting approval	<ul style="list-style-type: none"> • Segregated from general fund, earmarked for specified purpose • Does not require creating a new entity (Trust, corporation) • Town may dedicate particular receipt to fund • Requires 2/3 vote at TM for initial set-up and for any appropriations

Source: Regional Housing Services Office, September 2018

Appendix C: Committee information

Committee Members

- Ray Andrews
- Todd Benjamin, Chair
- Vince Carlson
- Holly Darzen, Clerk
- Sue Myers

- *Former Committee Members*
- Ruth Bennett
- Elisabeth Elden

Committee charge and process

Per amended Article 49 at the 2017 Town of Concord Annual Meeting, the Select Board was directed to appoint a committee to study the affordable housing goals of the Town and recommend appropriate measures to fund those goals. The Town of Concord currently has a Housing Production Plan which is submitted to the Select Board for approval and certification every 5 years. The Housing Production Plan set goals and recommended initiatives on how to achieve them. Even with the Town's efforts to obtain funding from CPA funds and various State and Federal grants as well as contributions from private development projects, the goals of the Housing Plan have not been met. The Affordable Housing Funding Committee shall provide recommendations that provide the funding to effectively meet the Town's Housing Production goals each year.

Duties and responsibilities

- To meet regularly and to elect a chair and clerk.
- To focus solely on funding options to support the annual goals of the Town of Concord's 2015 Housing Production Plan.
- Gather information and research on various funding mechanisms that will support and sustain Concord's community housing goals, including, but not limited to the following: CPA funds, the issuance of municipal debt, an annual appropriation from the General Fund and the use of fees or surcharge to building permit applications or property taxes.

How the research was done

From the Committee's first meeting on September 26, 2017, through October 2018, the Committee researched and evaluated a broad range of funding strategies for affordable homes used by communities nationwide. Members of the Committee conducted extensive research, including reviews of past efforts and successes of other communities. The group discussed the challenges and strategies of creating affordable homes with employees of communities across the country, housing advocacy groups, Concord town employees, other Concord committees and boards, and individuals with special knowledge of affordable housing, planning, building, legislative initiatives, etc.

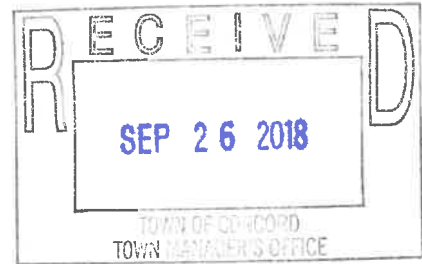


Town of Concord
Finance Committee
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742

To: Thomas McKean, Chair, Concord Select Board

From: Thomas Tarpey, Chair, Concord Finance Committee

cc: Concord Select Board
Concord Finance Committee
Christopher Whelan, Town Manager
Kerry Lafleur, Finance Director



Date: September 24, 2018

Re: Establishment of a Permanent Building Committee

Dear Tom:

At its meeting on Thursday, June 28, 2018, the Finance Committee voted unanimously to recommend to the Select Board that it consider establishing a permanent Building Committee. This committee would have general responsibility for supervising the design and construction of all significant public buildings, structures, and recreational facilities, including school buildings and facilities, including significant repair or reconstruction projects on existing public buildings.

The committee would consist of experienced town citizens who are current or retired architects, engineers, or contractors, or persons knowledgeable about those matters. The committee could employ professional assistants, obtain bids, and enter into contracts on behalf of the town, subject to the approval of plans and specifications by the appropriate boards or committees.

We think such a committee would be very useful and helpful to the town in developing expertise in building projects, including school and municipal building projects, rather than the current practice of establishing building committees on an ad hoc basis. We believe that the expertise developed would save the town a substantial amount of money in the course of these building projects.

After our meeting, our Recording Secretary, Anita Tekle, did some research and reported that the Town of Concord has already established a General Building Committee, in 1947, but that it became inactive in the early 1980's. According to Anita's research, the General Building Committee was established based upon a vote at the 1947 Annual Town Meeting under Article 36. The vote called for the Selectmen to appoint a five-member committee, with staggered terms. The committee was to "have general supervision over the design and construction of public buildings, including the authority to employ professional assistance and, subject to specific authorization by the Town, to enter into contracts on behalf of the Town for the

preparation of construction plans and specifications and for the construction of buildings and other structures." In fact, Concord was the first community in the Commonwealth to establish a standing committee for public buildings.

The Concord General Building Committee existed on a very active basis until the mid-1970s. So from 1947 to the mid-1970s, they were actively involved with a large number of new construction and renovation projects -- four new elementary schools (Alcott, Thoreau, Willard and Ripley), renovating/constructing the Public Works complex on Lowell Road, renovating the former high school in the late 1940s (this is now the Emerson Umbrella), renovating the former Harvey Wheeler School, planning for and overseeing paving, sidewalks, and landscaping around many buildings, constructing bathrooms at the Old North Bridge (which was then in the hands of the Town, prior to being turned over to the National Park), constructing the new combined Police/Fire Station on Walden Street, Town House renovations in 1960, and in 1963 with providing assistance to the Concord Housing Authority for the design of the first phase of Everett Gardens senior housing. In 1963 the Committee also worked on a preliminary design of a proposed Junior High School (which presumably ended up being Sanborn or Peabody), and an addition to Willard School. According to the town annual reports for the Committee, in most years the Committee had several projects going on at once. The Committee typically worked in conjunction with other groups (the Select Board, Town Manager, School Committee, Public Works Commission, etc.)

The Concord General Building Committee apparently was suspended or became inactive in the 1980's because there was no municipal building activity going on at the time, and was not revived.

Although the Concord General Building Committee was initially appointed by the Board of Selectmen, Ms. Tekle noted that was before Concord adopted a new form of government with a strong Town Manager Charter in 1955, effective 1956. The Charter gives the Town Manager responsibility for the rental, use, maintenance and repair of all town buildings (and upon the request by the School Committee, he is responsible for any buildings under the jurisdiction of the school committee). Because the Town Manager is also "responsible for the preparation of plans and the supervision of work on existing and on new buildings and grounds, unless a special committee of the town is created for such purpose," with the Charter change in 1956, the Town Manager began appointing the General Building Committee. So while our Finance Committee voted last month to ask the Select Board to consider establishing such a Committee, under Concord's Charter it probably would more appropriately come under the jurisdiction of the Town Manager.

Also, we were able to identify many other towns that have permanent building committees. We note that Carlisle established a Municipal Facilities Committee last year. Most towns call them "permanent" building committees. The 27 towns that we were able to identify that have permanent building committees are: Andover, Arlington, Belmont, Boxborough, Boxford, Chelmsford, Dracut, Groton, Hopkinton, Lexington, Littleton, Medfield, Millis, Needham, Norton, Norwood, Plainville, Reading, Sudbury, Wakefield, Walpole, Wayland, Wellesley, Westford, Weston, Westwood and Wilmington. Some of these involved a Town Meeting vote and adoption of a bylaw. If the Select Board or Town Manager wanted to understand how these

committees operate in other communities, it would be easy enough to find a copy of their charge or bylaw online at each community's web site.

If you have any questions, please feel free to contact me, our immediate past chair, Karle Packard, or Phil Swain, the committee member who proposed the resolution to recommend the establishment of the permanent Building Committee.

Sincerely,

Tom Tarpey, Chair

Concord Finance Committee

Wellesley

Permanent Building Committee

Purpose

The Permanent Building Committee is responsible for estimating, designing, and constructing town projects costing over \$500,000. Initially, it gauges whether the funds sought for a project match that of the scope and financial requirements of the project. The Committee remains fully involved in all phases of the design process, overseeing schematic, developmental, and construction document design periods. Together, the Committee and the project proponents collaborate to approve final plans in order to begin the construction process. During the construction stage, the Committee works to effectively oversee the progress of work, approve changes to the project, and to review budget reconciliation, ultimately ensuring the desired project is delivered on time and within budget.

Members

Name	Term Expires
Thomas E. Goemaat. Chair	2019
Matthew L. King, Vice Chair	2018
David L. Grissino	2020
Suzanne G. Littlefield	2019
Laurence D. Shind	2018

Composition

The Permanent Building Committee consists of five residents appointed by the Moderator. At all times the Committee includes an attorney, an architect, an engineer, and an individual who is primarily engaged in the construction business.

No such member shall be an officer, official, a board member, or paid employee of the Town, except that a member of the Committee may be a Town Meeting Member.

In the case of a schoolhouse project, the School Committee shall appoint one of its members to the Permanent Building Committee. This temporary position will be referred to as the School Committee Member, in which said member will enjoy the right to vote and participate fully in the activities of the Committee concerning that project.

History

Since 1986, the Permanent Building Committee has supervised the completion of over 30 major projects totaling over \$300,000,000. These projects have taken the form of renovations, additions, upgrades, repairs, and new construction. The participation of the Committee has resulted in the execution of high-quality and long lasting projects that are built to a 50-year standard. Today, the Committee remains fully engaged with several major projects, and continues to act as a liaison and resource between proposing boards and the Town.

Meeting

The Permanent Building Committee meets the second and fourth Thursday of each month at 7:30pm in the Town Hall.

Contact Us

Stephen Gagosian

Design and Construction Manager

Email

Phone: 781-489-4256

Facilities Management

Permanent Building Committee By-law

Article XXII Permanent Building Committee

Section 1: Purpose

The purpose of this bylaw is to provide a Permanent Building Committee having continuing responsibility for the execution of major construction and maintenance projects for the Town and for the development of a capital spending plan. Working with the Board of Selectmen, School Committee, Historical Commission, Planning Board, and other Town committees and boards which propose building and renovation projects, the Permanent Building Committee establishes general criteria for Town building projects and guidelines for communication regarding these projects between and among interested committees and the public.

Section 2: Establishment

There is hereby established a Permanent Building Committee, which shall oversee and supervise the design, construction, reconstruction, major alteration, renovation, enlargement, major maintenance, demolition, and removal of Town buildings, including School Department buildings and municipal buildings, and including any significant installation, renovation or upgrade of service equipment and major systems as provided in this bylaw.

Section 3: Definitions

For purposes of this Bylaw, the following definitions shall apply:

- 1) "Major maintenance" shall not include routine maintenance and upkeep of a building or other structure, or its service equipment, which is performed on a regular basis and shall include projects that are capital in nature, that is, having a useful life of 5 or more years and an estimated cost of more than \$25,000, or such other amount as may be established from time to time by the Town Manager subject to approval by the Board of Selectmen and School Committee, in writing addressed to the Committee.
- 2) "Construction" and "Demolition" shall include excavation, filling and grading of the building or project site.
- 3) "Service equipment and major systems" shall include boilers, elevators, generators, HVAC systems, septic systems, fire alarms, overhead doors, automatic handicapped access doors, major electrical service including wiring and fixtures, major plumbing service including piping and sanitation fixtures, building skin (roofs, gutters, masonry, windows, exterior paint, etc.). It shall not include information system technology (computers and computer systems).

4) "Design" includes selection of architects and consultants as needed in compliance with applicable provisions of the General Laws.

5) "Municipal" shall refer to public buildings that are not under the jurisdiction of the School Department.

6) "Proposing Body" means the Town of Weston appointed or elected board or committee sponsoring or requesting a construction or major maintenance project, or in the case of major maintenance initiated by the Permanent Building Committee itself, the board or committee whose facility would be the recipient thereof. The Proposing Body is responsible for:

- a) Determination of the program for the proposed project, including the function and needs which it is designed to fulfill, expanded services, auxiliary public use if any, additional personnel required to maintain the facility, annual maintenance costs, expected hours of the facility's availability, and overall effect on the Town.
- b) Performance of feasibility studies and determination of the estimated size and cost requirements of the project.
- c) Determination of the estimated requirements for equipment and furnishings.
- d) Approval of transitional building plans, including health and safety protocols for maintaining the underlying service associated with the facility while construction takes place.
- e) Approval of any design change or budget reprioritization having a material impact, as determined by the Proposing Body, on the programmatic design, transitional building plans, or outcome of the project.

Section 4: Membership

1) Regular Members. The Permanent Building Committee shall consist of 5 (5) regular voting members, all serving without compensation. The composition of the Committee shall include, to the extent possible, 1 registered architect, 1 licensed engineer, 1 licensed builder and 1 attorney. All regular members shall be residents of the Town of Weston. All regular members shall be appointed by the Board of Selectmen and School Committee acting jointly in accordance with the following procedures:

- a) An advertisement shall be published in a newspaper having local circulation and on the Town's website inviting interested residents to submit letters of interest, including a resume setting out their professional credentials and relevant experience. The newspaper advertisement shall be published at least once not less than 2 weeks prior to the deadline stated therein for submission of responses stated. The website notice shall be posted and remain posted for at least 2 weeks prior to the deadline for submission. Letters of interest shall be submitted to the office of the Town Manager.
- b) Interviews of candidates shall be conducted in an open meeting of the Board of Selectmen and School Committee convened in joint session.
- c) Appointment shall be made by majority vote of the combined membership of the Board of Selectmen and School Committee.

2) Temporary Members. For each municipal project, a temporary member who is a member or representative of the Proposing Body shall be appointed by the Board of Selectmen. For each school project, a temporary member shall be a School Committee member or designee. Temporary members shall have the right to vote on the activities of the Permanent Building Committee only with respect to the particular project for which such member was appointed.

3) Ex Officio Members. For each project, the Permanent Building Committee may appoint staff or other Town residents with particular expertise to advise the Committee related to that project. The Permanent Building Committee may also request the designation of Town staff with similar expertise to serve in an advisory capacity for a particular project. Any such request shall be made to the Town Manager for Town employees other than School Department personnel, and to the Superintendent for School Department personnel. The Town Manager and Superintendent shall determine the appropriate staff member in each case. Ex Officio members shall have no voting authority.

4) Term of Appointment.

a) Regular members shall be appointed for a 3 (3) year term. In making the original appointments under this bylaw, the appointing authority shall designate 2 regular members to serve for 3 years, 2 regular members to serve for 2 years and 1 regular member to serve for 1 year. Thereafter, vacancies shall be filled for a 3 year term. Upon expiration of a term, members shall continue to serve until a successor has been appointed and qualified.

b) Temporary members shall be appointed to the Committee for the period of time during which the Committee is exercising its functions with respect to the project for which the original appointment was made.

Section 5: Powers & Duties of the Committee

In carrying out its duties and responsibilities under this Bylaw, the Committee shall:

1) Oversee and supervise the design and construction of all projects within its jurisdiction, including the designer selection process for the solicitation, evaluation and recommendation of a project designer, schematic design, design development, production of construction documents, public construction bidding, contract award recommendation and construction administration in compliance with the General Laws. All projects shall be developed in a manner consistent with the project goals and physical requirements established by the Proposing Body and the applicable provisions of the General Laws. All solicitations for designer services and invitations for bids for construction shall be coordinated with the Town Manager, acting as the Chief Procurement Officer, to assure compliance with the applicable provisions of the General Laws. The Town Manager shall award and execute all designer services contracts and construction contracts.

2) Coordinate with other Town boards and committees:

1. In consultation with the Planning Board, oversee site planning for new construction and additions; such planning to include building location, roadways, parking, lighting, and general landscape design concepts.
2. In consultation with the Public Spaces Committee, oversee plant selection, cost, and installation of landscaping for new, enlarged, or renovated building projects within its jurisdiction.

3. In consultation with the Historical Commission, oversee enlargement, remodeling and/or restoration of Town-owned historic property to insure that work is done in compliance with the Secretary of the Interior's Standards and Guidelines for Historic Preservation.

3) Review and report the financial requirements of all projects within its jurisdiction, or for which it may become responsible, and oversee the expenditure of funds in the course of execution of such projects.

4) Conduct periodic review and audit of the physical condition of all municipal and school buildings, including service equipment and major systems.

5) Develop a rolling 10-year capital property management plan for the major maintenance, construction, enlargement, or replacement of all municipal and school buildings, including service equipment and major systems.

6) On or about November 15 of each calendar year, prepare and present to the Board of Selectmen and to the School Committee a recommendation of major construction and/or maintenance project(s) to be undertaken by the Town in the ensuing fiscal year.

7) Make an annual report of its activities and recommendations to be published in the Annual Town Report.

8) The Committee shall act by majority of the regular membership except for those projects for which a temporary member has been appointed, in which case, action on such project shall be by a majority of the regular membership plus the temporary member.

9) The Committee shall, subject to agreement by the Proposing Body, waive its duties and responsibilities and relinquish them to the Proposing Body in connection with projects for which design funding had been approved at Town Meeting prior to the adoption of this Bylaw.

10) The Committee may, subject to agreement by the Proposing Body, waive its duties and responsibilities with respect to any project for which it would otherwise be responsible and relinquish them to the Proposing Body.

Section 6: Policies and Procedures

1) The Committee shall adopt local designer selection procedures consistent with the requirements of G. L. c. 7, §38A½ - 38O.

2) The Committee shall in consultation with the Board of Selectmen and School Committee adopt and make available to all boards, officers, and officials policies and procedures implementing the provisions of this Article. Said policies and procedures shall address at least the following subjects:

- a) Financial requirements and notification for each project within its jurisdiction, including the time period(s) within which information must be available for presentation to the voters at Town Meeting, if necessary.
- b) General criteria the Committee will use in reviewing project designs, including but not limited to “green” considerations such as energy conservation.
- c) Guidelines to be utilized by Proposing Bodies in developing the structure and content of project documentation to be utilized by the Committee in carrying out its responsibilities under this Bylaw.
- d) Guidelines for the review and discussion of project progress with the Proposing Body during the design and construction thereof.
- e) Guidelines for communication with Town boards and committees, including the Finance Committee, in connection with the Committee’s periodic review and audit of building facilities.
- f) Guidelines for presentation of projects at Town Meeting, including designation of responsibilities as between the Committee and the Proposing Body.

3) Staff support for the Committee shall be provided by the Director of Facilities.

Adopted at Annual Town Meeting - May 8, 2006

THE TOWN OF WESTON

11 Town House Road | P.O. Box 378 | Weston, MA 02493 | Phone: 781-786-5000

Lexington

ARTICLE VI Permanent Building Committee (§ 29-21 — § 29-22)

[Added 3-30-1970 ATM by Art. 109; amended 4-24-1974 ATM by Art. 89]

§ 29-21 Membership; terms of office.

[Amended 4-4-1973 ATM by Art. 83; 4-8-1974 ATM by Art. 70; 5-3-1982 ATM by Art. 48; 3-21-2011 ATM by Art. 29]

The Town shall have a Permanent Building Committee consisting of seven full members and two associate members, who shall be registered voters of the Town appointed for terms of three years each, the terms of no more than three of which shall expire in any one year. No full or associate member of the Committee shall be a Town officer or Town employee. The Chairman shall designate an associate member to sit on the Committee for specific projects, in case of the absence, inability to act, conflict of interest, or at the request of a full member. When designated by the Chair to sit on the Committee for a specific project, the associate member shall have the same voting rights as a full member.

A.

On or before the first day of July in each year the Town Manager shall appoint to the Committee two full members and one associate member, or three full members (as the case may be) to serve until June 30 in the third year thereafter and until his successor is appointed and qualified. The adoption of this by-law shall not affect the term of any member of the Permanent Building Committee as constituted and existing on the effective date of this by-law. Any vacancy in the Committee shall be filled by appointment by the manager and the member so appointed shall serve for the unexpired term of his predecessor. If any regular member of the Committee ceases to be a resident of the Town, or accepts any position that would have made him ineligible for appointment to the Committee, he shall forthwith cease to be a member of the Committee. The Committee shall choose its own officers.

B.

The board or committee for which a structure, recreational facility, or building is being planned or constructed shall appoint not more than two representatives to the Committee who shall be entitled to participate in the activities of the Committee and vote on matters affecting the particular project for which they are so appointed. Such appointed members shall be voters of the Town and shall serve only for the time during which the Committee is exercising its function with respect to such project. No such appointed member of the Committee shall be a Town employee.

§ 29-22 Powers and duties.

When authorized by the Town, the Permanent Building Committee shall have general supervision over the design and construction of public structures, recreational facilities and buildings including the authority to employ professional assistants, to obtain bids, and to enter into contracts on behalf of the Town for preparation of plans and specifications, and for the construction, remodeling, alteration or renovation, including equipping and furnishing, of buildings and other structures and recreational facilities. The plans and specifications for all such construction, equipping and furnishing shall in each instance be subject to the approval of the board or committee for which such building or recreational facility is being planned or constructed. The Committee may make recommendations and reports to the Town from time to time and shall make an annual report of its activities and recommendations to be published in the Annual Town Report.

TOWN OF CONCORD
Concord Center Cultural District Committee
Committee Charge

A. Background

The Concord Center Cultural District was created by the Massachusetts Cultural Council in ____ of 2017. The cultural district is intended to heighten public awareness of the unique cultural features and resources of the district. Concord Center is home to many historical points of interest and important cultural resources as well artists, artisans, and performance venues. One goal of creating the district is to foster visitation to the district and to thereby support the local cultural sites, artists and businesses.

The intent of forming the Concord Center Cultural District is to encourage the development of new resources and to sustain existing cultural assets within the district through mutual support, inter-communication and collaboration.

B. Purpose

The purpose of supporting the cultural centers, artists and businesses within the cultural district is to promote the arts and to further the viability of these historic sites, small businesses and independent entrepreneurs. The district is intended to leverage the unique talents and attributes of all members of the district to generate more public awareness of the value of culture and the arts. Having a vibrant cultural community is a key component to sustaining Concord Center as an exciting and enjoyable place to live, work and play.

C. Membership

The members of the Concord Center Cultural District Committee shall be appointed by the Select Board. The term of office shall be three years, and the initial appointments shall be of one, two and three years so that terms of members shall be staggered. The committee shall be comprised of seven members representing a diversity of interests backgrounds involved with cultural. The membership shall be as follows:

- One member to represent the many historical sites in Concord Center;
- One member to represent the visual arts entities in the district;
- One member to represent of the performing arts in the district;
- Four citizens at-large with diverse backgrounds interested in promoting culture in Concord Center;

D. Duties and Responsibilities

1. To meet regularly to discuss ways in which the Cultural Committee can be supportive of cultural resources within the district, including listening to sponsors who wish to promote collaborative cultural events;
2. To conduct outreach to learn how the Cultural Committee might be supportive of the artists, businesses, and others working in the district;
3. To visit other cultural districts and become familiar with their practices to consider how the Cultural Committee could use proven successful techniques to support the Concord Center Cultural District;
4. To establish working relationships with State officials, local businesses and others who may assist the Cultural Committee in fostering the development of the Cultural District, including the West Concord Junction Cultural District Committee;

5. Support the Chamber of Commerce in its role as coordinator for the activities of the Cultural District;
6. To explore funding opportunities including state and federal grants, as well as private funding to support the district's activities;
7. To hold a public hearing or forum at least once per year to solicit input from the community concerning how the Concord Center Cultural District might function to better serve the town and advance the cause of cultural development;
8. To submit a report for inclusion in the "Annual Town Report" each year, providing a discussion of the Committee's work during the prior year as well as providing an assessment of the community's progress in supporting and enhancing the Cultural District;
9. To meet regularly and annually elect a chair and clerk.

E. Other Considerations

The Concord Center Cultural District Committee is responsible for conducting its activities 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.

Attachments:

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.

DRAFT October 26, 2018

Prospective Proposer
Street Address
City, State Zip

Dear Prospective Proposer,

The Town of Concord, Massachusetts is beginning the process of recruiting for a new Town Manager. To assist with this recruitment, we are looking for a qualified executive search consultant.

Known for its historic legacy from the Revolutionary War to the Transcendental Era, Concord is an affluent suburban community located west of Boston with a population of approximately 17,000 residents. It has a strong Town Manager form of government. The current Town Manager has announced his retirement after 25 years and the position will be vacant on or about July 1, 2019. We are just starting the search for a replacement.

The attached Request for Proposals describes the process that we plan to undertake and the characteristics of the consultant that we would like to engage. The consultant would work with the Select Board, an appointed nine-member Town Manager Search Committee and the Human Resources staff to actively source, recruit, evaluate the suitability of, interview and refer qualified candidates.

We would like to find an executive search consultant that has experience and expertise with recruitments for successful hiring of a Massachusetts Town Manager or Town Administrator.

I hope that you will submit a proposal.

Sincerely,

Amy Foley
Human Resources Director

Town of Concord
Request for Proposals (RFP #394)
for
Executive Recruitment & Candidate Assessment Consultants

The Town of Concord requests proposals from qualified Proposers to provide executive search services for the position of Town Manager.

I. INTRODUCTION

The Town of Concord (the “Town”) is seeking to hire a new Town Manager to begin employment on or about July 1, 2019 when the current manager will retire after twenty-five years of service to the Town. To achieve this objective, the Town intends to hire an executive search consultant to recruit a pool of highly qualified applicants and to assist in conducting a professional and effective assessment of the candidates.

Concord’s Town Manager is appointed by and reports to an elected Select Board and is assisted in his/her work by a dedicated team of senior managers and employees. Since the Town’s incorporation in 1635, Concord citizens have taken a very pro-active and responsible approach to governing their town. The importance they have placed on well planned and managed town services can be seen in the fact that Concord adopted a strong town manager form of government in 1956, much earlier than other Massachusetts towns. In addition, Concord has retained a traditional New England structure of local government including an open town meeting, a five member Select Board, and a wide range of citizen boards. The Town Manager serves as Chief Executive Officer in accordance with the Town Charter, which is available on the Town’s website at: <http://www.concordma.gov/1229/Town-Charter>

A Scope of Services for the executive search, recruitment and candidate assessment consultant is outlined below.

II. INSTRUCTIONS

The proposer shall submit a sealed envelope or box which clearly states on the outside the name of the proposer and the words: “RFP #394 – Town Manager Recruitment Consultant”.

To be considered, proposals must be received by the Office of the Finance Director, Town of Concord, 22 Monument Square, Concord, MA 01742 by _____ on _____.

The envelope or box shall contain the following:

1. a sealed Price Proposal Envelope which clearly states on the outside the name of the proposer and that it is the Price Proposal for RFP #394 – Town Manager Recruitment Consultant. The ONLY item in the sealed Price Proposal Envelope should be the signed Price Proposal Sheet.
2. a sealed Non-Price Proposal Envelope that clearly states on the outside the name of the proposer and that it is the Non-Price Proposal for RFP #394 – Town Manager Recruitment Consultant. In the Non-Price Proposal envelope shall contain five (5) copies of all the relevant requested information with the exception of the Price Proposal Sheet.

The Town of Concord reserves the right to reject any and all proposals, to waive any minor informality and to make the award as may be in the best interest of the Town.

III. SCOPE OF SERVICES

The Town seeks proposals from executive search consultants with demonstrated successful experience in recruiting municipal executives in Massachusetts, to assist in a wide variety of recruitment and assessment activities designed to attract and identify highly qualified Concord Town Manager candidates such that a new Town Manager is employed on or about July 1, 2019.

The Consultant shall work with the Select Board, an appointed nine-member Town Manager Search Committee, and Human Resources staff of the Town to actively source, recruit, evaluate suitability of, interview and refer qualified candidates.

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

Consultant shall assist the Search Committee in their Charge to:

- Develop a recommended timeline or schedule of milestone events relative to the search for a new Town Manager.
- Identify and implement effective methods of soliciting input from town staff, committees, residents and other stakeholders to help inform the Select Board about the qualities, strengths, management style, and characteristics required for a successful Town Manager, including but not limited to at least two public listening and discussion sessions.
- Present a written report to the Select Board of findings and recommendations from stakeholder interviews and other information gathering efforts.
- Become familiar with the Town Charter as it relates to the Town Manager's role in Town Government.
- Review the Town Manager's job description and recommend any revision, if necessary, to the Select Board.
- Develop marketing materials or other community information describing the work environment and performance expectations for potential candidates.
- Develop and implement selection criteria and methods for assessing candidates (such as resume review, interview questions, and other tools designed to identify and document qualifications, skills), management style, and other relevant factors).
- Review background information and references as appropriate.

Town Manager Recruitment Consultant
RFP #394
DRAFT 10-25-2018

- 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.
- Prepare a written report of its recommendations to the Select Board that includes a summary description of the recruitment process.
- Provide whatever additional information the Select Board may request.
- 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.
- Develop interview questions for the committee interview process.
- Conduct interviews of the recommended candidates in executive session following required procedures.

Consultant shall also:

- Coordinate recruitment, assessment and hiring activities with the Human Resources Director as needed to support the Search Committee and Select Board.
- Advertise the position regionally and nationally where likely qualified candidates will be searching for job opportunities (websites, publications, etc.). Human Resources staff will be responsible for posting the position and related marketing materials on the Town of Concord's website.
- Conduct networking and other search activities to generate a diverse pool of highly qualified prospective candidates who meet the Select Board's selection criteria. Identify potential candidates and motivate them to apply and participate as a candidate in the assessment process.
- Receive resumes from all interested candidates; compile, record, and maintain appropriate records of the submittals for review of the Search Committee, Select Board, and Human Resources staff.
- Schedule, attend and facilitate multiple interviews/assessment events with the Search Committee and, then, for finalists, with the Select Board, which shall take place at locations in or near Concord and as selected by the Search Committee or Select Board.
- Provide technical assistance to the Select Board regarding the means of assessing finalists chosen by the Search Committee including interview questions, and guidance in the selection of a new Town Manager.
- Communicate with candidates as appropriate throughout the process, including providing timely notification in writing, via documents approved by the Search Committee or Select Board, to all who applied but were not selected for initial interviews and, also for those interviewed but not offered the position.
- Provide training and guidance to the Search Committee and Select Board in areas of human resources best practices and legal requirements and instructions applicable through the process.
- Assist with development of terms and conditions of employment, compensation, preparation of a conditional offer of employment, and creating a draft employment agreement.
- 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.
- Act at all times in an attentive, professional, ethical, and responsible manner and represent the Town of Concord with the utmost concern for the Town's interests, goals and image with candidates, other communities, and members of the general public.

IV. STATEMENT OF QUALIFICATIONS

The proposer must provide the following information:

1. Firm name, address and telephone number.
2. Name of contact person.
3. Names and addresses of all partners, officers, directors and any other person with an ownership interest greater than 5%.
4. Names of any Town officials or employees who are related to any of the partners, officers or directors of the firm or have any ownership interest in the firm.
5. Names and resume of all professionals who will be assigned to work on the project.
6. Type of organization
 - a) Individual
 - b) Partnership
 - c) Corporation
 - d) Joint Venture
7. A list of projects providing relevant experience during the last 5 years which include name, location, cost for services, date, name of owner's representative for which services were provided, owner's representative phone number, and owner's representative email address. Identify projects as completed or underway.
8. A description of the specific skills and qualifications which will be applied to the project.
9. If a joint venture proposal, provide the information for all parties to the joint venture.
10. Other information which will document the firm's capabilities and qualifications for the project.
11. Please indicate that your responses are in accordance with all applicable Massachusetts State Laws.

V. MINIMUM CRITERIA

The proposer must provide the following to satisfy the minimum criteria:

- A. Minimum Requirements.** To be considered responsive, proposals must satisfy the following minimum qualifications:
- The proposer must have been in the executive recruitment field for at least 3 years.
 - The proposer must have provided executive recruitment for at least 5 Town Managers or Town Administrators similar in size and scope to the project detailed in this RFP.
 - The proposer must have completed the attached Price Proposal Sheet and included it in the sealed Price Proposal envelope.
 - The proposer must have completed the attached non-collusion and tax compliance certification forms and included them in the Non-Price Proposal envelope.

B. Additional Required Information. For purposes of comparative evaluation, the proposals must additionally include the following:

- The proposer should provide information regarding similar work that the proposer is doing or has completed.
- The proposer should provide a list of references of all clients who have worked with the proposer during the last 3 years. Reference information should include project name, client, contact name, contact title, contact phone number, and contact email address.
- The proposer should provide information regarding the evaluation criteria.

Proposals may include any other information (including sample promotional materials) which will help the Town understand and evaluate the proposer's qualifications to conduct an assessment of the lease of unused telecommunication utilization within the Town of Concord.

The proposal shall include the following information (enclosed in the non-price proposal envelope):

- A Table of Contents, showing where required information can be found by section and page.
- A 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 Concord 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 references, including municipality name, address, contact name, contact telephone number and contact email address for all communities for which the firm has provided 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.
- 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.
- 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 Concord as an additional insured for the coverage types and amounts specified below. Failure to provide such evidence of coverage acceptable to the Town of Concord shall result in cancelation of this contract award.

Questions concerning this RFP may be addressed to Amy Foley at afoley@concordma.gov or 978-318-2025 Monday through Friday between the hours of 9:00AM and 4:30PM EST.

VI. EVALUATION CRITERIA.

If the Minimum Criteria (Section V A) have been met and the Additional Required Information (Section V B) provided, proposals will be compared and evaluated by a review panel designated by the Select Board. Based upon this evaluation, the review panel will make recommendations to the Select Board. Proposals which meet the minimum requirements will be evaluated on the basis of how well each meets the needs of the Town of Concord in effectively conducting an executive candidate search, recruitment and assessment process for the position of Concord Town Manager.

With respect to each evaluation criterion, proposals will be determined to be Highly Advantageous, Advantageous, Not Advantageous, or Unacceptable.

A. Proposer's Networking Strategies (Weight 10%)

Highly Advantageous: The Proposer has a well-established network of professional municipal contacts that will be used in the search and recruitment process to attract a broad range of highly qualified candidates, including women and minorities.

Advantageous: The Proposer has an established network of professional municipal contacts that will be used in the search and recruitment process to attract a broad range of highly qualified candidates, including women and minorities.

Not Advantageous: The Proposer does not have an established network of professional municipal contacts that will be used in the search 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.

B. Proposer's Experience in Conducting Searches for Massachusetts Town Managers or Town Administrators (Weight 25%)

Highly Advantageous: The Proposer has extensive experience and expertise in conducting successful executive searches for Massachusetts Town Managers or Town Administrators.

Advantageous: The Proposer has good experience and expertise in conducting successful executive searches for Massachusetts Town Managers or Town Administrators.

Not Advantageous: The Proposer does not have good experience and expertise in conducting successful executive searches for Massachusetts Town Managers or Town Administrators.

Unacceptable: The Proposer does not have experience or expertise in conducting successful executive searches for Massachusetts Town Managers or Town Administrators.

C. Proposer's Approach to Ensuring Community Involvement (Weight 10%)

Highly Advantageous: The Lead Consultant for this project has extensive experience and expertise in organizing, training, and facilitating working groups as part of an executive search.

Advantageous: The Lead Consultant for this project has good experience and expertise in organizing, training, and facilitating working groups as part of an executive search.

Not Advantageous: The Lead Consultant for this project does not have good experience and expertise in organizing, training, and facilitating working groups as part of an executive search.

Unacceptable: The Lead Consultant for this project does not have experience and expertise in organizing, training, and facilitating working groups as part of an executive search.

D. Proposer's Implementation Plan and Schedule (Weight 10%)

Highly Advantageous: The Proposal includes a well thought out description of the recruitment strategy with clearly delineated timeline and specific milestones for Concord's Town Manager search.

Advantageous: The Proposal includes a description of the recruitment strategy with a timeline and milestones for Concord's Town Manager search.

Not Advantageous: The Proposal lacks a description of the recruitment strategy with a timeline and milestones for Concord's Town Manager search.

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

E. Proposer's Recruitment Materials (Weight 10%)

Highly Advantageous: The Proposal includes examples of high quality advertisements, brochures and other forms of candidate outreach for the recruitments that the Proposer has completed.

Advantageous: The Proposal includes examples of quality advertisements, brochures and other forms of candidate outreach for the recruitments that the Proposer has completed.

Not Advantageous: The Proposal includes examples of advertisements, brochures and other forms of candidate outreach for the recruitments that the Proposer has completed.

Unacceptable: The Proposal does not include examples of advertisements, brochures and other forms of candidate outreach for the recruitments that the Proposer has completed.

F. Proposer's References (Weight 15%)

Highly Advantageous: References for the Proposer are outstanding and show that the Proposer can complete all of the tasks identified in the RFP very well.

Advantageous: References for the Proposer are good and show that the Proposer can complete all of the tasks identified in the RFP.

Not Advantageous: References for the Proposer are not good and show that the Proposer can complete only some of the tasks identified in the RFP.

Unacceptable: References for the proposer are poor and show that the Proposer cannot complete the tasks identified in the RFP.

G. Evaluation of the Proposal (Weight 10%)

Highly Advantageous – The proposal contains a clear and comprehensive plan that addresses all of the projects stated objectives in the RFP.

Advantageous – The proposal contains a clear plan that addresses most of the projects stated objectives in the RFP.

Not Advantageous – The proposal does not contain a clear plan that addresses most of the projects stated objectives in the RFP.

Unacceptable – The proposal does not contain a plan.

H. Evaluation of the Presentation (Weight 10%) (The proposer shall make a presentation in front of the review panel, if requested to do so.)

Highly Advantageous – The presentation is clear and comprehensive and addresses all of the projects stated objectives in the RFP.

Advantageous – The presentation is clear and addresses most of the projects stated objectives in the RFP.

Not Advantageous – The presentation is not clear and does not address most of the projects stated objectives in the RFP.

Unacceptable – The presentation is not clear and does not address the projects stated objectives in the RFP.

VII. RULE FOR AWARD

The Town of Concord will determine the most advantageous proposal from a responsible and responsive proposer by taking into consideration price and all of the evaluation criteria set forth in this RFP. The evaluation process will take place with two steps. First, those proposals meeting the minimum criteria will be ranked in terms of their responses to the evaluation criteria. Then, the price proposal envelopes will be opened and the proposals will be judged by taking into consideration price and response to the evaluation criteria.

In these matters, the judgment of the Town will be binding, conclusive, and final.

VIII. TOWN'S RIGHT TO REJECT BIDS

The Town reserves the right to reject any or all proposals if it is in the Town's interest to do so.

The Town may consider informal any proposal not prepared and submitted in accordance with the provisions hereof and may waive any informality or reject any and all proposals, should the Town deem it to be in the Town's interest.

The Town may also reject proposals which in its sole judgment are incomplete, conditional, obscure, or not responsive or which contain additions not called for, erasures not properly initialed, alterations or similar irregularities, or the Town may waive such omissions, conditions or irregularities, if considered minor.

IX. CONTRACT - LIABILITY PROVISIONS

Town's Liability: The Town's liability under this Contract shall be limited to the payments due thereunder. In no event shall the Town be liable for any additional amounts, including without limitation, any indirect, special or consequential damages.

Protection Against Liability: The Proposer acknowledges and agrees that he is responsible as an independent Proposer for all operations under this Contract and for all acts of employees and agents thereunder, and agrees that he will indemnify, exonerate and hold harmless the Town and its officers, boards, employees, agents and officials, from and against any and all loss, damage, cost, charge, expense and claim, which may be made against it or them or to which it or they may be subject by reason of any alleged act, action, neglect, omission or default on the part of the Proposer or any of their agents or employees and will pay promptly on demand all costs and expenses of the investigation and defense thereof, including attorneys' fees and expenses. If any such claim is made, the Town may retain out of any payments, then thereafter due to the Proposer, a sufficient amount to protect it completely against such claim, costs and expenses.

X. CONTRACT - INSURANCE PROVISIONS

Certificates of Insurances shall be filed with the Town within 10 business days of the signing of this contract in the following categories and amounts:

- **General Liability** of at least \$1,000,000 Bodily Injury and Property Damage Liability, Combined Single Limit with a \$3,000,000 Annual Aggregate Limit. The Town should be named as an Additional Insured.
- **Automobile Liability** (applicable for any contractor who has an automobile operating exposure) of at least \$1,000,000 Bodily Injury and Property Damage per accident. The Town should be named as an Additional Insured.
- **Workers' Compensation Insurance** as required by law.
- **Umbrella Liability** of at least \$5,000,000 per occurrence, \$5,000,000 in aggregate. The Town should be named as an Additional Insured.

The Certificates of Insurance shall be from an insurance company that is an admitted carrier in Massachusetts and has an A.M. Best rating of "A" or better.

The Vendor and all Subcontractors waive subrogation rights against the Town for all losses.

The Vendor shall notify the Town within 10 days in the event that any or all of these Certificates of Insurance are cancelled.

XI. CONTRACT PROVISIONS - TERMINATION

The Town reserves the right to cancel the contract at any time for any cause.

Town of Concord

TAX COMPLIANCE CERTIFICATION:

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

NAME OF PROPOSER(S): _____

SIGNATURE(S): _____

PRINTED NAME(S) AND TITLE(S): _____

NAME OF BUSINESS: _____

ADDRESS: _____

SOCIAL SECURITY NUMBER(S) OR FEDERAL ID NUMBER: _____

Town of Concord

CERTIFICATE OF NON-COLLUSION

The undersigned certifies under the 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, club, or other organization, entity, or group of individuals.

(Signature of individual submitting bid or proposal)

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)

**Town of Concord
RFP #394 – Town Manager Recruitment Consultant**

PRICE PROPOSAL SHEET

The Proposed Price for RFP #394 Services in numbers \$_____.

The Proposed Price for RFP #394 Services in words:

SUBMITTED BY:

Signature: _____

Printed Name: _____

Title: _____

Name of Business: _____

Address: _____

Telephone: _____

Email: _____

Date: _____



Boy Scout Troop 132 Concord MA

Curtis Gekle
Troop Committee Chair

committeechair@troop132.com • 339-234-0287
Concord Scout House, 74 Walden St., Concord, MA 01742

October 21, 2018

Tom McKean
Chair, Select Board
Town House, 22 Monument Square
Concord, MA 01742



Dear Chairperson McKean:

We are pleased to inform you that the following two young men from Massachusetts' Spirit of Adventure Council, Troop 132 in Concord, MA have recently attained the rank of Eagle Scout:

Aidan Edmondson (Eagle Board of Review on 12/28/2017)
Justin Reed (Eagle Board of Review on 6/28/2018).

We would be most grateful if you could write congratulatory letters to these outstanding young men. The letters should be addressed and sent to:

1. Aidan Edmondson
1055 Old Marlboro Road, Concord, MA 01742
2. Justin Reed
13 Dover Street, Concord MA 01742

We respectfully request that the letters be mailed to the scouts within 2 weeks of receipt from you.

Thank you for your help in commemorating this remarkable achievement.

Yours in scouting,

obo

William Duggan, Scoutmaster Troop 132 and Curtis Gekle, Committee Chair Troop 132

TOWN MANAGER SEARCH COMMITTEE APPOINTMENTS

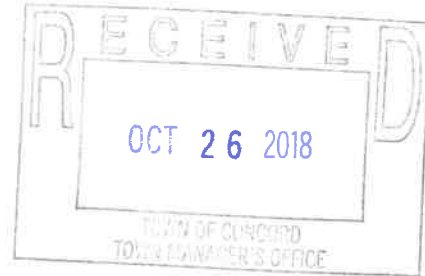
1.	Peggy Briggs, 253 Elm Street
2.	Jeffery Collins, 55 Highland Street
3.	Bouzha Cookman, 94 Hubbard Street
4.	James DiGiovanni, 269 Laws Brook Road
5.	Pauline Reeve, 429 Williams Road
6.	Steve Verrill, 415 Plainfield Road
7.	Deena Whitfield, 67 Whit's End Road
8.	Alice Kaufman, 1615 Lowell Road
9.	Michael Lawson, 1695 Lowell Road



Town Clerk's Office
22 Monument Square
Concord, MA 01742

Memo

To: Select Board
Cc: Chris Whelan, Town Manager
Kerry Lafleur, Finance Director
From: Kaari Mai Tari, Town Clerk
Date: October 26, 2018
Re: Election Officer Appointments



Pursuant to MGL Chapter 54: Section 12, I would like to request; on behalf of the Board of Registrars, appointment of the following **11** voters as Election Officers for terms to expire July 31, 2019.

Reappointments: 0
New appointments: 11

Party Affiliation among Election Workers:
Democratic: 32 (39%)
Republican: 12 (15%)
Unenrolled: 38 (46%)

Total Election Workers: 82

Thank you for your consideration.

Kaari

Election Officers 2018-2019 Appointment List

Party	Name	Address	Precinct
U	Jean Chandler	35 Bolton St	3
D	Holly B. Cratsley	10 Edmonds Rd	4
u	Joanne Crowell	55 Woodland Rd	3
D	Barbara Finan	21 Bedford Ct	4
D	Ann Greenberg	179 Thoreau St 5	1
u	Donna Maley	49 Westvale Dr	2
U	Jill Robitaille	190 Prairie St	2
U	Dean Sullender	64 Bayberry Rd	2
U	Isabelle Williams	113 Hillside Ave	2
U	Sally Williams	113 Hillside Ave	2
U	Judith Zaunbrecher	402 Border Rd	2

11