

SELECT BOARD MEETING

Wednesday, April 24, 2024

Select Board Meeting Room, 1625 Massachusetts Avenue, Lexington, MA 02420 - Hybrid Participation*
5:30 PM

AGENDA

PUBLIC COMMENTS

Public comments are allowed for up to 10 minutes at the beginning of each meeting. Each speaker is limited to 2 minutes for comment. Members of the Board will neither comment nor respond, other than to ask questions of clarification. Speakers are encouraged to notify the Select Board's Office at 781-698-4580 if they wish to speak during public comment to assist the Chair in managing meeting times.

SELECT BOARD MEMBER CONCERNS AND LIAISON REPORTS

1. Select Board Member Announcements and Liaison Reports

TOWN MANAGER REPORT

1. Town Manager Weekly Update

CONSENT AGENDA

1. Approve and Sign Proclamations
 - Asian American, Native Hawaiian, and Pacific Islander (AANHPI) Heritage Month
 - Mental Health Month
 - National Police Week/Peace Officers Memorial Day
 - National Public Works Week
2. 2024 Limousine License Renewals

LIMOUSINE
Boyadjian Limousine Service - 447 Lowell Street (2 vehicles)
D&O Limo LLC d/b/a D&O Limo - 3402 Main Campus Drive (1 vehicle)
3. Approve Select Board Meeting Minutes
 - April 3, 2024 Select Board
 - April 8, 2024 Select Board
4. Acceptance of Bench Donation - Gallagher Tennis Courts

ITEMS FOR INDIVIDUAL CONSIDERATION

- | | |
|---|--------|
| 1. Discuss and Approve Prioritized Intersections for Rectangular Rapid Flashing Beacons (RRFBs) Along the Minuteman Bikeway | 5:45pm |
| 2. Discuss Police Station Project Budget for Solar Canopy/Batteries | 6:00pm |
| 3. Review Request for Quotations Submitted by Executive Search Firms for Town Manager Search and Vote Candidates to Interview | 6:15pm |
| 4. 2024 Annual Town Meeting | 6:45pm |

- Discuss ATM 2024 Article 45: Indigenous Peoples Day (Citizen Petition)
- Select Board Article Discussion and Positions

ADJOURN

1. Anticipated Adjournment

6:55pm

Meeting Packet: <https://lexington.novusagenda.com/agendapublic/>

****Members of the public can attend the meeting from their computer or tablet by clicking on the following link at the time of the meeting:***

<https://zoom.us/j/99739813810?pwd=bEZZNE9HK3MyY1AvcWc5d0NsQ0JlQT09>

iPhone one-tap:

+13092053325,,99739813810#,,, *153496# US

+13126266799,,99739813810#,,, *153496# US (Chicago)

Telephone:

- +1 309 205 3325 US
- +1 312 626 6799 US (Chicago)
- +1 646 931 3860 US
- +1 929 205 6099 US (New York)

Meeting ID: 997 3981 3810

Passcode: 153496

An Act Relative to Extending Certain State of Emergency

Accommodations: <https://www.mass.gov/the-open-meeting-law>

The next regularly scheduled meeting of the Select Board will be held prior to 2024 Annual Town Meeting on Monday, April 29, 2024 at 6:00pm via hybrid participation.

Hearing Assistance Devices Available on Request

All agenda time and the order of items are approximate and subject to change.

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AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Select Board Member Announcements and Liaison Reports

PRESENTER:

Select Board Members

ITEM NUMBER:

LR.1

SUMMARY:

Please see the attached Select Board Member Announcements and Liaison Reports for the April 24, 2024 meeting. Under this item, Select Board Members can also comment on any additional points, reports and concerns.

SUGGESTED MOTION:

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

4/24/2024

ATTACHMENTS:

Description	Type
<input type="checkbox"/> Select Board Announcements and Liaison Reports - April 24, 2024	Backup Material

Select Board Announcements and Liaison Reports – April 24, 2024

Joe Pato:

School Building Committee (SBC)

- The SBC will hold a coordination meeting on Monday 4/29 to review Preliminary Design Program (PDP) alternative drafts (design options), review cost estimates and taxpayer impact update.

Information on the massing studies used for the cost estimates is available at the following URL:

< https://dwhite-my.sharepoint.com/:b:/g/personal/jgreco_doreandwhittier_com/EbKTCQ4uKJ5LrwJLyo4tLcwB4UNl6BHG5-EW-lgDFVTi8A?e=lvV6rm >

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Town Manager Weekly Update

PRESENTER:

Jim Malloy, Town Manager

ITEM NUMBER:

TM.1

SUMMARY:

Attached please find the Town Manager's Weekly Updates for the weeks ending on:

- April 12, 2024
- April 19, 2024

SUGGESTED MOTION:

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

4/24/2024

ATTACHMENTS:

Description	Type
☐ Weekly Update 4-12-24	Cover Memo
☐ Weekly Update 4-19-24	Cover Memo



Town of Lexington

Town Manager's Office

James J. Malloy, Town Manager
Kelly E. Axtell, Deputy Town Manager

Tel: (781) 698-4540
Fax: (781) 861-2921

MEMORANDUM

TO: Select Board
FROM: Jim Malloy, Town Manager
DATE: April 12, 2024
RE: Weekly Update

The following is an update of activities for the week ending April 12, 2024:

Town Manager Updates:

- RRFB's along the bikeway – Attached please find a memo outlining two options based on the Select Board's discussion at the last meeting. As stated in the memo, the recommendation is to do the first four projects as a base bid and the remaining projects in prioritized order as add alternates. This is scheduled to come back before the Board for consideration on 4/24/24.
- Attached please find the agenda tracker for upcoming Select Board meetings.

Innovation & Technology:

- AV Update - The Select Board Meeting Room is complete. Parker Room is currently closed for construction and the new system should be up and running on April 15th (with trainings happening that week). Community Center AV work has been designed and we should start ordering equipment by end of the month. We are currently negotiating contracts for the remaining rooms.

Health Department:

- Aerial Application to Control Mosquito Larvae - The East Middlesex Mosquito Control Project will be conducting a helicopter application of the biological larvicide, Bti (*Bacillus thuringiensis* var. *israelensis*), to control mosquito larvae. Wetlands currently being evaluated for this application in Lexington include Tophet Swamp and Great Meadows. One helicopter application will take place between April 16, 2024 and April 24, 2024. The Bti will be applied in a granular formulation by a helicopter flying low directly over the wetlands. Residents do not need to take any special precautions for this application.

Bti is a natural occurring bacterium found in soil, and is classified by the EPA as relatively non-toxic. Bti is target specific and only affects mosquito larvae and a few closely related aquatic

insects in the fly family. Bti breaks down quickly in the environment. The product to be used is VectoBac GS (EPA Registration #73049-10).

For further information contact the East Middlesex Mosquito Control Project at 781-899-5730.

- National Public Health Week – We celebrated National Public Health Week April 1st through April 7th. The Health Department held many events throughout the week, in collaboration with other departments. A “Dose of Nature” walk was offered, in collaboration with the Conservation Department, complete with giveaways for the participants. With the help of the Human Services department, a blood pressure clinic was held at the community center. There were also a number of classes offered through Recreation throughout the week as well as a screening for “Below the Belt,” an education film that addresses endometriosis and widespread problems in women’s health. Close 90 people were in attendance for this important film and discussion.
- Medical Waste Disposal - Lexington Public Health held a medical waste disposal event on Saturday, April 6. There was a total of 44 residents that participated, with increased participation from the previous disposal event in October (36 participants). While dropping off their items, the participants were given informational flyers about upcoming events. As always, the Lions Club of Lexington assisted with this event.
- Narcan Training and Distribution - The Health Department held our first Narcan training as part of National Public Health Week. Participants attended a presentation explaining opioid overdose, risk factors, the function of Narcan and how to administer Narcan in an overdose situation. Participants were provided their own Naloxone Rescue Kits, which contain 2 doses of Narcan, CPR masks, gloves, Fentanyl test strips as well as local and national resources. The Health Department also continued our collaboration with Lexington schools, the Lexington Police Department and Human Services to provide naloxone from the state’s Community Naloxone Program (CNP) in multiple locations throughout the town. Using Opioid Settlement Funds, ten SamBox units were purchased and the START group is working to identify locations throughout town for installation. Sambox units are surface-mounted enclosures that provide access to lifesaving naloxone in an easy-to-recognize cabinet mounted in central locations throughout town.
- Kelliann Coleman, RN, attended Heath Resources in Action’s educational cohort called Improving Overdose Safety at Work: A Public Health Learning Cohort. This learning opportunity focuses on opioid overdose awareness, prevention and response. As the overdose crisis accelerates, many organizations struggle with how to address overdose within their communities in a practical way. This cohort helps participants gain new perspectives to address stigma associated with overdose, including changes to language, behaviors, policies, and environment.



Town of Lexington

Town Manager's Office

James J. Malloy, Town Manager
Kelly E. Axtell, Deputy Town Manager

Tel: (781) 698-4540
Fax: (781) 861-2921

MEMORANDUM

TO: Select Board
FROM: Jim Malloy, Town Manager
DATE: April 12, 2024
RE: RRFB's Along the Bikeway

Based on the Select Board's discussion at the last meeting, staff is providing two options for the Select Board to consider. Staff continues to recommend Option 1, but understands the concern the Select Board has raised and asks that the Select Board approve one of the two listing of priority intersections as follows:

Option 1

- (1) Hancock Street
- (2) Meriam Street
- (3) Revere Street
- (4) Woburn Street
- (5) Fletcher Avenue
- (6) Westview Street
- (7) Bow Street
- (8) Fottler Avenue

Option 2

- (1) Merriam Street
- (2) Revere Street
- (3) Woburn Street
- (4) Fletcher Avenue
- (5) Westview Street
- (6) Bow Street
- (7) Fottler Avenue

Under either option, intersections (1) through (4) will be bid as a base bid and the remainder of the intersections will be bid in order as an add alternate option (we will do them in order as funding allows).

Should you have any questions, please let me know. Thanks.

Agenda Tracker

ITEM NAME	PROPOSED DATE	MINUTES	Item #	Description
Approve and Sign Proclamations - National Public Works Week; National Police Week/Peace Officers Memorial Day; AAPI Heritage Month; Mental Health Month	24-Apr-24	0	0	Annual proclamations: National Public Works Week 5/19-5/25; National Police Week/Peace Officers Memorial Day 5/12-5/18 & 5/15; AAPI Heritage Month (May); Mental Health Month (May)
Annual Limousine License Renewals	24-Apr-24	0	0	Expiration 5/1 (D&O Limo - all set; Boyadjian Limousine Service - all set)
Approve Select Board Minutes	24-Apr-24	0	0	4/3; 4/8; (maybe 4/10)
Acceptance of Bench Donation at Gallagher Tennis Court	24-Apr-24	0	0	Recreation voted on 3/26/2024 to approve a bench donation from the Battle Green Tennis League for the bench to be placed at the Gallagher Tennis Courts
PLACEHOLDER - Correct Term Ending Date for Affordable Housing Trust Members & Reappointment	24-Apr-24	0	0	<p>From Elaine Tung: Pursuant to the terms of the Lexington Affordable Housing Trust, trustee's terms expire on April 30 of each year as well as the number of terms being limited (Article V, section B.) I believe that the Town website states that they expire on June 30.</p> <p>In any event, I was only appointed for a one year term so under the Trust my term technically expires at the end of this month with the Town website stating that it expires on June 30.</p> <p>I would like to request that the Select Board consider extending my term an additional two years, whichever expiration date you choose to use.</p>
Discuss and Approve Prioritized Intersections for Rectangular Rapid Flashing Beacons Along Minuteman Bikeway	24-Apr-24	15	1	Board asked for this to come back for further discussion before approving
Discussion on the Liberty Ride	24-Apr-24	15	2	Sandhya Iyer is seeking direction on the future of the Liberty Ride. She is recommending that the Town seek one additional year from Joseph's Transportation (2025-26) and then seekign to purchase a trolley and put out an RFP for driver/storage.
Present Plan of Action and Timeline for Amending the Lexington Human Rights Committee Charge and Community Conversation Plan	24-Apr-24	15	3	Joe present the plan of action and timeline for updating the LHRC charge

Discussion on Monument at Belfry Park Decision	24-Apr-24	10	4	This item is to formalize the Select Board's decision on the selected monument at Belfry Park
2024 Annual Town Meeting - Select Board Article Discussion and Positions	24-Apr-24		5	
Trees at Emery Park Discussion	24-Apr-24	10	6	The Town removed two trees from Emery Park. The discussion on the Center Charrette discussed highlighting Emery Park as a community gathering spot, staff has discussed whether it would be advisable to not replant the trees at this time and instead plant two trees elsewhere in Town.
Interview Executive Search Firms for Town Manager Search - 9:00 AM Meeting	29-Apr-24	120	1	Interview the firms for Town Manager Search Committee
PLACEHOLDER - Dissolve Ad Hoc Transportation Committee	29-Apr-24	0	0	Recommendations made at 10/2 meeting (outstanding minutes need to be turned into the TCO)
Approve Select Board Committee Appointments	29-Apr-24	0	0	Appointments from March 2024 recruitment for various boards and committees
2024 Annual Town Meeting - Select Board Article Discussion and Positions	29-Apr-24		1	
1st Quarter ARPA Discussion	29-Apr-24	15	2	The first quarter submissions were due 3/29 and the Town Manager sent the ARPA Spreadsheet out in the 4/5 weekly update
Charrette report discussion	29-Apr-24	30	3	Follow up from 3/6/2024
Placeholder if needed - 2024 Annual Town Meeting - Select Board Article Discussion and Positions	1-May-24		1	NO MEETING IF TOWN MEETING CONCLUDES
Approve One-Day Liquor Licenses - LABBB Collaborative x2	6-May-24	0	0	LABBB Collaborative is hosting the annual Lexington Battle Green BBQ Festival in the Depot Lot 6/8-6/9
Approve (Special Event) Entertainment License - LABBB Collaborative	6-May-24	0	0	Live band at the annual Lexington Battle Green BBQ Festival on 6/8 only
Approve License for Public Entertainment on Sunday - LABBB Collaborative	6-May-24	0	0	Live band at the annual Lexington Battle Green BBQ Festival on 6/9 only
Reorganization of the Board	6-May-24	5	1	The Select Board will reorganize at the first meeting after Annual Town Meeting concludes
Zero Waste Survey Result	6-May-24	20	2	Tufts research team will present results of town-wide survey. Maggie Peard- lead

Bike and Ped Plan Update/Approval?	6-May-24	15	3	Next step in adopting the Bike/Ped Plan
Street Art Proposed Project Final Approval	6-May-24	10	4	The Select Board heard a proposal to install street art at the intersection of Kendall and Farmcrest and was supportive. The residents have worked with TSG and are now ready to seek final approval to do the work over the summer of 2025.
Discuss/Appoint Town Manager Search Committee	6-May-24	20	5	This will be to review applicants and make appointments to the Town Manager Search Committee
Review of 2023 and Preview of 2024 Farmers' Market	6-May-24	15	6	
PLACEHOLDER - Review and Approve Committee Meeting Conduct Norm Policy	13-May-24	15	1	Follow up from 12/18/2023 meeting
PLACEHOLDER - Review TAC Response to AHTC Report	13-May-24	20	2	
PLACEHOLDER - Approve Select Board Committee Appointment - Fund for Lexington - Trustees of Public Trusts Member	20-May-24	0	0	_____ as a member to the Fund for Lexington Board representing the Trustees of the Public Trusts
Power Options Presentation	20-May-24	20	1	Power Options completed the Fleet Electrification Roadmap, this is a presentation to the Board on the roadmap to electrify the Town's fleet. Contractor has been informed of May 20 as the day to attend
Discuss/Approve Modifications to the Fleet Electrification Policy	20-May-24	10	2	The Green Communities program is expanding to include a "Climate Leader Community" designation. Applications open this summer and Maggie is working to make sure we have all the pieces to be able to apply. Designation will mean we would have access to larger grants that we could use on municipal building decarbonization projects, among other things. Maggie Peard ran our Fleet Electrification Policy by DOER to see if it meets their requirements and there are a couple very minor edits they suggested to be extra careful that it will meet their requirements.



Town of Lexington

Town Manager's Office

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MEMORANDUM

TO: Select Board
FROM: Jim Malloy, Town Manager
DATE: April 19, 2024
RE: Weekly Update

The following is an update of activities for the week ending April 19, 2024:

Town Manager Updates:

- Sustainability and Historical Preservation – There have been two issues that have come up this year, one involving a resident that was seeking to replace single pane windows with more efficient windows and the solar canopy at the Police Station, as well as discussions of solar canopies at other Town-owned parking lots (that are also in the Battle Green Historic District) that have created a need to discuss the intersection of historic preservation and environmentally sustainable efforts. I am recommending that the Select Board, Sustainable Lexington, Maggie Peard, Sustainability and Resilience Officer, the Historic Districts Commission and the Historical Commission have a “summit” similar to those with have on the budget (there may be value in also inviting the AC and CEC since this issue has impacted a Town capital project). From that meeting, a good avenue forward once it has been discussed would be to create an Ad Hoc Working Group to review the Town’s Bylaws and propose a bylaw that takes sustainability efforts into consideration in relation to historic preservation. I have tentatively added this as the topic for Board discussion on the June 3, 2024 Select Board meeting.
- Attached please find the agenda tracker for upcoming Select Board meetings.

Police:

- The Lexington Police Department is proud to announce our participation in the Blue Envelope Program. The Blue Envelope initiative represents a collaborative effort aimed at fostering a safer and more understanding environment for drivers with autism spectrum disorder during traffic stops. This program emerged from a partnership between the Massachusetts Chiefs of Police Association, the Massachusetts State Police, Advocates for Autism of Massachusetts, and The Arc of Massachusetts, alongside input from individuals with autism and their families.

Here you can find both **tips of drivers on the autism spectrum** and **tips for law enforcement interacting with drivers on the autism spectrum**. The Lexington Police Department had sought the input of members of The Turing Club which is a community of neurodivergent students who meet regularly to discuss the unique challenges they face, as well as to initiate advocacy and awareness projects in the community.

The core idea of the Blue Envelope is straightforward yet impactful. It involves a specially designed envelope that holds a driver's essential documents—license, registration, and a contact card. However, its significance goes beyond just a storage solution. The envelope features critical communication guidelines on its exterior, specifically tailored to assist law enforcement officers in recognizing and adapting their approach when interacting with a driver who has autism or other neurodiversity.

This initiative addresses several key objectives:

- **Enhancing Understanding:** By providing officers with immediate, accessible information about autism, the Blue Envelope aims to promote empathy and patience, leading to more positive interactions.
- **Reducing Anxiety:** Traffic stops can be particularly stressful for individuals with autism. The Blue Envelope serves as a visual cue that helps officers adjust their communication style, thereby reducing anxiety for the driver.
- **Streamlining Communication:** The guidelines on the envelope offer practical tips for officers, making it easier for them to communicate effectively with individuals with autism, even in high-stress situations like traffic stops.
- **Encouraging Preparedness:** For individuals with autism and their families, the Blue Envelope is a tool that encourages preparedness. By keeping their important documents in the envelope and understanding how to present it during a stop, drivers can feel more confident and secure.

The Blue Envelope is more than just an envelope; it's a symbol of our commitment to inclusivity and understanding. It represents a step forward in ensuring that every driver, regardless of their neurological differences, can experience a sense of safety and respect on the road. Through this program, we aim to build bridges between law enforcement and the autism and neurodivergent community, fostering a culture of awareness and compassion that benefits everyone involved.


These envelopes are available at the Lexington Police Department or local State Police barracks. For more information on this program, please contact Detective Jeff Chaisson at jchaisson@lexingtonma.gov or click on the following link:

<https://www.mass.gov/info-details/blue-envelope-program>

“BLUE ENVELOPE” Important Motor Vehicle Papers

DRIVER IS VERBAL
DRIVER IS NON-VERBAL

- Keep your hands on the steering wheel until otherwise directed, even if the officer is not at your car.
- The officer may shine a flashlight in your car, may have a loud radio, and may have flashing lights on their car.
- When the officer gets to your car, you may tell them that you have a BLUE ENVELOPE. Answer the officer's questions, and ask the officer if it's okay to retrieve your license and blue envelope.



POLICE OFFICER SPECTRUM AWARENESS GUIDE ON BACK OF ENVELOPE

Emergency Contact Information

My Name: _____

My Parent / Guardian: _____

Their Phone #: _____

Someone Else I Know: _____

Their Phone #: _____

My Local Police Department: _____

IMPORTANT VEHICLE PAPERS

VEHICLE REGISTRATION | CONTACT CARD

Driver may exhibit sign of anxiety due to bright lights and noises (your radio/siren)

Driver may display repetitive body movements or fidgeting and may have unusual eye contact.


Speak clearly and use the most sympathetic explanations possible and limit unnecessary details.

Allow driver extra time to respond. Drivers may need more time to formulate a response.

Clearly tell the driver when the stop is over and they can leave.

If the driver becomes upset, consider contacting the person listed on the contact card contained in the envelope.

“Blue Envelope”



1. I am Neurodivergent
2. I may have trouble communicating.
3. Eye contact may be difficult for me.
4. I am easily overwhelmed by intense sensory input like sounds and light.
5. When I am scared or frustrated, I may act aggressively.
6. If I am lost or in trouble, my emergency contact is on the back of this card.
7. Please be patient with me.

Thank You!

Land Use, Housing and Development:

- Economic Development & Tourism Update – The Economic Development Office attended the Discover New England Conference last week. The conference attracts International tour operators and receptive operators like Emirates, TripAdvisor, Expedia, and many more. With 60 plus tour operators and International media from the UK, Ireland, Germany, Italy, Mexico, Japan, and Belgium, the conference was successful with 30 plus one-on-one meetings, tour bookings, and hotel inquiries for the 250th year and beyond.



- Visitors Center Update – The Visitors Center is pleased to say that Patriots’ Day was a great success! The Center opened early at 6am on Monday to welcome the crowd coming from the reenactment, and with additional tours happening in the morning we were able to guide 226 people across the Battle Green on Patriots’ Day alone. Overall, the Visitors Center welcomed approximately 2,600 visitors through the building over the weekend, and generated over \$12,600 dollars in revenue largely from sales of our various tours, Toy Muskets, and Colonial Plush Bears. These statistics are not only useful to evaluate this year’s success, but are useful points of reflection in preparation for the 250th anniversary in 2025, with the consistent interest in Battle Green Tours throughout the day being one point in particular to bring into consideration for next year. The reenactment and other Lexington festivities were also well documented by various news outlets, as seen below by the Boston Globe and WCVB 5:

Boston Globe Article: <https://www.bostonglobe.com/2024/04/15/metro/lexington-patroits-day-reenactment-womens-role/>

Boston Globe Photos: <https://www.bostonglobe.com/2024/04/15/metro/patriots-day-lexington-battle-green-reenactment/>

Channel 5 Video: <https://www.youtube.com/watch?v=fcYu2W2l6ss>

Human Services:

Transportation Services Updates

- Safe Routes to School - Susan Barrett and the Town’s MassDOT SRTS Regional Coordinator, Sarah Ashebir, had a successful meeting with LPS administrative staff last week who were supportive of our SRTS efforts and expressed a willingness to collaborate with us more moving forward. They also agreed to the following:
 - They sent student address data the same day to help with mapping SRTS routes.
 - They have agreed to a district wide family travel survey that will be open for two weeks this May.
 - They have agreed to host Pedestrian safety classes (2nd grade) and Bike Safety Assemblies (4th grade). They will discuss with Principals at an upcoming Administrative Council Meeting.
 - They have also agreed to discuss DESE accredited Professional Development for SRTS Pedestrian & Bike Safety with Principals at the upcoming Administrative Council Meeting. By having LPS staff trained to lead Pedestrian & Bike Safety the program can eventually become more ingrained into the curriculum and will be easier to schedule and come more sustainable than bringing in MassDOT SRTS staff.
 - Our middle school SRTS coordinators, along with our LHS SRTS Ambassador, are working on a Middle School Commute Challenge: Clarke vs Diamond! The inaugural “Dawes Cup” will run the entire month of May! The school with the most student-powered commute miles will win the Dawes Cup Trophy. The top three mileage-getters at each school will also win prizes.
- Upcoming Events - There are many great events coming up including Transit Explorers, Intro to Bike Maintenance, Bike Rodeo, MBTA Reduced Fare Card Signups and more. All events can be

found at: www.lexbikewalkbus.org Please mark your calendars and join us for some events such as:

- Thursday, April 26, 6PM-7:30PM: Join us for a night discussing parking with Henry Grabar, author of *Paved Paradise: How Parking Explains the World*. Event will include a presentation by the author, panelists from AARP, MAPC, and area suburbs, Q&A, and book signing. Maxima Book Center will sell books on site.
- Friday, May 17, 6:30AM-9:30AM: Breakfast on the Bikeway, at the Depot Building along the bikeway
- MBTA Advisory Board - The MBTA Advisory Board met with General Manager Phil Eng on what was his 365th day in office yesterday, 4/9/24. The GM provided updates on everything from slow zones, heavy rail car contract, accessibility, sustainability, commuter rail, bus service levels and more. In regards to restoring bus service levels, while the MBTA has had significant progress with hiring more bus drivers, there is still a need to hire even more. The Advisory Board will soon dig into the FY25 Operating and Capital budgets for the MBTA. Susan will provide an update related to that work. Anyone is welcome to follow the MBTA Advisory Board and [sign up for email updates](#).

Agenda Tracker

ITEM NAME	PROPOSED DATE	MINUTES	Item #	Description
Approve and Sign Proclamations - National Public Works Week; National Police Week/Peace Officers Memorial Day; AANHPI Heritage Month; Mental Health Month	24-Apr-24	0	0	Annual proclamations: National Public Works Week 5/19-5/25; National Police Week/Peace Officers Memorial Day 5/12-5/18 & 5/15; AANHPI Heritage Month (May); Mental Health Month (May)
Annual Limousine License Renewals	24-Apr-24	0	0	Expiration 5/1 (D&O Limo - all set; Boyadjian Limousine Service - all set)
Approve Select Board Meeting Minutes	24-Apr-24	0	0	4/3/2024; (maybe 4/8/2024 if I get them from Kristan by wed)
Acceptance of Bench Donation - Gallagher Tennis Courts	24-Apr-24	0	0	Recreation voted on 3/26/2024 to approve a bench donation from the Battle Green Tennis League for the bench to be placed at the Gallagher Tennis Courts, Also need SB to also OK
Discuss and Approve Prioritized Intersections for Rectangular Rapid Flashing Beacons Along Minuteman Bikeway	24-Apr-24	15	1	Board asked for this to come back for further discussion before approving
Discuss Police Station Project for Solar Canopy/Batteries	24-Apr-24	15	2	At 4/10 Joint Meeting, Select Board asked to put this on another agenda for further discussion before voting
Review Request for Qualifications submitted Executive Search Firms for Town Manager Search and Vote Candidates to Interview	24-Apr-24	30	3	Select Board reviews submissions and vote interview consultant candidates at regular meeting (in 2018 one hour was allotted for this discussion)
2024 Annual Town Meeting - Select Board Article Discussion and Positions	24-Apr-24	10	4	
Approve Select Board Committee Appointments	29-Apr-24	0	0	Appointments from March 2024 recruitment for various boards and committees
Interview Executive Search Firms for Town Manager Search - 9:00 AM Meeting	29-Apr-24	120	1	Interview the firms for Town Manager Search
Discussion on the Liberty Ride	29-Apr-24	15	1	Sandhya Iyer is seeking direction on the future of the Liberty Ride. She is recommending that the Town seek one additional year from Joseph's Transportation (2025-26) and then seeking to purchase a trolley and put out an RFP for driver/storage.

1st Quarter ARPA Discussion	29-Apr-24	15	2	The first quarter submissions were due 3/29 and the Town Manager sent the ARPA Spreadsheet out in the 4/5 weekly update
Charrette report discussion	29-Apr-24	30	3	Follow up from 3/6/2024
Trees at Emery Park Discussion	29-Apr-24	10	4	The Town removed two trees from Emery Park. The discussion on the Center Charrette discussed highlighted Emery Park as a community gathering spot, staff has discussed whether it would be advisable to not replant the trees at this time and instead plant two trees elsewhere in Town.
2024 Annual Town Meeting - Select Board Article Discussion and Positions	29-Apr-24		5	
Placeholder if needed - 2024 Annual Town Meeting - Select Board Article Discussion and Positions	1-May-24		1	NO MEETING IF TOWN MEETING CONCLUDES
Discussion on Monument at Belfry Park Decision	1-May-24	10	4	This item is to formalize the Select Board's decision on the selected monument at Belfry Park
Approve (Special Event) Entertainment License - CAAL	6-May-24	0	0	CAAL's 2024 Boston Asian International Music Festival live performances/recorded music/DJ 6/22 on the Visitors Center Lawn
Approve One-Day Liquor Licenses - LABBB Collaborative x2	6-May-24	0	0	LABBB Collaborative is hosting the annual Lexington Battle Green BBQ Festival in the Depot Lot 6/8-6/9
Approve (Special Event) Entertainment License - LABBB Collaborative	6-May-24	0	0	Live band at the annual Lexington Battle Green BBQ Festival on 6/8 only
Approve License for Public Entertainment on Sunday - LABBB Collaborative	6-May-24	0	0	Live band at the annual Lexington Battle Green BBQ Festival on 6/9 only
Approve Select Board Minutes	6-May-24	0	0	4/10 SB, 4/10 Joint SB, CEC, AC meeting
Reorganization of the Board	6-May-24	5	1	The Select Board will reorganize at the first meeting after Annual Town Meeting concludes
Zero Waste Survey Result	6-May-24	20	2	Tufts research team will present results of town-wide survey. Maggie Peard- lead

Present Plan of Action and Timeline for Amending the Lexington Human Rights Committee Charge and Community Conversation Plan	6-May-24	15	3	Joe present the plan of action and timeline for updating the LHRC charge
Bike and Ped Plan Update/Approval?	6-May-24	15	4	Next step in adopting the Bike/Ped Plan
Review of 2023 and Preview of 2024 Farmers' Market	6-May-24	15	5	confirmaton from Leslie for 5/6 date,
Street Art Proposed Project Final Approval	6-May-24	10	6	The Select Board heard a proposal to install street art at the intersection of Kendall and Farmcrest and was supportive. The residents have worked with TSG and are now ready to seek final approval to do the work over the summer of 2025.
Discuss/Appoint Town Manager Search Committee	6-May-24	20	7	This will be to review applicants and make appointments to the Town Manager Search Committee (TM Search consultant is to meet with this committee sometime between 5/8-5/17)
PLACEHOLDER - Review and Approve Committee Meeting Conduct Norm Policy	13-May-24	15	1	Follow up from 12/18/2023 meeting
PLACEHOLDER - Review TAC Response to AHTC Report	13-May-24	20	2	
Discussion on Housing Incentives	13-May-24	45	3	LUHD is asking to have a discussion on incentive options (reductions in fees) related to promoting affordable housing
PLACEHOLDER - Approve Select Board Committee Appointment - Fund for Lexington - Trustees of Public Trusts Member	20-May-24	0	0	_____ as a member to the Fund for Lexington Board representing the Trustees of the Public Trusts
Approve Select Board Committee Reappointment	20-May-24	0	0	Tara Mizrahi is up for reappointment on LexHAB (term ends 5/31)
Power Options Presentation	20-May-24	20	1	Power Options completed the Fleet Electrification Roadmap, this is a presentation to the Board on the roadmap to electrify the Town's fleet. Contractor has been informed of May 20 as the day to attend

Discuss/Approve Modifications to the Fleet Electrification Policy	20-May-24	10	2	The Green Communities program is expanding to include a “Climate Leader Community” designation. Applications open this summer and Maggie is working to make sure we have all the pieces to be able to apply. Designation will mean we would have access to larger grants that we could use on municipal building decarbonization projects, among other things. Maggie Peard ran our Fleet Electrification Policy by DOER to see if it meets their requirements and there are a couple very minor edits they suggested to be extra careful that it will meet their requirements.
Town Meeting Article Submission Timeline Discussion	27-May-24			Policy Committee will present a proposed schedule for article submissions

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Approve and Sign Proclamations

PRESENTER:

Joe Pato, Select Board Chair

ITEM NUMBER:

C.1

SUMMARY:

Category: Decision-Making

The Select Board is being asked to approve and sign proclamations for the following:

- The Lexington Human Services Department and the Lexington Human Rights Committee are requesting that the Select Board approve and sign a proclamation annually recognizing the month of May as **Asian American, Native Hawaiian, and Pacific Islander (AANHPI) Heritage Month**. There was a request from a resident last year asking that 'Native Hawaiian' be included in the title following the update from the White House. White House Proclamation - AANHPI Heritage Month 2023
- The Lexington Human Services Department and Lexington Human Rights Committee are requesting that the Select Board approve and sign a proclamation annually recognizing the month of May as **Mental Health Month**. Mental health is an important factor in every individual's overall physical health and emotional well-being. The Town of Lexington strives to highlight the importance of mental health awareness by reducing stigma, providing support, educating the public, and advocating for equal care.
- **National Police Week** is being celebrated this year from Sunday, May 12, 2024 through Saturday, May 18, 2024 and encourages all citizens to join in recognizing law enforcement officers. **Peace Officers Memorial Day** is celebrated Wednesday, May 15, 2024 in honor of law enforcement officers who have made the ultimate sacrifice in service to their community or have become disabled in the performance of duty. *This request includes lowering the Battle Green flag on Wednesday, May 15, 2024.*
- The Select Board is being asked to approve and sign a proclamation for **National Public Works Week**, which is being recognized this year from Sunday, May 19, 2024 through Saturday, May 25, 2024. During this week, all citizens are encouraged to join in acknowledging the employees of the Lexington Department of Public Works for their hard work and dedication to the Town.

SUGGESTED MOTION:

To approve and sign proclamations annually recognizing the month of May as Mental Health Month and Asian American, Native Hawaiian, and Pacific Islander (AANHPI) Heritage Month.

To approve and sign proclamations recognizing National Police Week from Sunday, May 12, 2024 through Saturday, May 18, 2024, with Peace Officers Memorial Day being recognized on Wednesday, May 15, 2024, and National Public Works Week from Sunday, May 19, 2024 through Saturday, May 25, 2024, and to further lower the Battle Green Flag from sunrise until sunset on Wednesday, May 15, 2024 in commemoration of Peace Officers Memorial Day.

Move to approve the consent.

FOLLOW-UP:

Select Board Office

DATE AND APPROXIMATE TIME ON AGENDA:

4/24/2024

ATTACHMENTS:

Description		Type
<input type="checkbox"/>	2024 Asian American, Native Hawaiian, and Pacific Islander (AANHPI) Heritage Month Proclamation	Backup Material
<input type="checkbox"/>	2024 Mental Health Month Proclamation	Backup Material
<input type="checkbox"/>	2024 National Police Week/Peace Officers Memorial Day Proclamation	Backup Material
<input type="checkbox"/>	2024 National Public Works Week Proclamation	Backup Material



Town of Lexington, Massachusetts

SELECT BOARD OFFICE

PROCLAMATION

- Whereas:** Asian American, Native Hawaiian, and Pacific Islander (AANHPI) Heritage Month is observed during the month of May to recognize the contributions and influence of AANHPI persons as part of the whole history, culture, and achievements of the United States; and
- Whereas:** AANHPI Heritage in the United States was celebrated at least as early as 1978 and was made into a month-long event in 1992; and
- Whereas:** Lexington is proud to be home to a large AANHPI population that contributes greatly to the prosperity and enrichment of our community; and
- Whereas:** during AANHPI Heritage Month, we acknowledge AANHPI persons have lived and worked in the United States for more than 200 years, and have made significant contributions to all facets of the United States such as economy, culture, education, politics, arts, law enforcement, military, literature, science, and technological developments despite institutional and systemic injustices designed to silence and cover up these achievements and contributions; and
- Whereas:** during AANHPI Heritage Month, we acknowledge the additional determination, hard work, and perseverance AANHPI persons must put forth to be heard and seen and that these additional efforts are a result of inequitable institutional and systemic injustices; and
- Whereas:** despite these contributions and leadership, the role of AANHPI persons in the U.S. has been consistently overlooked and undervalued in education including areas such as math, science, literature, and American history; and
- Whereas:** we celebrate the achievements and contributions of AANHPI persons that enrich our history, society, and culture, we must also acknowledge a darker aspect of the AANHPI experience in America, which includes painful stereotypes, structural discrimination, injustices, and periods of hate and violence. These actions come at the cost of the mental health of the AANHPI community and distorts the larger community's ability to recognize the humanity in us all; and
- Whereas:** the AANHPI communities are among the fastest growing populations in Lexington; and
- Whereas:** AANHPI communities in Lexington have shared their rich culture and traditions while representing their communities through public service and advocacy; and
- Whereas:** diversity represents one of our greatest strengths, and by recognizing the contributions and accomplishments of AANHPI persons, our town will put our values of inclusion into practice to build a brighter future for all of our residents; and
- Whereas:** Lexington is committed to providing comprehensive support to ensure that Lexington is equitable and welcoming to all people; and
- Whereas:** each of us has a personal responsibility to prevent the spread of misinformation, stereotypes, condemn violent acts in any form, support all fellow community members, and reject stigma, hate, and bias in all its forms; and
- Whereas:** Lexington is proud to celebrate AANHPI Heritage Month, and commemorate the essential contributions, sacrifices, and accomplishments that the AANHPI communities have made.

NOW, THEREFORE, WE, THE SELECT BOARD of the Town of Lexington, Massachusetts, do hereby proclaim the month of May to be annually recognized as

AANHPI Heritage Month

in the Town of Lexington. We call this observance to the attention of all our residents with the support of the Lexington Human Services Department and the Lexington Human Rights Committee.

IN WITNESS WHEREOF, we have set our hands and caused the seal of Lexington to be affixed herewith on the 24th of April 2024.

JOSEPH N. PATO, CHAIR

SUZANNE E. BARRY

DOUGLAS M. LUCENTE

JILL I. HAI

MARK D. SANDEEN



Town of Lexington, Massachusetts

SELECT BOARD OFFICE

PROCLAMATION

- Whereas:** the mental health of every individual is essential to the emotional and economic prosperity of families, neighborhoods, and businesses in Lexington, Massachusetts; and
- Whereas:** mental health is a key component of every person's overall physical health and emotional well-being; and
- Whereas:** all Lexington residents face challenges that impact their mental health regardless of age, race gender, abilities, ethnicity, sexual orientation, socioeconomic status, or religion; and
- Whereas:** feelings of personal shame and fears of social stigma and discrimination prevent many living with mental illness from seeking help; and
- Whereas:** stigma can be reduced by increasing the awareness of mental illness and available resources for those suffering from mental health conditions; and
- Whereas:** greater public awareness about mental wellness can positively transform attitudes about, and towards, people with mental illness, making it easier for our citizens to seek help; and
- Whereas:** with effective treatment, those individuals with mental health conditions can lead full, productive lives; and
- Whereas:** prevention is an effective way to reduce the burden of mental health conditions; and
- Whereas:** we strive to create a Lexington that supports mental wellness by increasing access to treatment, educating residents about mental wellness and mental illness, and supporting our loved ones as they seek to improve their mental health; and
- Whereas:** there are practical tools that all people can use to improve their mental health and increase resiliency.

NOW, THEREFORE, WE, THE SELECT BOARD of the Town of Lexington, Massachusetts, do hereby proclaim the month of May to be annually recognized as

Mental Health Month

in the Town of Lexington to underscore the importance of mental health, early screening, public education, and advocacy for appropriate and accessible services for all people living with mental health conditions. We call this observance to the attention of all our residents with the support of the Lexington Human Services Department and the Lexington Human Rights Committee.

IN WITNESS WHEREOF, we have set our hands and caused the seal of Lexington to be affixed herewith on the 24th of April 2024.

JOSEPH N. PATO, CHAIR

SUZANNE E. BARRY

DOUGLAS M. LUCENTE

JILL I. HAI

MARK D. SANDEEN



Town of Lexington, Massachusetts

SELECT BOARD OFFICE

PROCLAMATION

Whereas: the Congress and President of the United States have designated May 15th as Peace Officers Memorial Day, and the week in which May 15th falls, May 12 to 18, 2024, as National Police Week; and

Whereas: it is important that all citizens know and understand the duties, responsibilities, hazards and sacrifices of law enforcement agencies and that law enforcement personnel recognize their duty to serve the people by safeguarding life and property, by protecting them against violence and disorder, and by protecting the innocent against deception and the weak against oppression; and

Whereas: the 50 officers of the Town of Lexington, Massachusetts Police Department play an essential role in safeguarding the rights and freedoms of the citizens of Lexington and in fiscal year 2023, the officers responded to 15,347 calls for service; and

Whereas: since the first recorded death in 1791, more than 20,000 law enforcement officers in the United States have made the ultimate sacrifice and have been killed in the line of duty including Lexington Police Officer James J. Hodgdon, III who died on November 4, 1967 at the age of 23 following an automobile accident; and

Whereas: Lexington Police Officer James J. Hodgdon, III name is engraved both on the wall of the National Law Enforcement Officers Memorial in Washington, D.C., and on the Town of Lexington, Massachusetts Police Department Memorial Monument; and

Whereas: the men and women of the Town of Lexington, Massachusetts Police Department provide a vital a public service.

NOW, THEREFORE, WE, THE SELECT BOARD of the Town of Lexington, Massachusetts do hereby proclaim the week of May 12 to 18, 2024 as

National Police Week

in the Town of Lexington, Massachusetts and encourage all citizens to join us in recognizing law enforcement officers, past and present, who, by their faithful and loyal devotion to their responsibilities, have rendered a dedicated service to their community and, in so doing, have established for themselves an enviable and enduring reputation for preserving the rights and security of all citizens.

BE IT FURTHER PROCLAIMED that we call upon all citizens of the Town of Lexington, Massachusetts to observe Wednesday, May 15, 2024 as

Peace Officers Memorial Day

and authorize the American Flag on the Lexington Battle Green to be lowered to half-staff as directed by the President of the United States for the day in honor of those law enforcement officers who, through their courageous deeds, have made the ultimate sacrifice in service to their community or have become disabled in the performance of duty, and let us recognize and pay respect to the survivors of our fallen heroes.

IN WITNESS WHEREOF, we have set our hands and caused the seal of Lexington to be affixed herewith on the 24th of April 2024.

JOSEPH N. PATO, CHAIR

SUZANNE E. BARRY

DOUGLAS M. LUCENTE

JILL I. HAI

MARK D. SANDEEN



Town of Lexington, Massachusetts

SELECT BOARD OFFICE

PROCLAMATION

- Whereas:** the services of the Public Works Department in Lexington are an integral part of the everyday lives of all of its citizens; and
- Whereas:** the support of the citizens of Lexington is vital to the efficient operation of public works systems and programs such as water, sewers, streets and highways, public buildings, and solid waste collection and disposal; and
- Whereas:** the health, safety and comfort of the citizens of Lexington greatly depends on its public works services; and
- Whereas:** the quality and effectiveness of these facilities, as well as their planning, design, and construction, is vitally dependent upon the efforts and skill of public works employees; and
- Whereas:** the efficiency of the qualified and dedicated employees in the public works department is materially influenced by the knowledge that their work is appreciated.

NOW, THEREFORE, WE, THE SELECT BOARD of the Town of Lexington, Massachusetts, do hereby proclaim the week of May 19 to 25, 2024 as

National Public Works Week

in the Town of Lexington and call upon all citizens to join us in recognizing the employees of the Lexington Public Works Department.

IN WITNESS WHEREOF, we have set our hands and caused the seal of Lexington to be affixed herewith on the 24th of April 2024.

JOSEPH N. PATO, CHAIR

SUZANNE E. BARRY

DOUGLAS M. LUCENTE

JILL I. HAI

MARK D. SANDEEN

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

2024 Limousine License Renewals

PRESENTER:

Joe Pato, Select Board Chair

ITEM NUMBER:

C.2

SUMMARY:

Category: Decision-Making

The Select Board is being asked to approve the 2024 Annual Limousine License renewals. The Select Board Office is in receipt of all required documentation, favorable inspection reports from the Lexington Police Department and departmental reviews with sign-offs for the renewals of the following businesses holding a Limousine License:

LIMOUSINE

Boyadjian Limousine Service - 447 Lowell Street (2 vehicles)

D&O Limo LLC d/b/a D&O Limo - 3402 Main Campus Drive (1 vehicle)

SUGGESTED MOTION:

To approve the 2024 Annual Limousine License renewals for the following businesses:

LIMOUSINE

Boyadjian Limousine Service - 447 Lowell Street (2 vehicles)

D&O Limo LLC d/b/a D&O Limo - 3402 Main Campus Drive (1 vehicle)

Move to approve the consent.

FOLLOW-UP:

Select Board Office

DATE AND APPROXIMATE TIME ON AGENDA:

4/24/2024

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Approve Select Board Meeting Minutes

PRESENTER:

Joe Pato, Select Board Chair

ITEM NUMBER:

C.3

SUMMARY:

Category: Decision-Making

The Select Board is being asked to approve the following set of minutes:

- April 3, 2024 Select Board
- April 8, 2024 Select Board

SUGGESTED MOTION:

To approve and release the following minutes:

- April 3, 2024 Select Board
- April 8, 2024 Select Board

Move to approve the consent.



FOLLOW-UP:

Select Board Office

DATE AND APPROXIMATE TIME ON AGENDA:

4/24/2024

ATTACHMENTS:

Description		Type
	DRAFT 04032024 Select Board minutes	Backup Material
	DRAFT 04082024 Select Board minute	Backup Material

SELECT BOARD MEETING
April 3, 2024

A meeting of the Lexington Select Board was called to order at 6:00p.m. on Wednesday, April 3, 2024, via a hybrid meeting platform. Mr. Pato, Chair; Ms. Barry, Mr. Lucente, Mr. Sandeen, and Ms. Hai were present, as well as Mr. Malloy, Town Manager; Ms. Axtell, Deputy Town Manager. and Ms. Katzenback, Executive Clerk.

PUBLIC COMMENTS

None at this time.

SELECT BOARD MEMBER CONCERNS AND LIAISON REPORTS

1. Select Board Member Concerns and Liaison Reports

The Board agreed to review any extra items, if there are any, at the end of the meeting.

TOWN MANAGER REPORT

1. Town Manager Weekly Update

Nothing additional to report at this time.

DOCUMENTS: Weekly Update 3-29-24

CONSENT AGENDA

The Board agreed to pull item #4: Approve Request for Quotation/Proposal Document Regarding Executive Search Consultants for Town Manager Search, from the Consent Agenda for further discussion under Items for Individual Consideration.

1. Approve Select Board Meeting Minutes - February 12, 2024 Select Board

To approve and release the February 12, 2024 Select Board Meeting minutes as proposed.

DOCUMENTS: UPDATED DRAFT 02122024 Select Board, UPDATED DRAFT 02122024 Select Board 4.1 - edits shown

2. Approve Town Manager Committee Reappointments
- Commission on Disability - Leonard Morse-Fortier
 - Recreation Committee - Claire Sheth

To confirm the Town Manager's reappointments of Leonard Morse-Fortier to the Commission on Disability with a term set to expire on October 30, 2026 and Claire Sheth to the Recreation Committee with a term set to expire on May 31, 2027.

DOCUMENTS: Morse-Fortier, Sheth

3. Approve Select Board Committee Reappointment - Historic Districts Commission - Paul O'Shaughnessy

To reappoint Paul O'Shaughnessy as a full member of the Historic Districts Commission representing the Lexington Chamber of Commerce for a five-year term set to expire on December 31, 2028.

4. Approve Request for Quotation/Proposal Document Regarding Executive Search Consultants for Town Manager Search

This item was tabled for discussion until later in the meeting.

VOTE: Upon a motion duly made and seconded, the Select Board voted 5-0 to approve the Consent Agenda, items #1, 2, and 3.

ITEMS FOR INDIVIDUAL CONSIDERATION

1. 2024 Annual Town Meeting
 - Select Board Article Discussion and Positions

Ms. Axtell noted that that Planning Board took a vote on the two amendments for Article 48 Amend Zoning Bylaw - Short Term Rentals. The Planning Board voted in support of both, with a preference toward the Shiple amendment. The Select Board took positions on the proposed amendments to Article 48 Amend Zoning bylaw – Short Term Rental. For the Kaufman amendment, as a stand-alone amendment, four (4) Board members were a ‘Yes,’ and Mr. Pato was a ‘No.’ For a merged Mr. Kaufman and Mr. Shiple amendment, all five (5) Board member were a ‘Yes.’ It was noted that the Board was unanimously in support of the main motion Article 48.

Mr. Sandeen noted that he has changed to a “Yes” on Articles 50 Amend Zoning Bylaw - Inclusionary Housing For Village And Multi-Family Overlay Districts.

Mr. Lucente noted that he was a “Yes” on Article 47 Amend Zoning Bylaw - Signs.

DOCUMENTS: Select Board Working Document - Positions 2024ATM, Art 48 motion, Art 48 S. Kaufman amendment 1, Art 48 S. Kaufman amendment 2, Art 48 T. Shiple Amendment, Moderator’s Proposed schedule for ATM 2024 - as of 4-3-2024

2. Update on Police Station Project and Budget for Solar Canopy

Mike Cronin, Director of Public Facilities, gave an update on the Police Station Project. There is a concern that, due to design considerations, there is not sufficient funds to build the solar canopy and install batteries. He reviewed three potential options. He stated that his preference would be to allow the contractor to continue with the steel work on the project. The field and parking underneath can then be utilized, while putting out an RFP for the the solar panels and integration of the battery.

Mr. Pato asked about the risk for this proposal. Mr. Cronin stated that he believes this will actually lead to better pricing and other opportunities.

Mr. Lucente asked about some of the double contingencies within the budget for the project. Mr. Cronin agreed that there is some conservativeness in the budget, but this continues to be refined. Any funding found will be moved toward the solar panel portion of the project.

Mr. Cronin noted that he has requested \$889,000 in ARPA funding for the battery portion of the project. Mr. Malloy stated that there is flexibility in delaying the solar and battery component in terms of better

knowing the contingencies of the project. Congressionally directed spending funding is also being sought. If there still are not sufficient funds through all of the methods, this project will need to go back to Fall Town meeting to request additional debt authorization.

Ms. Barry asked that the finance committees be looped in on this information.

Ms. Hai asked about how likely it will be to get better pricing while delaying in order to lower the overall cost. Mr. Cronin explained that battery prices are not currently favorable, specifically for municipalities. It is believed that the batteries are currently approximately 50% overpriced. Regarding the solar panels, it is believed that the cost is being overpaid five or six times per watt. The hope would be to go out to RFP for these again by the end of the summer to see what pricing looks like again.

Mr. Sandeen agreed with the option to complete the steel structure while waiting for a competitive procurement procedure in hopes of lowering the cost of the panels and battery.

Ms. Barry asked how long the steel structure may be in place prior to the rest of the project being completed. Mr. Cronin stated that the steel structure should be completed by late summer/early fall. The RFP would then be put out for solar and battery procurement. It is hoped that those items could then be added in late fall/early winter.

Mr. Lucente stated that he does not believe ARPA funding is the right thing to do for this project. This was a very public project that was decided upon by the community.

Mr. Pato stated that he would agree with the option proposed as, otherwise, the project would likely be delayed to the point of incurring more impact on operations for the Police Department and for the general public.

Ms. Barry stated that she would like to have more time to consider this and hear from the finance committees. She agreed that ARPA funding is not appropriate for this project. Ms. Hai agreed and noted that she was leaning toward the option presented. She also wanted the impact on abutters of extending the construction time period to be considered in the final decision.

It was agreed to schedule a Joint meeting soon with the Capital Expenditures Committee and Appropriation Committee for a discussion on this presentation information.

DOCUMENTS: Presentation

3. Discuss Semiquincentennial Commission (Lex250) Invitations to 250th Anniversary of the Battle of Lexington Celebration

The Board decided to table discussion on this item and agreed to take it up at a future meeting, if deemed necessary.

4. Approve Request for Quotation/Proposal Document Regarding Executive Search Consultants for Town Manager Search

The Board discussed the proposed RFQ and the timeline for the process.

VOTE: Upon a motion duly made and seconded, the Select Board voted 5-0 to approve the Request Quotation/proposal with any edits deemed necessary and to authorize the Town Manager to release the Request for Quotation/proposal for an Executive Search Consultant for the Town Manager search.

DOCUMENTS: Recruitment RFQ 2024 draft, Recruitment RFQ 2024 draft redlined

ADJOURN

VOTE: Upon a motion duly made and seconded, the Select Board voted 5-0 to adjourn the meeting at 7:06 p.m.

A true record; Attest:
Kristan Patenaude
Recording Secretary

DRAFT

SELECT BOARD MEETING
April 8, 2024

A meeting of the Lexington Select Board was called to order at 6:00p.m. on Monday, April 8, 2024, via a hybrid meeting platform. Mr. Pato, Chair; Ms. Barry, Mr. Lucente, Mr. Sandeen, and Ms. Hai were present, as well as Mr. Malloy, Town Manager; Ms. Axtell, Deputy Town Manager and Ms. Katzenback, Executive Clerk.

ITEMS FOR INDIVIDUAL CONSIDERATION

1. 2024 Annual Town Meeting
 - Select Board Article Discussion and Positions

Ms. Axtell explained that the two amendments for Article 48 have been combined into one, with the language Mr. Shiple submitted. Mr. Pato stated that he is a “Yes” with this change.

Ms. Axtell stated that the Moderator has asked if the Board would be willing to consider Article 24 - Appropriate Funding For Semiquincentennial Commission to taken up at the Annual Town Meeting on April 10, 2024. Ms. Barry stated that she would prefer this Article not be moved in the schedule.

Regarding Article 49: Amend Zoning Bylaw – Permitted Uses and Development Standards, Mr. Pato, Mr. Lucente, and Mr. Sandeen updated their positions to a “Yes.”

DOCUMENTS: Select Board Working Document - Positions 2024ATM, Moderator’s Proposed schedule for ATM 2024 - as of 4-4-2024, Art 48 Revised Amendment S. Kaufman, Art48motion

2. Discuss and Approve Prioritized Intersections for Rectangular Rapid Flashing Beacons (RRFBs) Along the Minuteman Bikeway

Ross Morrow, Assistant Town Engineer, explained that the Board voted to approve \$250,000 to install as many Rapid Flashing Beacon (RRFB) at street crossings along the bikeway as possible. The Town has engaged an independent engineer to design and prioritize the intersections based on need. Once the Board approves the locations, DPW and Engineering will finalize the design and move this project from the Participatory Budgeting forward. A decision needs to be made if the RRFBs will be installed based on priority locations or if the Board wants Staff to forego some intersections. Motion sensors would likely not be appropriate for the street crossings along the bikeway, as they may lead to false flashing.

Mr. Morrow reviewed the proposed RRFB locations along the bikeway. It is unclear if the amount of money will cover all eight locations. The project will be bid assuming that the first four crossings will be covered, with the next four prioritized if funding allows.

Betty Gau, Chair of the Bicycle Advisory Committee, stated that the Committee agreed with the ranking as presented. She noted that all of these crossings really require flashing beacons, as there have been accidents and people hit in many of these locations. Hancock Street was designated as the most dangerous intersection on the bikeway.

In response to a question from Mr. Pato, Mr. Morrow explained that, to the best extent possible, all signs will be placed on the right-hand side of the person approaching the intersection. In response to a question from Mr. Sandeen regarding safety concerns about installing push buttons in opposing travel lanes, Mr.

Morrow said that staff would look into motion activated sensors if push button activation was not feasible.

Dawn McKenna, 9 Hancock Street, stated that she has an objection to the first two signs proposed. The proposed sign on Hancock Street as the designated high accident area does not make sense as there were zero accidents between 2020 and 2023, only one a year prior to that in 2019, and one in 2018. Her house is supposed to be in a historic, quiet setting and the proposed light will flash into her home. The front side of her house has been encompassed with lights and this proposal will only add to it. As this intersection is still being redone, she asked that this be reconsidered. The data does not show this is needed and it will continue to inundate her property.

Ms. Hai asked if the light on the sign will only be activated when the button is pressed. Mr. Morrow agreed. Ms. Hai stated that she would oppose motion activated lights adjacent to residential areas. Mr. Pato agreed that he would like motion activated lights to be a last, and likely not acceptable, option.

Mr. Lucente asked if there is a way to shield the lights from residential properties. Mr. Morrow agreed that there is. The sign on Hancock Street will be twisted away from the properties as much as possible. He is also looking into lights that are dimmer at night. Mr. Pato also suggested screening to nearby properties.

Ms. McKenna stated that people walk in this area at all hours and will use this lit sign. Also, there is not a way to twist the light so that it will not shine into her house.

Mr. Lucente recommended tabling approval of the sign on Hancock Street until the angling of the light away from nearby residences can be further studied. There was a majority agreement on this suggestion. Mr. Sandeen expressed concern regarding potential life safety issues associated with putting off addressing the number one priority as presented by Staff, the Bicycle Advisory Committee and the consultant.

The Board agreed to bring this back for a vote in approximately one week.

DOCUMENTS: Memo from Ross Morrow, Assistant Town Engineer, Design Plans, Presentation

3. Request to Add Parking Restriction for REV Shuttle Adjacent to Brookline Bank, 1793 Massachusetts Avenue

Susan Barrett, Transportation Manager, explained the request to move the Rev Shuttle drop off spot from in front of the Depot Building to a spot in front of the Brookline Bank. The proposal is to reserve these two parking spots only on Monday through Friday from the hours of 7 AM to 9 AM. At all other times, the parking would be open to general parking. This is proposed as a one-year pilot project.

Mr. Sandeen asked about where the Rev shuttles currently park and where they would park if the proposed spot is occupied. Ms. Barrett explained that the space is directly in front of the Depot building on private land owned by the Historical Society.

Susan Rockwell, Lexington Historical Society, stated that it was assumed that permission had been given for this current arrangement. This arrangement created an issue for people coming to the Depot and it was determined it would be best to make other arrangements. There have been recent interactions between the Rev drivers and people legitimately visiting the Depot. The proposal would be a solution.

Ms. Barry suggested that the proposal be monitored by the Police Department until the community becomes used to the new parking arrangement.

VOTE: Upon a motion duly made and seconded, by roll call, the Select Board voted 5-0 to approve reserving two parking spaces for The Rev Shuttle, adjacent to Brookline Bank on Depot Square for the hours of 7:00 AM to 9:00 AM Monday through Friday.

DOCUMENTS: Presentation

4. Review and Approve Town Manager Search Screening Committee Charge

The Board reviewed the amended draft Town Manager Search Screening Committee Charge.

VOTE: Upon a motion duly made and seconded, by roll call, the Select Board voted 5-0 to approve Town Manager Search Screening Committee Charge as proposed, allowing staff to make non-substantive edits as necessary.

DOCUMENTS: Proposed TM Search Screening Committee Charge, Proposed TM Search Screening Committee Charge - Redlined

EXECUTIVE SESSION

1. Exemption 6: To Consider the Value of Real Property – Muzzey High Condominiums

VOTE: Upon a motion duly made and seconded, the Select Board voted 5-0 by roll call at 6:48pm to enter Executive Session under Exemption 6: To Consider the Value of Real Property - Muzzey High Condominiums and to not reconvene in open session. Further, it was declared that an open meeting discussion may have a detrimental effect on the litigating position of the Town.

ADJOURN

VOTE: Upon a motion duly made and seconded, the Select Board voted by roll call 5-0 from the Executive Session to adjourn both the Executive Session and Regular Meeting at 6:59pm.

A true record; Attest:
Kristan Patenaude
Recording Secretary

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Acceptance of Bench Donation - Gallagher Tennis Courts

PRESENTER:

Joe Pato, Select Board Chair

ITEM NUMBER:

C.4

SUMMARY:

Category: Decision-Making

The Battle Green Tennis League would like to donate a bench to the Town of Lexington in memory of Fred Levinson to be located at Gallagher Tennis Courts. The Recreation Committee has reviewed their application. At their March 26, 2024 meeting the Recreation Committee voted in favor of this donation and the installation of a bench at Gallagher Tennis Courts.

This now comes before the Select Board for their acceptance of donation.

SUGGESTED MOTION:

To accept the donation of a bench to the Town from The Battle Green Tennis League to be located Gallagher Tennis Courts in the designated area as described in the proposal dated March 26, 2024.

Move to approve the consent.

FOLLOW-UP:

Select Board Office/Recreation Department

DATE AND APPROXIMATE TIME ON AGENDA:

4/24/2024

ATTACHMENTS:

Description		Type
	Recreation Memo - Bench Donation - Gallagher Tennis Courts 4.2024	Backup Material



MEMORANDUM

To: James Malloy, Town Manager
From: Melissa Battite, Director of Recreation & Community Programs
Date: April 19, 2024

Re: Bench Donations at Center Recreation Gallagher Tennis Courts

- **The Agenda Item/Title:** Bench Donation in accordance with the Select Board Policy for *Naming of Facilities and Placement of Memorials*.

- **Vote/info/update:** This item will request the vote of the Select Board to approve.

Summary of presentation: The Recreation Committee requests the Select Board accept the donation of a new park bench to be placed at the Center Recreation Complex adjacent to the Gallagher Tennis Courts in memory of Fred Levison, who served over 25 years on the Battle Green Tennis League Board in addition to being an active player. The Recreation Committee voted the following during its March 26, 2024: Rick DeAngelis moved to accept a bench donation with approval of the language on the plaque and the placement of the bench by the Recreation Director. Christian Boutwell seconded. The Recreation Committee voted 6-0 to approve this motion.

- **Timeline Summary:** The presentation will be approximately 5 minutes for questions and or comments.
- **Implications of action/non-action:** Taking a vote/action will allow the installation of the one new bench at the Center Recreation Complex Community Park.
- **Materials:** All presentation materials are enclosed.
- **Support:** Recreation Committee.

Thank you and please let me know of any questions.

Cc: Recreation Committee

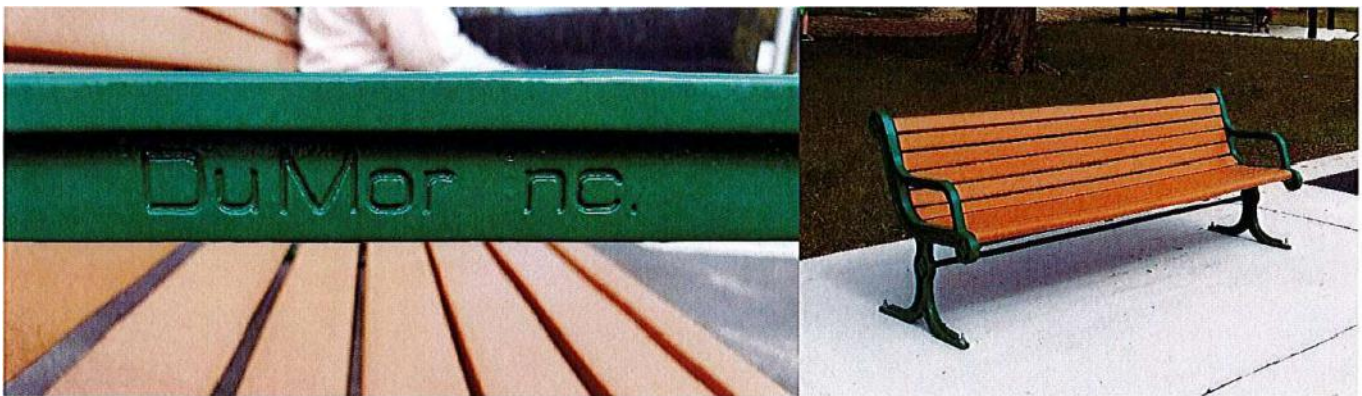
To the members of the Lexington Recreation Committee,

RE: Request approval of Bench and Plaque installation at the Gallagher Tennis Courts — Fred Levinson

The friends, family and supporters of Fred Levinson request your approval to install a park bench with a memorial plaque at the Center Recreation Complex adjacent to and facing the Gallagher tennis courts. The donated bench is in memory of Fred Levinson. Fred served on the board of Lexington's Battle Green Tennis League and he was an active member for 25 years. He passed away December 27, 2023, after a year long battle with cancer. His dedication to Lexington's tennis program and his organizational skills were key to its success. Fred was very involved with the scheduling as well as moderating issues that came up amongst members throughout the season. He managed to handle these various conflicts with intellect, humor, and wisdom. He was a highly regarded BGTL board member, notwithstanding, he was not a Lexington resident. Honoring Fred in this way is a fitting tribute as he embodied the spirit of volunteerism and good sportsmanship. The Battle Green board, league members, as well as Fred's friends and family support this proposal.

Fred was known to say, if it were up to him, he would take his last breath on the court. His widow, Leslie Bistrowitz said, "Having a memorial bench in this spot is as close as it gets to making Fred's quip come true."

The bench is identical to the ones already by the track: DuMor Bench 6 ft., hunter green paint, cedar recycled plastic seat and back, #143-60p1. The bench is purchased and supplied by O'Brien and Sons of Medway MA, <https://www.obrienandsons.com/>. The bench would be shipped to the town of Lexington.



The bench will include a dedication plaque. The plaque is made by DuMore Inc and imbedded on the bench's back support. The background of the plaque would be black with silver tone writing embellishment. The plaque will have the following text:

**In Memory of Fred Levinson,
1947 – 2023
Battle Green Tennis League Board Member for 25 years
“The World’s Okayest Tennis Player.”**

The bench installation will be on a concrete pad if required (similar to existing walkways). We are hoping the town will provide the installation. The location we are requesting is by the four courts reserved for Battle Green matches where players can gather, tie their shoes, or watch matches, as noted in the following photo.

View of Gallagher tennis courts on Worthen Road, Lexington



< proposed location for the bench, facing tennis courts 7 - 8

If the Committee approves our proposal, we will submit an application to Lexington's Bench Program. The bench and plaque will be delivered by O'Brien and Son's, with the estimated cost not to exceed \$2,109. To pay for this, we will organize a fundraiser with Fred's supporters.

We thank the Committee for your time considering our request.

Respectfully,

Mimi Woodman
(508) 728-4953
Battle Green Tennis League member
mimiwoodman@comcast.net

Mona Altschuler
(781) 424-9272
Battle Green Tennis League board member
monaaltschuler@gmail.com

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Discuss and Approve Prioritized Intersections for Rectangular Rapid Flashing Beacons (RRFBs) Along the Minuteman Bikeway

PRESENTER:

Ross Morrow, Assistant Town Engineer

ITEM NUMBER:

I.1

SUMMARY:

Category: Decision-Making

Attached please find an updated memorandum with recommendations for action by the Select Board (two options), one with Hancock Street included one without Hancock Street included. Town Staff continue to recommend to include Hancock Street and will present at the meeting. Also, attached is the updated recommendation from the Bicycle Advisory Committee.

SUGGESTED MOTION:

Move to approve installing RRFB's at the following street intersections (in order of priority):

(insert the streets the Board decides to include in order)

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

4/24/2024

5:45pm

ATTACHMENTS:

Description

Type

<div> <div></div> <div>Memorandum with Recommendations</div> </div>	Cover Memo
<div> <div></div> <div>Bicycle Advisory Committee Recommendation</div> </div>	Cover Memo
<div> <div></div> <div>Memo from 4-10-24 Board Meeting</div> </div>	Cover Memo
<div> <div></div> <div>Hancock Street/Bikeway Intersection Redesign</div> </div>	Cover Memo
<div> <div></div> <div>Presentation from 4-10-24 Board Meeting</div> </div>	Cover Memo
<div> <div></div> <div>Design</div> </div>	Cover Memo



Town of Lexington

Town Manager's Office

James J. Malloy, Town Manager
Kelly E. Axtell, Deputy Town Manager

Tel: (781) 698-4540
Fax: (781) 861-2921

MEMORANDUM

TO: Select Board
FROM: Jim Malloy, Town Manager
DATE: April 12, 2024
RE: RRFB's Along the Bikeway

Based on the Select Board's discussion at the last meeting, staff is providing two options for the Select Board to consider. Staff continues to recommend Option 1, but understands the concern the Select Board has raised and asks that the Select Board approve one of the two listing of priority intersections as follows:

Option 1

- (1) Hancock Street
- (2) Meriam Street
- (3) Revere Street
- (4) Woburn Street
- (5) Fletcher Avenue
- (6) Westview Street
- (7) Bow Street
- (8) Fottler Avenue

Option 2

- (1) Merriam Street
- (2) Revere Street
- (3) Woburn Street
- (4) Fletcher Avenue
- (5) Westview Street
- (6) Bow Street
- (7) Fottler Avenue

Under either option, intersections (1) through (4) will be bid as a base bid and the remainder of the intersections will be bid in order as an add alternate option (we will do them in order as funding allows).

Should you have any questions, please let me know. Thanks.



Town of Lexington, Massachusetts

Bicycle Advisory Committee

BETTY GAU, CHAIR
DAVID ARMSTRONG
MATTHIAS BEEBE
JAMES CADENHEAD
SUZAN CHEN
SARAH HEWS
JAMES MICHAEL O'CONNOR
RAM REDDY
THOMAS SHIPLE

Date: April 17, 2024

To: Lexington Select Board

CC: Jim Malloy, Town Manager

Re: Rectangular Rapid Flashing Beacon (RRFB) Review

The Bicycle Advisory Committee (BAC) is charged with advising the Select Board with all matters relating to bicycle routes and bike policy. Ensuring Lexington is safe for bicyclists is the Committee's primary focus. We are also charged with "Articulating and responding to the concerns and interests of abutters, commuters, and other users of the Lexington bicycling facilities".

In our March 14, 2024 meeting the BAC reviewed the DPW's original proposal for installing Rectangular Rapid Flashing Beacon (RRFBs) at bikeway crossings. BAC requested the DPW raise the Revere Street crossing to a higher priority because it is used by students biking and walking to Diamond School. Cars travel at speeds over 30 mph on Revere Street and the sight lines at the bikeway crossing are challenging. The DPW responded to our feedback and listed the Revere Street crossing as the number 3 priority for construction of an RRFB.

At our April 11, 2024 meeting the Bicycle Advisory Committee voted unanimously to reaffirm its support for an RRFB at Hancock Street with high priority. In 2014, the Toole Design Report listed Hancock Street as the third most challenging crossing on the entire Minuteman Bikeway. The first two most challenging crossings were in Arlington and both have been addressed with signals and painted bike lanes since the 2014 report. This makes the Hancock Street crossing now the most challenging crossing along the entire length of the Minuteman Bikeway according to the Toole Design Report. The Committee discussed this crossing and acknowledged the high speed of cars that travel along Hancock Street, the poor sight lines and the proximity to Lexington Center as reasons for the crossing to be a difficult challenge.

At our April 11, 2024 meeting we reviewed the DPW proposal again and agreed with the RRFB prioritized list that define the order of the locations to be approved for construction.



Town of Lexington, Massachusetts

Bicycle Advisory Committee

We discussed the concern of the Hancock Street abutter that the RRFB light will shine directly into the interior of their house. The Committee members discussed the concern and had previously researched alternatives that were also discussed during the meeting. The alternatives to an RRFB are listed as follows:

1. In-roadway flashers such as described in the following link:
<https://www.lightguardsystems.com/smart-crosswalk-in-roadway-warning-light-irwl-system>
2. Speed bumps on either side of the crossing such as the ones on Middleby Road at the crossing by Bridge School.
3. Traffic calming street mural such as displayed at this link:
https://www.newhavenindependent.org/article/traffic_halts_for_murals

The Committee discussed and reviewed these alternatives and the consensus was to maintain a standard solution using RRFBs at all Minuteman Bikeway crossings in an effort to uphold consistency along the Minuteman Bikeway. The Committee also reviewed the DPW's Hancock Street at Minuteman Bikeway Crossing Improvement Concept, June 1, 2020 design that moves the Hancock Street crossing 10-12 feet down the street away from the roundabout as part of the "S" curve construction. The new design of that crossing will move the RRFB further away from the house at 9 Hancock Street.

In summary, the Bicycle Advisory Committee reaffirms our position to have an RRFB at the Hancock Street bikeway crossing and agrees with the priority list proposed by the DPW that it should be the first priority location for an RRFB.



Town of Lexington

Department of Public Works
Engineering Division

John R. Livsey, P.E., Town Engineer
Ross Morrow, P.E., Assistant Town Engineer

Tel: (781) 274-8305
Fax: (781) 274-8323

MEMORANDUM

TO: Select Board Office
FROM: Ross Morrow, P.E., Assistant Town Engineer
DATE: April 4, 2024
RE: Pedestrian Crossing Beacons along Minuteman Commuter Bikeway

- **Agenda Item/Title**

Pedestrian Crossing Beacons along Minuteman Commuter Bikeway

- **Whether a Vote of the Select Board is being requested, whether this is an update on a previous item or if it is for informational purposes only and what you need from the Select Board (directional guidance, approval, etc).**

No vote is being requested. This is an informational presentation for an update on the project and directional guidance is welcome.

- **A summary explanation of what is being presented including costs and funding source, plan for public outreach, impact on department work/goals and any alignment with the Select Board goals.**

A summary explanation of what is being presented

Through the Participatory Budget process, funding was approved to design and install pedestrian crossing beacons at roadway intersections along the Minuteman Commuter Bikeway (MMCB). There are 8 unsignalized roadway crossings (the Seasons 4 driveway was not considered as the driveway approaches are under stop control, the Depot parking lot driveway as also not considered as there are several other projects that may affect that crossing). The design consists of installing rectangular rapid flashing beacons (RRFBs) powered by solar where feasible, or a hardwired power connection when necessary, on a black sign post. The beacons will be push button activated.

Below is the prioritized list of the locations, which also defines the order of the locations to be approved for construction. This ranking is based on the recommendations of the design consultant and input from the Lexington Bicycle Advisory Committee (LBAC).

HSIP – Highway Safety Improvement Program (identifies high crash locations)

ADT – Average Daily Traffic

AC – Alternating Current (meaning the RRFB may require a power connection, not just solar)

FHWA – Federal Highway Administration

1. Hancock Street – The proximity of the crossing to Lexington Center, as well as the ADT on the roadway, the potential for other distractions, and the potential for increased speed leaving the congestion of Route 4 and the Mass Ave corridors presents this location as a high priority. This includes potential distractions for the bikeway users who, for many, of just entered the bikeway from the center parking areas and Hancock Street represents the first major roadway crossed. Location is candidate for solar-powered RRFB with certain alignment of solar panels. (Note, this crossing was ranked as 3rd most difficult to cross for the full length of the MMCB, after Arlington Center and Lake Street, in the 2014 Toole Design Group Report *Navigating the Bikeway*)
2. Meriam Street – This location is within the HSIP Bicycle Crash Cluster. In addition, its position within Lexington Center is key for movements next to the parking lot. This location also provides ease of installation with no significant obstruction and a clear southern sky for solar-powered RRFB as preference to the Town.
3. Revere Street – Cut-through traffic roadway with traffic attempting to get through fast. Location lends itself to higher priority as focus may be on the speed of travel being a straight-a-way road. Location is an AC-powered location based on tree cover to the south.
4. Woburn Street – On the edge of the HSIP cluster, the location is across a mainline roadway and directly adjacent to a cross-street. The higher ADT on Woburn lends itself to the installation and there is sufficient room to install with ease. This would be an AC-power location as the tree cover to the south is substantial.
5. Fletcher Avenue – Similar to Meriam, the location is within a separate HSIP Bicycle Crash Cluster and also a key location adjacent to parking. The similarity has ease of installation as a solar-powered unit with the clear southern sky. One challenge is a need for tree trimming north of the cross walk to get visibility to the beacon southbound.
6. Westview Street – Although on the outskirts of Town, the location of the crossing is on a curve with an abrupt change in direction of the Bikeway. The installation will help with visibility as the tree cover in the area is very heavy and therefore somewhat dark even during the day. Location would need to be AC-powered.
7. Bow Street – ADT at this location is expected to be low (comparatively) entering the residential area. Most likely would not meet the FHWA uncontrolled ped crossing guidance for RRFB installation; however, the location is still beneficial based on the curvature of Bow Street just north of the crossing (location is a solar-powered candidate with clear southern sky).
8. Fottler Avenue - ADT at this location is expected to be low (comparatively) entering the residential area. Most likely would not meet the FHWA uncontrolled ped crossing guidance for RRFB installation; however, the location is still beneficial based on the low visibility / darkness with adjacent tree cover. Solar-powered candidate as the south sky only needs some tree trimming, particularly the west side.

Pros/Cons:

Pros: Crossing beacons, and specifically RRFBs significantly increase the safety for crosswalk users. Per Federal Highway Administration (FHWA), RRFBs can reduce pedestrian crashes up to 47% and increase motorist yielding rates up to 98% (see attached pamphlet for more detail).

Cons: There will be a minor increase to DPW operating costs to pay for the power (where solar power only beacons are not a viable option) and the future maintenance of the beacons.

Costs and funding source

\$250,000 was previously approved for this project. \$24,000 has been allocated for the design and the remainder is available for the construction of the beacons. The construction contract will be structured to include the first 4 locations based on the prioritized list, with the option of adding more locations (in the prioritized order) as funding allows.

Impact on department work/goals and any alignment with the Select Board goals.

This project increases the safety and accessibility for the users of the MMCB.

- **Timeline summary**

The project is in the final design stage. We anticipate completing design and advertising for construction in May 2024. Lead time on the beacon equipment is unknown but we expect installation of the beacons to happen this calendar year.

- **For items where action of the Board is being requested, a statement of the implications of taking the action vs. not taking the action.**

No action is necessary.

Thank you



Safety Benefits:

RRFBs can reduce crashes up to:

47%

for pedestrian crashes.⁴

RRFBs can increase motorist yielding rates up to:

98%

(varies by speed limit, number of lanes, crossing distance, and time of day).³



RRFBs used at a trail crossing.
Source: LJB

For more information on this and other FHWA Proven Safety Countermeasures, please visit <https://highways.dot.gov/safety/proven-safety-countermeasures> and https://highways.dot.gov/sites/fhwa.dot.gov/files/2022-06/techSheet_RRFB_2018.pdf.

Rectangular Rapid Flashing Beacons (RRFB)

A marked crosswalk or pedestrian warning sign can improve safety for pedestrians crossing the road, but at times may not be sufficient for drivers to visibly locate crossing locations and yield to pedestrians. To enhance pedestrian conspicuity and increase driver awareness at uncontrolled, marked crosswalks, transportation agencies can install a pedestrian actuated Rectangular Rapid Flashing Beacon (RRFB) to accompany a pedestrian warning sign. RRFBs consist of two, rectangular-shaped yellow indications, each with a light-emitting diode (LED)-array-based light source.¹ RRFBs flash with an alternating high frequency when activated to enhance conspicuity of pedestrians at the crossing to drivers.

Transportation agencies should refer to the *Manual on Uniform Traffic Control Devices (MUTCD)* for information on the application of RRFBs.¹

Applications

The RRFB is applicable to many types of pedestrian crossings but is particularly effective at multilane crossings with speed limits less than 40 miles per hour.² Research suggests RRFBs can result in motorist yielding rates as high as 98 percent at marked crosswalks, but varies depending on the location, posted speed limit, pedestrian crossing distance, one- versus two-way road, and the number of travel lanes.³ RRFBs can also accompany school or trail crossing warning signs.

RRFBs are placed on both sides of a crosswalk below the pedestrian crossing sign and above the diagonal downward arrow plaque pointing at the crossing.¹ The flashing pattern can be activated with pushbuttons or passive (e.g., video or infrared) pedestrian detection, and should be unlit when not activated.

Considerations

Agencies should:²

- Install RRFBs in the median rather than the far-side of the roadway if there is a pedestrian refuge or other type of median.
- Use solar-power panels to eliminate the need for a power source.
- Reserve the use of RRFBs for locations with significant pedestrian safety issues, as over-use of RRFB treatments may diminish their effectiveness.

Agencies shall not:²

- Use RRFBs without the presence of a pedestrian, school or trail crossing warning sign.
- Use RRFBs for crosswalks across approaches controlled by YIELD signs, STOP signs, traffic control signals, or pedestrian hybrid beacons, except for the approach or egress from a roundabout.

¹ Manual on Uniform Traffic Control Devices (MUTCD), Chapter 4L. FHWA, (2023).

² "Rectangular Rapid Flash Beacon" in PEDSAFE: Pedestrian Safety Guide and Countermeasure Selection System. FHWA, (2013).

³ Fitzpatrick et al. "Will You Stop for Me? Roadway Design and Traffic Control Device Influences on Drivers Yielding to Pedestrians in a Crosswalk with a Rectangular Rapid-Flashing Beacon." Report No. TTI-CTS-0010. Texas A&M Transportation Institute, (2016).

⁴ (CMF ID: 9024) NCHRP Research Report 841 Development of Crash Modification Factors for Uncontrolled Pedestrian Crossing Treatments, (2017).

Hancock St



Hancock St



Meriam St



Meriam St



Revere St



Revere St



A photograph of a residential street intersection. The road is paved with asphalt and has a double yellow line down the center. A crosswalk with white stripes is visible. On the left side of the road, there is a yellow diamond-shaped pedestrian crossing sign and a smaller square pedestrian sign. A 'NO WATER REVENUE' sign is also visible. In the center of the road, a yellow sign with a red border and a black silhouette of a person walking is posted, with the text 'STATE LAW' above it. On the right side of the road, there is a yellow diamond-shaped pedestrian crossing sign, a smaller square pedestrian sign, and a white diamond-shaped bicycle crossing sign. A blue square sign with a white silhouette of a person walking is also visible. A large orange and white striped traffic barrel is positioned near the right side of the road. In the background, there are houses, trees, and a cloudy sky.



Woburn St



Fletcher Ave



Fletcher Ave



Westview St



Westview St



Bow St



Bow St



Fottler Ave



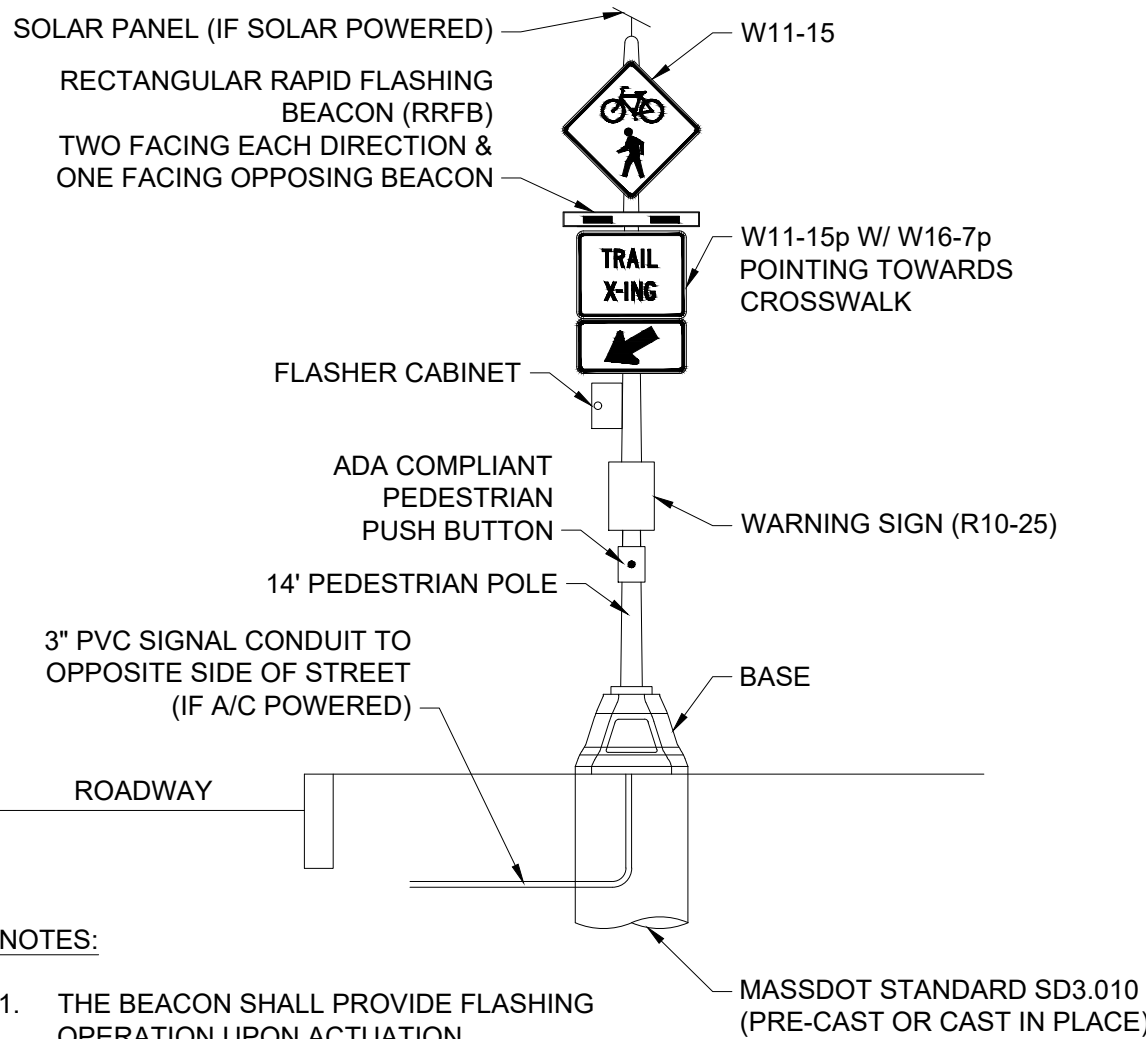
Fottler Ave



TEC RECOMMENDATIONS:

1. THE BIKEWAY CROSSING LOCATION REQUIRES COMPATIBILITY WITH ADA/AAB ACCESSIBLE RAMPS DUE TO EXISTING SIDEWALKS ALONG HANCOCK STREET. WITH A NEED FOR THE BIKEWAY TO ENTER THESE RAMPS AS CLOSE TO PERPENDICULAR AS POSSIBLE, TEC RECOMMENDS UTILIZING SMALLER 30-FOOT BIKEWAY CENTERLINE RADII AT EACH ENTERING APPROACH. WHILE THE MASSDOT PPDG RECOMMENDS MINIMUM 36-FOOT RADII (12 MPH DESIGN SPEED), OTHER BIKEWAYS, SUCH AS THE BRUCE FREEMAN RAIL TRAIL, DO INCLUDE SLIGHTLY SMALLER RADII OF 30-FEET.
2. THE BIKEWAY CROSSING ALSO SERVES AS A PEDESTRIAN CROSSING. THE RECOMMENDED, MORE PERPENDICULAR, REALIGNMENT INCREASES SAFETY FOR VISUALLY IMPAIRED PEDESTRIANS USING THE CROSSWALK.
3. TEC RECOMMENDS THAT THE TOWN OF LEXINGTON CONSIDER INSTALLATION OF AN RRFB ASSEMBLY AT THIS LOCATION DUE TO THE LIMITED AMBIENT LIGHTING, PROXIMITY TO THE HARRINGTON ROAD AND BEDFORD STREET INTERSECTION, AND THE RESTRICTED VISIBILITY OF CYCLISTS AND PEDESTRIANS USING THE PATH BY APPROACHING VEHICLES.
4. TEC RECOMMENDS THAT THE TOWN OF LEXINGTON CONSIDER INSTALLING DECORATIVE BOLLARDS, OR SIMILAR INFRASTRUCTURE, TO DENOTE CROSSING LOCATION ALONG BIKEWAY.

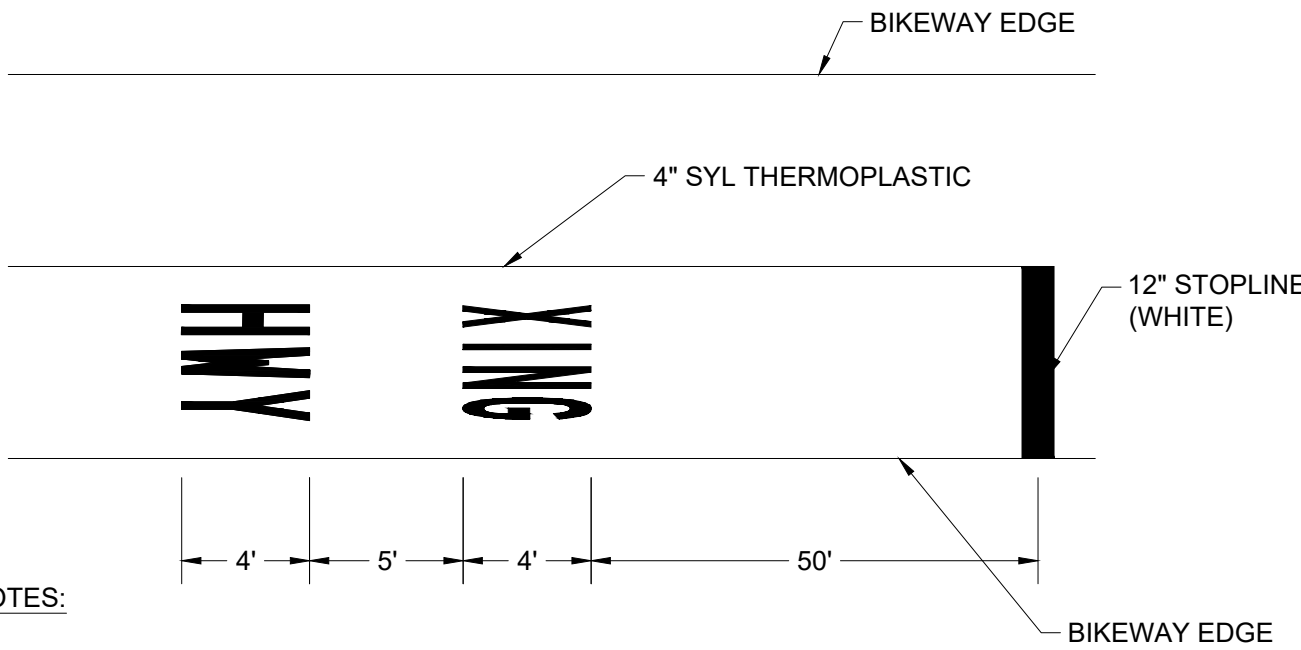
TRAFFIC SIGN SUMMARY						
IDENTIFICATION NUMBER	SIZE OF SIGN (in)		LEGEND	COLOR		
	WIDTH	HEIGHT		BACK-GROUND	LEGEND	BORDER
R1-1	36	36		RED	WHITE	WHITE
R5-3	24	24		WHITE	BLACK	BLACK
R10-25	9	12		WHITE	BLACK	BLACK
W11-15	30	30		FLUOR. YELLOW/ GREEN	BLACK	BLACK
W11-15p	24	18		FLUOR. YELLOW/ GREEN	BLACK	BLACK
W16-7pL	24	12		FLUOR. YELLOW/ GREEN	BLACK	BLACK
W16-7pR	24	12		FLUOR. YELLOW/ GREEN	BLACK	BLACK
W16-9p	24	12		FLUOR. YELLOW/ GREEN	BLACK	BLACK



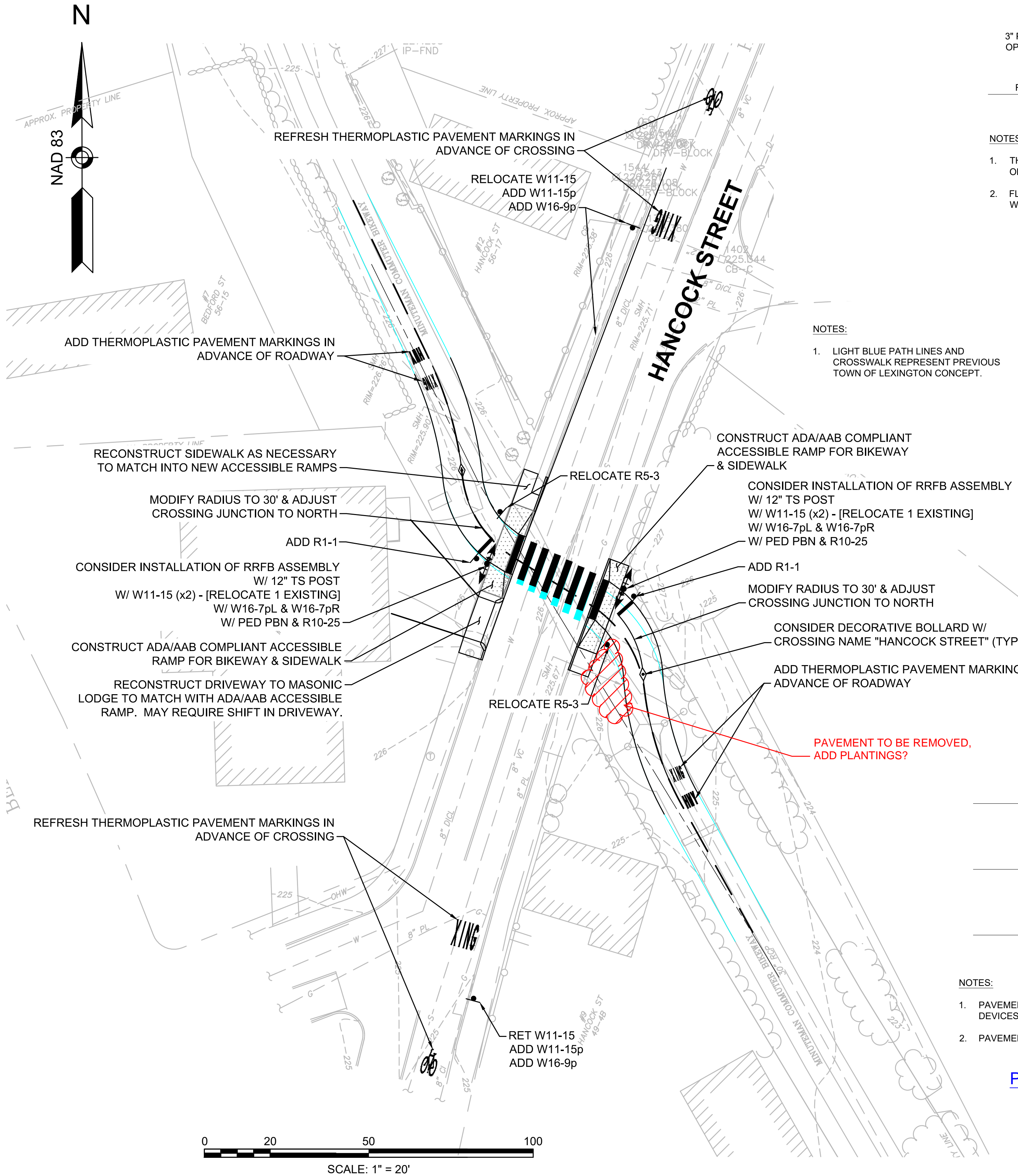
RECTANGULAR RAPID FLASHING BEACON
N.T.S.

NOTES:

1. LIGHT BLUE PATH LINES AND CROSSWALK REPRESENT PREVIOUS TOWN OF LEXINGTON CONCEPT.



PAVEMENT MARKING ON BIKEWAY
N.T.S.



EXAMPLE RECTANGULAR RAPID FLASHING BEACON
MARRETT ROAD AT CARY AVENUE AND MIDDLE STREET
(INSTALLED BY MASSDOT)

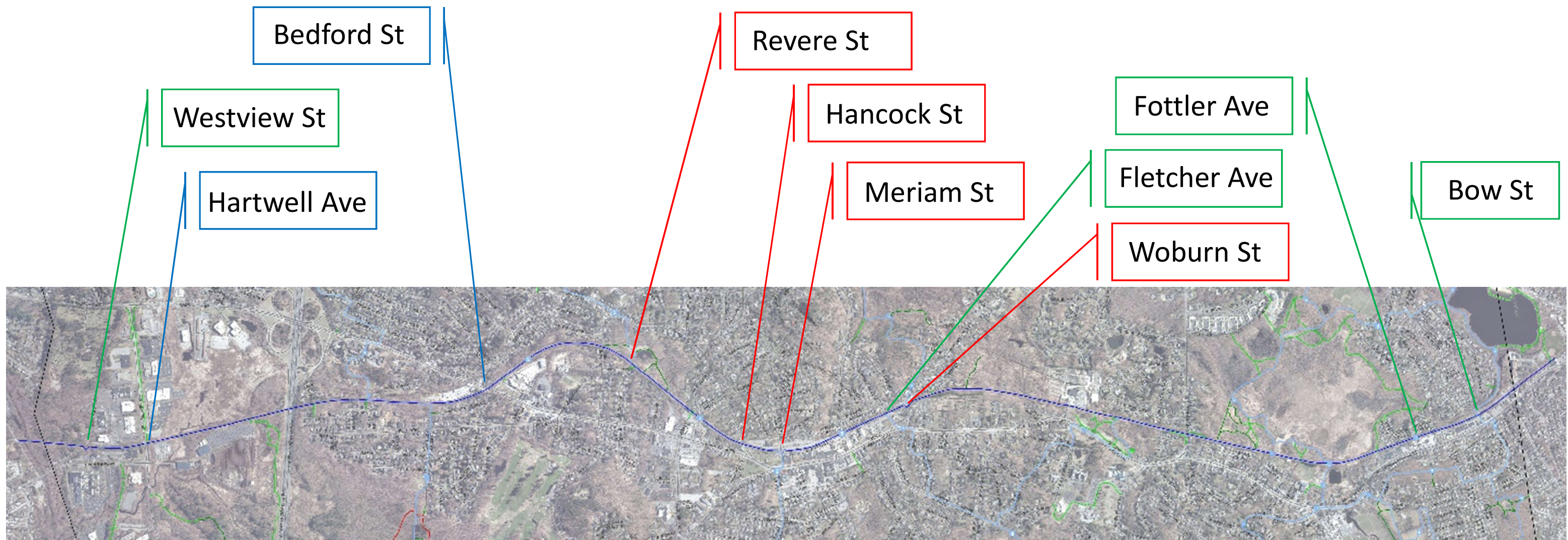


Base Bid Locations:

1. Hancock Street
2. Meriam Street
3. Revere Street
4. Woburn Street

Additional Locations:

5. Fletcher Avenue
6. Westview Street
7. Bow Street
8. Fottler Avenue



GENERAL SYMBOLS

EXISTING	PROPOSED	DESCRIPTION
		POST CIRCULAR
		HYDRANT
		UTILITY POLE
		TREE
		TRASH BIN
		WATER FOUNTAIN W/ CEMENT CONCRETE FOUNDATION

TRAFFIC SYMBOLS

EXISTING	PROPOSED	DESCRIPTION
		RRFB FLASHER ASSEMBLY
		SIGN AND POST
		PULL BOX 12"x12" (OR AS NOTED)
		3" SCHEDULE 80 PVC CONDUIT

ABBREVIATIONS

GENERAL

CEM	CEMENT
CONC	CONCRETE
CW	CROSSWALK
EXIST	EXISTING
FND	FOUNDATION
HMA	HOT MIX ASPHALT
PBN	PUSH BUTTON
PED	PEDESTRIAN
PROP	PROPOSED
REM	REMOVE
RET	RETAIN
R&R	REMOVE AND RESET
R&S	REMOVE AND STACK
RRFB	RECTANGULAR RAPID FLASHING BEACON
SL	STOP LINE
ST	STREET
SW	SIDEWALK
TYP	TYPICAL
UP	UTILITY POLE

NOTES:

1.

RRFB FOUNDATIONS SHALL BE POSITIONED AT THE IMMEDIATE EDGE OF BIKEWAY TO MAINTAIN 10-INCH ADA REACH FROM THE BIKEWAY TO THE PUSH BUTTON.

2.

THE RRFB INDICATIONS SHALL BE ROTATED AS NECESSARY TO BE VIEWED IN THE CENTER OF THE LANE UPSTREAM.

3.

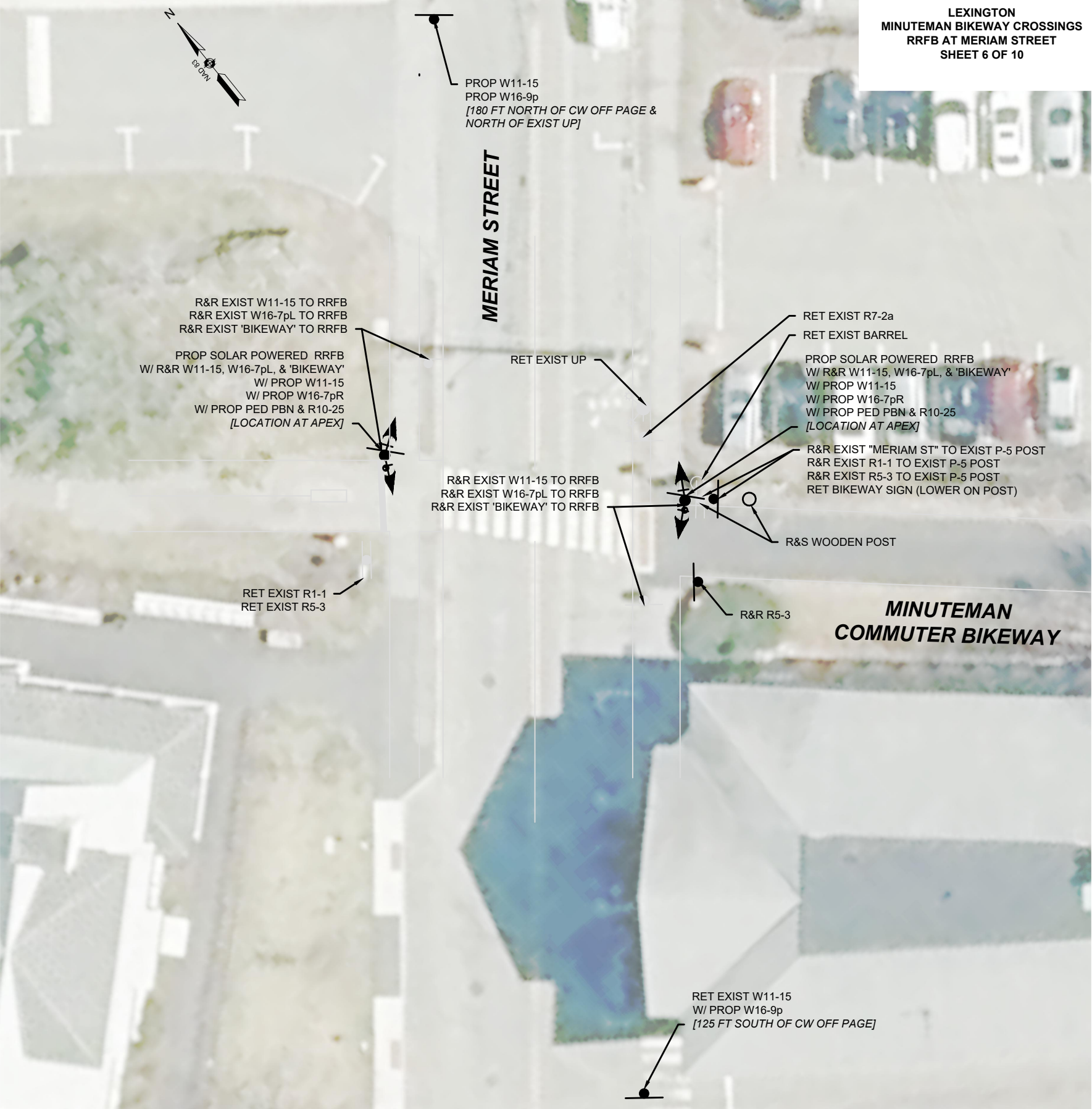
ALL PAVEMENT MARKINGS SHALL BE THERMOPLASTIC.

4.

ALL PAVEMENT MARKINGS DAMAGED BY SAWCUT OR WORK SHALL BE REPLACED IN FULL BY THE CONTRACTOR.

5.

LIMIT OF GRADING / AREAS OF LOAM & SEED NOT SHOWN. ASSUME XX SF BASED ON LOCATIONS OF RRFB AND CONDUIT.



GENERAL SYMBOLS

EXISTING	PROPOSED	DESCRIPTION
		POST CIRCULAR
		HYDRANT
		UTILITY POLE
		TREE
		TRASH BIN
		WATER FOUNTAIN W/ CEMENT CONCRETE FOUNDATION

TRAFFIC SYMBOLS

EXISTING	PROPOSED	DESCRIPTION
		RRFB FLASHER ASSEMBLY
		SIGN AND POST
		PULL BOX 12"x12" (OR AS NOTED)
		3" SCHEDULE 80 PVC CONDUIT

ABBREVIATIONS

GENERAL

CEM	CEMENT
CONC	CONCRETE
CW	CROSSWALK
EXIST	EXISTING
FND	FOUNDATION
PBN	PUSH BUTTON
PED	PEDESTRIAN
PROP	PROPOSED
REM	REMOVE
RET	RETAIN
R&R	REMOVE AND RESET
R&S	REMOVE AND STACK
RRFB	RECTANGULAR RAPID FLASHING BEACON
SL	STOP LINE
ST	STREET
TYP	TYPICAL
UP	UTILITY POLE

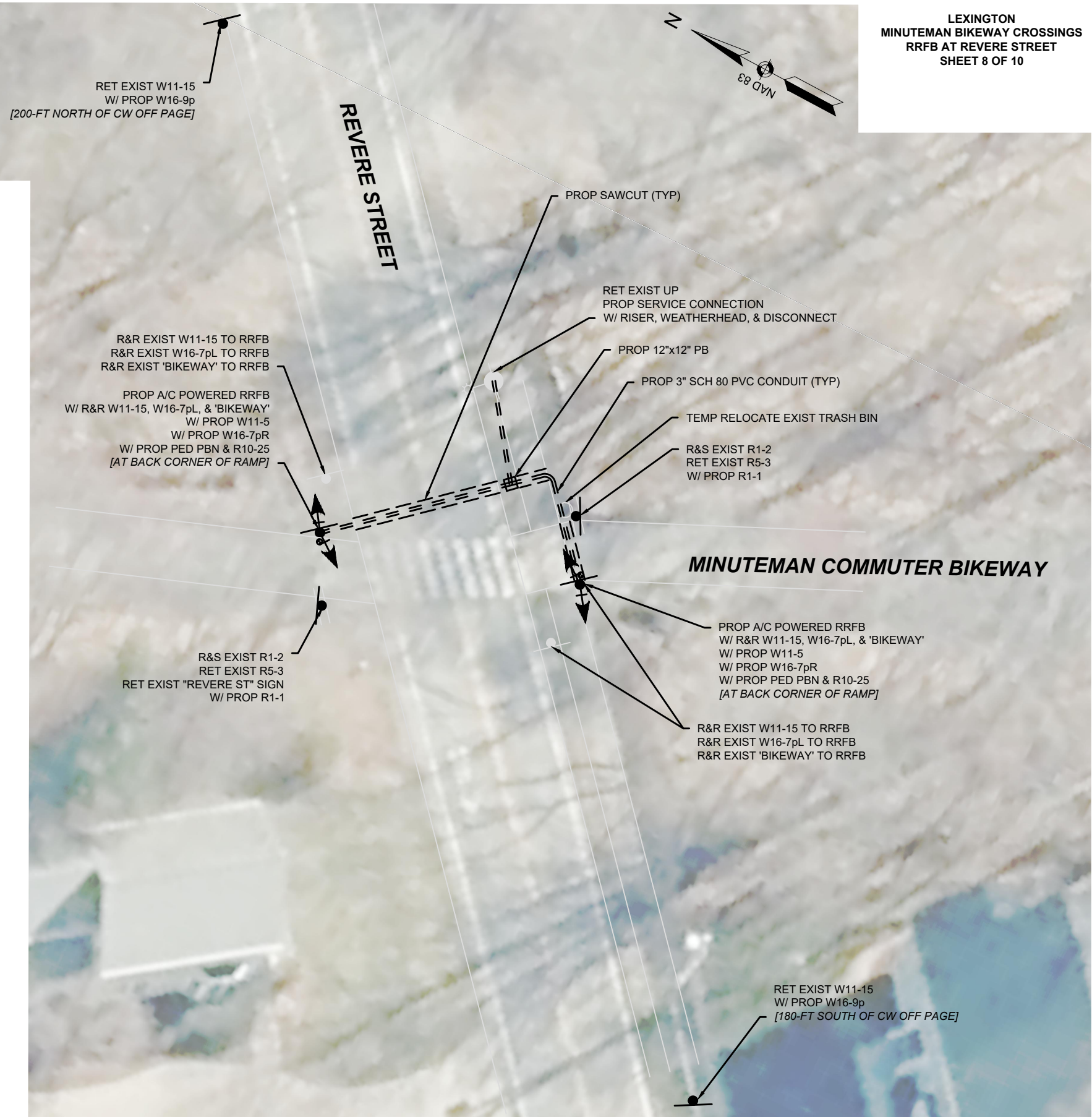
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- ALL PAVEMENT MARKINGS DAMAGED BY SAWCUT OR WORK SHALL BE REPLACED IN FULL BY THE CONTRACTOR.
- LIMIT OF GRADING / AREAS OF LOAM & SEED NOT SHOWN. ASSUME XX SF BASED ON LOCATIONS OF RRFB AND CONDUIT.

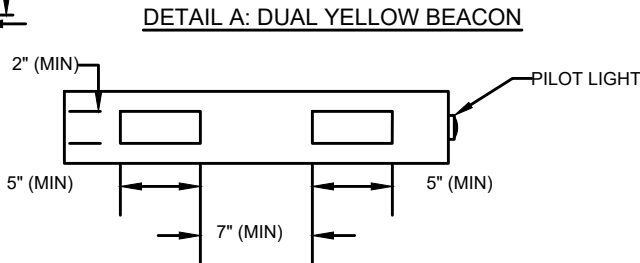
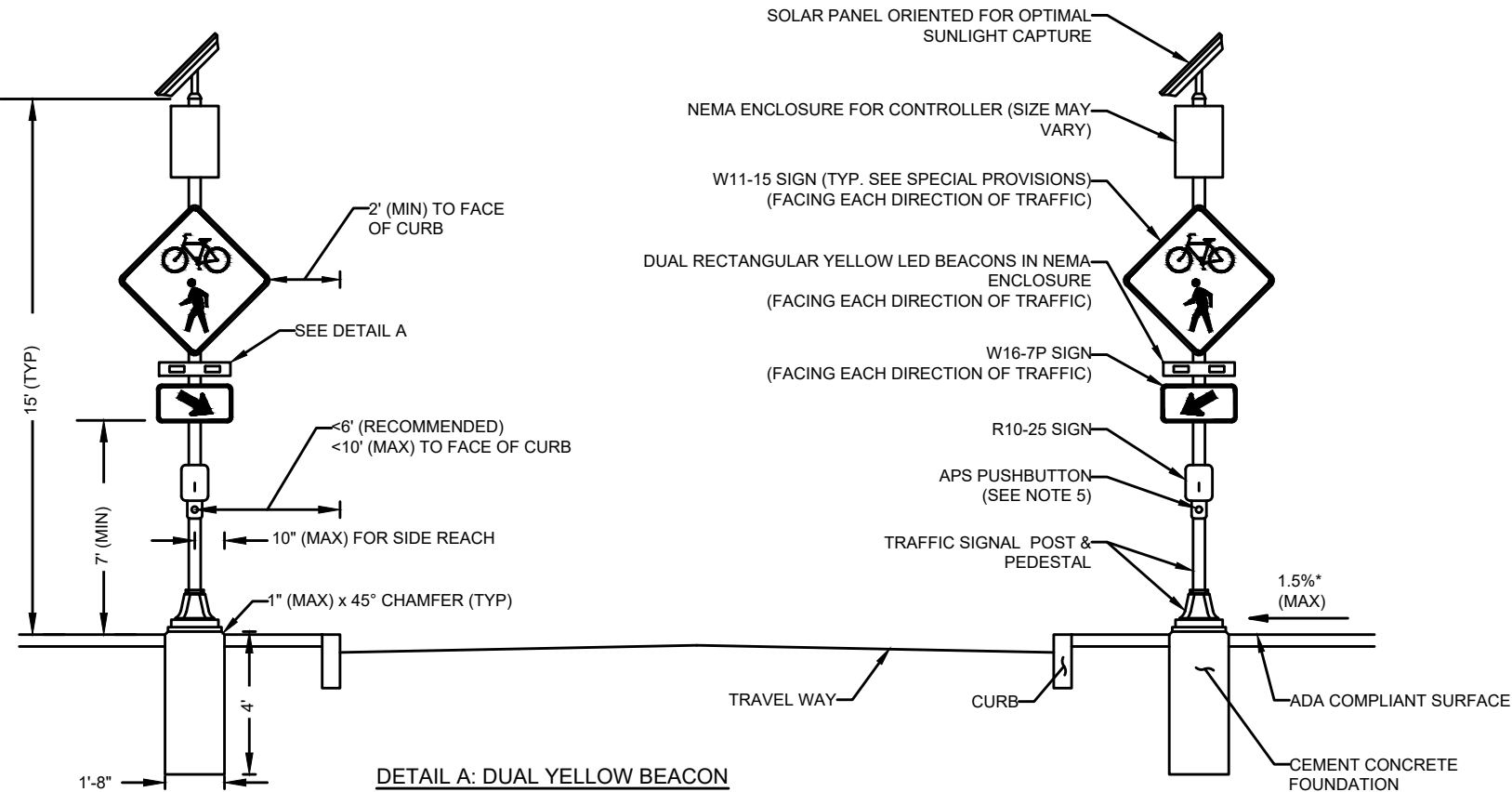


SCALE: 1" = 20'

LEXINGTON
MINUTEMAN BIKEWAY CROSSINGS
RRFB AT REVERE STREET
SHEET 8 OF 10



TRAFFIC SIGN SUMMARY													
IDENTIFICATION NUMBER	SIZE OF SIGN (in)		LEGEND	TEXT DIMENSIONS (in)			NUMBER OF SIGNS REQUIRED	COLOR			NUMBER OF POSTS REQUIRED	UNIT AREA (SF)	TOTAL AREA (SF)
	WIDTH	HEIGHT		LETTER HEIGHT	VERTICAL SPACING	ARROW RTE. MKR		BACK- GROUND	LEGEND	BORDER			
R1-1	30	30		①			8	RED	WHITE	WHITE	3 (5 ON EXIST POST)	6.25	50.00
R10-25	9	12					16	WHITE	BLACK	BLACK	0 (16 MOUNT W/ RRFB)	0.75	12.00
W11-15	30	30					17	FLUORESCENT YELLOW-GREEN	BLACK	BLACK	1 (16 MOUNT W/ RRFB)	6.25	106.25
W16-7pR	24	12					16	FLUORESCENT YELLOW-GREEN	BLACK	BLACK	0 (16 MOUNT W/ RRFB)	2.00	32.00
W16-9p	24	12					16	FLUORESCENT YELLOW-GREEN	BLACK	BLACK	1 (14 W/ EXIST W11-15 & 1 W/ PROP W11-15)	2.00	32.00



- NOTES:
1. RRFB MUST PROVIDE RADIO ANTENNA FOR DUAL ACTIVATION.
 2. CROSSWALK AND ADA-COMPLIANT RAMPS NOT SHOWN. SEE PLANS FOR LOCATIONS.
 3. ACCESS TO ALL PEDESTRIAN ACTUATED CONTROLS SHALL BE ADA/AAB COMPLIANT
 4. *0.5% CONSTRUCTION TOLERANCE FOR CROSS-SLOPE.

- NOTES:
- ① SEE 2009 MANUAL ON UNIFORM TRAFFIC CONTROL DEVICES FOR STREETS AND HIGHWAYS FOR TEXT AND LEGEND DIMENSIONS.
 2. THE MINIMUM MOUNTING HEIGHT OF POST-MOUNTED SIGNS, MEASURED VERTICALLY FROM THE BOTTOM OF THE SIGN TO THE TOP OF CURB OR SIDEWALK, OR THE ELEVATION OF THE NEAR EDGE OF TRAVEL WAY, SHALL BE 7 FEET UNLESS OTHERWISE SPECIFIED.
 3. A MINIMUM OF 3'-0" PATH OF TRAVEL CLEARANCE, EXCLUDING CURB, IS REQUIRED WHEN PLACING SIGNS.

- NOTES:
- *EXISTING MATERIAL OBTAINED FROM EXCAVATION THAT IS DETERMINED TO BE SUITABLE, AND APPROVED BY THE ENGINEER SHALL BE USED. BACKFILL SHALL BE PLACED IN LAYERS NO MORE THAN 6" IN DEPTH AND THOROUGHLY COMPACTED. BACKFILLING TO A POINT 2' OVER THE PIPE SHALL CONTAIN NO STONES LARGER THAN 3".
- ** SOFT OR UNSUITABLE MATERIAL EXISTING BELOW THE REQUIRED BEDDING GRADE SHALL BE REMOVED AS DIRECTED AND REPLACED WITH SAND, GRAVEL, CRUSHED STONE OR OTHER SUITABLE MATERIAL AND THOROUGHLY COMPACTED.

CONDUIT TRENCH

N.T.S.

Hancock St



Hancock St



Meriam St



Meriam St



Revere St



Revere St



Woburn St



Woburn St



Fletcher Ave



Fletcher Ave



Westview St



Westview St



Bow St



Bow St



Fottler Ave



Fottler Ave



SHEET NO.	DESCRIPTION
1	TITLE SHEET & INDEX
2 TO 9	GENERAL PLANS
10	TRAFFIC SIGN SUMMARY & CONSTRUCTION DETAILS

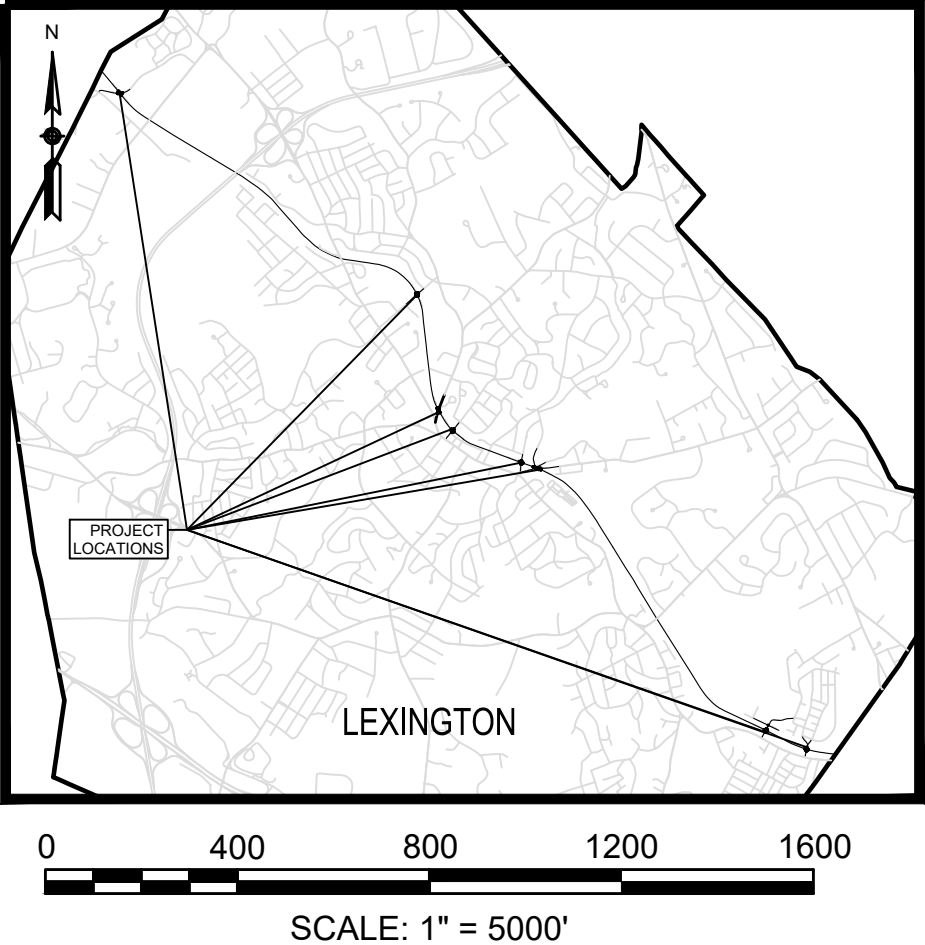
CONSTRUCTION NOTES:

- THE CONTRACTOR SHALL CONTACT DIGSAFE (1-888-DIGSAFE) A MINIMUM OF 72 HOURS PRIOR TO ANY CONSTRUCTION TO VERIFY THE LOCATION OF ALL EXISTING UTILITIES BEFORE COMMENCING WORK, AND SHALL BE FULLY RESPONSIBLE FOR ANY AND ALL DAMAGES WHICH MIGHT BE OCCASIONED BY THE CONTRACTOR'S FAILURE TO LOCATE AND PRESERVE ANY AND ALL UNDERGROUND UTILITIES.
- PLANS ARE BASED ON AERIAL IMAGERY AND FIELD OBSERVATIONS.
- WHERE AN EXISTING UTILITY IS FOUND TO CONFLICT WITH THE PROPOSED WORK, THE LOCATION, ELEVATION AND SIZE OF THE UTILITY SHALL BE ACCURATELY DETERMINED WITHOUT DELAY BY THE CONTRACTOR, AND THE INFORMATION FURNISHED TO THE ENGINEER FOR RESOLUTION OF THE CONFLICT.
- ALL MUNICIPALLY OWNED UTILITY STRUCTURES (CATCH BASINS, DRAIN MANHOLES, WATER GATES, ETC.) SHALL BE RETAINED BY THE CONTRACTOR UNLESS DIRECTED OTHERWISE.
- ALL PRIVATELY OWNED UTILITY STRUCTURES (GAS GATES, ELECTRIC /TELEPHONE MANHOLES, ETC.) SHALL BE RETAINED BY THE CONTRACTOR UNLESS DIRECTED OTHERWISE. THE CONTRACTOR SHALL COORDINATE WITH PRIVATE UTILITY COMPANIES FOR THE ALTERATION AND ADJUSTMENT, AS NECESSARY.
- AREAS OUTSIDE THE LIMITS OF PROPOSED WORK DISTURBED BY THE CONTRACTOR'S OPERATIONS SHALL BE RESTORED BY THE CONTRACTOR TO THEIR ORIGINAL CONDITION AT THE CONTRACTORS EXPENSE.
- THE TERM "PROPOSED" (PROP) MEANS WORK TO BE CONSTRUCTED USING NEW MATERIALS OR, WHERE APPLICABLE, RE-USING EXISTING MATERIALS IDENTIFIED AS "REMOVE AND RESET" (R&R), AS APPROVED BY THE ENGINEER.
- THE TERM "MEET EXIST" MEANS TO MEET BOTH THE EXISTING ALIGNMENT AND ELEVATION.
- ALL EXISTING TREES WITHIN THE PROJECT LIMITS SHALL BE RETAINED AND PROTECTED WITH TREE PROTECTION UNLESS INDICATED OTHERWISE ON THE DRAWINGS. ALL PROVIDED DIMENSIONS REFER TO THE DIAMETER AT BREAST HEIGHT.
- AN UNOBSTRUCTED PATH OF TRAVEL WITH A MINIMUM WIDTH OF 3'-0" (EXCLUDING THE WIDTH OF CURB) SHALL BE MAINTAINED PAST ALL OBSTRUCTIONS (UTILITY POLES, LIGHT POLES, SIGNS, MAILBOXES, ALONG DRIVEWAY OPENINGS, ETC.)
- ALL AREAS BETWEEN THE BACK OF SIDEWALK OR CURB TO THE LIMIT OF GRADING, OR AREAS DISTURBED BY THE CONTRACTORS OPERATIONS SHALL BE RESTORED WITH 4 INCHES OF LOAM AND SEED.

TOWN OF LEXINGTON
RRFB AT ROADWAY CROSSINGS

PLAN OF
MINUTEMAN COMMUTER BIKEWAY AT VARIOUS LOCATIONS
IN THE TOWN OF
LEXINGTON
MIDDLESEX COUNTY


PRELIMINARY PLANS



THESE PLANS ARE SUPPLEMENTED BY THE MASSDOT OCTOBER 2017 CONSTRUCTION STANDARD DETAILS, MASSDOT TRAFFIC MANAGEMENT PLANS AND DETAIL DRAWINGS, THE 1990 STANDARD DRAWINGS FOR SIGNS AND SUPPORTS, AND THE LATEST EDITION OF THE AMERICAN STANDARD FOR NURSERY STOCK.

LEXINGTON
MINUTEMAN BIKEWAY CROSSINGS
TITLE SHEET & NOTES
SHEET 1 OF 10

03-18-2024	PRELIMINARY PLANS	-
DATE	DESCRIPTION	REV #



TEC, Inc.

282 Merrimack Street 2nd Floor Lawrence, MA 01843 978-794-1792	311 Main Street 2nd Floor Worcester, MA 01608 508-868-5104	169 Ocean Blvd, Unit 3 PO Box 249 Hampton, NH 03842 603-601-8154
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www.TheEngineeringCorp.com

GENERAL SYMBOLS

EXISTING	PROPOSED	DESCRIPTION
		POST CIRCULAR
		HYDRANT
		UTILITY POLE
		TREE
		TRASH BIN
		WATER FOUNTAIN W/ CEMENT CONCRETE FOUNDATION

TRAFFIC SYMBOLS

EXISTING	PROPOSED	DESCRIPTION
		RRFB FLASHER ASSEMBLY
		SIGN AND POST
		PULL BOX 12"x12" (OR AS NOTED)
		3" SCHEDULE 80 PVC CONDUIT

ABBREVIATIONS

GENERAL

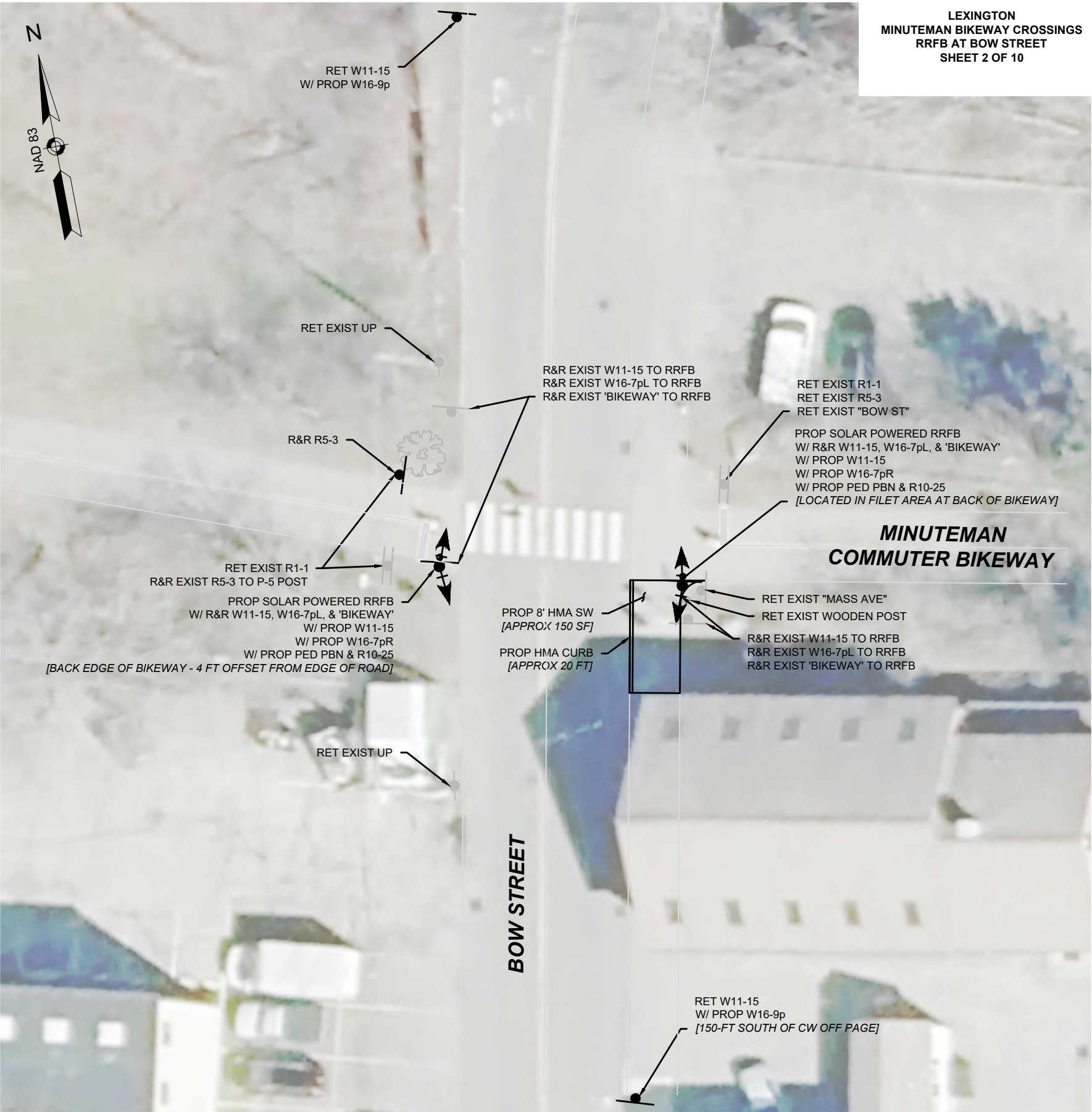
CEM	CEMENT
CONC	CONCRETE
CW	CROSSWALK
EXIST	EXISTING
FND	FOUNDATION
HMA	HOT MIX ASPHALT
PBN	PUSH BUTTON
PED	PEDESTRIAN
PROP	PROPOSED
REM	REMOVE
RET	RETAIN
R&R	REMOVE AND RESET
R&S	REMOVE AND STACK
RRFB	RECTANGULAR RAPID FLASHING BEACON
SL	STOP LINE
ST	STREET
SW	SIDEWALK
TYP	TYPICAL
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NOTES:

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SCALE: 1" = 20'



LEXINGTON
MINUTEMAN BIKEWAY CROSSINGS
RRFB AT BOW STREET
SHEET 2 OF 10

GENERAL SYMBOLS

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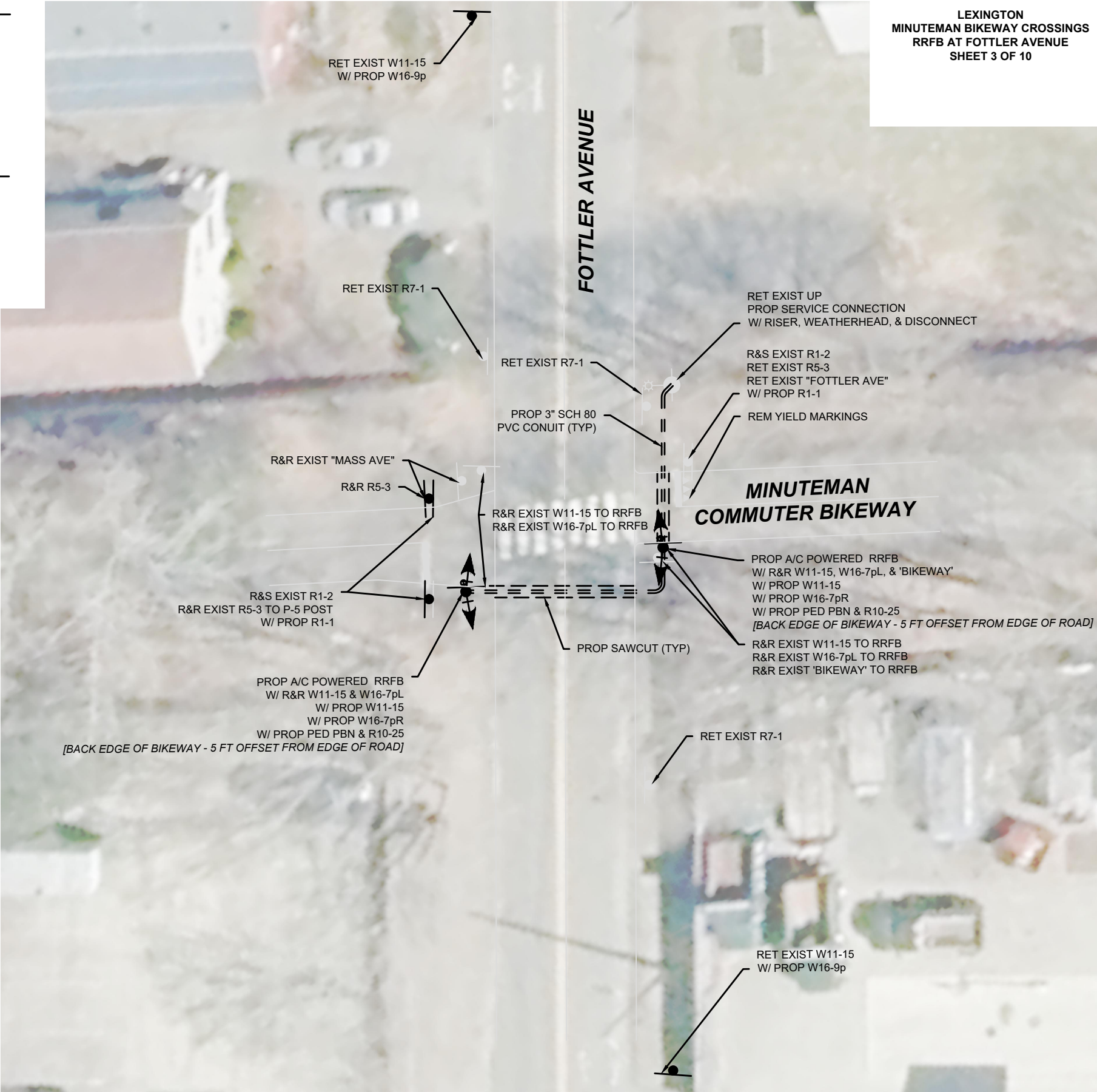
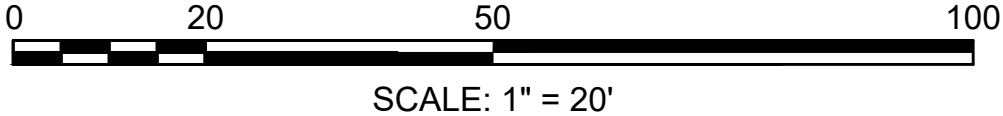
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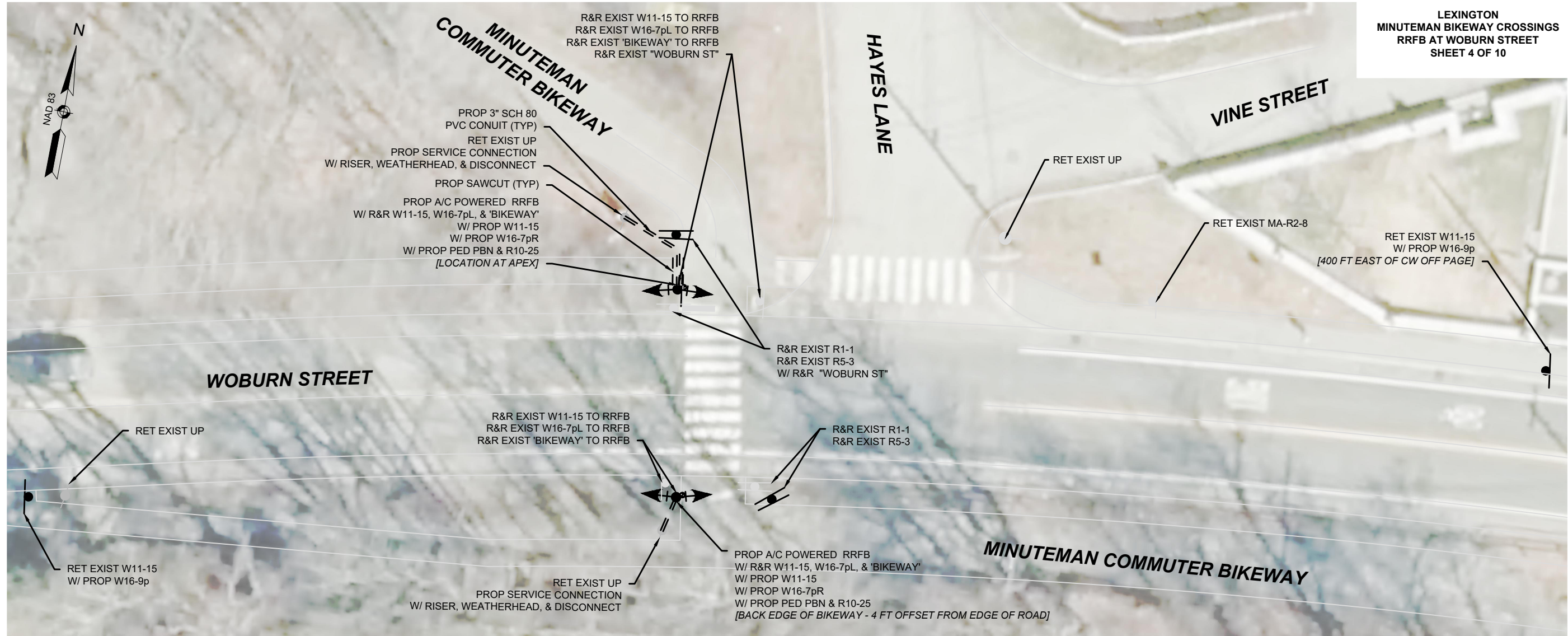
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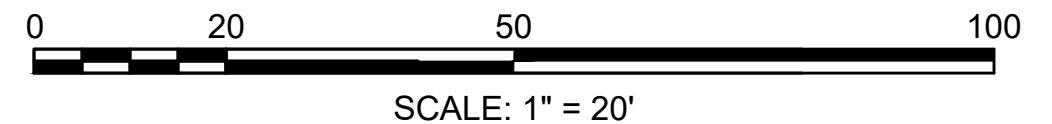
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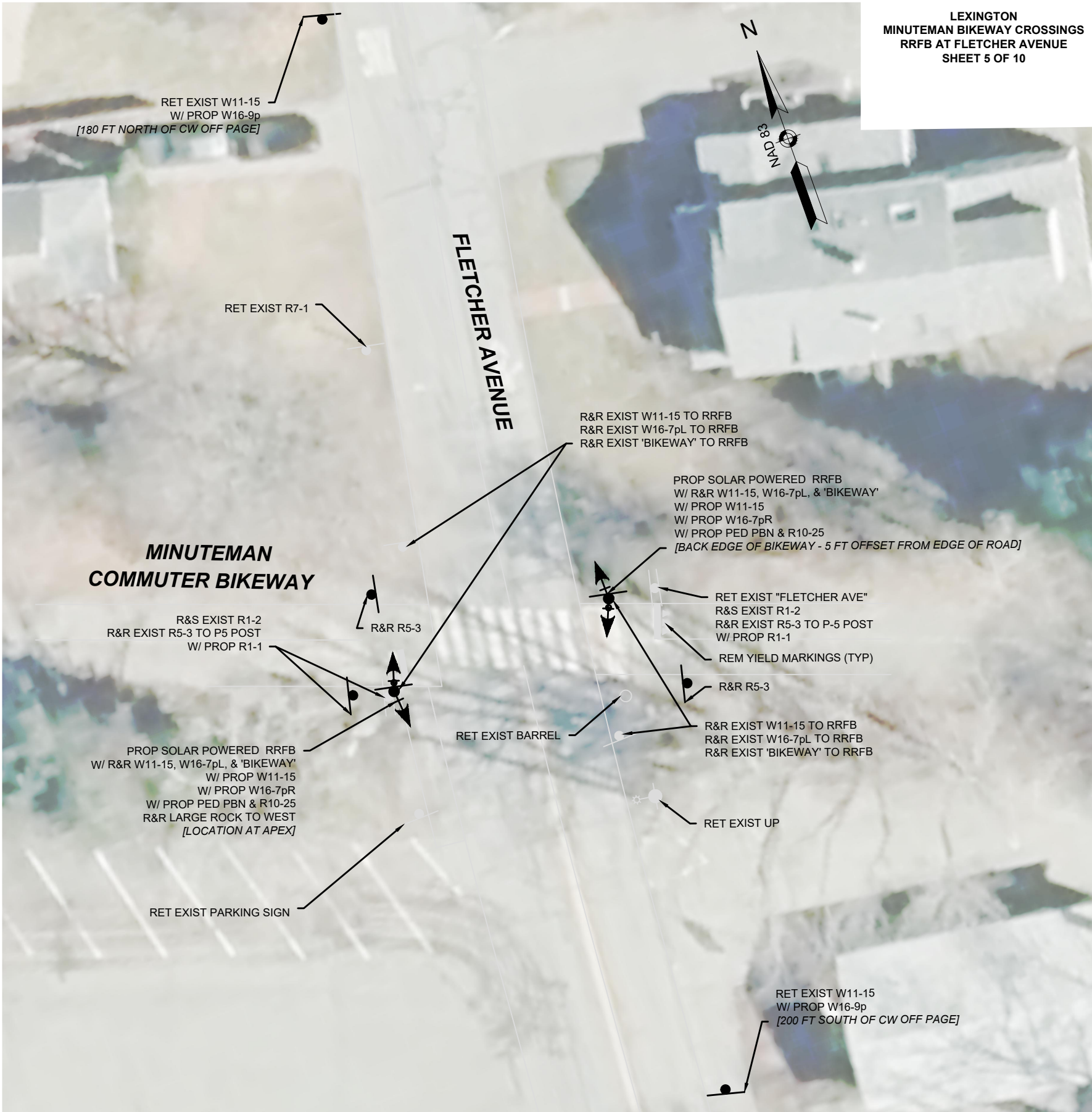
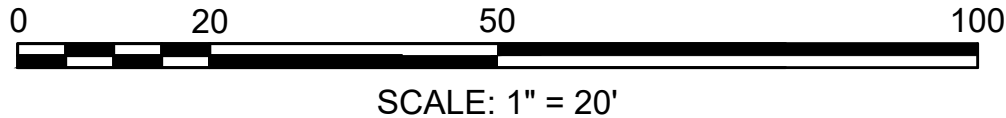
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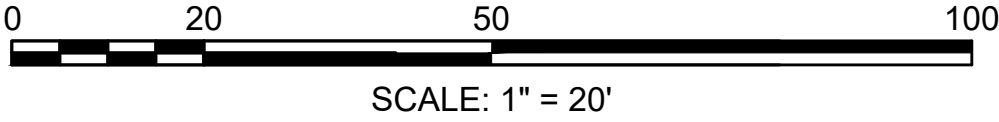
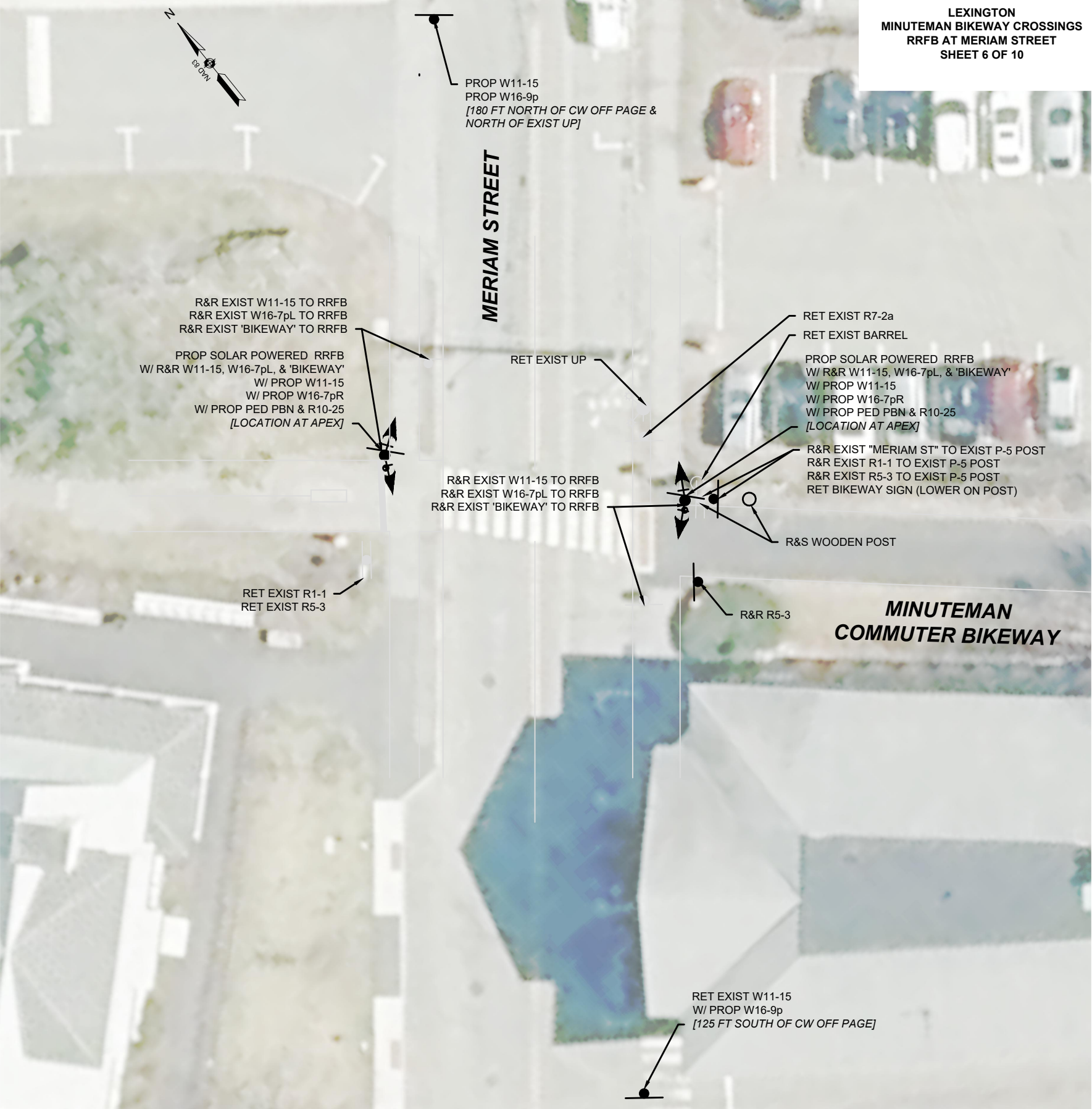
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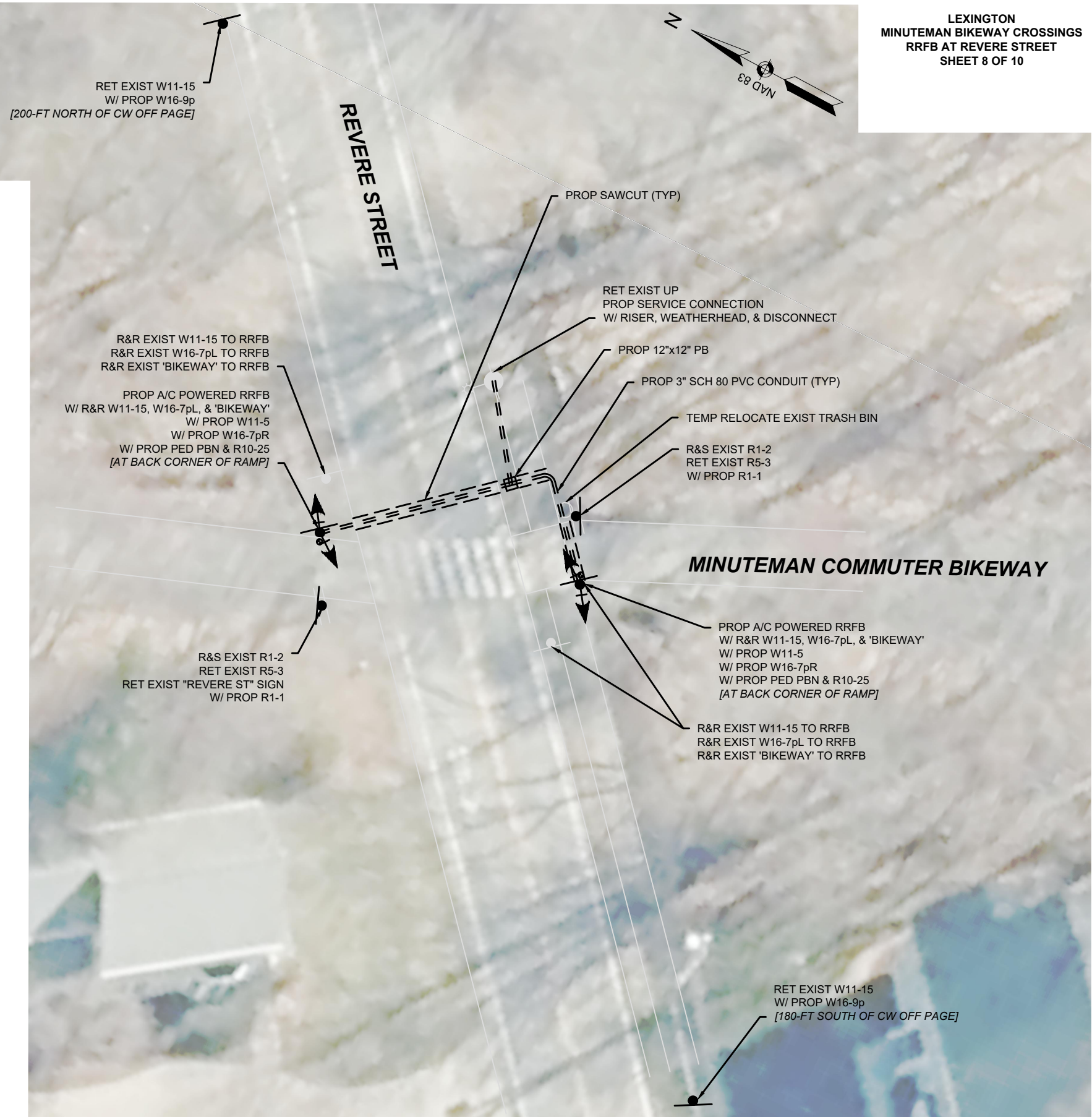
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LEXINGTON
MINUTEMAN BIKEWAY CROSSINGS
RRFB AT REVERE STREET
SHEET 8 OF 10



ABBREVIATIONS

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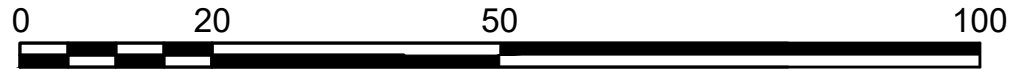
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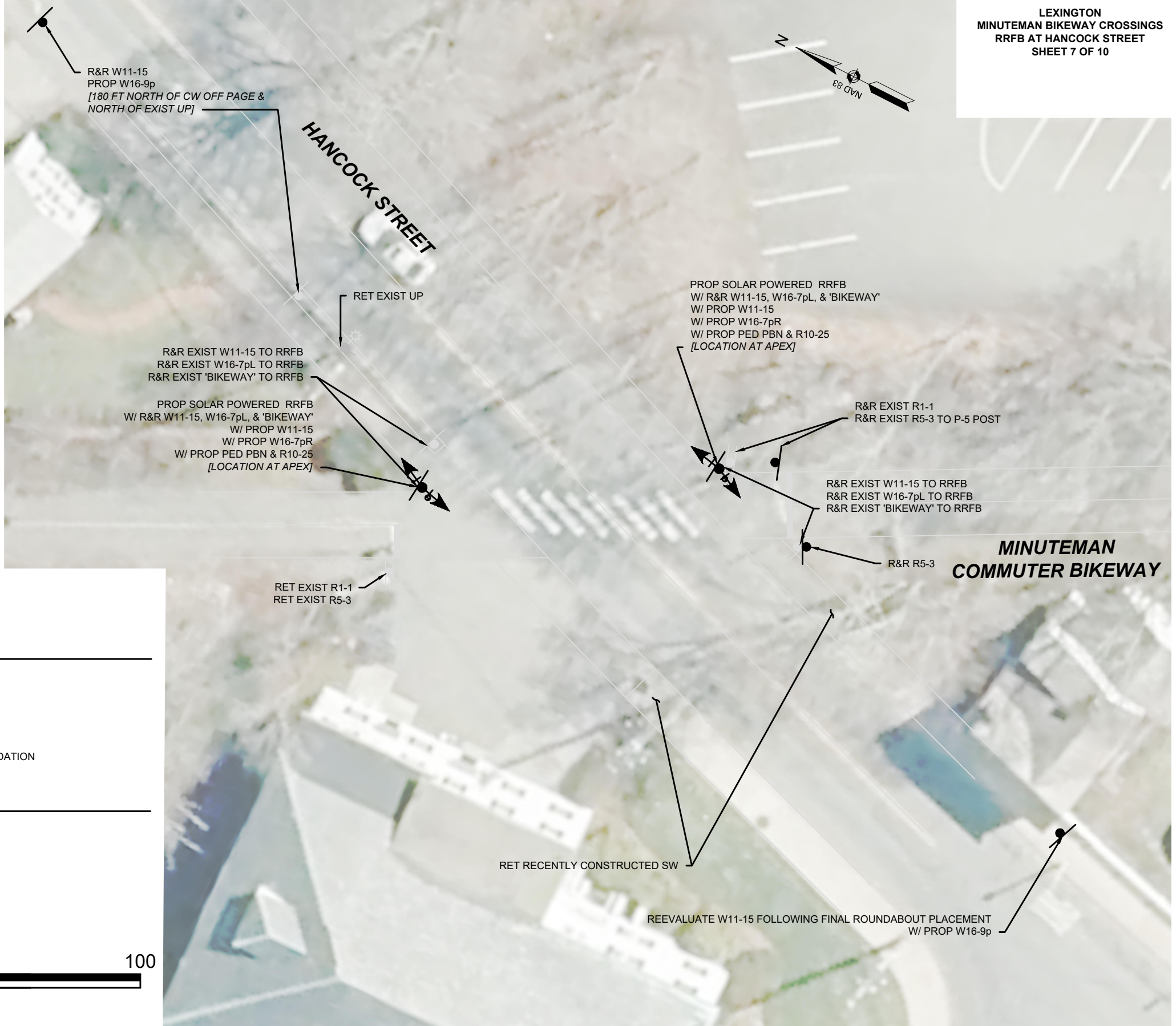
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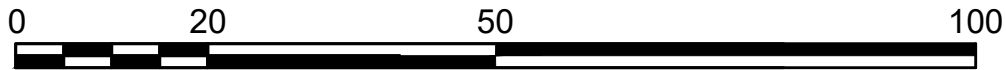
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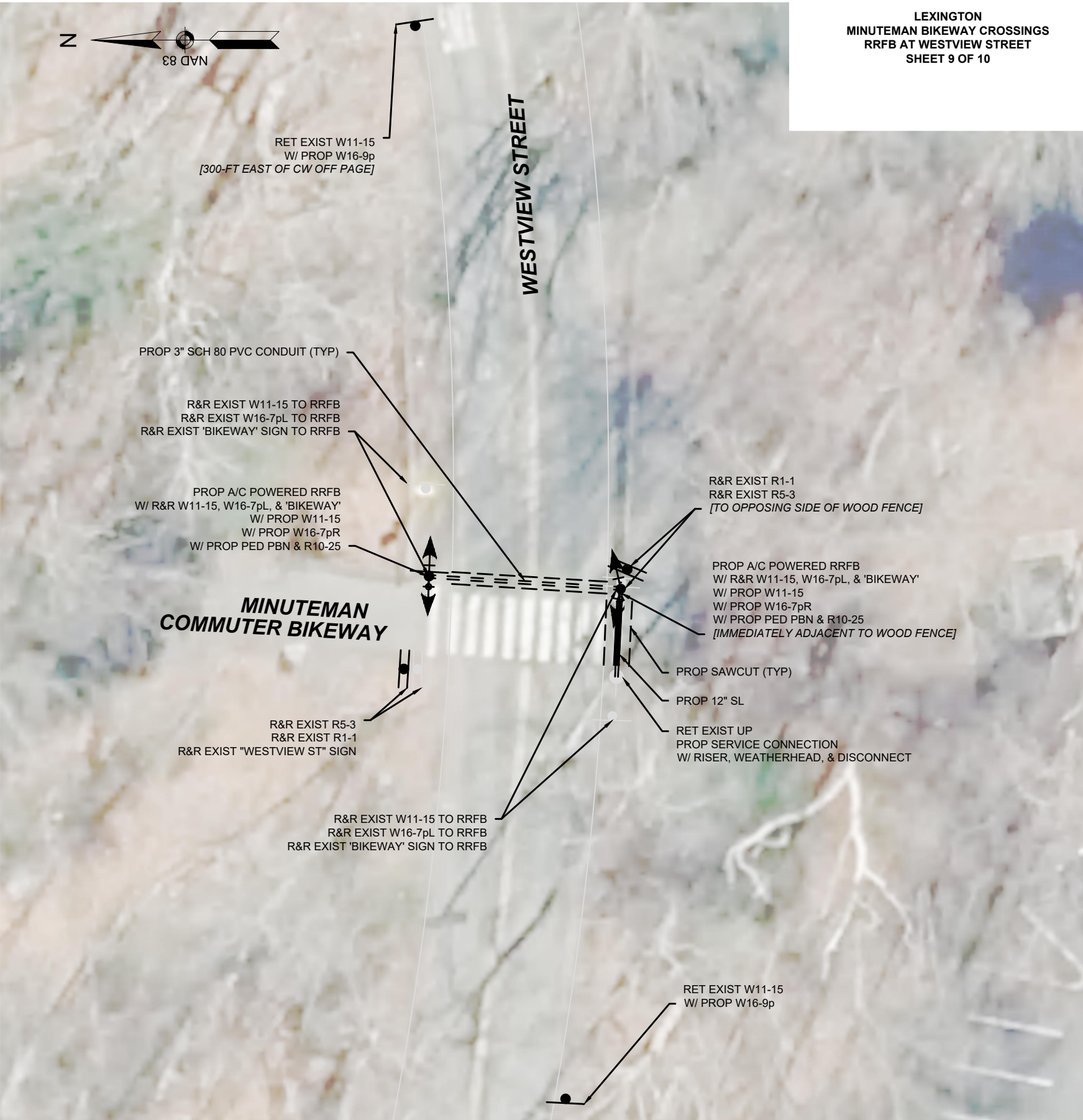
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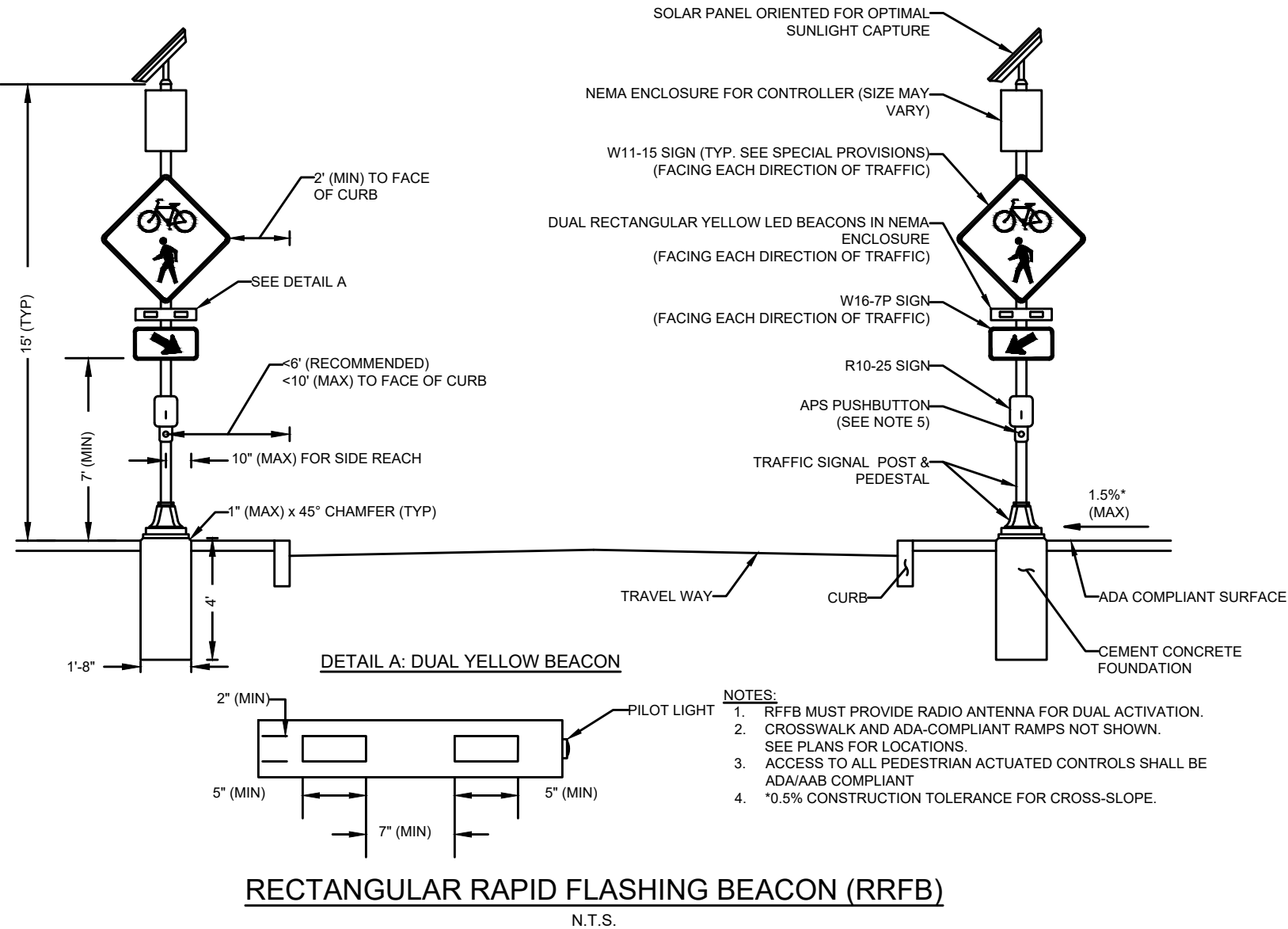
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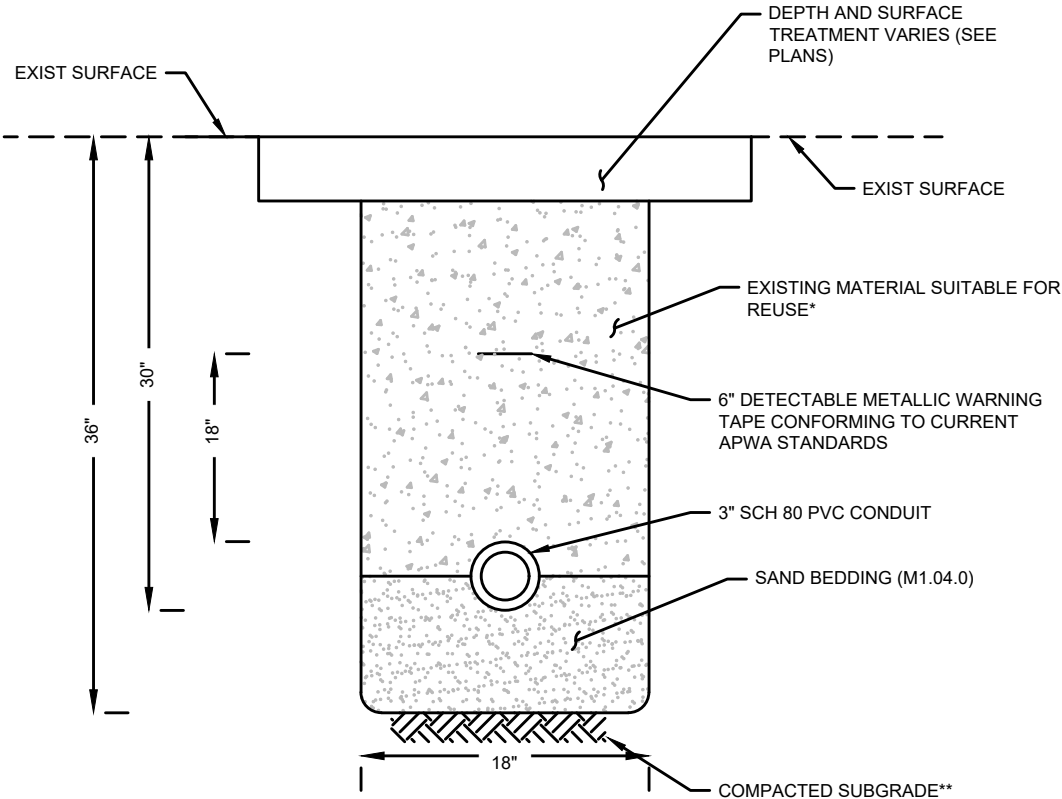
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R1-1	30	30		①			8	RED	WHITE	WHITE	3 (5 ON EXIST POST)	6.25	50.00
R10-25	9	12					16	WHITE	BLACK	BLACK	0 (16 MOUNT W/ RRFB)	0.75	12.00
W11-15	30	30					17	FLUORESCENT YELLOW-GREEN	BLACK	BLACK	1 (16 MOUNT W/ RRFB)	6.25	106.25
W16-7pR	24	12					16	FLUORESCENT YELLOW-GREEN	BLACK	BLACK	0 (16 MOUNT W/ RRFB)	2.00	32.00
W16-9p	24	12					16	FLUORESCENT YELLOW-GREEN	BLACK	BLACK	1 (14 W/ EXIST W11-15 & 1 W/ PROP W11-15)	2.00	32.00



LEXINGTON
MINUTEMAN BIKEWAY CROSSINGS
SIGN SUMMARY & CONSTRUCTION DETAILS
SHEET 10 OF 10

NOTES:

- ① SEE 2009 MANUAL ON UNIFORM TRAFFIC CONTROL DEVICES FOR STREETS AND HIGHWAYS FOR TEXT AND LEGEND DIMENSIONS.
- THE MINIMUM MOUNTING HEIGHT OF POST-MOUNTED SIGNS, MEASURED VERTICALLY FROM THE BOTTOM OF THE SIGN TO THE TOP OF CURB OR SIDEWALK, OR THE ELEVATION OF THE NEAR EDGE OF TRAVEL WAY, SHALL BE 7 FEET UNLESS OTHERWISE SPECIFIED.
- A MINIMUM OF 3'-0" PATH OF TRAVEL CLEARANCE, EXCLUDING CURB, IS REQUIRED WHEN PLACING SIGNS.



CONDUIT TRENCH
N.T.S.

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Discuss Police Station Project Budget for Solar Canopy/Batteries

PRESENTER:

Mike Cronin, Director of Public
Facilities

ITEM NUMBER:

I.2

SUMMARY:

Category: Decision-Making

Attached please find the presentation materials from the last Select Board meeting when this was discussed. Mike Cronin, Director of Public Facilities will discuss the two options, either erecting the steel, finish the parking areas and construction of full 22 foot wide sidewalks and restoration of Fletcher Field. The second option is to not erect the steel, in which case the plan would be to install 8 foot wide sidewalks (to allow for the footings) and restoration of Fletcher Field and the remaining work (erect steel, lighting, finish sidewalks) would take place at a later date.

SUGGESTED MOTION:

Move to authorize Town staff to erect the frame and complete as much solar installation as financially possible at this time and to include a Town Meeting article on the Fall Town Meeting to fund the remaining balance to finish the project, including batteries.

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

4/24/2024

6:00pm

ATTACHMENTS:

Description	Type
<input type="checkbox"/> Return on Investment Information from 4-10-24 Board Meeting	Cover Memo

- 📎 Presentation from 4-10-24 Board Meeting
- 📎 M. Sandeen Email Solar Analysis
- 📎 AC Comment Letter

Cover Memo

Cover Memo

Cover Memo

Police Station Solar Canopy Summary

Presented in 2023:

Project Cost:	\$	3,400,000
Investment Tax Credit:	\$	1,020,000
Net Debt Issuance:	\$	2,380,000

Net Payback Period (Yrs):		11
Cumulative Payback Period (Yrs):		14
Total 30 Year Savings:	\$	4,298,198

<u>2024 Estimates:</u>	520 KWH	1040 KWH
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10 Year Debt Issuance

Project Cost:	\$	4,626,530	\$	4,257,530
Investment Tax Credit:	\$	1,387,959	\$	1,277,259
Net Debt Issuance:	\$	3,238,571	\$	3,238,571

Net Payback Period (Yrs):		11		11
Cumulative Payback Period (Yrs):		15		13
Total 30 Year Savings:	\$	5,903,344	\$	6,494,478

20 Year Debt Issuance

Project Cost:	\$	4,626,530	\$	4,257,530
Investment Tax Credit:	\$	1,387,959	\$	1,277,259
Net Debt Issuance:	\$	3,238,571	\$	3,238,571

Net Payback Period (Yrs):		6		2
Cumulative Payback Period (Yrs):		11		3
Total 30 Year Savings:	\$	4,855,630	\$	5,898,424

2023 Analysis

Year	Debt	Solar Savings	Peak Demand Savings	Smart Solar Incentives	Smart Storage Incentives	Alternative Energy Credits	Connected Solutions Revenue	Total Savings and Credits	Annual Net Cost	Cumulative Net Cost	No Solar Electric Cost
1	\$ 333,200	\$ 49,170	\$ 57,423	\$ 32,138	\$12,936	\$ 5,123	\$ 33,333	\$ 190,124	\$ 143,076	\$ 143,076	\$ 106,593
2	\$ 323,680	\$ 50,147	\$ 59,720	\$ 31,978	\$12,871	\$ 5,225	\$ 33,333	\$ 193,275	\$ 130,405	\$ 273,482	\$ 109,867
3	\$ 314,160	\$ 51,144	\$ 62,109	\$ 31,818	\$12,807	\$ 5,329	\$ 33,333	\$ 196,541	\$ 117,619	\$ 391,101	\$ 113,253
4	\$ 304,640	\$ 52,161	\$ 64,593	\$ 31,659	\$12,743	\$ 5,436	\$ 33,333	\$ 199,925	\$ 104,715	\$ 495,816	\$ 116,754
5	\$ 295,120	\$ 53,197	\$ 67,177	\$ 31,500	\$12,679	\$ 5,545	\$ 33,333	\$ 203,432	\$ 91,688	\$ 587,504	\$ 120,374
6	\$ 285,600	\$ 54,255	\$ 69,864	\$ 31,343	\$12,616	\$ 5,656	\$ 33,333	\$ 207,066	\$ 78,534	\$ 666,038	\$ 124,119
7	\$ 276,080	\$ 55,333	\$ 72,658	\$ 31,186	\$12,553	\$ 5,769	\$ 33,333	\$ 210,833	\$ 65,247	\$ 731,286	\$ 127,991
8	\$ 266,560	\$ 56,433	\$ 75,565	\$ 31,030	\$12,490	\$ 5,884	\$ 33,333	\$ 214,735	\$ 51,825	\$ 783,110	\$ 131,998
9	\$ 257,040	\$ 57,554	\$ 78,587	\$ 30,875	\$12,428	\$ 6,002	\$ 33,333	\$ 218,780	\$ 38,260	\$ 821,371	\$ 136,142
10	\$ 247,520	\$ 58,698	\$ 81,731	\$ 30,721	\$12,365	\$ 6,122	\$ 33,333	\$ 222,970	\$ 24,550	\$ 845,920	\$ 140,429
11	\$ -	\$ 59,865	\$ 85,000	\$ 30,567	\$12,304	\$ 6,244	\$ 33,333	\$ 227,313	\$ (227,313)	\$ 618,607	\$ 144,865
12	\$ -	\$ 61,055	\$ 88,400	\$ 30,414	\$12,242	\$ 6,369	\$ 33,333	\$ 231,814	\$ (231,814)	\$ 386,793	\$ 149,455
13	\$ -	\$ 62,268	\$ 91,936	\$ 30,262	\$12,181	\$ 6,497	\$ 33,333	\$ 236,477	\$ (236,477)	\$ 150,316	\$ 154,204
14	\$ -	\$ 63,506	\$ 95,614	\$ 30,111	\$12,120	\$ 6,627	\$ 33,333	\$ 241,310	\$ (241,310)	\$ (90,994)	\$ 159,119
15	\$ -	\$ 64,768	\$ 99,438	\$ 29,960	\$12,059	\$ 6,759	\$ 33,333	\$ 246,318	\$ (246,318)	\$ (337,312)	\$ 164,206
16	\$ -	\$ 66,055	\$ 103,416	\$ 29,811	\$11,999	\$ 6,894	\$ 33,333	\$ 251,508	\$ (251,508)	\$ (588,820)	\$ 169,471
17	\$ -	\$ 67,368	\$ 107,552	\$ 29,662	\$11,939	\$ 7,032	\$ 33,333	\$ 256,886	\$ (256,886)	\$ (845,706)	\$ 174,920
18	\$ -	\$ 68,707	\$ 111,854	\$ 29,513	\$11,879	\$ 7,173	\$ 33,333	\$ 262,460	\$ (262,460)	\$ (1,108,166)	\$ 180,561
19	\$ -	\$ 70,072	\$ 116,329	\$ 29,366	\$11,820	\$ 7,316	\$ 33,333	\$ 268,236	\$ (268,236)	\$ (1,376,402)	\$ 186,401
20	\$ -	\$ 71,465	\$ 120,982	\$ 29,219	\$11,761	\$ 7,463	\$ 33,333	\$ 274,222	\$ (274,222)	\$ (1,650,625)	\$ 192,447
21	\$ -	\$ 72,886	\$ 125,821	\$ -	\$0	\$ -	\$ 33,333	\$ 232,040	\$ (232,040)	\$ (1,882,665)	\$ 198,706
22	\$ -	\$ 74,334	\$ 130,854	\$ -	\$0	\$ -	\$ 33,333	\$ 238,521	\$ (238,521)	\$ (2,121,186)	\$ 205,188
23	\$ -	\$ 75,812	\$ 136,088	\$ -	\$0	\$ -	\$ 33,333	\$ 245,233	\$ (245,233)	\$ (2,366,419)	\$ 211,899
24	\$ -	\$ 77,318	\$ 141,531	\$ -	\$0	\$ -	\$ 33,333	\$ 252,183	\$ (252,183)	\$ (2,618,602)	\$ 218,850
25	\$ -	\$ 78,855	\$ 147,193	\$ -	\$0	\$ -	\$ 33,333	\$ 259,381	\$ (259,381)	\$ (2,877,983)	\$ 226,048
26	\$ -	\$ 80,422	\$ 153,080	\$ -	\$0	\$ -	\$ 33,333	\$ 266,836	\$ (266,836)	\$ (3,144,819)	\$ 233,503
27	\$ -	\$ 82,021	\$ 159,204	\$ -	\$0	\$ -	\$ 33,333	\$ 274,558	\$ (274,558)	\$ (3,419,376)	\$ 241,224
28	\$ -	\$ 83,651	\$ 165,572	\$ -	\$0	\$ -	\$ 33,333	\$ 282,556	\$ (282,556)	\$ (3,701,932)	\$ 249,223
29	\$ -	\$ 85,313	\$ 172,195	\$ -	\$0	\$ -	\$ 33,333	\$ 290,841	\$ (290,841)	\$ (3,992,773)	\$ 257,508
30	\$ -	\$ 87,009	\$ 179,082	\$ -	\$0	\$ -	\$ 33,333	\$ 299,425	\$ (299,425)	\$ (4,292,198)	\$ 266,091
	\$ 2,903,600	\$ 1,990,842	\$ 3,220,568	\$ 613,133	\$ 246,792	\$ 124,464	\$ 1,000,000	\$ 7,195,798	\$ (4,292,198)		\$ 5,211,409

2024 10-Year Debt 520 KWH

Year	Debt	Solar Savings	Peak Demand Savings	Smart Solar Incentives	Smart Storage Incentives	Alternative Energy Credits	Connected Solutions Revenue	Total Savings and Credits	Annual Net Cost	Cumulative Net Cost	No Solar Electric Cost
1	\$ 453,400	\$ 67,810	\$ 83,297	\$ 25,501	\$12,954	\$ 10,846	\$ 34,667	\$ 235,074	\$ 218,326	\$ 218,326	\$ 151,107
2	\$ 440,446	\$ 69,157	\$ 86,629	\$ 25,373	\$12,889	\$ 11,062	\$ 34,667	\$ 239,778	\$ 200,668	\$ 418,994	\$ 155,787
3	\$ 427,491	\$ 70,532	\$ 90,094	\$ 25,246	\$12,825	\$ 11,284	\$ 34,667	\$ 244,647	\$ 182,844	\$ 601,838	\$ 160,626
4	\$ 414,537	\$ 71,934	\$ 93,698	\$ 25,120	\$12,760	\$ 11,509	\$ 34,667	\$ 249,688	\$ 164,849	\$ 766,687	\$ 165,632
5	\$ 401,583	\$ 73,363	\$ 97,446	\$ 24,994	\$12,697	\$ 11,740	\$ 34,667	\$ 254,907	\$ 146,676	\$ 913,363	\$ 170,809
6	\$ 388,629	\$ 74,821	\$ 101,344	\$ 24,869	\$12,633	\$ 11,974	\$ 34,667	\$ 260,309	\$ 128,320	\$ 1,041,682	\$ 176,165
7	\$ 375,674	\$ 76,308	\$ 105,398	\$ 24,745	\$12,570	\$ 12,214	\$ 34,667	\$ 265,902	\$ 109,772	\$ 1,151,455	\$ 181,706
8	\$ 362,720	\$ 77,825	\$ 109,614	\$ 24,621	\$12,507	\$ 12,458	\$ 34,667	\$ 271,692	\$ 91,028	\$ 1,242,483	\$ 187,439
9	\$ 349,766	\$ 79,372	\$ 113,998	\$ 24,498	\$12,445	\$ 12,707	\$ 34,667	\$ 277,687	\$ 72,079	\$ 1,314,562	\$ 193,370
10	\$ 336,811	\$ 80,949	\$ 118,558	\$ 24,376	\$12,382	\$ 12,961	\$ 34,667	\$ 283,894	\$ 52,918	\$ 1,367,479	\$ 199,508
11	\$ -	\$ 82,558	\$ 123,300	\$ 24,254	\$12,320	\$ 13,221	\$ 34,667	\$ 290,320	\$ (290,320)	\$ 1,077,159	\$ 205,859
12	\$ -	\$ 84,199	\$ 128,232	\$ 24,133	\$12,259	\$ 13,485	\$ 34,667	\$ 296,975	\$ (296,975)	\$ 780,184	\$ 212,432
13	\$ -	\$ 85,873	\$ 133,362	\$ 24,012	\$12,198	\$ 13,755	\$ 34,667	\$ 303,865	\$ (303,865)	\$ 476,319	\$ 219,234
14	\$ -	\$ 87,579	\$ 138,696	\$ 23,892	\$12,137	\$ 14,030	\$ 34,667	\$ 311,001	\$ (311,001)	\$ 165,318	\$ 226,276
15	\$ -	\$ 89,320	\$ 144,244	\$ 23,772	\$12,076	\$ 14,311	\$ 34,667	\$ 318,390	\$ (318,390)	\$ (153,071)	\$ 233,564
16	\$ -	\$ 91,095	\$ 150,014	\$ 23,654	\$12,015	\$ 14,597	\$ 34,667	\$ 326,041	\$ (326,041)	\$ (479,113)	\$ 241,109
17	\$ -	\$ 92,906	\$ 156,014	\$ 23,535	\$11,955	\$ 14,889	\$ 34,667	\$ 333,966	\$ (333,966)	\$ (813,079)	\$ 248,920
18	\$ -	\$ 94,752	\$ 162,255	\$ 23,418	\$11,896	\$ 15,186	\$ 34,667	\$ 342,174	\$ (342,174)	\$ (1,155,253)	\$ 257,007
19	\$ -	\$ 96,635	\$ 168,745	\$ 23,301	\$11,836	\$ 15,490	\$ 34,667	\$ 350,674	\$ (350,674)	\$ (1,505,927)	\$ 265,381
20	\$ -	\$ 98,556	\$ 175,495	\$ 23,184	\$11,777	\$ 15,800	\$ 34,667	\$ 359,479	\$ (359,479)	\$ (1,865,405)	\$ 274,051
21	\$ -	\$ 100,515	\$ 182,515	\$ -	\$0	\$ -	\$ 34,667	\$ 317,696	\$ (317,696)	\$ (2,183,102)	\$ 283,030
22	\$ -	\$ 102,513	\$ 189,815	\$ -	\$0	\$ -	\$ 34,667	\$ 326,995	\$ (326,995)	\$ (2,510,096)	\$ 292,328
23	\$ -	\$ 104,550	\$ 197,408	\$ -	\$0	\$ -	\$ 34,667	\$ 336,625	\$ (336,625)	\$ (2,846,721)	\$ 301,958
24	\$ -	\$ 106,628	\$ 205,304	\$ -	\$0	\$ -	\$ 34,667	\$ 346,599	\$ (346,599)	\$ (3,193,320)	\$ 311,932
25	\$ -	\$ 108,747	\$ 213,516	\$ -	\$0	\$ -	\$ 34,667	\$ 356,930	\$ (356,930)	\$ (3,550,250)	\$ 322,264
26	\$ -	\$ 110,908	\$ 222,057	\$ -	\$0	\$ -	\$ 34,667	\$ 367,632	\$ (367,632)	\$ (3,917,882)	\$ 332,966
27	\$ -	\$ 113,113	\$ 230,939	\$ -	\$0	\$ -	\$ 34,667	\$ 378,719	\$ (378,719)	\$ (4,296,601)	\$ 344,052
28	\$ -	\$ 115,361	\$ 240,177	\$ -	\$0	\$ -	\$ 34,667	\$ 390,205	\$ (390,205)	\$ (4,686,806)	\$ 355,538
29	\$ -	\$ 117,654	\$ 249,784	\$ -	\$0	\$ -	\$ 34,667	\$ 402,104	\$ (402,104)	\$ (5,088,910)	\$ 367,438
30	\$ -	\$ 119,992	\$ 259,775	\$ -	\$0	\$ -	\$ 34,667	\$ 414,434	\$ (414,434)	\$ (5,503,344)	\$ 379,767
	\$ 3,951,057	\$ 2,745,525	\$ 4,671,727	\$ 486,499	\$ 247,130	\$ 263,519	\$ 1,040,000	\$ 9,454,401	\$ (5,503,344)		\$ 7,417,253

10-Year Debt 1040 KWH

Year	Debt	Solar Savings	Peak Demand Savings	Smart Solar Incentives	Smart Storage Incentives	Alternative Energy Credits	Connected Solutions Revenue	Total Savings and Credits	Annual Net Cost	Cumulative Net Cost	No Solar Electric Cost
1	\$ 417,238	\$ 67,810	\$ 84,742	\$ 25,501	\$16,884	\$ 10,846	\$ 52,000	\$ 257,782	\$ 159,456	\$ 159,456	\$ 152,552
2	\$ 405,317	\$ 69,157	\$ 88,132	\$ 25,373	\$16,799	\$ 11,062	\$ 52,000	\$ 262,524	\$ 142,793	\$ 302,249	\$ 157,289
3	\$ 393,396	\$ 70,532	\$ 91,657	\$ 25,246	\$16,715	\$ 11,284	\$ 52,000	\$ 267,434	\$ 125,961	\$ 428,210	\$ 162,189
4	\$ 381,475	\$ 71,934	\$ 95,323	\$ 25,120	\$16,632	\$ 11,509	\$ 52,000	\$ 272,518	\$ 108,956	\$ 537,167	\$ 167,257
5	\$ 369,554	\$ 73,363	\$ 99,136	\$ 24,994	\$16,549	\$ 11,740	\$ 52,000	\$ 277,782	\$ 91,771	\$ 628,938	\$ 172,500
6	\$ 357,633	\$ 74,821	\$ 103,102	\$ 24,869	\$16,466	\$ 11,974	\$ 52,000	\$ 283,233	\$ 74,400	\$ 703,338	\$ 177,923
7	\$ 345,711	\$ 76,308	\$ 107,226	\$ 24,745	\$16,384	\$ 12,214	\$ 52,000	\$ 288,877	\$ 56,835	\$ 760,172	\$ 183,534
8	\$ 333,790	\$ 77,825	\$ 111,515	\$ 24,621	\$16,302	\$ 12,458	\$ 52,000	\$ 294,721	\$ 39,069	\$ 799,241	\$ 189,340
9	\$ 321,869	\$ 79,372	\$ 115,975	\$ 24,498	\$16,220	\$ 12,707	\$ 52,000	\$ 300,773	\$ 21,096	\$ 820,337	\$ 195,347
10	\$ 309,948	\$ 80,949	\$ 120,614	\$ 24,376	\$16,139	\$ 12,961	\$ 52,000	\$ 307,040	\$ 2,908	\$ 823,245	\$ 201,564
11	\$ -	\$ 82,558	\$ 125,439	\$ 24,254	\$16,058	\$ 13,221	\$ 52,000	\$ 313,530	\$ (313,530)	\$ 509,715	\$ 207,997
12	\$ -	\$ 84,199	\$ 130,457	\$ 24,133	\$15,978	\$ 13,485	\$ 52,000	\$ 320,252	\$ (320,252)	\$ 189,463	\$ 214,656
13	\$ -	\$ 85,873	\$ 135,675	\$ 24,012	\$15,898	\$ 13,755	\$ 52,000	\$ 327,212	\$ (327,212)	\$ (137,749)	\$ 221,547
14	\$ -	\$ 87,579	\$ 141,102	\$ 23,892	\$15,819	\$ 14,030	\$ 52,000	\$ 334,422	\$ (334,422)	\$ (472,171)	\$ 228,681
15	\$ -	\$ 89,320	\$ 146,746	\$ 23,772	\$15,740	\$ 14,311	\$ 52,000	\$ 341,888	\$ (341,888)	\$ (814,059)	\$ 236,066
16	\$ -	\$ 91,095	\$ 152,616	\$ 23,654	\$15,661	\$ 14,597	\$ 52,000	\$ 349,622	\$ (349,622)	\$ (1,163,681)	\$ 243,711
17	\$ -	\$ 92,906	\$ 158,720	\$ 23,535	\$15,583	\$ 14,889	\$ 52,000	\$ 357,633	\$ (357,633)	\$ (1,521,314)	\$ 251,626
18	\$ -	\$ 94,752	\$ 165,069	\$ 23,418	\$15,505	\$ 15,186	\$ 52,000	\$ 365,930	\$ (365,930)	\$ (1,887,244)	\$ 259,821
19	\$ -	\$ 96,635	\$ 171,672	\$ 23,301	\$15,427	\$ 15,490	\$ 52,000	\$ 374,525	\$ (374,525)	\$ (2,261,770)	\$ 268,307
20	\$ -	\$ 98,556	\$ 178,539	\$ 23,184	\$15,350	\$ 15,800	\$ 52,000	\$ 383,429	\$ (383,429)	\$ (2,645,199)	\$ 277,095
21	\$ -	\$ 100,515	\$ 185,680	\$ -	\$0	\$ -	\$ 52,000	\$ 338,195	\$ (338,195)	\$ (2,983,394)	\$ 286,195
22	\$ -	\$ 102,513	\$ 193,108	\$ -	\$0	\$ -	\$ 52,000	\$ 347,620	\$ (347,620)	\$ (3,331,014)	\$ 295,620
23	\$ -	\$ 104,550	\$ 200,832	\$ -	\$0	\$ -	\$ 52,000	\$ 357,382	\$ (357,382)	\$ (3,688,396)	\$ 305,382
24	\$ -	\$ 106,628	\$ 208,865	\$ -	\$0	\$ -	\$ 52,000	\$ 367,493	\$ (367,493)	\$ (4,055,889)	\$ 315,493
25	\$ -	\$ 108,747	\$ 217,220	\$ -	\$0	\$ -	\$ 52,000	\$ 377,967	\$ (377,967)	\$ (4,433,856)	\$ 325,967
26	\$ -	\$ 110,908	\$ 225,909	\$ -	\$0	\$ -	\$ 52,000	\$ 388,817	\$ (388,817)	\$ (4,822,673)	\$ 336,817
27	\$ -	\$ 113,113	\$ 234,945	\$ -	\$0	\$ -	\$ 52,000	\$ 400,058	\$ (400,058)	\$ (5,222,731)	\$ 348,058
28	\$ -	\$ 115,361	\$ 244,343	\$ -	\$0	\$ -	\$ 52,000	\$ 411,704	\$ (411,704)	\$ (5,634,435)	\$ 359,704
29	\$ -	\$ 117,654	\$ 254,117	\$ -	\$0	\$ -	\$ 52,000	\$ 423,770	\$ (423,770)	\$ (6,058,205)	\$ 371,770
30	\$ -	\$ 119,992	\$ 264,281	\$ -	\$0	\$ -	\$ 52,000	\$ 436,273	\$ (436,273)	\$ (6,494,478)	\$ 384,273
	\$ 3,635,931	\$ 2,745,525	\$ 4,752,758	\$ 486,499	\$ 322,108	\$ 263,519	\$ 1,560,000	\$ 10,130,409	\$ (6,494,478)		\$ 7,498,283

20-Year Debt 520 KWH

Year	Debt	Solar Savings	Peak Demand Savings	Smart Solar Incentives	Smart Storage Incentives	Alternative Energy Credits	Connected Solutions Revenue	Total Savings and Credits	Annual Net Cost	Cumulative Net Cost	No Solar Cost
1	\$ 291,471	\$ 67,810	\$ 83,297	\$ 25,501	\$12,954	\$ 10,846	\$ 34,667	\$ 235,074	\$ 56,398	\$ 56,398	\$ 151,107
2	\$ 284,994	\$ 69,157	\$ 86,629	\$ 25,373	\$12,889	\$ 11,062	\$ 34,667	\$ 239,778	\$ 45,216	\$ 101,614	\$ 155,787
3	\$ 278,517	\$ 70,532	\$ 90,094	\$ 25,246	\$12,825	\$ 11,284	\$ 34,667	\$ 244,647	\$ 33,870	\$ 135,484	\$ 160,626
4	\$ 272,040	\$ 71,934	\$ 93,698	\$ 25,120	\$12,760	\$ 11,509	\$ 34,667	\$ 249,688	\$ 22,352	\$ 157,836	\$ 165,632
5	\$ 265,563	\$ 73,363	\$ 97,446	\$ 24,994	\$12,697	\$ 11,740	\$ 34,667	\$ 254,907	\$ 10,656	\$ 168,492	\$ 170,809
6	\$ 259,086	\$ 74,821	\$ 101,344	\$ 24,869	\$12,633	\$ 11,974	\$ 34,667	\$ 260,309	\$ (1,223)	\$ 167,268	\$ 176,165
7	\$ 252,609	\$ 76,308	\$ 105,398	\$ 24,745	\$12,570	\$ 12,214	\$ 34,667	\$ 265,902	\$ (13,293)	\$ 153,975	\$ 181,706
8	\$ 246,131	\$ 77,825	\$ 109,614	\$ 24,621	\$12,507	\$ 12,458	\$ 34,667	\$ 271,692	\$ (25,561)	\$ 128,414	\$ 187,439
9	\$ 239,654	\$ 79,372	\$ 113,998	\$ 24,498	\$12,445	\$ 12,707	\$ 34,667	\$ 277,687	\$ (38,033)	\$ 90,382	\$ 193,370
10	\$ 233,177	\$ 80,949	\$ 118,558	\$ 24,376	\$12,382	\$ 12,961	\$ 34,667	\$ 283,894	\$ (50,717)	\$ 39,665	\$ 199,508
11	\$ 226,700	\$ 82,558	\$ 123,300	\$ 24,254	\$12,320	\$ 13,221	\$ 34,667	\$ 290,320	\$ (63,620)	\$ (23,955)	\$ 205,859
12	\$ 220,223	\$ 84,199	\$ 128,232	\$ 24,133	\$12,259	\$ 13,485	\$ 34,667	\$ 296,975	\$ (76,752)	\$ (100,707)	\$ 212,432
13	\$ 213,746	\$ 85,873	\$ 133,362	\$ 24,012	\$12,198	\$ 13,755	\$ 34,667	\$ 303,865	\$ (90,120)	\$ (190,827)	\$ 219,234
14	\$ 207,269	\$ 87,579	\$ 138,696	\$ 23,892	\$12,137	\$ 14,030	\$ 34,667	\$ 311,001	\$ (103,732)	\$ (294,559)	\$ 226,276
15	\$ 200,791	\$ 89,320	\$ 144,244	\$ 23,772	\$12,076	\$ 14,311	\$ 34,667	\$ 318,390	\$ (117,598)	\$ (412,157)	\$ 233,564
16	\$ 194,314	\$ 91,095	\$ 150,014	\$ 23,654	\$12,015	\$ 14,597	\$ 34,667	\$ 326,041	\$ (131,727)	\$ (543,884)	\$ 241,109
17	\$ 187,837	\$ 92,906	\$ 156,014	\$ 23,535	\$11,955	\$ 14,889	\$ 34,667	\$ 333,966	\$ (146,129)	\$ (690,013)	\$ 248,920
18	\$ 181,360	\$ 94,752	\$ 162,255	\$ 23,418	\$11,896	\$ 15,186	\$ 34,667	\$ 342,174	\$ (160,814)	\$ (850,827)	\$ 257,007
19	\$ 174,883	\$ 96,635	\$ 168,745	\$ 23,301	\$11,836	\$ 15,490	\$ 34,667	\$ 350,674	\$ (175,791)	\$ (1,026,618)	\$ 265,381
20	\$ 168,406	\$ 98,556	\$ 175,495	\$ 23,184	\$11,777	\$ 15,800	\$ 34,667	\$ 359,479	\$ (191,073)	\$ (1,217,691)	\$ 274,051
21	\$ -	\$ 100,515	\$ 182,515	\$ -	\$0	\$ -	\$ 34,667	\$ 317,696	\$ (317,696)	\$ (1,535,387)	\$ 283,030
22	\$ -	\$ 102,513	\$ 189,815	\$ -	\$0	\$ -	\$ 34,667	\$ 326,995	\$ (326,995)	\$ (1,862,382)	\$ 292,328
23	\$ -	\$ 104,550	\$ 197,408	\$ -	\$0	\$ -	\$ 34,667	\$ 336,625	\$ (336,625)	\$ (2,199,007)	\$ 301,958
24	\$ -	\$ 106,628	\$ 205,304	\$ -	\$0	\$ -	\$ 34,667	\$ 346,599	\$ (346,599)	\$ (2,545,605)	\$ 311,932
25	\$ -	\$ 108,747	\$ 213,516	\$ -	\$0	\$ -	\$ 34,667	\$ 356,930	\$ (356,930)	\$ (2,902,536)	\$ 322,264
26	\$ -	\$ 110,908	\$ 222,057	\$ -	\$0	\$ -	\$ 34,667	\$ 367,632	\$ (367,632)	\$ (3,270,168)	\$ 332,966
27	\$ -	\$ 113,113	\$ 230,939	\$ -	\$0	\$ -	\$ 34,667	\$ 378,719	\$ (378,719)	\$ (3,648,887)	\$ 344,052
28	\$ -	\$ 115,361	\$ 240,177	\$ -	\$0	\$ -	\$ 34,667	\$ 390,205	\$ (390,205)	\$ (4,039,091)	\$ 355,538
29	\$ -	\$ 117,654	\$ 249,784	\$ -	\$0	\$ -	\$ 34,667	\$ 402,104	\$ (402,104)	\$ (4,441,196)	\$ 367,438
30	\$ -	\$ 119,992	\$ 259,775	\$ -	\$0	\$ -	\$ 34,667	\$ 414,434	\$ (414,434)	\$ (4,855,630)	\$ 379,767
	\$ 4,598,771	\$ 2,745,525	\$ 4,671,727	\$ 486,499	\$ 247,130	\$ 263,519	\$ 1,040,000	\$ 9,454,401	\$ (4,855,630)		\$ 7,417,253

20-Year Debt 1040 KWH

Year	Debt	Solar Savings	Peak Demand Savings	Smart Solar Incentives	Smart Storage Incentives	Alternative Energy Credits	Connected Solutions Revenue	Total Savings and Credits	Annual Net Cost	Cumulative Net Cost	No Solar Electric Cost
1	\$ 268,224	\$ 67,810	\$ 84,742	\$ 25,501	\$16,884	\$ 10,846	\$ 52,000	\$ 257,782	\$ 10,443	\$ 10,443	\$ 152,552
2	\$ 262,264	\$ 69,157	\$ 88,132	\$ 25,373	\$16,799	\$ 11,062	\$ 52,000	\$ 262,524	\$ (260)	\$ 10,182	\$ 157,289
3	\$ 256,303	\$ 70,532	\$ 91,657	\$ 25,246	\$16,715	\$ 11,284	\$ 52,000	\$ 267,434	\$ (11,131)	\$ (949)	\$ 162,189
4	\$ 250,343	\$ 71,934	\$ 95,323	\$ 25,120	\$16,632	\$ 11,509	\$ 52,000	\$ 272,518	\$ (22,176)	\$ (23,124)	\$ 167,257
5	\$ 244,382	\$ 73,363	\$ 99,136	\$ 24,994	\$16,549	\$ 11,740	\$ 52,000	\$ 277,782	\$ (33,400)	\$ (56,524)	\$ 172,500
6	\$ 238,422	\$ 74,821	\$ 103,102	\$ 24,869	\$16,466	\$ 11,974	\$ 52,000	\$ 283,233	\$ (44,811)	\$ (101,336)	\$ 177,923
7	\$ 232,461	\$ 76,308	\$ 107,226	\$ 24,745	\$16,384	\$ 12,214	\$ 52,000	\$ 288,877	\$ (56,416)	\$ (157,751)	\$ 183,534
8	\$ 226,501	\$ 77,825	\$ 111,515	\$ 24,621	\$16,302	\$ 12,458	\$ 52,000	\$ 294,721	\$ (68,221)	\$ (225,972)	\$ 189,340
9	\$ 220,540	\$ 79,372	\$ 115,975	\$ 24,498	\$16,220	\$ 12,707	\$ 52,000	\$ 300,773	\$ (80,233)	\$ (306,205)	\$ 195,347
10	\$ 214,580	\$ 80,949	\$ 120,614	\$ 24,376	\$16,139	\$ 12,961	\$ 52,000	\$ 307,040	\$ (92,461)	\$ (398,666)	\$ 201,564
11	\$ 208,619	\$ 82,558	\$ 125,439	\$ 24,254	\$16,058	\$ 13,221	\$ 52,000	\$ 313,530	\$ (104,911)	\$ (503,577)	\$ 207,997
12	\$ 202,658	\$ 84,199	\$ 130,457	\$ 24,133	\$15,978	\$ 13,485	\$ 52,000	\$ 320,252	\$ (117,593)	\$ (621,170)	\$ 214,656
13	\$ 196,698	\$ 85,873	\$ 135,675	\$ 24,012	\$15,898	\$ 13,755	\$ 52,000	\$ 327,212	\$ (130,515)	\$ (751,685)	\$ 221,547
14	\$ 190,737	\$ 87,579	\$ 141,102	\$ 23,892	\$15,819	\$ 14,030	\$ 52,000	\$ 334,422	\$ (143,684)	\$ (895,369)	\$ 228,681
15	\$ 184,777	\$ 89,320	\$ 146,746	\$ 23,772	\$15,740	\$ 14,311	\$ 52,000	\$ 341,888	\$ (157,112)	\$ (1,052,481)	\$ 236,066
16	\$ 178,816	\$ 91,095	\$ 152,616	\$ 23,654	\$15,661	\$ 14,597	\$ 52,000	\$ 349,622	\$ (170,806)	\$ (1,223,287)	\$ 243,711
17	\$ 172,856	\$ 92,906	\$ 158,720	\$ 23,535	\$15,583	\$ 14,889	\$ 52,000	\$ 357,633	\$ (184,777)	\$ (1,408,064)	\$ 251,626
18	\$ 166,895	\$ 94,752	\$ 165,069	\$ 23,418	\$15,505	\$ 15,186	\$ 52,000	\$ 365,930	\$ (199,035)	\$ (1,607,099)	\$ 259,821
19	\$ 160,935	\$ 96,635	\$ 171,672	\$ 23,301	\$15,427	\$ 15,490	\$ 52,000	\$ 374,525	\$ (213,591)	\$ (1,820,690)	\$ 268,307
20	\$ 154,974	\$ 98,556	\$ 178,539	\$ 23,184	\$15,350	\$ 15,800	\$ 52,000	\$ 383,429	\$ (228,455)	\$ (2,049,144)	\$ 277,095
21	\$ -	\$ 100,515	\$ 185,680	\$ -	\$0	\$ -	\$ 52,000	\$ 338,195	\$ (338,195)	\$ (2,387,340)	\$ 286,195
22	\$ -	\$ 102,513	\$ 193,108	\$ -	\$0	\$ -	\$ 52,000	\$ 347,620	\$ (347,620)	\$ (2,734,960)	\$ 295,620
23	\$ -	\$ 104,550	\$ 200,832	\$ -	\$0	\$ -	\$ 52,000	\$ 357,382	\$ (357,382)	\$ (3,092,342)	\$ 305,382
24	\$ -	\$ 106,628	\$ 208,865	\$ -	\$0	\$ -	\$ 52,000	\$ 367,493	\$ (367,493)	\$ (3,459,835)	\$ 315,493
25	\$ -	\$ 108,747	\$ 217,220	\$ -	\$0	\$ -	\$ 52,000	\$ 377,967	\$ (377,967)	\$ (3,837,802)	\$ 325,967
26	\$ -	\$ 110,908	\$ 225,909	\$ -	\$0	\$ -	\$ 52,000	\$ 388,817	\$ (388,817)	\$ (4,226,619)	\$ 336,817
27	\$ -	\$ 113,113	\$ 234,945	\$ -	\$0	\$ -	\$ 52,000	\$ 400,058	\$ (400,058)	\$ (4,626,677)	\$ 348,058
28	\$ -	\$ 115,361	\$ 244,343	\$ -	\$0	\$ -	\$ 52,000	\$ 411,704	\$ (411,704)	\$ (5,038,381)	\$ 359,704
29	\$ -	\$ 117,654	\$ 254,117	\$ -	\$0	\$ -	\$ 52,000	\$ 423,770	\$ (423,770)	\$ (5,462,151)	\$ 371,770
30	\$ -	\$ 119,992	\$ 264,281	\$ -	\$0	\$ -	\$ 52,000	\$ 436,273	\$ (436,273)	\$ (5,898,424)	\$ 384,273
	\$ 4,231,985	\$ 2,745,525	\$ 4,752,758	\$ 486,499	\$ 322,108	\$ 263,519	\$ 1,560,000	\$ 10,130,409	\$ (5,898,424)		\$ 7,498,283

Lexington Police Station Budget Review

Select Board, Capital Expenditures Committee, Appropriations
Committee joint meeting April 10, 2024

Lexington Police Project Budget update

Budget Summary

5905 Fund					
4 accounts Temp PD thru HQ	Budget	Paid	Encumbered	Committed	Un-Encumbered
Total Project Budget	\$ 35,181,430	\$ 25,936,116	\$ 7,429,344	\$ 33,365,460	\$ 1,815,970
Construction Budget	\$ 27,563,421	\$ 21,806,180	\$ 5,740,435	\$ 27,563,097	\$ 323
Professional Costs Budget	\$ 3,268,698	\$ 3,077,628	\$ 191,070	\$ 3,268,698	\$ (0)
Owner FF&E and Technology Budget	\$ 1,586,849	\$ 409,545	\$ 1,173,319	\$ 1,586,849	\$ -
Interior Furnishings and Loose Equip.	\$ 363,002	\$ 9,881	\$ 351,771	\$ 363,002	\$ -
Communications Equipment Allowance	\$ 822,668	\$ 155,899	\$ 664,135	\$ 822,668	\$ -
Building Technology	\$ 401,178	\$ 243,765.45	\$ 157,413.00	\$ 401,178	\$ -
Owner Project Cost Budget	\$ 986,877	\$ 618,005	\$ 324,520	\$ 946,816	\$ 40,061
Communications Equipment Consultant	\$ -	\$ -	\$ -	\$ -	\$ -
OPM Fees	\$ 622,600.00	\$ 403,683.78	\$ 218,887.22	\$ 622,571	\$ 29
Building Commissioning	\$ 75,000.00	\$ 27,040.00	\$ 44,362.50	\$ 71,403	\$ 3,598
Envelope Commissioning	\$ 43,777.00	\$ 26,442.50	\$ 17,057.50	\$ 43,500	\$ 277
Kuhla Enegry BMS Cx	\$ 13,000.00	\$ -	\$ 12,750.00	\$ 12,750	\$ 250
Materials Testing	\$ 137,000.00	\$ 120,875.34	\$ 9,124.66	\$ 130,000	\$ 7,000
Relocation Costs (by owner)	\$ 75,000.00	\$ 31,258.63	\$ 13,343.00	\$ 46,007	\$ 28,993
Bidding Expenses	\$ 10,500.00	\$ 8,202.44	\$ 1,997.40	\$ 10,200	\$ 300
Legal Fees (by owner)	\$ 10,000.00	\$ 502.60	\$ 6,997.40	\$ 10,386	\$ (386)
Project Development Contingency	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency Budget	\$ 1,775,586	\$ -	\$ -		\$ 1,775,586

\$1,815,970 Un-Encumbered including Contingency below.

\$1,775,586 Remaining in Contingency

Lexington Police Project Budget update

General Summary of contingency expenditures to date

5905 Fund Budget (4 accounts Temp PD thru PD HQ)				
	Budget	Changes to Budget	Updated Budget	Available
Contingency Budget	\$2,827,000.00	(\$1,051,414.40)	\$1,775,585.60	\$1,775,585.60
Transfer for CO #1		-\$9,385.49	Hosmer foundations	
Change order #2		-\$15,541.56	(Lead sand) transfer to Construction	
Change Order #3		-\$118,682.88	Haz Mat Dampproofing at Foundation walls & ACM reconciliation	
transfer to Construction (temp)		-\$18,209.21	Temp Police Construction	
Transfer for materials testing		-\$20,000.00	Added funding to Owner Construction Testing Line	
Transfer for materials testing		-\$20,000.00	Added funding to Owner Construction Testing Line	
Transferfor materials testing		-\$25,000.00	Added funding to Owner Construction Testing Line	
Transfer for Change Orders 4, 5 and 6		-\$78,633.65	Misc. Construction Changes, site utilites, Footing drop, etc.	
Transfer to constr for CO 7		-\$102,663.85	Misc Construction, street utility unforeseens, costs due to delayed elec equipment, etc.	
Transfer to constr for CO 8		-\$257,475.01	Site Electric Utility revisions, add High Density shelving, added Fiber pathway to street, etc.	
Transfer to FFE for Furniture		-\$58,002.29	Transfer for Furniture bid over budgeted line	
Transfet to Building Technology for expenses		-\$101,193.64	Building Tech costs, largely new AV package to align with Townwide improvements	
Transfer to professional costs		-\$5,445.00	Add Service scope to A/E team	
Transfer to professional costs storm water revision		-\$5,000.00	Add Serv scope to A/E team	
Transfer for CO 9 and 10		-\$100,913.82	Misc Construction changes, solar canopy site utility mods, Fire alarm changes after inspection and soil unit price quantitiy reconciliation, etc.	
Transfer for OPM added time feb mar apr		-\$7,600.00	transfer to supplement extension of contract term	
Transfer to Communications equipment Line		-\$107,668.00	Transfer for Dispatch costs	

Lexington Police Project Budget update

General Summary of estimated costs to completion

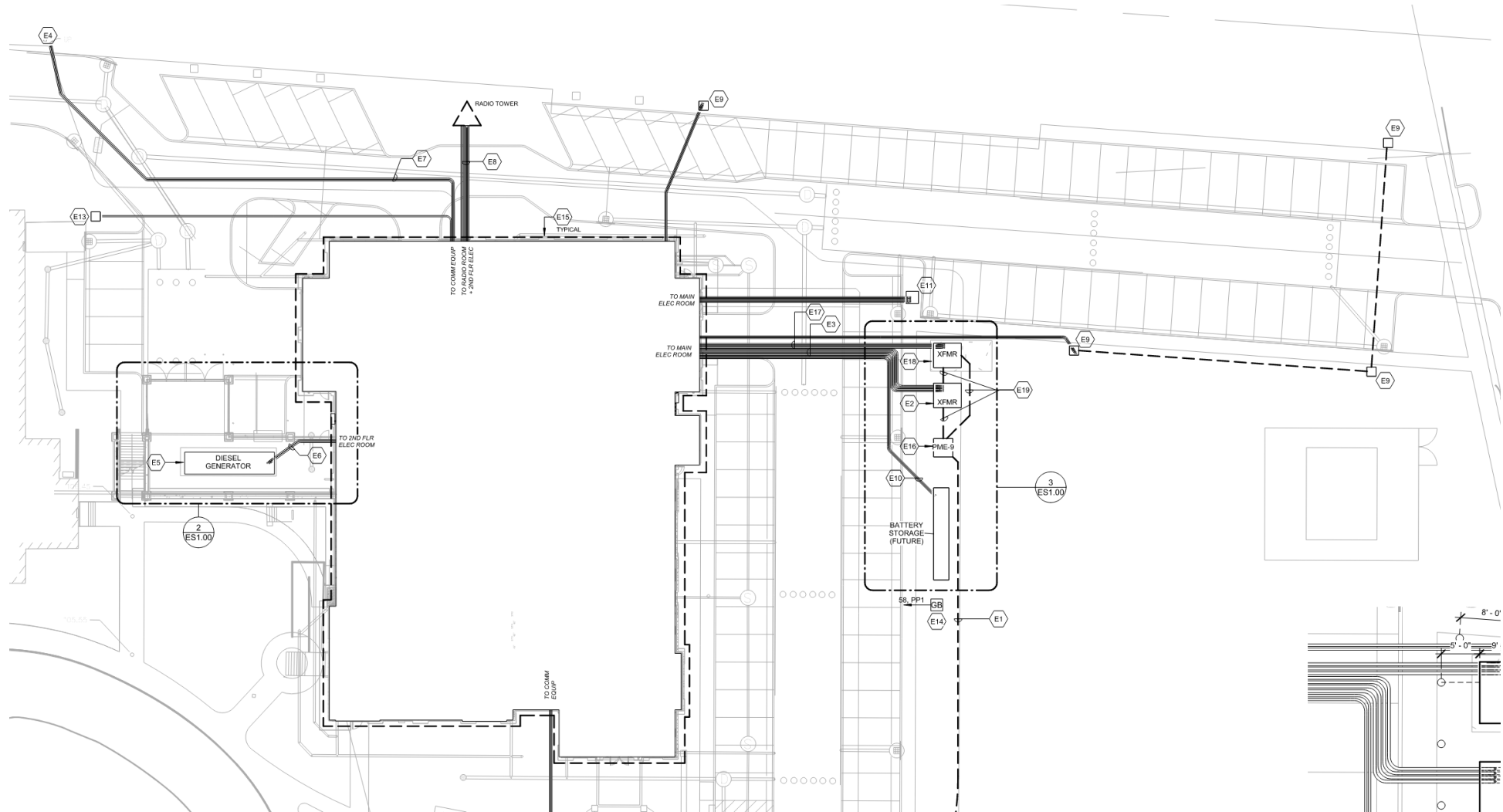
Un-Encumbered dollars as of	3/29/2024				\$ 1,815,970
Anticipated Minimum Expenses to Close Police Project					
Construction Budget					\$1,270,630
Change Order 11	Pending Change Order				\$44,100
Known pco's pending	Identified costs in negotiation				\$526,530
GC's & GR's	Expected Added costs due to Delays				\$200,000
Forecasted to Completion	Budget for potential unknown change order co				\$400,000
Projected close out costs	Anticipated final cost				\$100,000
Professional Costs Budget					\$25,000
Tecton add service for CA	Anticipated additional fee not negotiated yet				\$25,000
Owners FF&E and Technology Budget					\$180,000
Interior Furnishings and Loose Equip.					
Misc Metal Shelving	Anticipated Cost-Quote not in				\$25,000
Vehicle Lift	Anticipated Cost-Quote not in				\$40,000
Gym Equipment	Anticipated Cost-Quote not in				\$75,000
fingerprint machine	Anticipated Cost-Quote not in				\$10,000
appliances	Anticipated Cost-Quote not in				\$25,000
Building Technology					
IT Installs	Anticipated cost for unknowns				\$5,000
Owner Project Cost Budget					\$195,000
OPM Fees					\$60,000
Envelope Commissioning	Envelope testing not under agreement yet				\$20,000
Kuhla Enegry BMS Cx	Anticipated additional costs				\$25,000
Materials Testing	Anticipated cost				\$35,000
misc expenses	Budget for unanticipated costs				\$30,000
moving	Moving costs anticipated				\$25,000
Total Planned but not yet encumbered expenses					\$1,670,630
Remaining Balance Available					\$ 145,340

Total Un-Encumbered dollars from page 1

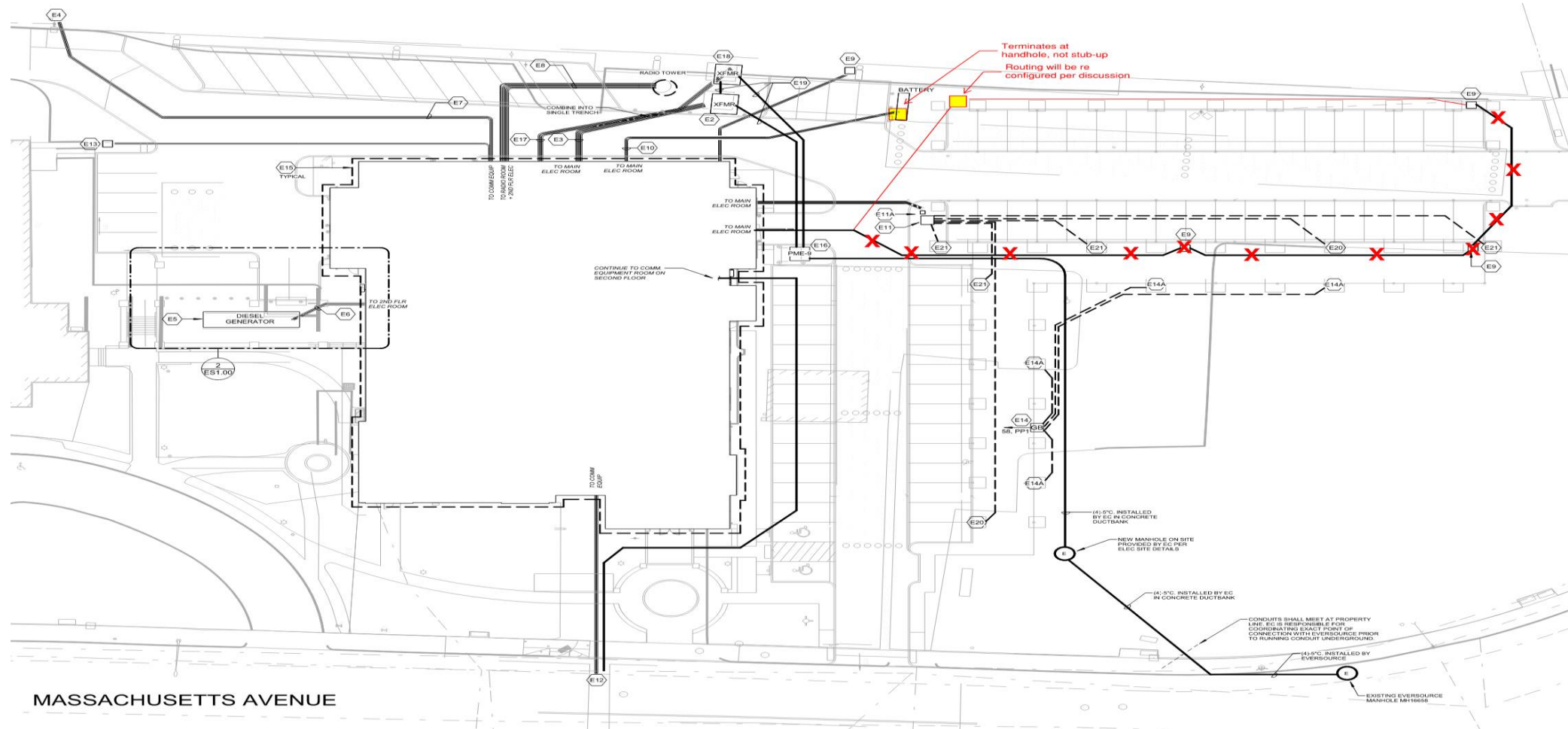
Total projected expenses to complete building

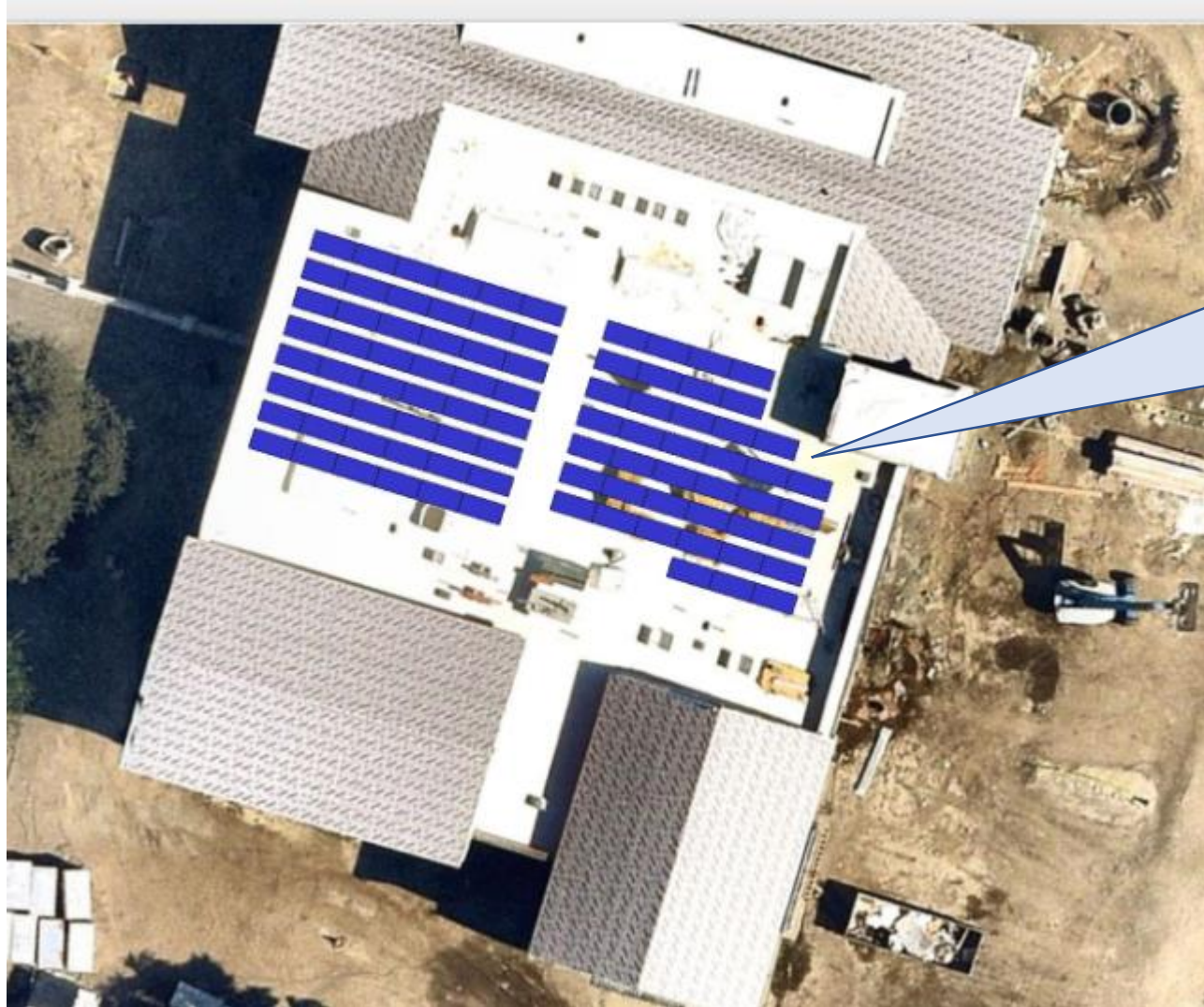
Expected fund balance at close

What was Owned in the Original Bid Documents

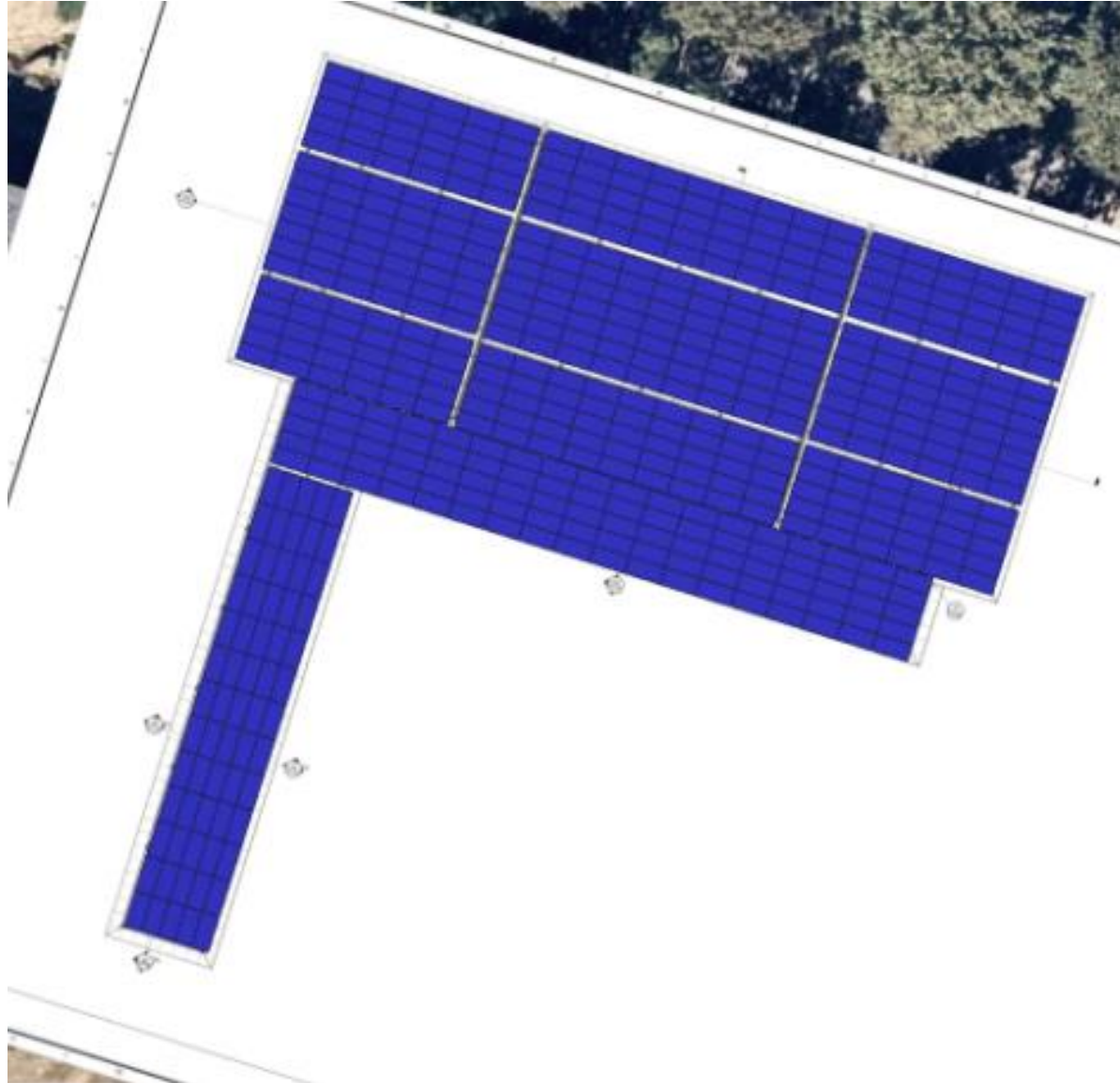


Changes made to Integrate Solar and Battery Storage





Rooftop Canopy
42.2 kW DC



Main Canopy (estimated) 259.31 kW DC
Mass Ave Leg (estimated) 37.69 kW DC
Total all Canopy 297.0 kW DC

Total Projected Canopy & Roof
339.2 kW DC

Solar Canopy Budget update

Solar Funding					\$ 3,400,000
Solar Canopy Foundations (CCD 6R1) - Sitework ONLY (T&M)					\$ 125,000.00
Solar Canopy Foundations (CCD 6R1)					\$ 201,356.09
Solar Canopy Steel R1 no ACM					\$ 2,079,106.27
Solar Canopy Lighting					\$ 55,567.54
Solar Canopy Sidewalk expansion					\$ 85,000.00
Solar Canopy GC's & GR's (Estimated)					\$ 175,000.00
Architect CA Costs					\$ 60,000.00
Construction Testing					\$ 40,000.00
Battery (2Hr. quoted here-(4hr is \$1,225,000))					\$ 889,000.00
Solar Canopy	297.0 kW DC				\$ 752,500.00
estimated	Main Canopy (259.31 kW DC (estimated))				
estimated	Mass Ave leg (37.69 kW DC (estimated))				
Solar Roof	42.2 kW DC				\$ 164,000.00
					\$ 4,626,529.90
Budget Shortfall					\$ (1,226,529.90)

Possible Options

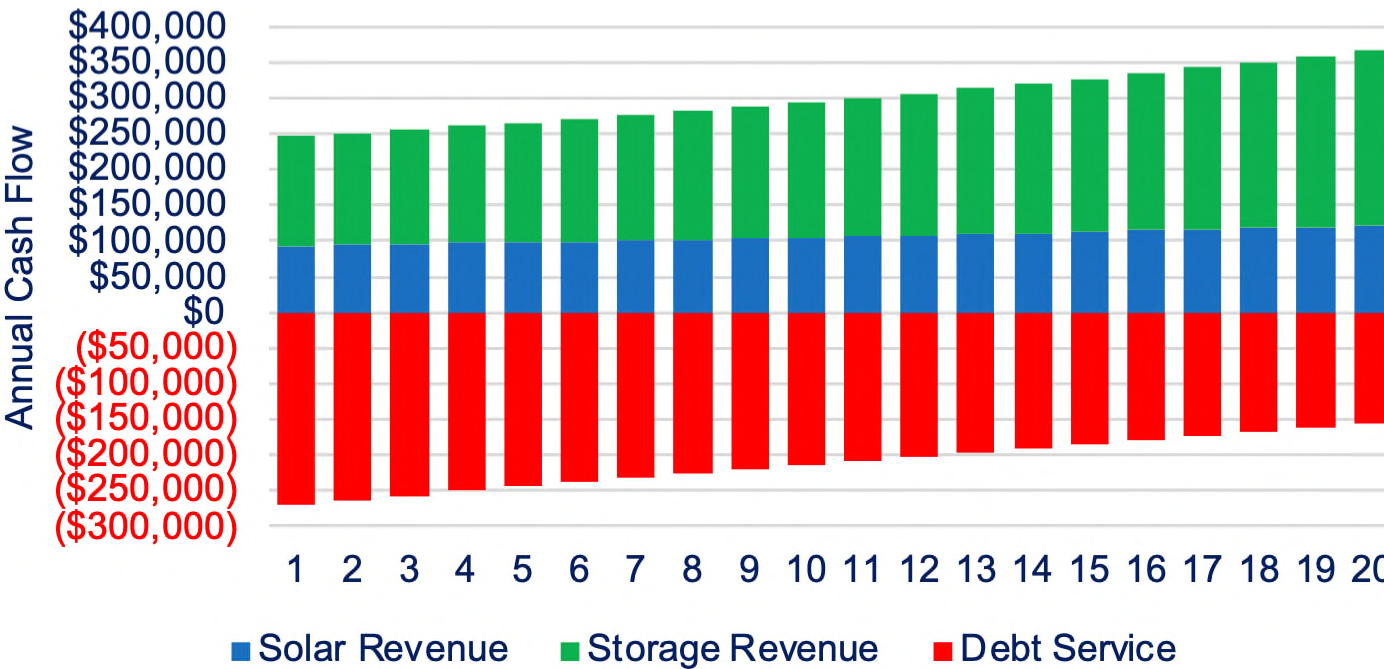
- There are three options to consider as next steps for the project:
 - 1 Pause the entire project for an indefinite period of time
 - 2 Erect the steel with the current General Contractor (GC) and complete the site work. Create an RFP for the purchase and installation of the solar panels and battery
 - 3 Erect the steel with the current GC, purchase and install the solar panels, and pause on the battery until additional funding is received

James Malloy

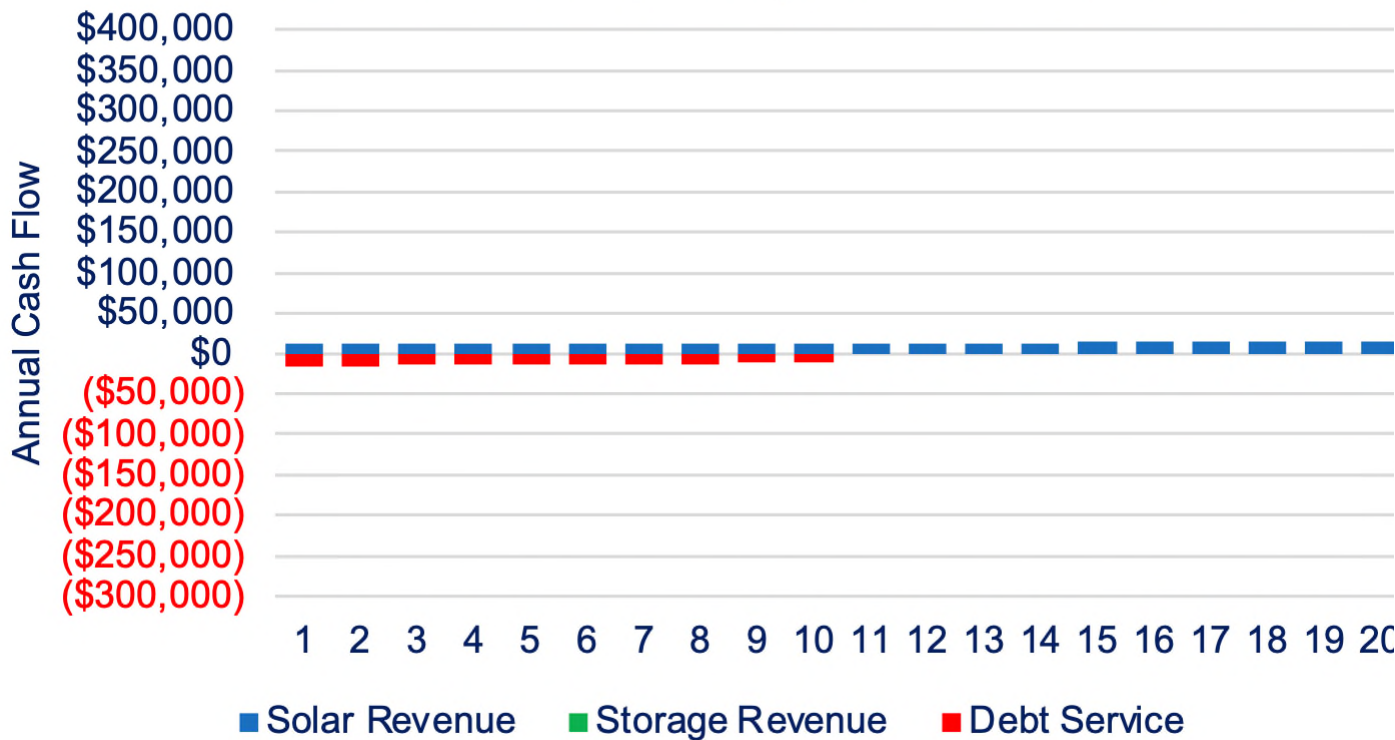
From: Mark Sandeen
Sent: Tuesday, April 23, 2024 7:25 AM
To: James Malloy; Michael Cronin
Subject: FW: Rooftop Only Solar Comparison

FYI - Here is how the two options look with the same scale

**Police Solar + Storage Cash Flow
(260kW/1,040 kWh)**



Police Rooftop Only Solar Cash Flow



From: Mark Sandeen <msandeen@lexingtonma.gov>
Date: Tuesday, April 23, 2024 at 7:16 AM
To: Charles Lamb <charles.lamb@gmail.com>
Subject: Re: Rooftop Only Solar Comparison

I probably should give you the same format for Option B

Assumptions
339.2 kW Rooftop and Canopy Solar
1,040 kWh Energy Storage (at market price)
20 Year Bond – 4%

Assume No Savings on Solar Canopy Steel
Assume Energy Storage purchased at market price - \$520K

Peak Demand Savings
\$4.7 Million over 30 years
Net Present Value = \$2.4 Million

ConnectedSolutions Revenue
\$1.56 Million over 30 years
Net Present Value = \$900K

SMART Revenue = \$809K
Net Present Value = \$553K

AEC Revenue = \$10,846
\$263K over 30 years
Net Present Value = \$174K

\$13,561 Cash Flow Negative First Year
Cash Flow Positive in Year 3
Payback Period 3.5 years

Total Cash Flow - \$5.7 Million
Net Present Value - \$2.5 Million

From: Mark Sandeen <msandeen@lexingtonma.gov>
Date: Tuesday, April 23, 2024 at 6:59 AM
To: Charles Lamb <charles.lamb@gmail.com>
Subject: Rooftop Only Solar Comparison

Charles,

Here are the numbers for Rooftop Only Solar (AC's Option 1.5)

Assumptions:
42.2 kW Rooftop Solar - \$164K
No Storage
10 Year Bond – 4%

No Peak Demand Savings
Peak Demand Charges for Police Station will increase by \$83K a year
That's \$4.7 Million over 30 years of additional appropriation expense
Net Present Value = \$2.4 Million

No Connected Solutions Revenue
That's \$1M over 30 years for 520 kWh Battery and \$1.56 Million for 1,040 kWh Battery
Net Present Value = \$600K for 520 kWh Battery and \$900K for 1,040 kWh Battery

\$8,000 Less Annual AEC revenue
That's \$194K over 30 years
Net Present Value = \$129K

\$3,878 Negative Cash Flow Year 1
Cash Flow Positive in Year 7
Payback Period – 10.7 years
Total Cash Flow - \$272,738
Net Present Value - \$121,485

Emissions Health Benefit
Net Zero Solar = \$703K

Rooftop Only Solar = \$88K

Let me know if you have any questions,
Mark

When writing or responding, please be aware that the Massachusetts Secretary of State has determined that most email is a public record and, therefore, may not be kept confidential.

To: Joe Pato, Chair, Lexington Select Board
From: Glenn P. Parker, Chair, Lexington Appropriation Committee
Date: April 22, 2024
Subject: Police Station Solar Canopy Project

The Appropriation Committee met jointly with the Capital Expenditures Committee and the Select Board on Wednesday, April 10, at which time Mike Cronin gave a presentation discussing the budget shortfall for the proposed solar canopy project at the new Police Station Headquarters. The shortfall is roughly \$1.2 million, which reflects unexpectedly high prices for the solar panels and battery storage system, and the additional cost of using welded construction for the steel canopy. Mr. Cronin's presentation offered three options: (1) defer the entire project, (2) erect the steel canopy and put the solar panels and battery system out to bid again, or (3) erect the steel canopy and install the solar panels without a battery system (at least for the time being).

The Appropriation Committee met remotely on Thursday, April 18, to discuss this project and to generate recommendations to the Select Board. Four members of the Capital Expenditures Committee also attended but did not participate in the discussion because their committee had not posted an agenda. While our Committee did not vote on any of the recommendations below, this memorandum summarizes our thoughts and indicates areas where we reached consensus.

Our discussion focused on the financial aspects of the project. The desire to set a leading example of environmentally responsible construction should be moderated by our obligation to make prudent choices for capital investment. One clear metric for evaluating investments in solar power systems is the ROI (return on investment) period, which is discussed in more detail below.

Members of the committee expressed two major concerns regarding the current state of the Police Station solar canopy project. First, the decision to implement the project as a change order under the general contractor for the Police Station suggests that the Town received pricing that was less favorable than would result from a competitive public bidding process. This change order approach may have been the most feasible path to completing the entire project in advance of the Lex250 celebrations, but the bids received by the general contractor for both the solar panels and the battery system were much higher than estimates based on prevailing market prices. Furthermore, it is unclear whether the bid for the erection of the steel canopy is truly competitive.

Our second concern is that the cost of this project, which began with good intentions and clear-cut engineering goals, has increased quite significantly due to aesthetic changes made at the behest of the Historic Districts Commission, as well as neighborhood feedback. The added requirements to use welded construction with buried footings, and to relocate major electronic components to reduce their visibility, have added significantly to project costs compared with more typical construction techniques. The currently proposed system also has a lower generating and storage capacity than originally intended.

One member of our committee asserts, based on professional experience with solar array projects, that a solar panel system project should generally aim for an ROI of no more than 8 years. However, under the current pricing, the ROI for this project would be much higher, i.e., likely in the range of 12 to 14 years. Rebidding the solar array/battery storage would likely shorten the ROI, but there is no guarantee that the final ROI would satisfy all members of our committee. Nonetheless, some members of the Committee indicated that option (2) would be acceptable.

Another possible option, which Mr. Cronin did not propose, would be to defer the solar canopy project but proceed with installing solar panels only on the rooftop, as the Town has done on other recently constructed buildings. Under this option (which we nicknamed "(1.5)"), the power generating capacity would be roughly 12% of the currently proposed system, which would help offset the cost of electricity and

easily satisfy our expectations for the ROI. Roughly half of our committee indicated that this option was acceptable ahead of option (2), although it is obviously a significant downgrade to the overall project.

There was no support from any members for either option (1) or option (3).

Finally, the Committee asserts that a battery system is not a key requirement for the function of the Police Station since it will still have to rely on generator backup during major power outages. Therefore, if the Town pursues option (2), the Committee suggests that the RFP should incorporate bid alternates with at least three battery storage options: (a) no battery, (b) 2-hour battery, and (c) 4-hour battery. If a bidder thought it was feasible, they could also include future upgrade paths across these alternatives. This assumes that the electric power utility would approve a large solar array installation without battery storage. The primary criterion for evaluating the battery storage alternatives should be the impact on the ROI.

The Committee is prepared to discuss this with the Select Board if requested.

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Review Request for Quotations Submitted by Executive Search Firms for Town Manager Search and Vote Candidates to Interview

PRESENTER:

Board Discussion

ITEM NUMBER:

I.3

SUMMARY:

Category: Decision-Making

The Board is being asked to review and discuss the attached submissions for the Request for Qualifications for Executive Recruiting Firms for the Town Manager Search and determine which consulting firms to interview on April 29, 2024.

SUGGESTED MOTION:

Move to schedule interviews with _____ for the Town Manager's executive recruiting consultant

FOLLOW-UP:

Select Board

DATE AND APPROXIMATE TIME ON AGENDA:

4/24/2024

6:15pm

ATTACHMENTS:

Description	Type
<input type="checkbox"/> CPS HR Proposal	Backup Material
<input type="checkbox"/> GOVHR MGT Proposal	Backup Material
<input type="checkbox"/> MRI Proposal	Backup Material

 Raftelis Proposal

 Copy of RFQ

Backup Material

Backup Material

PROPOSAL

Town of Lexington

Executive Recruitment Services for Town Manager

RFQ #24-61

Due Date: April 18, 2024

SUBMITTED BY:

MELISSA ASHER

Sr. Practice Leader, Products and Services

CPS HR Consulting

2450 Del Paso Road, Suite 220

Sacramento, CA 95834

P: 916-471-3358

masher@cpshr.us

Tax ID: 68-0067209

www.cpshr.us



Your Path to Performance

April 18, 2024

Select Board
Town of Lexington
1625 Massachusetts Ave
Lexington, MA 02420

Submitted via email to: Selectboard@lexingtonma.gov

Subject: Executive Recruitment for Town Manager

Dear Board Members:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the Town of Lexington (Town) with the recruitment of a new Town Manager. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the Town to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

It is our commitment to work in partnership with your organization to a successful result.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please contact me (916) 471-3358 or via email at masher@cpshr.us.**

Sincerely,



Melissa Asher
Senior Practice Leader, Products and Services

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About CPS HR Consulting

CPS HR Consulting has been assisting organizations with their talent management needs for over 35 years. We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America. Our core competency is its knowledge of and expertise in the public sector.

OUR VISION:

Enabling people to
realize the promise of
public service

CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management.

CPS HR occupies a unique position among its competitors in the field of government consulting; as a Joint Powers Authority, whose charter mandates that we serve only public sector clients, we actively serve all government sectors including Federal, State, Local, Special Districts, Higher Education, and Non-Profit Organizations. This singular position provides CPS HR with a systemic and extensive understanding of how each government sector is inter-connected to each other and to their communities. That understanding, combined with our knowledge of public and private sector best practices, translates into meaningful and practical solutions for our clients' operational and business needs.

With more than 100 full-time employees as well as 200+ project consultants and technical experts nationwide, CPS HR delivers breakthrough solutions that help public sector organizations impact the communities they serve. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in Texas, Colorado, and Southern California.

Recruitment Experts

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through **more than 20 years** of placing top and mid-level executives in public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Focus on Diversity Recruiting.** In the past three years, 57% of the candidates placed by CPS HR are female, members of ethnic minorities or both. To continue this trend, CPS HR is constantly assessing the best methods for reaching the broadest network of possible candidates. To that end, we have just signed a contract with Zoom Info, a new sourcing platform, that includes a diversity sourcing filter.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public Agency Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.
- **Satisfied Clients.** *Our executive search client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system?

CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.

- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 95% of our placements are still in their position after two years.
- **Partial list of recruitments.** Below is a brief listing of recent similar recruitments to show our experience with similar executive recruitments.

Agency	Title	Year Completed
City of Simi Valley, CA	City Manager	Current
City of Arcata, CA	City Manager	Current
City of Gillette, WY	City Administrator	2023
City of Phoenix, AZ	Assistant City Manager	2023
City of Phoenix, AZ	Deputy City Manager	2023
City of Baytown, TX	City Manager	2023
City of Littleton, CO	Deputy City Manager	2023
City of Littleton, CO	City Manager	2022
City of Oklahoma City, OK	Assistant City Manager	2022
City of Bellaire, TX	City Manager	2022
County of Trinity, CA	County Administrative Officer	2022
City of Nogales, AZ	City Manager	2022
County of Imperial, CA	County Executive Officer	2022
City of Turlock, CA	City Manager	2022
City of Dallas, TX	Assistant City Manager	2022
City of Tucson, AZ	Assistant City Manager/Chief Financial Officer	2022
City of Piney Point Village, TX	City Administrator	2022
City of Nogales, AZ	City Manager	2022
City of Surprise, AZ	City Manager	2021
City of Aztec, NM	City Manager	2021
County of Yolo, CA	County Administrative Officer	2021
City of Aurora, CO	Deputy City Manager	2021
City of Dickinson, TX	City Manager	2021

*Proposal to Town of Lexington
Executive Recruitment for Town Manager*

Agency	Title	Year Completed
City of Dayton, TX	City Manager	2021
County of Los Alamos, NM	County Manager	2021
City of Hercules, CA	City Manager	2021
City of Clayton, CA	City Manager	2021
City of Marysville, CA	City Manager	2021
County of Flathead, MT	County Administrator	2021
County of Yolo, CA	Assistant County Administrative Officer	2020
City of Greeley, CO	Deputy City Manager	2020
City of Reno, NV	City Manager	2020
City of Bozeman, MT	City Manager	2020
City of Richmond, CA	City Manager	2019
City of Columbia, MO	City Manager	2019
City of Union City, CA	City Manager	2019
Town of Paradise Valley, AZ	Town Manager	2019
City of Carson, CA	City Manager	2019
City of East Palo Alto, CA	City Manager	2019
City of Woodland Park, CO	City Manager	2018
City of Modesto, CA	City Manager	2018
Churchill County, NV	County Manager	2018
City of Sacramento, CA	Assistant City Manager	2018
County of San Luis Obispo, CA	City Manager	2018
City of Goodyear, AZ	City Manager	2018
County of Imperial, CA	County Executive Officer	2018

Project Staffing

Our executive recruiter will work collectively to fulfill the Town's needs in a timely and effective manner. We are committed to providing each of our clients the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. No staff members will be removed or replaced without the prior written concurrence of the Town.

Role/Project Assignment	Name	Phone	Email
Executive Recruiter	David Niemeyer	(916) 471-3366	dniemeyer@cpsr.us

Project Manager

David J. Niemeyer, Executive Recruiter

David Niemeyer brings 40 years of local government management experience including managing 7 suburban communities. He brings an extensive practitioner's experience in government services to the CPS HR Executive Recruitment team through his roles as Village Manager, City Manager, Village Administrator, and City Administrator/Assistant to the Mayor. Human resources and senior executive recruitment are areas that he excels in and thoroughly enjoys.

Mr. Niemeyer led recruitments for over 50 local government executive and management positions. This included preparing recruitment profiles and brochures, screening candidates and creating a list of top candidates for the elected officials, developing interview questions, managing assessment centers, conducting background checks, and negotiating employment offers.

He retired as a village manager in 2021, and has been an executive recruiter with CPS=HR since the. As a city manager, he was a leader in economic and downtown redevelopment, developing strategic plans for his communities, and reorganizing service delivery to his communities to save money and better serve his residents. David has a reputation as an ethical, engaged, collaborative leader, who has excellent communication and listening skills. He has a calm, focused disposition and has worked with vocal and diverse elected boards and residents to develop a consensus on controversial issues.

Additionally, he has worked in a variety of different communities in terms of wealth, demographic, political stability, culture and differing goals. A candidate that is successful in one community may not be successful in other, and so it is important that a recruiter understands the importance of candidate fit in an organization. Mr. Niemeyer's experience in diverse communities will help in screening candidates that are a good match for an organization.

Employment History

- Village Manager, Village of Tinley Park, IL
- Village Manager, Village of Oak Brook, IL
- Village Manager, Village of Homewood, IL
- City Manager, City of Des Plaines, IL
- Village Manager, Village of Richton Park, IL
- Village Administrator, Village of Orland Hills, IL
- City Administrator/Assistant to the Mayor, City of Harvard, IL

Education

- Master's in Public Administration, Northern Illinois University, DeKalb, IL 1985
- Bachelor of Science in Political Science, Northern Illinois University, 1983
- Minors: International Relations, Journalism
- ICMA Credentialed Manager and member of ICMA International Committee

Activities

- Member of ICMA, ILCMA, Metro Managers (past president)

References

Provided below is a partial list of clients we have recently worked with in providing similar executive recruitment services. We are confident that these public-sector clients will tout our responsiveness and ability to successfully place candidates that were a good fit for their organization's needs.

CLIENT/POSITIONS	CONTACT(S)
City of Gillette, WY 201 E 5 th St Gillette, WY 82716 City Manager Search (2023)	Deca Wasson, Human Resources Director decaw@gillettewy.gov (307) 686-5227
City of Cincinnati, OH 805 Central Ave Cincinnati, OH 45202 Fire Chief Search (2023) Master Contract (2021-2022)	Angela Wright, Chief of Staff angela.wright@cincinnati-oh.gov (513) 352-5335
Frederick County, MD 12 E Church St Frederick, MD 21701 City Administrative Officer Search (2023) Master Contract (2023-Present)	Emily Fiftal, Human Resources Division Director efiftal@frederickcountymd.gov (301) 600-1148

Our Approach

Key Stakeholder Involvement

The Select Board on behalf of the Town of Lexington must be intimately involved in the search for a new Town Manager. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Board, other key stakeholders may also be invited to provide input for the development of the candidate profile.

Town's Needs

A critical first step in a successful executive search is for the Board to define the professional and personal qualities required of the Town Manager. CPS HR has developed a very effective process that will permit the Board to clarify the preferred future direction for the Town; the specific challenges the Town is likely to face in achieving this future direction; the working style and organizational climate the Board wishes to establish with the Town Manager; and ultimately, the professional and personal qualities required of the Town Manager.

Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

CPS HR's communication continues once you have selected the new Town Manager. We will contact the Board and the newly appointed Town Manager within six months of appointment to ensure an effective transition has occurred.

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates. We use advertisements, directly email the outreach brochure, post messages and connect with potential candidates on business media such as LinkedIn, and of course, pick up the phone and call qualified individuals and referral sources.

Diversity Outreach Process

CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than **57%** of our executive level placements being people of color and/or female candidates within the past three years.

We accomplished this by advertising with organizations like the National Forum for Black Public Administrators and the Local Government Hispanic Network in order to reach these specific population groups. We also seek candidate referrals from local subject matter experts and the national leadership of groups like Women Leading Government. By taking the time to directly contact these influential industry experts, we ensure that we capture the maximum number of distinguished candidates – particularly those who are well-known in their industries, but who may not be actively looking for a new job.

The result is incredibly diverse candidate pools. Our clients have been quite pleased with our process and end results.

Scope of Services

Recruitment Methodology

Our proposed executive search process is designed to provide the Town with the full range of services required to ensure the ultimate selection of a new Town Manager is uniquely suited to the Town's needs. CPS HR can perform **Outreach Only** or **Partial Recruitment** services if a **Full Recruitment** is not currently needed by the Town.



Phase I: Our consultant will meet with the Board to ascertain the Town's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the Town.

Phase II: The recruitment process is tailored to fit the Town's specific wants and needs, with targeted advertising, combined with contacts with qualified individuals from our extensive database.

Phase III: The selection process is customized for the Town. CPS HR will work with the Board to determine the process best suited to the Town of Lexington.

Below is a breakdown of the services included in each recruitment option.

Task	Description	Outreach	Partial	Full
Phase I - Develop Candidate Profile and Recruitment Strategy				
1	Finalize Schedule		X	X
2	Hold Key Stakeholder Meetings	X	X	X
3	Develop Candidate Profile	X	X	X
4	Develop Recruitment Brochure	X	X	X
Phase II – Aggressive, Proactive, and Robust Recruitment				
1	Place Ads	X	X	X
2	Identify and Contact Potential Candidates	X	X	X
3	Review Application Materials		X	X
4	Conduct Screening Interviews		X	X
5	Submit Client Report		X	X

6	Client Meeting to Select Semifinalists		X	X
7	Notify Candidates		X	X
Phase III – Selection				
1	Prepare Assessment			X
2	Schedule Candidates; Coordinate Travel			X
3	Prepare Evaluation manuals			X
4	Facilitate Finalist Selection Process			X
5	Conduct Reference and Background Checks			X
6	Assist in Negotiation (if requested)			X

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

Task 2 - Key Stakeholder Meetings

Task 3 - Candidate Profile and Recruitment Strategy Development

Task 4 - Develop Recruitment Brochure

The first step in this engagement is a thorough review of the Town's needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new Town Manager. Activities will include:

- Identifying key priorities for the new Town Manager and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the Board wishes to establish with the Town Manager.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new Town Manager in light of the discussions above.
- Discussing recruitment and selection strategies for the Board's consideration to best produce the intended results.

CPS HR will provide a summary to the Town stemming from these activities as an additional source of information for developing the candidate profile and selection criteria.

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the Town for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at www.cpshr.us/recruitment-solutions/executive-search.

Phase II – Aggressive, Proactive, and Robust Recruitment

Task 1 - Place Advertisements

Task 2 - Identify and Contact Potential Candidates

Task 3 - Resume Review and Screening Interviews

Task 4 - Board Selects Finalists

The recruitment process is tailored to fit the Town's specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

CPS HR will prepare, submit for your approval, and publish advertisements on professional and affiliate websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy. Examples may include:

Advertising Sources	
<ul style="list-style-type: none">Town's websiteCPS HR websiteCareers in GovernmentLinkedInMMA Municipal Career Opportunities	<ul style="list-style-type: none">National League of CitiesNational Association of CountiesGovernmentjobs.comICMAPublic CEO

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

Within the past three years, more than 57% of our executive level placements have been minority and/or female candidates.

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the Town Manager brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. We also conduct research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates.

We will:

- Convey a strong sense of the purpose and strategy of the Town. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to the Town or continuing to ensure the public confidence in the integrity of the Town.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes the Town is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials. CPS HR will personally speak to selected candidates during a preliminary screening interview and will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the Board. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on each interviewee's background. CPS HR will meet with the Board to review this report and to assist them in selecting a group of finalists for further evaluation.

Phase III – Selection

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 - Final Preparation for Appointment

Task 4 - Contract Negotiation (if requested)

CPS HR will design a draft selection process based on information gathered in Phase I. We will meet with the Town to review this process and discuss the Town's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

We will coordinate all aspects of the selection process for the Town. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the Town with deliberation of the results; and contacting both successful and unsuccessful candidates.

Following the completion of the selection process, CPS HR will be available to complete the following components:

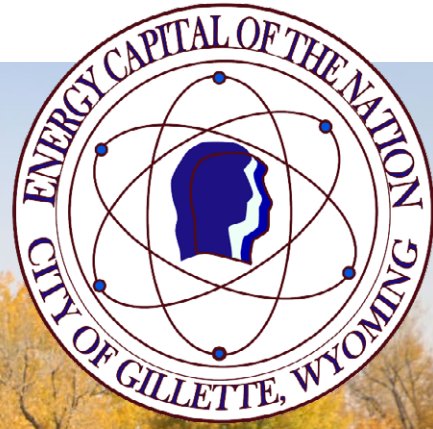
- **Arrange Follow-up Interviews/Final Assessment Process:** Should the Town wish to arrange follow-up interviews and/or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360-degree evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made, contingent upon that reference being successfully completed, so as not to jeopardize the candidates' current employment situation.) Candidates are requested to provide a minimum of five references. CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion and results in the best appointment for the Town. A written (anonymous) summary of the reference checks is provided to the Town.
- **Conduct Background Checks:** Upon a conditional job offer, we will arrange for a background check of a candidate's records on driving, criminal and civil court, credit history, education, published news, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to the Town for further review.

- **Contract Negotiation (if requested):** Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of a new Town Manager can be completed in 12 to 14 weeks for a Full Recruitment. A Partial Recruitment can be completed in approximately 10 to 12 weeks, and an Outreach Only in about 4 to 6 weeks. The precise schedule will depend on the placement of advertising on appropriate professional and affiliate websites, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting	➤															
Draft Brochure		➤														
Brochure Approved/ Printed & Place Ads		➤														
Aggressive Recruiting					➤											
Final Filing Date						➤										
Preliminary Screening							➤									
Present Leading Candidates								➤								
Semi-finalist Interviews									➤							
Reference/ Background Checks										➤						
Final Interviews											➤					
Appointment												➤				
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16



The City of Gillette is seeking an exceptional and forward-thinking leader to serve as its City Administrator. The City desires an entrepreneurial, collaborative leader who can engage with an active, diverse, and involved community, has experience leading and innovating on economic development issues, and who will bring a sense of urgency on issues affecting the community and the organization.

City Administrator



THE CITY

Gillette is a fast paced, growing, vibrant community in northeast Wyoming. It is situated on the rolling plains of the Powder River Basin between the Black Hills of South Dakota and the Big Horn Mountains of Wyoming. The current population is estimated at 34,267, which is the third largest city in Wyoming. Gillette is a family-oriented community with excellent schools and has a two-year community college, which includes technical education and nursing education, as well as a technical training school. Gillette is also home to the reputable Western Welding Academy.

Gillette is centrally located in an area involved with the development of vast quantities of American coal, oil, and gas. Wyoming provides nearly 35% of the nation's coal, and Gillette calls itself the "Energy Capital of the Nation". It is also the county seat and a major economic hub for the State of Wyoming. It is also a regional center for media, education, health, and arts. Northeast Wyoming Regional Airport in Gillette is served by United Airlines / Skywest Airlines.

Mineral extraction industries have long been the driving force behind Gillette's efforts to create a family-friendly environment and also to pursue higher education and develop a career. As the world transitions away from coal as a primary power generation source, Gillette and Campbell County have begun an ambitious effort to diversify their economy while still utilizing the abundant natural resources in the Powder River Basin.

Gillette entertains visitors who are enroute to some of the nation's most famous national monuments, including Devils Tower National Monument, the Big Horn Mountain Range, and Mount Rushmore National Memorial. Gillette visitors can also experience Gillette's historic downtown, coal mine tours, buffalo ranch, museums, and more.

Arts, culture, and recreation are prominent in Gillette. Avenues of the Arts features sculptures by various artists in the region. The 9000 seat Wyoming Center at the CAM-PLEX hosts events from Broadway productions to PRCA rodeos. Campbell County has several recreational facilities, including a 190,000 square foot recreation center. The City is hosting for the first time the International Pathfinders Camporee, which will bring 55,000 people from around the world to Gillette in 2024, as well as the National High School Finals Rodeo.

Outside, pronghorn antelope hunting is some of the country's best, and residents and visitors also enjoy hiking and fishing. The City also has an abundance of parks and miles of bicycle/walking paths. The Energy Capital Outdoor Sports Complex hosts many sports tournaments and will soon be home to the multimillion-dollar Aquatic Center facility. Sports tourism is a growing industry in Gillette.

CITY GOVERNMENT

The City of Gillette is a Home Rule City. The City is a Mayor / Council / Administrator form of local government. Gillette is governed by an elected mayor and a city council of six members. Gillette is split into three wards, each represented by two council members. The mayor and council members serve four-year terms.

The City Administrator is appointed by the Mayor and Council and has overall responsibility for all City departments and provides leadership, supervision, and general direction for the City Management team. City departments include Human Resources, Finance, Public Affairs, Police, Development Services, Public Works, and Utilities.

The City's 2022-23 budget was \$153 million. The City has 275 full-time employees. The City Council and the residents are supportive of staff, and there are not major internal employee issues facing the next administrator. The City has a strong collaborative relationship with the county, schools, and other local governments in the region.

As with many growing communities, infrastructure projects will be one of the next administrator's priorities. The City recently approved the completion of a master plan for the city's network of pathways for pedestrians and cyclists that connect parts of the city.

The community and the Council are united on many issues, but as can be expected in a growing community, there are issues that divide the community and the Council that will require the use of consensus building skills by the next Administrator.

To learn more, visit www.gillettewy.gov

PRIORITIES, INITIATIVES, AND CHALLENGES

- ◆ Supporting the local energy industry while continuing to look at new economic development initiatives to diversify the City's tax base.
- ◆ Developing a rebranding strategy.
- ◆ Addressing housing affordability issues. The City Council has recently approved a housing study to find possible solutions to our housing shortage and solutions for economical housing.
- ◆ Developing a city center plan.
- ◆ Continuing to develop innovative partnership and relationships with other local governments.
- ◆ Creating and implementing infrastructure plans to facilitate the city's growth. One major project includes the last stages of the completion of the Madison Water Project that has been a huge undertaking but will provide water sustainability to northeast Wyoming for generations to come.

THE IDEAL CANDIDATE

The ideal candidate will:

- ◆ Have a high respect and understanding of Wyoming and Gillette qualities.
- ◆ Seek a long-term home and commitment to the City of Gillette.
- ◆ Exhibit the attributes of a top-notch leader, including integrity, transparency, resiliency, visionary, team builder, approachable, thick skinned.
- ◆ Follow through on issues in a timely and decisive manner; understands that many issues are not black and white.
- ◆ Be skilled in public relations and active in the community.
- ◆ Keep all elected officials equally informed of issues in the organization and the community.
- ◆ Be engaged and respected by employees.
- ◆ Have a strong background in community development and real estate.
- ◆ Be an innovative, solution orientated administrator who brings a sense of urgency to moving the organization and community forward.
- ◆ Have good written and oral communication skills, including being an active listener. Can communicate with people with diverse backgrounds.
- ◆ Be professional and non-political.
- ◆ Understand and know how to navigate legislative issues.
- ◆ Have strong financial skills.

EDUCATION AND EXPERIENCE

A Bachelor's degree from an accredited four-year college or university required. A Master's degree in Public/ Business Administration is highly desirable. Proven executive-level municipal management experience as either a chief administrative officer, assistant CAO or senior department head level experience desired.. ICMA accreditation desired.

The City Administrator will be required to be a resident of Gillette.





COMPENSATION AND BENEFITS

The compensation and benefits package will be competitive and negotiable depending on the experience and qualifications of the chosen candidate. The starting salary range for this position is **\$170,000 to \$200,000** annually DOQ.

The position offers the following benefits:

- ◆ 10 holidays per year.
- ◆ 17 days' vacation accrual per year, plus one annual personal day.
- ◆ 12 sick days accrual per year.
- ◆ 85/15 PPO health insurance plan for all full-time Gillette City employees and their dependents. 100% employer paid for high deductible plan.
- ◆ Dental and vision insurance.
- ◆ Group Life Insurance.
- ◆ Short and Long-Term Disability Insurance.
- ◆ Flexible Benefits Plans.
- ◆ Voluntary Deferred Compensation Program, including a negotiated contribution by the City.
- ◆ Wyoming Retirement Pension System. The City pays both the City and employee contribution to the pension system (currently, the employee share is 9.25% of their salary).

Some benefits currently offered to employees may be modified in the future.

APPLICATION AND SELECTION PROCEDURE

This position is open until filled. To be considered for this exceptional career opportunity, submit your resume, cover letter, and a list of six work-related references that will not be contacted until the final interviews (two supervisors, two direct reports, and two colleagues) by the first resume review date of **July 12, 2023**. Resume should reflect years and months of employment, beginning / ending dates, as well as the size of staff and budgets you have managed.

Please go to our website to submit your application: <https://www.cpshr.us/recruitment/2226>

For further information contact:

David Niemeyer
CPS HR Consulting
(916) 471-3326
E-mail: dniemeyer@cpshr.us
Website: www.cpshr.us



Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultants. The most qualified candidates will be invited to a semi-final virtual interview process with the City. From there, the most qualified candidates will be invited to final interviews in Gillette in late August/early September. An appointment will be made by the City Council following comprehensive reference and background checks.



TOWN OF LEXINGTON

TAX COMPLIANCE CERTIFICATION

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

(Date) (Signature of individual submitting bid or proposal)

(Printed name of person signing bid or proposal)

(Name of business)

(Business address)

(Business phone number)

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

Cooperative Personnel Services (dba CPS HR Consulting) is a governmental entity; therefore, this document does not apply.

TOWN OF LEXINGTON

CERTIFICATE OF CORPORATE AUTHORITY

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

(Date) (Signature of individual submitting bid or proposal)

(Printed name and title of person signing bid or proposal)

(Name of business)

(Business address)

(Business phone number)

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

Cooperative Personnel Services (dba CPS HR Consulting) is a governmental entity; therefore, this document does not apply.

TOWN OF LEXINGTON

NON-COLLUSION STATEMENT

CONTRACTOR'S CERTIFICATION IN BID/PROPOSAL TO BE ATTACHED TO CONTRACT

Any person submitting a Bid or Proposal for the procurement or disposal of supplies and services to any governmental body shall certify in writing, on the Bid or Proposal, as follows:

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

4/15/2024 *Melissa Asher*
(Date) (Signature of person signing bid or proposal)

Melissa Asher
(Printed name of person signing bid or proposal)

Sr. Practice Leader, Products and Services
(Title)

Cooperative Personnel Services
(Name of Business)

2450 Del Paso Rd, Ste 220, Sacramento, CA 95834
(Business address)

916-263-3600
(Business Phone Number)

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

SIGNATURE PAGE

The applicant hereby certifies that:

1. The applicant has not given, offered, or agreed to give any gift, contribution, or offer of employment as an inducement for, or in connection with, the award of contract for these services.
2. No consultant to, or subcontractor for the applicant has given, offered, or agreed to give any gift, contribution or offer of employment to the applicant, or to any other person, corporation, or entity as an inducement for, or in connection with, the award to the consultant or subcontractor of a contract by the applicant.
3. That no person, corporation, or, other entity other than a bona fide full-time employee of the applicant has been retained or hired to solicit for, or in any way assist the applicant in obtaining the contract for services upon an agreement or understanding that such person, corporation, or entity be paid a fee or other compensation contingent upon the award of the contract to the applicant.

I hereby attest with full knowledge of the penalties for perjury, as in accordance with Massachusetts G.L. C.7, S.38E that all information provided in this application for services is correct.

Cooperative Personnel Services

Firm

Melissa Asher

Signee (written)

Melissa Asher

Signee (typed/printed)

Sr. Practice Leader, Products and Services

Title

4/15/2024

Date

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/22/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION** IS **WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Edgewood Partners Ins. Center 10877 White Rock Road Suite 300 Sacramento - P&C Lic #0B29370 Rancho Cordova CA 95670	CONTACT NAME: Brianna Orzechowski PHONE (A/C, No, Ext): E-MAIL ADDRESS: brianna.orzechowski@epicbrokers.com	FAX (A/C, No):
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A: Lloyds of London		85202
INSURER B: The Continental Insurance Company		35289
INSURER C: American Casualty Co of Reading, PA		20427
INSURER D: Continental Casualty Company		20443
INSURER E: National Fire Insurance Co of Hartford		20478
INSURER F:		

COVERAGES

CERTIFICATE NUMBER: 900547662

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:	Y	Y	6072390517	7/1/2023	7/1/2024	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 15,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
C	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	Y	Y	6072390548	7/1/2023	7/1/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ \$10,000			6072390551	7/1/2023	7/1/2024	EACH OCCURRENCE \$ 6,000,000 AGGREGATE \$ 6,000,000 \$
D E	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> Y <input checked="" type="checkbox"/> N	Y N/A	6072390534 6072390520	7/1/2023 7/1/2023	7/1/2024 7/1/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER Stop Gap Applies E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Errors & Omissions Claims Made/Retro Date 10/13/1989			PSM0139689064	7/1/2023	7/1/2024	Per Claim/Agg \$3,000,000 SIR Per Claim \$50,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Re: Evidence of Coverage.

CERTIFICATE HOLDER**CANCELLATION**

Evidence of Coverage
For Insured's Use

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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General Liability Extension Endorsement**1. ADDITIONAL INSURED**

- a. **WHO IS AN INSURED** is amended to include as an **Insured** any person or organization described in paragraphs **A. through K.** below whom a **Named Insured** is required to add as an additional insured on this **Coverage Part** under a written contract or written agreement, provided such contract or agreement:

(1) is currently in effect or becomes effective during the term of this **Coverage Part**; and

(2) was executed prior to:

(a) the **bodily injury** or **property damage**; or

(b) the offense that caused the **personal and advertising injury**,

for which such additional insured seeks coverage.

- b. However, subject always to the terms and conditions of this policy, including the limits of insurance, the Insurer will not provide such additional insured with:

(1) a higher limit of insurance than required by such contract or agreement; or

(2) coverage broader than required by such contract or agreement, and in no event broader than that described by the applicable paragraph **A. through K.** below.

Any coverage granted by this endorsement shall apply only to the extent permissible by law.

A. Controlling Interest

Any person or organization with a controlling interest in a **Named Insured**, but only with respect to such person or organization's liability for **bodily injury**, **property damage** or **personal and advertising injury** arising out of:

1. such person or organization's financial control of a **Named Insured**; or

2. premises such person or organization owns, maintains or controls while a **Named Insured** leases or occupies such premises;

provided that the coverage granted by this paragraph does not apply to structural alterations, new construction or demolition operations performed by, on behalf of, or for such additional insured.

B. Co-owner of Insured Premises

A co-owner of a premises co-owned by a **Named Insured** and covered under this insurance but only with respect to such co-owner's liability for **bodily injury**, **property damage** or **personal and advertising injury** as co-owner of such premises.

C. Grantor of Franchise

Any person or organization that has granted a franchise to a **Named Insured**, but only with respect to such person or organization's liability for **bodily injury**, **property damage** or **personal and advertising injury** as grantor of a franchise to the **Named Insured**.

D. Lessor of Equipment

Any person or organization from whom a **Named Insured** leases equipment, but only with respect to liability for **bodily injury**, **property damage** or **personal and advertising injury** caused, in whole or in part, by the **Named Insured's** maintenance, operation or use of such equipment, provided that the **occurrence** giving rise to such **bodily injury**, **property damage** or the offense giving rise to such **personal and advertising injury** takes place prior to the termination of such lease.

General Liability Extension Endorsement**E. Lessor of Land**

Any person or organization from whom a **Named Insured** leases land but only with respect to liability for **bodily injury, property damage or personal and advertising injury** arising out of the ownership, maintenance or use of such land, provided that the **occurrence** giving rise to such **bodily injury or property damage**, or the offense giving rise to such **personal and advertising injury**, takes place prior to the termination of such lease. The coverage granted by this paragraph does not apply to structural alterations, new construction or demolition operations performed by, on behalf of, or for such additional insured.

F. Lessor of Premises

An owner or lessor of premises leased to the **Named Insured**, or such owner or lessor's real estate manager, but only with respect to liability for **bodily injury, property damage or personal and advertising injury** arising out of the ownership, maintenance or use of such part of the premises leased to the **Named Insured**, and provided that the **occurrence** giving rise to such **bodily injury, property damage** or the offense giving rise to such **personal and advertising injury** takes place prior to the termination of such lease. The coverage granted by this paragraph does not apply to structural alterations, new construction or demolition operations performed by, on behalf of, or for such additional insured.

G. Mortgagee, Assignee or Receiver

A mortgagee, assignee or receiver of premises but only with respect to such mortgagee, assignee or receiver's liability for **bodily injury, property damage or personal and advertising injury** arising out of the **Named Insured's** ownership, maintenance, or use of a premises by a **Named Insured**.

The coverage granted by this paragraph does not apply to structural alterations, new construction or demolition operations performed by, on behalf of, or for such additional insured.

H. State or Governmental Agency or Subdivision or Political Subdivisions – Permits

A state or governmental agency or subdivision or political subdivision that has issued a permit or authorization, but only with respect to such state or governmental agency or subdivision or political subdivision's liability for **bodily injury, property damage or personal and advertising injury** arising out of:

1. the following hazards in connection with premises a **Named Insured** owns, rents, or controls and to which this insurance applies:
 - a. the existence, maintenance, repair, construction, erection, or removal of advertising signs, awnings, canopies, cellar entrances, coal holes, driveways, manholes, marquees, hoistaway openings, sidewalk vaults, street banners, or decorations and similar exposures; or
 - b. the construction, erection, or removal of elevators; or
 - c. the ownership, maintenance or use of any elevators covered by this insurance; or
2. the permitted or authorized operations performed by a **Named Insured** or on a **Named Insured's** behalf.

The coverage granted by this paragraph does not apply to:

 - a. **Bodily injury, property damage or personal and advertising injury** arising out of operations performed for the state or governmental agency or subdivision or political subdivision; or
 - b. **Bodily injury or property damage** included within the **products-completed operations hazard**.

With respect to this provision's requirement that additional insured status must be requested under a written contract or agreement, the Insurer will treat as a written contract any governmental permit that requires the **Named Insured** to add the governmental entity as an additional insured.

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General Liability Extension Endorsement**I. Trade Show Event Lessor**

1. With respect to a **Named Insured's** participation in a trade show event as an exhibitor, presenter or displayer, any person or organization whom the **Named Insured** is required to include as an additional insured, but only with respect to such person or organization's liability for **bodily injury, property damage or personal and advertising injury** caused by:
 - a. the **Named Insured's** acts or omissions; or
 - b. the acts or omissions of those acting on the **Named Insured's** behalf,in the performance of the **Named Insured's** ongoing operations at the trade show event premises during the trade show event.
2. The coverage granted by this paragraph does not apply to **bodily injury or property damage included within the products-completed operations hazard**.

J. Vendor

Any person or organization but only with respect to such person or organization's liability for **bodily injury or property damage** arising out of **your products** which are distributed or sold in the regular course of such person or organization's business, provided that:

1. The coverage granted by this paragraph does not apply to:
 - a. **bodily injury or property damage** for which such person or organization is obligated to pay **damages** by reason of the assumption of liability in a contract or agreement unless such liability exists in the absence of the contract or agreement;
 - b. any express warranty unauthorized by the **Named Insured**;
 - c. any physical or chemical change in any product made intentionally by such person or organization;
 - d. repackaging, except when unpacked solely for the purpose of inspection, demonstration, testing, or the substitution of parts under instructions from the manufacturer, and then repackaged in the original container;
 - e. any failure to make any inspections, adjustments, tests or servicing that such person or organization has agreed to make or normally undertakes to make in the usual course of business, in connection with the distribution or sale of the products;
 - f. demonstration, installation, servicing or repair operations, except such operations performed at the such person or organization's premises in connection with the sale of a product;
 - g. products which, after distribution or sale by the **Named Insured**, have been labeled or relabeled or used as a container, part or ingredient of any other thing or substance by or for such person or organization; or
 - h. **bodily injury or property damage** arising out of the sole negligence of such person or organization for its own acts or omissions or those of its employees or anyone else acting on its behalf. However, this exclusion does not apply to:
 - (1) the exceptions contained in Subparagraphs **d.** or **f.** above; or
 - (2) such inspections, adjustments, tests or servicing as such person or organization has agreed with the **Named Insured** to make or normally undertakes to make in the usual course of business, in connection with the distribution or sale of the products.
2. This Paragraph **J.** does not apply to any insured person or organization, from whom the **Named Insured** has acquired such products, nor to any ingredient, part or container, entering into, accompanying or containing such products.

General Liability Extension Endorsement

3. This Paragraph J. also does not apply:

- a. to any vendor specifically scheduled as an additional insured by endorsement to this **Coverage Part**;
- b. to any of **your products** for which coverage is excluded by endorsement to this **Coverage Part**; nor
- c. if **bodily injury** or **property damage** included within the **products-completed operations hazard** is excluded by endorsement to this **Coverage Part**.

K. Other Person Or Organization

Any person or organization who is not an additional insured under Paragraphs A. through J. above. Such additional insured is an **Insured** solely for **bodily injury**, **property damage** or **personal and advertising injury** for which such additional insured is liable because of the **Named Insured's** acts or omissions.

The coverage granted by this paragraph does not apply to any person or organization:

1. for **bodily injury**, **property damage**, or **personal and advertising injury** arising out of the rendering or failure to render any professional service;
2. for **bodily injury** or **property damage** included within the **products-completed operations hazard**; nor
3. who is specifically scheduled as an additional insured on another endorsement to this **Coverage Part**.

2. ADDITIONAL INSURED - PRIMARY AND NON-CONTRIBUTORY TO ADDITIONAL INSURED'S INSURANCE

A. The **Other Insurance** Condition in the **COMMERCIAL GENERAL LIABILITY CONDITIONS** Section is amended to add the following paragraph:

If the **Named Insured** has agreed in writing in a contract or agreement that this insurance is primary and non-contributory relative to an additional insured's own insurance, then this insurance is primary, and the Insurer will not seek contribution from that other insurance. For the purpose of this Provision 2., the additional insured's own insurance means insurance on which the additional insured is a named insured.

B. With respect to persons or organizations that qualify as additional insureds pursuant to paragraph 1.K. of this endorsement, the following sentence is added to the paragraph above:

Otherwise, and notwithstanding anything to the contrary elsewhere in this Condition, the insurance provided to such person or organization is excess of any other insurance available to such person or organization.

3. BODILY INJURY – EXPANDED DEFINITION

Under **DEFINITIONS** the definition of **bodily injury** is deleted and replaced by the following:

Bodily injury means physical injury, sickness or disease sustained by a person, including death, humiliation, shock, mental anguish or mental injury sustained by that person at any time which results as a consequence of the physical injury, sickness or disease.

4. BROAD KNOWLEDGE OF OCCURRENCE/ NOTICE OF OCCURRENCE

Under **CONDITIONS**, the condition entitled **Duties in The Event of Occurrence, Offense, Claim or Suit** is amended to add the following:

A. BROAD KNOWLEDGE OF OCCURRENCE

The **Named Insured** must give the Insurer or the Insurer's authorized representative notice of an **occurrence**, offense or **claim** only when the **occurrence**, offense or **claim** is known to a natural person **Named Insured**, to a partner, executive officer, manager or member of a **Named Insured**, or to an **employee** designated by any of the above to give such notice.

B. NOTICE OF OCCURRENCE





General Liability Extension Endorsement

not be deemed to be **damages** for **personal and advertising injury** and will not reduce the limits of insurance.

- D. This **PERSONAL AND ADVERTISING INJURY - LIMITED CONTRACTUAL LIABILITY** Provision does not apply if **Coverage B –Personal and Advertising Injury Liability** is excluded by another endorsement attached to this **Coverage Part**.

17. PROPERTY DAMAGE – ELEVATORS

- A. Under **COVERAGES, Coverage A – Bodily Injury and Property Damage Liability**, the paragraph entitled **Exclusions** is amended such that the **Damage to Your Product** Exclusion and subparagraphs **(3), (4)** and **(6)** of the **Damage to Property** Exclusion do not apply to **property damage** that results from the use of elevators.
- B. Solely for the purpose of the coverage provided by this **PROPERTY DAMAGE – ELEVATORS** Provision, the **Other Insurance** conditions is amended to add the following paragraph:

This insurance is excess over any of the other insurance, whether primary, excess, contingent or on any other basis that is Property insurance covering property of others damaged from the use of elevators.

18. SUPPLEMENTARY PAYMENTS

The section entitled **SUPPLEMENTARY PAYMENTS – COVERAGES A AND B** is amended as follows:

- A. Paragraph **1.b.** is amended to delete the \$250 limit shown for the cost of bail bonds and replace it with a \$5,000. limit; and
- B. Paragraph **1.d.** is amended to delete the limit of \$250 shown for daily loss of earnings and replace it with a \$1,000. limit.

19. UNINTENTIONAL FAILURE TO DISCLOSE HAZARDS

If the **Named Insured** unintentionally fails to disclose all existing hazards at the inception date of the **Named Insured's Coverage Part**, the Insurer will not deny coverage under this **Coverage Part** because of such failure.

20. WAIVER OF SUBROGATION - BLANKET

Under **CONDITIONS**, the **Transfer Of Rights Of Recovery Against Others To Us** Condition is amended to add the following:

The Insurer waives any right of recovery the Insurer may have against any person or organization because of payments the Insurer makes for injury or damage arising out of:

1. the **Named Insured's** ongoing operations; or
2. **your work** included in the **products-completed operations hazard**.

However, this waiver applies only when the **Named Insured** has agreed in writing to waive such rights of recovery in a written contract or written agreement, and only if such contract or agreement:

1. is in effect or becomes effective during the term of this **Coverage Part**; and
2. was executed prior to the **bodily injury, property damage or personal and advertising injury** giving rise to the claim.

All other terms and conditions of the Policy remain unchanged.

This endorsement, which forms a part of and is for attachment to the Policy issued by the designated Insurers, takes effect on the effective date of said Policy at the hour stated in said Policy, unless another effective date is shown below, and expires concurrently with said Policy.



EXTENDED COVERAGE – BA PLUS – FOR HIRED AND NON-OWNED AUTOS

It is understood and agreed that this endorsement amends the **BUSINESS AUTO COVERAGE FORM** as follows. If any other endorsement attached to this policy amends any provision also amended by this endorsement, then that other endorsement controls with respect to such provision, and the changes made by this endorsement to such provision do not apply.

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I. AMENDMENTS TO LIABILITY COVERAGE

A. Amendments to Who Is An Insured

Under **SECTION II – COVERED AUTOS LIABILITY COVERAGE**, the paragraph entitled **Who Is An Insured** is amended to add the following:

1. Majority Owned Corporations

Any incorporated entity in which you own a majority of the voting stock on the inception date of this Coverage Form is an "insured", but only if such entity is not an "insured" under any other liability "policy" that provides "auto" coverage.

2. Newly Acquired Organizations

Any organization you newly acquire or form during the policy period, other than a limited liability company, partnership or joint venture, and in which you maintain majority ownership interest is an "insured", but only if such organization is not an "insured" under any other liability "policy" that provides "auto" coverage. The insurance afforded by this provision:

- a. Is effective on the date of acquisition or formation of the organization, and applies until:
 - (1) The end of the policy period of this Coverage Form; or
 - (2) The next anniversary of this Coverage Form's inception date,whichever is earlier; and
- b. Does not apply to "bodily injury" or "property damage" caused by an "accident" that occurred before you acquired or formed the organization.

3. Additional Insureds Required By Written Contract

Any person or organization that you are required by written contract to make an additional insured under this insurance is an "insured", but only with respect to that person or organization's legal liability for acts or omissions of a person who qualifies as an "insured" for Liability Coverage under **Section II – Who Is An Insured** of this Coverage Form.

4. Employee-Hired Autos

Any "employee" of yours is an "insured" while operating with your permission an "auto" hired or rented under a contract in that "employee's" name, while performing duties related to the conduct of your business.

With respect to provisions **A.1.** and **A.2.** above, "policy" includes those policies that were in force on the inception date of this Coverage Form, but:

- i. Which are no longer in force; or
- ii. Whose limits have been exhausted.

B. Increased Loss of Earnings Allowance

Under **SECTION II – COVERED AUTOS LIABILITY COVERAGE**, the paragraph entitled **Coverage Extensions** is amended under **Supplementary Payment** subparagraph (4) to delete the \$250 a day limit for loss of earnings and replace it with a \$500 a day limit.

C. Fellow Employee Coverage

Under **SECTION II – COVERED AUTOS LIABILITY COVERAGE**, the paragraph entitled **Exclusions** is amended to delete the exclusion entitled **Fellow Employee**.

II. AMENDMENTS TO PHYSICAL DAMAGE COVERAGE

A. Increased Loss of Use Expense

Under **SECTION III – PHYSICAL DAMAGE COVERAGE**, the paragraph entitled **Coverage Extensions** is amended under **Loss of Use Expenses** to delete the maximum of \$600, and replace it with a maximum of \$800.

B. Broadened Electronic Equipment Coverage

Under **SECTION III – PHYSICAL DAMAGE COVERAGE**, the paragraph entitled **Exclusions** is amended to delete paragraphs **5.a** through **5.d.** in their entirety, and replace them with the following:

- 5. Exclusions **4.c.** and **4.d.** above do not apply to "loss" to any electronic equipment that at the time of "loss" is:
 - a. Permanently installed in or upon a covered "auto", nor to such equipment's antennas or other accessories used with such equipment. A \$100 deductible applies to this provision, and supersedes any otherwise applicable deductible; or
 - b. Designed to be operated solely by use of the power from the "auto's" electrical system and is:
 - (1) Removable from a housing unit which is permanently installed in or upon the covered "auto";
 - (2) An integral part of the same unit housing any electronic equipment described in paragraphs **a.** or **b.(1)** above; or
 - (3) Necessary for the normal operation of the covered "auto" or the monitoring of the covered "auto's" operating system.



III. AMENDMENTS TO BUSINESS AUTO CONDITIONS

A. Knowledge of Accident or Loss

Under **BUSINESS AUTO CONDITIONS**, the **Loss Condition** entitled **Duties In the Event of Accident, Claims, Suit, or Loss** is amended to add the following subparagraph **a.(4)**:

- (4) If your "employees" know of an "accident" or "loss", this will not mean that you have such knowledge until such "accident" or "loss" is known to a natural person Named Insured, to a partner, executive officer, manager or member of a Named Insured, or to an "employee" designated by any of the above to be your insurance manager.

B. Knowledge of Documents

Under **BUSINESS AUTO CONDITIONS**, the **Loss Condition** entitled **Duties In the Event of Accident, Claims, Suit, or Loss** is amended to add the following subparagraph **b.(6)**:

- (6) If your "employees" know of documents concerning a claim or "suit", this will not mean that you have such knowledge until such documents are known to a natural person Named Insured, to a partner, executive officer, manager or member of a Named Insured, or to an "employee" designated by any of the above to be your insurance manager.

C. Waiver of Subrogation

Under **BUSINESS AUTO CONDITIONS**, the **Loss Condition** entitled **Transfer Of Rights Of Recovery Against Others To Us** is amended to add the following:

We waive any right of recovery we may have, because of payments we make for injury or damage, against any person or organization for whom or which you are required by written contract or agreement to obtain this waiver from us.

This injury or damage must arise out of your activities under a contract with that person or organization.

You must agree to that requirement prior to an "accident" or "loss."

D. Unintentional Failure To Disclose Hazards

Under **BUSINESS AUTO CONDITIONS**, the **General Condition** entitled **Concealment, Misrepresentation or Fraud** is amended to add the following:

Your failure to disclose all hazards existing on the inception date of this Coverage Form shall not prejudice you with respect to the coverage provided by this insurance, provided such failure or omission is not intentional.

E. Primary and Non-Contributory When Required By Contract

Under **BUSINESS AUTO CONDITIONS**, the **General Condition** entitled **Other Insurance** is amended to add the following:

Notwithstanding provisions **5.a.** through **5.d.** above, the coverage provided by this Coverage Form shall be on a primary and non-contributory basis when required to be so by a written contract entered into prior to "accident" or "loss."

IV. AMENDMENTS TO DEFINITIONS

A. Broadened Bodily Injury

Under **DEFINITIONS**, the definition of "bodily injury" is deleted and replaced by the following:

"Bodily injury" means physical injury, sickness or disease sustained by a person, including death, mental anguish or mental injury sustained by that person which results as a consequence of the physical injury, sickness or disease.

All other terms and conditions of the Policy remain unchanged.



Workers Compensation And Employers Liability Insurance Policy Endorsement

BLANKET WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS

This endorsement changes the policy to which it is attached.

It is agreed that **Part One - Workers' Compensation Insurance G. Recovery From Others** and **Part Two - Employers' Liability Insurance H. Recovery From Others** are amended by adding the following:

We will not enforce our right to recover against persons or organizations. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

PREMIUM CHARGE - Refer to the Schedule of Operations

The charge will be an amount to which you and we agree that is a percentage of the total standard premium for California exposure. The amount is 2%.

All other terms and conditions of the policy remain unchanged.

This endorsement, which forms a part of and is for attachment to the policy issued by the designated Insurers, takes effect on the Policy Effective Date of said policy at the hour stated in said policy, unless another effective date (the Endorsement Effective Date) is shown below, and expires concurrently with said policy unless another expiration date is shown below.

Form No: G-19160-B (11-1997)
Endorsement Effective Date:
Endorsement No: 2; Page: 1 of 1
Underwriting Company: American Casualty Company of Reading, Pennsylvania

Endorsement Expiration Date:

Policy No: WC 6072390520
Policy Effective Date:
07/01/2023



WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule.

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

Any person or organization for which the employer has agreed by written contract, executed prior to loss, may execute a waiver of subrogation. However, for purposes of work performed by the employer in Missouri, this waiver of subrogation does not apply to any construction group of classifications as designated by the waiver of right to recover from others (subrogation) rule in our manual.

Schedule

Any Person or Organization on whose behalf you are required to obtain this waiver of our right to recover from under a written contract or agreement.

The premium charge for the endorsement is reflected in the Schedule of Operations.

All other terms and conditions of the policy remain unchanged.

This endorsement, which forms a part of and is for attachment to the policy issued by the designated Insurers, takes effect on the Policy Effective Date of said policy at the hour stated in said policy, unless another effective date (the Endorsement Effective Date) is shown below, and expires concurrently with said policy unless another expiration date is shown below.

Form No: WC 00 03 13 (04-1984)

Endorsement Effective Date:

Endorsement No: 4; Page: 1 of 1

Underwriting Company: Continental Casualty Company

Endorsement Expiration Date:

Policy No: WC 6072390534

Policy Effective Date:

07/01/2023



TEXAS WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

This endorsement applies only to the insurance provided by the policy because Texas is shown in Item 3.A. of the Information Page.

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule, but this waiver applies only with respect to bodily injury arising out of the operations described in the Schedule where you are required by a written contract to obtain this waiver from us.

This endorsement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

The premium for this endorsement is shown in the Schedule.

Schedule

1. ☐ Specific Waiver

Name of person or organization

☒ Blanket Waiver

Any person or organization for whom the Named Insured has agreed by written contract to furnish this waiver.

2. Operations: All Texas Operations

3. Premium:

The premium charge for this endorsement shall be 2% percent of the premium developed on payroll in connection with work performed for the above person(s) or organization(s) arising out of the operations described.

4. Advance Premium: Refer to Schedule of Operations

All other terms and conditions of the policy remain unchanged.

This endorsement, which forms a part of and is for attachment to the policy issued by the designated Insurers, takes effect on the Policy Effective Date of said policy at the hour stated in said policy, unless another effective date (the Endorsement Effective Date) is shown below, and expires concurrently with said policy unless another expiration date is shown below.

Professional Fees and Guarantee

Professional Services

Our professional fixed fee covers all CPS HR services and deliverables associated with a **Full Recruitment** (Phases I, II, and III) process. We are also providing the fees associated for **Partial** (Phases I and II) and **Outreach only services**.

Travel expenses for candidates who are invited forward in the interview process are not included.

Professional Fixed Fees*	
Professional Services for Outreach Only	\$10,000
Professional Services for Partial Recruitment	\$20,000
Professional Services for Full Recruitment	\$30,000

**Professional fees for a Partial and Full recruitment would be billed and paid monthly. Professional fees for an Outreach/Advertising project will be billed and paid in full after the completion of the project.*

One-Year Service Guarantee

If the employment of the candidate selected and appointed by the Town as a result of a **full executive recruitment (Phases I, II, and III)** comes to an end before the completion of the first year of service, CPS HR will provide the Town with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The Town would be responsible only for expenses such as re-advertising, consultant travel, additional background checks, etc. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial or an outreach only recruitment effort.



We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the Town of Lexington in this important endeavor.

Proposal

APRIL 18, 2024

RFQ #24-61



Executive Recruiting Consultant

**Town of Lexington,
Massachusetts**

Submitted by:

MICHELE MORAWSKI

ASSISTANT DIRECTOR, CLIENT SERVICES

630 DUNDEE ROAD, SUITE 225

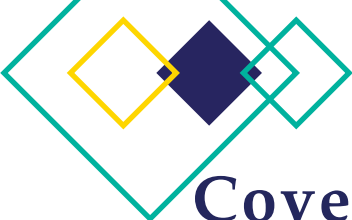
NORTHBROOK, IL 60062

224.415.3791

mmorawski@govhrusa.com

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Cover Letter



April 18, 2024

Kim Katzenback, Executive Clerk
Select Board Office
Lexington Town Office Building
1625 Massachusetts Avenue
Lexington, MA 02420

RE: PROPOSAL FOR EXECUTIVE RECRUITING CONSULTANT

Dear Ms. Katzenback,

Thank you for the opportunity to provide you with a proposal for the Town Manager's recruitment and selection process for the Town of Lexington ("Town"). Our proposal provides the Town with firm qualifications, key experience, a detailed work plan and timeline, and associated fees to provide services that exceed expectations. We provide a tailored, personal approach to executive recruitment and selection and can adapt to your specific requirements for the position.

We have some very exciting news to share. GovHR USA (GovHR) has recently been acquired by MGT of America Consulting, LLC (MGT). MGT is a nationally respected leader in public sector management consulting and technology services with a long track record supporting state, local, and education clients. GovHR and MGT are joining forces to take the next step in offering integrated solutions that can accelerate our most important shared goal: dramatically improving lives by **advancing and lifting up the communities we serve**.

Our consultants have worked in all areas of local government leadership, including city/county management, human resources, public safety, finance, public works, parks and recreation, and utilities. This combined hands-on knowledge and experience has made MGT and GovHR proven leaders in public sector consulting.

MGT CONTACT INFORMATION

MGT HEADQUARTERS	MGT of America Consulting, LLC 4320 West Kennedy Boulevard Tampa, Florida 33609 P: 813.327.4717 www.mgtconsulting.com FEIN: 81-0890071
PROPOSAL CONTACT	Michele Morawski, Assistant Director, Client Services 630 Dundee Road, Suite 225 Northbrook, Illinois 60062 224.415.3791 mmorawski@govhrusa.com

Thank you for the opportunity to submit a proposal to the Town of Lexington. Should you have questions on any aspect of this proposal, please contact **Michele Morawski** at **224.415.3791** or **mmorawski@govhrusa.com**.

Regards,

Patrick J. Dyer, Vice President, *Authorized to bind the firm*



Firm Profile

We impact the communities we serve – for good.

MGT began operations in 1974 as a public-sector research firm. Since then, we have significantly expanded our consulting capabilities and client offerings. Today, we are a national consulting firm specializing in ***assisting clients to operate more efficiently and effectively.***

MGT has acquired a keen understanding of the structures, operations, and issues facing public entities. This understanding comes from **nearly 50 years** of experience providing innovative yet practical solutions to public sector clients. We provide objective, creative, expert services in the areas of human capital, finance, technology, programming, and planning. We draw on the expertise of our highly qualified staff, most of whom have had prior careers at city-, county-, and state-level government offices. This insider's knowledge of government operations and structure gives MGT a competitive advantage and an ability to hit the ground running from the very start of a project.

MGT has successfully worked with clients on **more than 30,000 projects** to help them adapt to change while maintaining the vision and direction toward their short- and long-term goals. With the recent combination of GovHR, our firm includes **more than 600 professionals and administrative staff** to support our clients' success.

Our Commitment

MGT embraces the most complex challenges with deep commitment, agility, and local expertise to make a measurable and profound social impact. Simply stated, our promise is:

We improve lives by advancing and lifting up your community.

This purpose reflects the company's strong social conscience and service ethic that forms the core of the MGT "Why." MGT models this philosophy by systematically seeking out the highest-impact projects and relationships, encouraging community involvement, and investing in a collaborative and rewarding world-class work environment for employees.

Part of our success is based on our ***promise to be flexible and responsive.*** We are acutely aware of the political, economic, social, and technological factors that impact today's public sector clients. MGT is structured into several primary consulting divisions to support these needs. **We are pleased to have the Government Consulting Experts within the MGT Performance Solutions Group responsible for leading the completion of this project.**



MGT FIRM AT A
GLANCE

Name: MGT of America Consulting, LLC (MGT)

Founded: 1974

Locations: Headquarters in Tampa, Florida; branch offices nationwide

Staff: 600+ consultants across the country

Structure: Privately held and client-driven

Cooperative Contracts:

Allied States Cooperative (ASC) #23-7449
The Interlocal Purchasing System (TIPS)
#220601

Lines of Business: Government Consulting; Education and Financial Solutions; Diversity and Inclusion; Human Capital; Cybersecurity and Technology

Performance Solutions

The MGT Performance Solutions team has an impressive track record of providing **customized solutions, objective research, creative recommendations, and quality products** that respond to each client's unique needs and time requirements. GovHR is now a part of MGT's Performance Solutions Team.

GovHR USA

GovHR was originally formed as Voorhees Associates in 2009, changed its name to GovHR USA in 2013, and joined MGT (**the nation's leading social impact firm**) in 2023. GovHR provides public management consulting services to local government clients and other public-sector entities nationwide. GovHR offers customized executive recruitment services, management studies, and consulting projects for local government and organizations that work with local government. Additionally, GovHR's GovTempsUSA division provides interim staffing solutions to keep operations moving during recruitment.

GovHR's consultants are experienced executive recruiters who have conducted **over 1,250 recruitments** working with cities, counties, special districts, and other governmental entities of all sizes throughout the country. They have held leadership positions within local government, giving them an understanding of the complexities and challenges facing today's public sector leaders.

GOVHR'S LEADERSHIP



Heidi Voorhees

(847) 380-3240

HVoorhees@GovHRusa.com

Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients being repeat clients, attesting to the high quality of work performed for them. In addition to her 22 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including 10 years as Village Manager for the Village of Wilmette, Illinois.



Joellen Cademartori

(847) 380-3238

JCademartori@GovHRusa.com

Ms. Cademartori is a seasoned manager with expertise in public-sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meetings to Council-Manager. She has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

The Social Impact of MGT's Work

Impacting Communities. For Good.



Defined by Our Impact

We understand the goals of the Town of Lexington and how this search process will ensure a diverse pool of highly qualified candidates for the Town.

The MGT team empowers organizations to enhance their teams through innovations in people, processes, and technology to **lift and strengthen their human resources solutions.**

Recruiting a skilled Town Manager is important for Lexington's continued success and growth. This leader will provide strategic vision and leadership in crucial areas such as economic development, infrastructure, and public services. A qualified manager will ensure that the Select Board's vision is translated into concrete plans, leading to efficient operations and a prosperous community. The ideal candidate will also foster a collaborative and inclusive environment, leveraging the collective wisdom of residents, businesses, and town departments to tackle challenges and seize opportunities. They will ensure financial stability and sustainability by navigating complex financial landscapes and prioritizing investments aligned with Lexington's goals. ***The Town Manager will play a vital role in building upon Lexington's rich legacy while embracing innovation and progress that benefits all residents.***

MGT's Primary Consulting Divisions

Our firm includes **more than 600 professionals and administrative staff** to support our clients' success. MGT is structured into the following primary consulting divisions and various internal infrastructure groups to support our operations and growth.



Performance Solutions

Our Performance Solutions team provides world-class financial, human capital, and equity solutions which enable clients to fully realize the potential of their most valuable resources. Our team excels at fiscal management and operational efficiency assessments that help clients make data-driven decisions, anticipate workforce issues, and integrate technologies to empower our clients to generate critical income and elevate enterprise performance objectives.



Education Solutions

Our Education Solutions originate in our commitment to ensuring that every student has access to a high-quality education as they discover and realize their profound potential.

From pre-K-12 to higher education, we partner with schools, districts, state agencies, and colleges and universities to deliver performance improvement and innovation, and transformation planning and implementation.



Technology Solutions

Our Technology Solutions business supports state, local, education, and private companies as they seek to improve and protect their network infrastructure and data for greater resiliency. We offer world-class IT infrastructure management, cyber security, and strategic IT professional staffing. Our deep engineering expertise is foundational to all MGT's technology solutions.

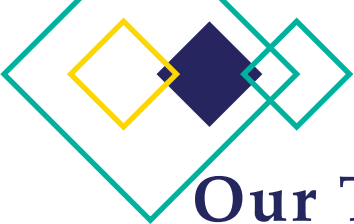
Why Choose MGT/GovHR?

- ✓ **Unparalleled Expertise and Level of Service.** With executive recruitment experience in 44 states and communities ranging in population from 1,000 to 3,000,000, we are a leader in the field of local government recruitment and selection. More than 40% of our clients are repeat clients, and 94% of surveys show our overall performance rating as **Outstanding** – indicating a plan to use our services and/or highly recommend us in the future.
- ✓ **Delivering the Best.** We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process includes extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensuring successful recruitment for the Town. We will provide important information to potential candidates by developing a high-quality, thorough Recruitment Brochure reflecting the knowledge we will have about your community and your organization. Before we recommend a candidate to you, **we ask probing questions** that will verify their expertise during video interviews, reference calls, and news and social media searches.
- ✓ **A Partner from Start to Finish.** We are your partners in this important process. We welcome you to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on various approaches for meeting your recruiting needs, including evaluating internal candidates, identifying non-traditional candidates who meet your recruitment requirements, succession planning, and mentoring options. We are committed to working with you until you find the best candidate for your position.
- ✓ **Services for Any Budget and Any Search.** We strive to meet the specific needs of our clients by offering several options for recruitment services to meet your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe **best fits your needs**.



"We were very impressed by how efficient they worked, their methodology, their insight, and their professionalism."

I would highly recommend MGT and hope to do business with them again for our next study."



Our Team

The success of a consulting engagement is founded on the qualifications of the project team and the way in which it is structured and managed.

MGT employs a team of professionals with backgrounds in local government and the not-for-profit sector. With the Town's staffing needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced consultant, Mike Jaillet. He will act as your project manager and primary point of contact for this project. His biography is attached as **Appendix A**.

Project Manager & Main Point of Contact



MICHAEL A. JAILLET

Vice President

847-380-3240 x137

mjaillet@govhrusa.com

Mr. Jaillet is currently working on the recruitment for the Executive Director of the Northeastern Connecticut Council of Governments and has the time necessary to devote to the Town's search process for its next Town Manager. Mr. Jaillet will be assisted by a GovHR home office Recruitment Coordinator and a Reference Specialist.

Proposal Inquiries



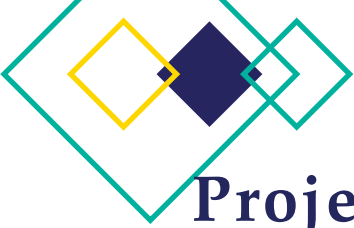
MICHELE MORAWSKI

Assistant Director

Client Services

224.415.3791

MMorawski@GovHRusa.com



Project Approach & Methodology

A detailed plan specifically designed for you.

Project Understanding

Lexington, Massachusetts, is an historic town with a population of over 34,000. It features excellent schools and a focus on sustainability. Beyond its rich Revolutionary War history, Lexington offers a diverse and welcoming community with a mix of residential areas, commerce, and industry. Our comprehensive scope of work includes collaborating with the Select Board to define the ideal candidate profile, crafting a compelling Town description, and developing a strategic advertising plan. We will facilitate community engagement to understand the desired qualities of the new leader and leverage our network to attract a diverse pool of highly qualified applicants. Our services extend to screening applications, conducting interviews, and facilitating reference checks to ensure a smooth and successful hiring process.



MGT: EXPERTS IN RECRUITING

"The coordination by the consultant helped to alleviate the workload of internal staff. Consultant was willing to customize the process based on the City's needs."

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search.

Our clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

MGT Client Satisfaction Components



Proposed Work Plan

PHASE 1 POSITION ASSESSMENT, POSITION ANNOUNCEMENT, & BROCHURE

Activities

MGT treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to successful recruitment. We gain this insight and information through meetings (one-on-one and in small groups), surveys, and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

INFORMATION GATHERING

- ◆ One-on-one or group interviews with stakeholders identified by the Town.
- ◆ Community forums (in-person or via video) can be used to gather input and feedback.
- ◆ Surveys can be used for department personnel and/or the community to gather feedback.
- ◆ Conversations/interviews with department heads.

A combination of the items listed above can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$150/hour plus actual expenses if incurred). One organizational survey is included. A Community Survey can be conducted for \$2,500. Community Forums are conducted as an optional service.

Development of a **POSITION ANNOUNCEMENT** to be placed on websites and social media.

Development of a thorough **RECRUITMENT BROCHURE** for the Town's review and approval.

Agreement on a detailed **RECRUITMENT TIMETABLE** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to the appointment of the finalist candidate.

PHASE 2 ADVERTISING, CANDIDATE RECRUITMENT, & OUTREACH

Activities

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. Our website is well known in the local government industry – we typically have 17,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 8,000 subscribers.

Phase 2 will include the following:

- ◆ MGT consultants will personally identify and contact potential candidates.
- ◆ Develop a database of potential candidates from across the country unique to the position and to the Town, focusing on:

- Leadership and management skills.
- Size of organization.
- Experience in addressing challenges and opportunities also outlined in Phase 1.
- The database will range from several hundred to thousands of names. An email campaign will be sent to each potential candidate.
- ♦ Placement of the Position Announcement:
 - Public sector online Career Centers.
 - **Social media:** LinkedIn (posted on MGT Executives LinkedIn news feeds to reach over 50,000 connections), Facebook, and Instagram.
 - MGT will provide the Town with a list of advertising options for approval.

PHASE 3 CANDIDATE EVALUATION & SCREENING

Activities

Phase 3 will include the following steps:

- ♦ Review and evaluation of candidates' credentials with consideration to the criteria outlined in the Recruitment Brochure.
- ♦ Candidates will be narrowed down to those that meet the qualification criteria.
- ♦ Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience.
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate.
 - References provided by the candidate are contacted.
 - Internet/Social Media search conducted on each finalist candidate.

All resumes will be acknowledged and inquiries from candidates will be personally handled by MGT, ensuring the Town's process is professional and well regarded by all who participate.

PHASE 4 PRESENTATION OF RECOMMENDED CANDIDATES

Activities

Phase 4 will include the following steps:

- ♦ MGT will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- ♦ MGT will provide an electronic recruitment portfolio which contains the candidates' materials along with a "mini" resume for each candidate so that credentials are presented in a uniform way.
- ♦ The Town will receive a log of all applicants and may review resumes if requested.
- ♦ Report will arrive in advance of the Recruitment Report Presentation.

MGT will meet with the Town to review the recruitment report and provide additional information on the candidates.

PHASE 5 INTERVIEWING PROCESS & BACKGROUND SCREENING

Activities

Phase 5 will include MGT completing the following steps:

- ◆ Develop the first and second round interview questions for the Town’s review and comment.
- ◆ Coordinate candidate travel and accommodations.
- ◆ Provide the Town with an electronic file that includes:
 - Candidates’ credentials.
 - Set of questions with room for interviewers to make notes.
 - Evaluation sheets to assist interviewers in assessing the candidate’s skills and abilities.

Background screening will be conducted along with additional references contacted:

MGT BACKGROUND SCREENING

- | | |
|--|---|
| ✓ Social Security Trace & Verification | ✓ County/Statewide Criminal |
| ✓ US Federal Criminal Search | ✓ Civil Search |
| ✓ Enhanced Verified National Criminal | ✓ Bankruptcy, Leans, and Judgements |
| – National Sex Offender Registry | ✓ Motor Vehicle Record |
| – Most Wanted Lists: Federal Bureau of Investigation (FBI), Drug Enforcement Agency (DEA), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Interpol | ✓ Education Verification – All Degrees Earned |
| – Office of Foreign Assets Control (OFAC) Terrorist Database Search | Optional: Credit Report – Transunion with score (based on position and state laws) |
| – Office of the Inspector General (OIG), General Services Administration (GSA), System for Award Management (SAM), Food and Drug Administration (FDA) | Optional: |
| – All felonies and misdemeanors reported to the National Database | – Professional License Verification |
| | – Drug Screen |
| | – Employment Verification |

MGT will work with you to develop an interview schedule for the candidates and coordinate travel and accommodations. MGT consultants will be present for all the interviews, serving as a resource and facilitator.

MGT will coordinate a 2-Step Interview process. The first-round interviews will include four to five candidates. The second-round interviews will include two or three candidates. MGT will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- ◆ Tour of the Town’s facilities.
- ◆ Interviews with senior staff.

PHASE 6 APPOINTMENT OF CANDIDATE

Activities

- ♦ MGT will assist you as much as requested with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- ♦ MGT will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Project Timeline

Based on our experience in conducting similar projects, we anticipate the proposed project can be completed within 14 weeks of project initiation as illustrated in **Exhibit 1**.

Exhibit 1. Proposed Schedule

WORK PLAN TASKS	WEEK													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase 1: Position Assessment, Position Announcement, & Brochure														
Phase 2: Advertising, Candidate Recruitment, & Outreach														
Phase 3: Candidate Evaluation & Screening														
Phase 4: Presentation of Recommended Candidates														
Phase 5: Interviewing Process & Background Screening														
Phase 6: Appointment of Candidate														

Commitment to Diversity, Equity, & Inclusion in Recruitments

MGT is a leader in diversity, equity, and inclusion (DEI) consulting services, strategic planning, and organization transformation. MGT's experience working in diverse communities across the United States and working with organizations seeking to change organization culture is critical to the success of all our projects. We have a track record of building awareness, solutions, and direction for systemic change by generating transformative ideas and solutions, information, and practices into operational strategies, which help us stand out in all our projects.

MGT is also one of the original and premier disparity research firms in the country. Disparity studies were the first instance of bringing principles of diversity, equity, and inclusion into the public sector, through the procurement process, and since 1990, **MGT has conducted more than 230 public sector disparity studies**. These studies are designed to improve procurement departments, promote and advance equity, and improve economic outcomes for diverse communities that have been historically marginalized by analyzing policies, practices, and programs to increase the utilization of minority- and women-owned businesses. Clients that have conducted a disparity study are in the unique position to

increase and improve systematic equity through procurement and contracting, which can ultimately promote economic empowerment by creating strong business and employment pipelines in communities of color.

MGT's GovHR also has a long-standing commitment to DEI. Since the firm's inception they have supported, with their time and financial resources, organizations that advance underrepresented populations in local government. These include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government, and CivicPride. Our Team Members have moderated and spoken on DEI topics at the International City and County Management Association conference and state conferences. Our employees and consultants have undergone Implicit Bias Training, and we are frequent speakers on incorporating equity and inclusion into all levels of local government. Additionally, we provide a list of DEI resources on the homepage of the website at GovHRusa.com.

MGT's GovHR has formally partnered with the National Forum for Black Public Administrators' consulting arm, i4x, and in several recruitment and selection processes throughout the country including Toledo, OH; Fort Collins, CO; Ann Arbor, MI; Oakland, MI; and Arlington, TX. Our partnership reflects our mutual commitment to advancing DEI values and increasing the diversity of local government leaders at the highest levels of local government organizations.

MGT/GovHR's Recommendations to **RECRUIT** and Retain Top Talent

RESPONSIVE: ROLL OUT THE WELCOME MAT! Candidates may struggle with relocating for a new position as well as being concerned about the "fit" with a new team. It is important to include costs for your top candidate(s) to travel to your location for the final interview process. Our team will work with you to create a welcoming, informative experience for both you and the candidate(s).

ENCOURAGING: Employee development is a must-have in today's market. Candidates appreciate their employer investing in them as much as they are investing themselves in the job. Consider "up and coming" candidates who may lack one or two preferred skills and assign a mentor or invest in a course to encourage their professional development. A mentor/training program will also help establish a peer-to-peer connection and make them feel more comfortable about the transition to a new job.

COMPETITIVE: Our team will guide you in offering a competitive market rate compensation and competitive benefits package attractive to today's candidates. Competitive employers must include relocation expenses and should consider signing bonuses and temporary housing.

RESOURCEFUL: Review your job description – do you need public sector experience? Are the years' experience you list essential, or can that be preferred? Consider a more resourceful approach when reviewing candidates' experience. Carefully assess requirements such as Certified Public Accountant (CPA), Professional Engineer, and others that will limit your talent pool – consider using the word "ideally" or "preferably."

UNDERSTANDING: These past few years have, without a doubt, changed the work environment. Competitive employers have recognized this and are offering flexible/hybrid/remote work options. Those positions that offer this type of flexibility consistently receive a better candidate response rate.

INNOVATIVE: Think about what is unique and attractive about your community and organization and highlight that in your recruitment efforts. Talk about organizational culture and what your values are with respect to your employees. MGT will assist you in being as innovative as possible in your outreach.

TRANSPARENT: Some states now mandate listing salary ranges in any job advertisements or postings. More and more companies are showing at least a salary range in their postings to promote pay transparency and equity. Post the salary range you will use for hiring – it is public information. If we make it too difficult for candidates to find out the salary, they will move on to the next opportunity.

Our Guarantee – Full Scope Recruitment

MGT is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not select from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond Phase I advertising is requested, the Town will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to the Town.

Upon appointment of a candidate, MGT provides the following guarantee: should the selected and appointed candidate, at the request of the Town or the employee's own determination, leave the employ of the Town within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within six months of the employee's departure.

Litigation Statement

There has been no litigation, major disputes, contract defaults or non-ordinary course of business liens against or involving MGT of America Consulting, LLC. Further, MGT of America Consulting, LLC is not aware of any potential or contemplated actions, disputes, defaults, or liens.

Insurance Certificate



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
7/10/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Alliant Insurance Services, Inc. 32 Old Slip New York NY 10005	CONTACT NAME: Meagan Rago PHONE (A/C, No, Ext): E-MAIL: Meagan.Rago@alliant.com ADDRESS: Meagan.Rago@alliant.com
INSURED TVG MGT Holdings, LP MGT of America Consulting, LLC 4320 West Kennedy Blvd Tampa FL 33609	INSURER(S) AFFORDING COVERAGE INSURER A: Hartford Fire Insurance Compan INSURER B: Trumbull Insurance Company INSURER C: Hartford Casualty Insurance Co INSURER D: Hartford Insurance Group INSURER E: Houston Specialty Ins Co INSURER F: Westfield Specialty Insurance
License#: 812008 MGTCNS-01	NAIC # 19682 27120 29424 914 12936 16992

COVERAGES

CERTIFICATE NUMBER: 315493793

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		10UUNCG6832	5/12/2023	5/12/2024	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COM/PO AGG \$ 2,000,000 \$
B	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		10UENCG6748	5/12/2023	5/12/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Com/Coll Ded \$ 1,000
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		10XHUDL6029	5/12/2023	5/12/2024	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
D	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	<input type="checkbox"/> Y <input checked="" type="checkbox"/> N / A	10WBAR7J14	5/12/2023	5/12/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E F	Professional Liability Cyber/Tech E&O Crime/Fidelity Bond		MEO-HS-0005133-00 ACS1038522	7/9/2023 7/1/2023	5/12/2024 5/12/2024	Limit: \$8M Limit: \$5M/\$6M Limit: \$3M

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Crime/Fidelity Bond: Policy#652517299, Continental Casualty Company, 4/10/23-4/10/24
Policy includes Employee Theft, ERISA and Client's Property.

Evidence of Insurance

CERTIFICATE HOLDER

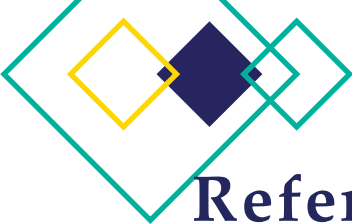
CANCELLATION

Evidence of Insurance	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

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ACORD 25 (2016/03)

The ACORD name and logo are registered marks of ACORD



References

A leader in local government recruitment and selection.

More than one-third of the organizations served by MGT's GovHR have contracted for multiple projects; we feel repeat business is the greatest testament to our commitment to customer service and client satisfaction. We encourage you to contact any of our references to learn of our professionalism, ability to meet timelines, and the expertise of our staff.

BROOKLINE, MA

MELISSA GOFF, DEPUTY TOWN ADMINISTRATOR
333 WASHINGTON STREET, BROOKLINE, MA 02445
617-730-2000 | MGOFF@BROOKLINEMA.GOV

MGT's GovHR provided recruitment and selection services for the following positions:

- ◆ Finance Director, 2022 - Mike Jaillet
- ◆ Assistant Town Administrator - Finance - Virtual, 2022 - Mike Jaillet



WAYLAND, MA

JOHN BUGBEE, ASSISTANT TOWN MANAGER
41 COCHITUATE ROAD, WAYLAND, MA 01778
781-960-5200 | JBUGBEE@WAYLAND.MA.US

MGT's GovHR provided recruitment and selection services for the following position:

- ◆ Town Manager, 2022 - Mike Jaillet



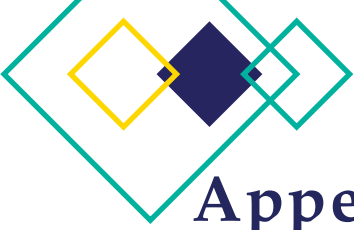
WILLIAMSTOWN, MA

HUGH DALEY, CHAIR TOWN MANAGER SEARCH COMMITTEE
31 NORTH STREET, WILLIAMSTOWN, MA 01267
413-652-1788 | HMD1618033@GMAIL.COM

MGT's GovHR provided recruitment and selection services for the following positions

- ◆ Town Manager, 2022 - Lee Szymborski & Mike Jaillet
- ◆ Town Manager, 2015





Appendix A. Consultant Biography

The biography of our proposed consultant is provided on the following page.

Michael A Jaillet is a Vice President with extensive experience in local governance, operations, staffing, and management both domestic and international.



Since joining GovHR in 2019, Mr. Jaillet has recruited city and town managers and administrators in Maine, Vermont, Massachusetts, Connecticut, and Maryland; and several department heads including chief financial officer, public works director, treasurer/collector, and human resource director. Prior to joining GovHR, Mr. Jaillet had experience filling senior management position multiple times over his 34-year career as a Town Administrator. In retirement, Mr. Jaillet only takes on a couple recruitments at a time, which allows him to be dedicated to each engagement until the position of filled. Working for GovTemps as an Interim Town Manager, Mr. Jaillet was tasked with encouraging, planning, and overseeing the permitting of an affordable housing project, which proposed to develop a senior living facility where 100% of the units were deemed affordable for households earning between 30% and 80% of the area median income.

Mr. Jaillet has over 36 years of local government management experience working in four municipalities in the Boston metropolitan area. He spent most of his career in Westwood, MA, an affluent suburban community where he served as the Town Administrator for 32 years. During his tenure, Mr. Jaillet's range of accomplishments included continuing expansion and updating of services, hiring key executive staff, facility management and maintenance, expanding affordable housing opportunities, fostering economic development, enhancing fiscal stability, and promoting transparent and ethical governance. Mr. Jaillet also served as Administrator for Bellingham, MA for two years; manager and consultant for the City of Boston Assessing Department for over five years; and Planning Analyst for Clinton, MA for one year.

Mr. Jaillet has extensive international experience and interest. After graduating from college, Mr. Jaillet started his career as a Peace Corps Volunteer in Tougan Sous-Prefecture in Burkina Faso, West Africa, where he was a Rural Development Planner and Grantsman for two years. Mr. Jaillet has continued his interest in international development as a member, chair, and vice chair of the International City/County Management Association's (ICMA) International Committee for 20 years. Examples of Mr. Jaillet's International work includes leader of the Advance Team Montenegro Resource City Program; Economic Development Expert volunteer for the Engine ICMA Program in Kyela, Tanzania; CLAIR Fellowship Exchange Delegate representing the ICMA in Japan; Massachusetts Municipal Association Exchange Delegate in Pakistan; Rotary International District 7910 Delegate in KwaZulu Natal, South Africa; and presenter on Citizen Participation in Sweden and Slovakia, on Economic Development in Jamaica, and on Ethics in Mexico.

Mr. Jaillet earned a Master of Arts degree in Economics and a Master of Science in Urban Affairs and Policy Analysis from Southern Illinois University in Edwardsville, Illinois, where he served as a Research Assistant and Marketing Analyst and was awarded the Leo Cohen Award in Urban Management. He earned a Bachelor of Arts degree in Political Science from Southeastern Massachusetts University in Dartmouth, Massachusetts. Mr. Jaillet taught a graduate course in Administrative Strategies for Local Government at the Sawyer School of Management at Suffolk University in Boston, and courses in Economics at Framingham State College, Blackburn College, and Southern Illinois University, where he was nominated for the Teaching Excellence Award.

Professional Education & Certification

Master of Arts in Economics from Southern Illinois University
 Master of Science in Urban Affairs and Policy Analysis from Southern Illinois University
 Bachelor of Arts in Political Science from Southeastern Massachusetts University

Memberships & Affiliations

International City/County Management Association
 Massachusetts Municipal Management Association
 Massachusetts Municipal Association

Professional Development & Speaking Engagements

- Administrative Strategies for Local Government, Suffolk University, Boston, MA (Instructor)
- Economics, Framingham State College, (Instructor)
- Economics, Blackburn College, Carlinville (Instructor)



Michael A Jaillet

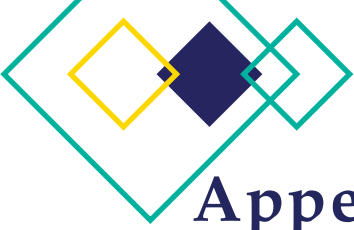


Vice President | GovHR, within MGT's Social Impact Solutions

- Economics, Southern Illinois University, Edwardsville, IL (Instructor/Analyst)

Professional Background

- Town Administrator, Westwood, MA, 1987-2019
- Town Administrator, Bellingham, MA, 1985-1987
- Manager and Consultant, City of Boston Assessing Department, Boston, MA, 1983-1988



Appendix B. Client List

A list of the clients we have had the pleasure of partnering with that complements the Town's recruitment request is provided on the following page.

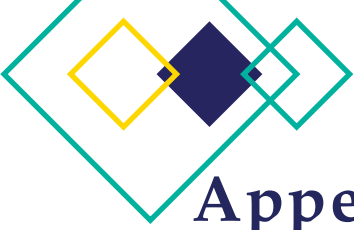
City Management Client List 2018 to Present

State	Client	Position Title	Year	Population
Alaska	Bethel	City Manager	2019	6,500
	Bethel	City Manager	2023	6,500
	Homer	City Manager (Professional Outreach)	2019	5,300
	Seward	City Manager	2019	2,693
Arizona	Buckeye	City Manager	2021	69,744
	Kingman	City Manager	2023	34,669
California	Antioch	City Manager	2024	115,264
Colorado	Dacono	City Manager	2024	6,494
	Englewood	City Manager	2019	34,957
Connecticut	Bloomfield	Town Manager	2024	21,301
	East Hampton	Town Manager	2019	13,000
	Enfield	Town Manager	2018	45,246
	Enfield	Town Manager	2022	45,246
	Granby	Town Manager	2023	11,375
	Manchester	General Manager	2021	59,710
	Meriden	City Manager	2018	60,838
	Simsbury	Town Manager	2023	25,517
Delaware	Newark	City Manager	2018	33,398
Florida	Apopka	City Administrator	2024	55,496
	Lakeland	City Manager	2020	110,000
	Ponce Inlet	Town Manager	2022	3,411
Georgia	Albany	City Manager	2021	77,434
	Decatur	City Manager	2018	25,000
Illinois	Barrington	Village Manager	2018	10,455
	Bloomington	City Manager	2018	78,005
	Centralia	City Manager	2020	13,000
	Crest Hill	City Administrator	2021	21,169
	Crest Hill	City Administrator	2024	21,169
	Decatur	City Manager	2018	76,178
	Decatur	Deputy City Manager	2019	76,178
	DeKalb	City Manager	2018	43,849
	Effingham	City Administrator	2018	12,577
	Forsyth	Village Administrator	2021	3,490
	Fox Lake	Village Administrator	2021	10,550
	Galesburg	City Manager	2022	33,706
	Galesburg	City Manager	2023	33,706
	Geneseo	City Administrator (Virtual)	2019	6,500
	Greenville	City Manager	2021	7,000
	La Grange	Village Manager	2022	15,610
	Lake Barrington	Village Administrator	2022	4,879
	Lake Forest	City Manager	2018	19,375

	Long Grove	Village Manager	2023	8,153
	McHenry	City Administrator	2023	27,135
	Morton Grove	Village Administrator	2024	23,500
	Mundelein	Village Administrator	2020	31,385
	Niles	Village Manager	2021	30,001
	North Chicago	Chief of Staff	2021	30,020
	Northbrook	Village Manager	2021	35,000
	Northfield	Village Manager	2023	5,400
	Oak Brook	Village Manager	2021	8,058
	Oak Park	Village Manager	2021	52,000
	Oak Park Township	Township Manager	2023	51,774
	Orland Park	Village Manager	2019	60,000
	Palos Heights	City Administrator (Virtual)	2021	12,480
	Pingree Grove	Village Manager	2020	10,000
	Pingree Grove	Village Manager	2023	10,000
	Plainfield	Village Administrator	2021	41,734
	Princeton	City Manager	2019	7,700
	River Forest	Village Administrator	2021	11,635
	Rock Island	City Manager	2021	39,684
	Savoy	Village Administrator (Virtual)	2020	8,607
	Schaumburg Township	Township Administrator (Virtual)	2021	140,000
	Shorewood	Village Administrator	2018	17,495
	Sycamore	City Manager (Professional Outreach)	2021	18,557
	Vernon Hills	Village Manager	2021	25,911
	Villa Park	Village Manager	2022	22,038
	Washington	City Administrator	2021	15,700
	Wauconda	Village Administrator	2021	14,125
	Willowbrook	Village Administrator	2019	8,967
Indiana	St. John	Town Manager (Professional Outreach)	2020	18,047
Iowa	Indianola	City Manager	2022	15,833
	Knoxville	City Manager	2021	7,300
	Muscatine	City Administrator	2020	23,819
	Windsor Heights	City Administrator	2023	4,860
	Windsor Heights	City Administrator	2019	4,860
Kentucky	Paducah	City Manager	2021	24,850
	Paris	City Manager	2021	9,846
Maine	Bangor	City Manager	2021	33,039
Maryland	Sykesville	Town Manager	2019	3,941
	Takoma Park	City Manager	2023	17,629
	Westminster	City Administrator	2021	18,522
Massachusetts	Wayland	Town Manager	2022	13,882
	Williamstown	Town Manager	2021	8,400
Michigan	Adrian	City Administrator	2018	20,676
	Adrian	City Administrator	2020	20,676
	Albany	City Manager	2018	8,337
	Charlotte	City Manager	2020	9,100
	Clawson	City Manager	2021	11,946
	Eastpointe	City Manager	2019	32,673

	Ferndale	City Manager	2019	20,428
	Lincoln Park	City Manager	2019	36,665
	Oakland Township	Township Manager	2018	19,132
	Rochester	City Manager	2022	13,017
	Royal Oak	City Manager	2020	59,112
	Troy	City Manager	2018	83,181
	Troy	City Manager	2024	83,181
Minnesota	Becker	City Administrator	2021	4,874
	Blaine	Director of Administrative Services	2024	67,939
	Fairmont	City Administrator	2024	10,477
	Hibbing	City Administrator	2021	15,855
	Lindström	City Administrator	2023	4,888
	Minnetonka	City Manager	2022	53,953
	Scandia	City Administrator	2023	4,149
	St. Joseph	City Administrator	2022	7,342
	St. Louis Park	City Manager	2021	48,662
	Waconia	City Administrator	2021	13,500
Missouri	Ballwin	City Administrator	2020	30,181
	Cape Girardeau	City Manager	2020	38,000
	Ozark	City Administrator	2024	21,284
	South Lyon	City Manager	2018	11,327
	Warrensburg	City Manager	2021	20,200
	Webster Groves	City Manager	2020	22,800
	Wildwood	City Manager	2019	35,524
Nebraska	Nebraska City	City Administrator	2022	7,200
Nevada	Boulder City	City Manager	2021	16,207
New Hampshire	Portsmouth	City Manager	2019	21,796
New York	Mamaroneck (Town)	Town Administrator	2021	29,156
	Mamaroneck (Village)	Village Manager	2018	19,426
	New Rochelle	City Manager	2022	79,067
	Scarsdale	Village Manager	2021	17,837
North Carolina	Albemarle	City Manager	2024	16,404
	Ayden	Town Manager	2023	5,000
North Dakota	Minot	City Manager	2020	45,700
Pennsylvania	Ferguson Township	Township Manager	2022	18,300
	Patton Township	Township Manager	2022	15,801
	South Fayette Township	Township Manager	2018	14,416
Tennessee	Oak Ridge	City Manager	2023	31,402
Texas	Burleson	City Manager	2018	43,960
	Missouri City	City Manager	2022	74,139
Vermont	Winooski	City Manager	2022	7,997
Virginia	Chesapeake	City Manager	2019	245,000
	Newport News	City Manager	2023	181,958
	Portsmouth	City Manager	2020	96,000
	Salem	City Manager	2019	25,643
	Virginia Beach	City Manager	2019	442,707
Washington	Burien	City Manager	2022	52,066
	Duvall	City Administrator (Professional Outreach)	2021	8,090

West Virginia	Bridgeport	City Manager	2019	8,582
	Bridgeport	City Manager	2021	8,582
Wisconsin	Baraboo	City Administrator	2019	12,048
	Beaver Dam	City Administrator	2021	16,291
	Bellevue	Village Administrator	2018	15,524
	Beloit (Town)	Town Administrator	2020	7,083
	Franklin	Director of Administration	2019	36,155
	Harrison	Village Manager	2021	13,185
	Monroe	City Administrator	2020	10,827
	Plymouth	City Administrator/Utilities Manager	2020	8,540
	Rhineland	City Administrator	2018	7,800
	Sheboygan	City Administrator	2023	48,327
	Waukesha	City Administrator	2023	71,158
	Whitewater	City Manager	2022	14,300



Appendix C. Required Forms

The required forms are on the following pages.

TOWN OF LEXINGTON

TAX COMPLIANCE CERTIFICATION

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

4/18/24

(Date) (Signature of individual submitting bid or proposal)

Robert Holloway

(Printed name of person signing bid or proposal)

MGT of America Consulting, LLC

(Name of business)

4320 W. Kennedy Blvd., Suite 200 Tampa, FL 33609

(Business address)

888-302-0899

(Business phone number)

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

TOWN OF LEXINGTON

CERTIFICATE OF CORPORATE AUTHORITY

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

4/18/24

(Date) (Signature of individual submitting bid or proposal)

Robert Holloway, Senior Vice President

(Printed name and title of person signing bid or proposal)

MGT of America Consulting, LLC

(Name of business)

4320 W. Kennedy Blvd., Suite 200 Tampa, FL 33609

(Business address)

888-302-0899

(Business phone number)

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

TOWN OF LEXINGTON

NON-COLLUSION STATEMENT

CONTRACTOR'S CERTIFICATION IN BID/PROPOSAL TO BE ATTACHED TO CONTRACT

Any person submitting a Bid or Proposal for the procurement or disposal of supplies and services to any governmental body shall certify in writing, on the Bid or Proposal, as follows:

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

4/18/24

(Date) (Signature of person signing bid or proposal)

Robert Holloway

(Printed name of person signing bid or proposal)

Senior Vice President

(Title)

MGT of America Consulting, LLC

(Name of Business)

4320 W. Kennedy Blvd., Suite 200 Tampa, FL 33609

(Business address)

888-302-0899

(Business Phone Number)

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

SIGNATURE PAGE

The applicant hereby certifies that:

1. The applicant has not given, offered, or agreed to give any gift, contribution, or offer of employment as an inducement for, or in connection with, the award of contract for these services.
2. No consultant to, or subcontractor for the applicant has given, offered, or agreed to give any gift, contribution or offer of employment to the applicant, or to any other person, corporation, or entity as an inducement for, or in connection with, the award to the consultant or subcontractor of a contract by the applicant.
3. That no person, corporation, or, other entity other than a bona fide full-time employee of the applicant has been retained or hired to solicit for, or in any way assist the applicant in obtaining the contract for services upon an agreement or understanding that such person, corporation, or entity be paid a fee or other compensation contingent upon the award of the contract to the applicant.

I hereby attest with full knowledge of the penalties for perjury, as in accordance with Massachusetts G.L. C.7, S.38E that all information provided in this application for services is correct.

MGT of America Consulting, LLC

Firm


Signee (written)

Robert Holloway

Signee (typed/printed)

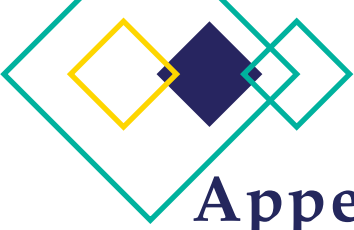
Senior Vice President

Title

4/18/24

Date

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION



Appendix D. Samples



Wayland

MASSACHUSETTS



WAYLAND, MA

TOWN MANAGER

TOWN OF WAYLAND, MASSACHUSETTS

TOWN MANAGER

GovHR USA, LLC is pleased to announce the recruitment and selection process for the inaugural Town Manager for the Town of Wayland, MA ("Wayland" or the "Town"). This brochure provides background information on the Town, as well as the requirements and expected qualifications for the Town Manager position. Additional information about Wayland can be found on the Town's website: <https://www.Wayland.ma.us/>.

Wayland seeks its inaugural Town Manager after transitioning in 2022 from a Town Administrator to Town Manager form of municipal government. The Town strives to hire a collaborative, experienced, and passionate professional for the position. Located in Middlesex County just north of the Massachusetts Turnpike (17 miles from Boston and 28 miles from Worcester), Wayland's total area is 15.9 square miles and contains 6,239 housing units (91% owner occupied and 9% rented). Widely regarded as one of the best places to raise a family in Massachusetts, Wayland offers residents a safe environment, a suburban feel (with about one third of the area devoted to conservation), and an excellent school system (consistently ranked in the top ten in the Commonwealth).



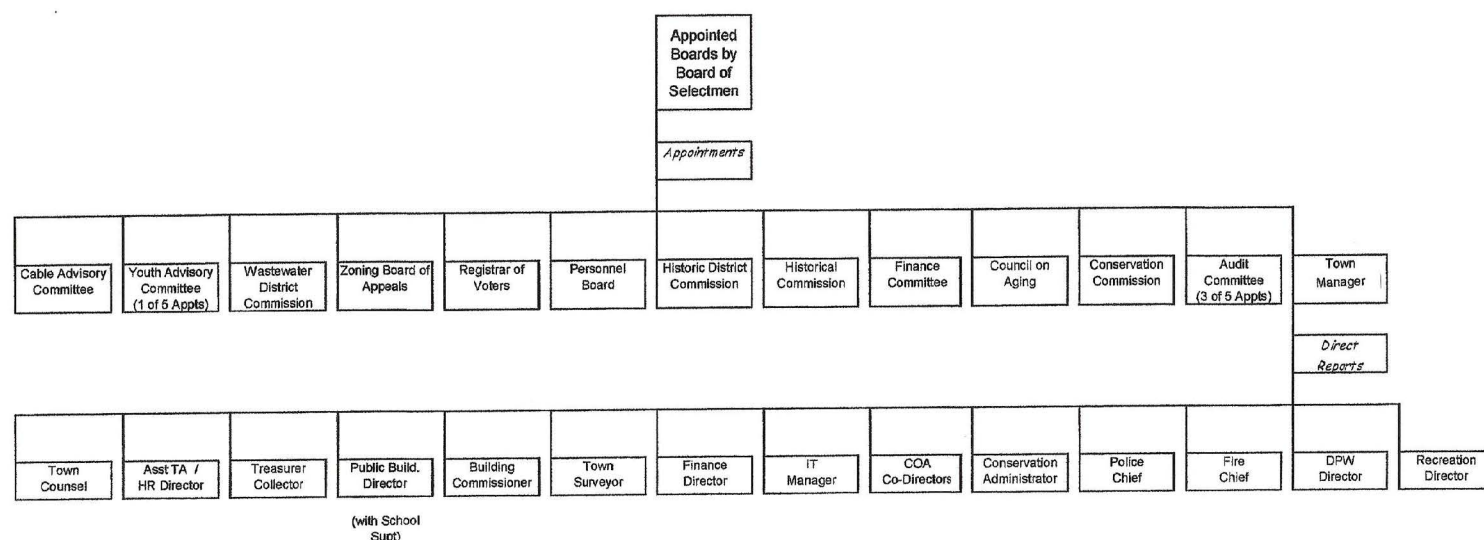
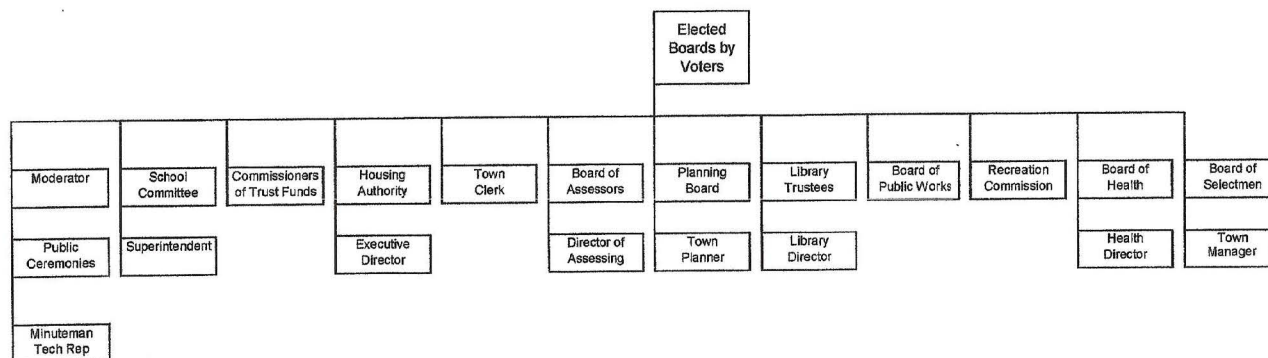
WAYLAND (POP. 13,964)



THE MUNICIPAL ORGANIZATION

Wayland modified its government structure from a Board of Selectman/Town Administrator form to a Select Board/Town Manager composition by and through Governor Baker signing Chapter 33 of the Acts of 2022, "An act creating Select Board-Town Manager form of government in the Town of Wayland" (the "TM/SB Act"). The five-member Select Board, elected to staggered three-year terms, serves as the Chief Executive Officer and chief policy making body. In accordance with Town Code, the Select Board appoints the Town Manager, Town Counsel, and independent auditor, as well as volunteers serving on various committees, boards and commissions. The Select Board develops and promulgates policy directives and regulations for the conduct of Town government. Additional boards in Wayland possess independent authority that is not under the purview of the Select Board.

ORGANIZATIONAL CHART



Open Town Meeting acts as the legislative branch and is comprised of all registered voters of the community in attendance. Town Meeting occurs at least once each year to approve and amend the operating and capital budgets, adopt ordinances and bylaws, amend zoning bylaws, and authorize the purchase or sale of assets and real estate, among other similar articles. Wayland was the first community in Massachusetts to use electronic voting devices at its Town Meeting, which allows for a more accurate and efficient Town Meeting while also preserving a voter's confidentiality.



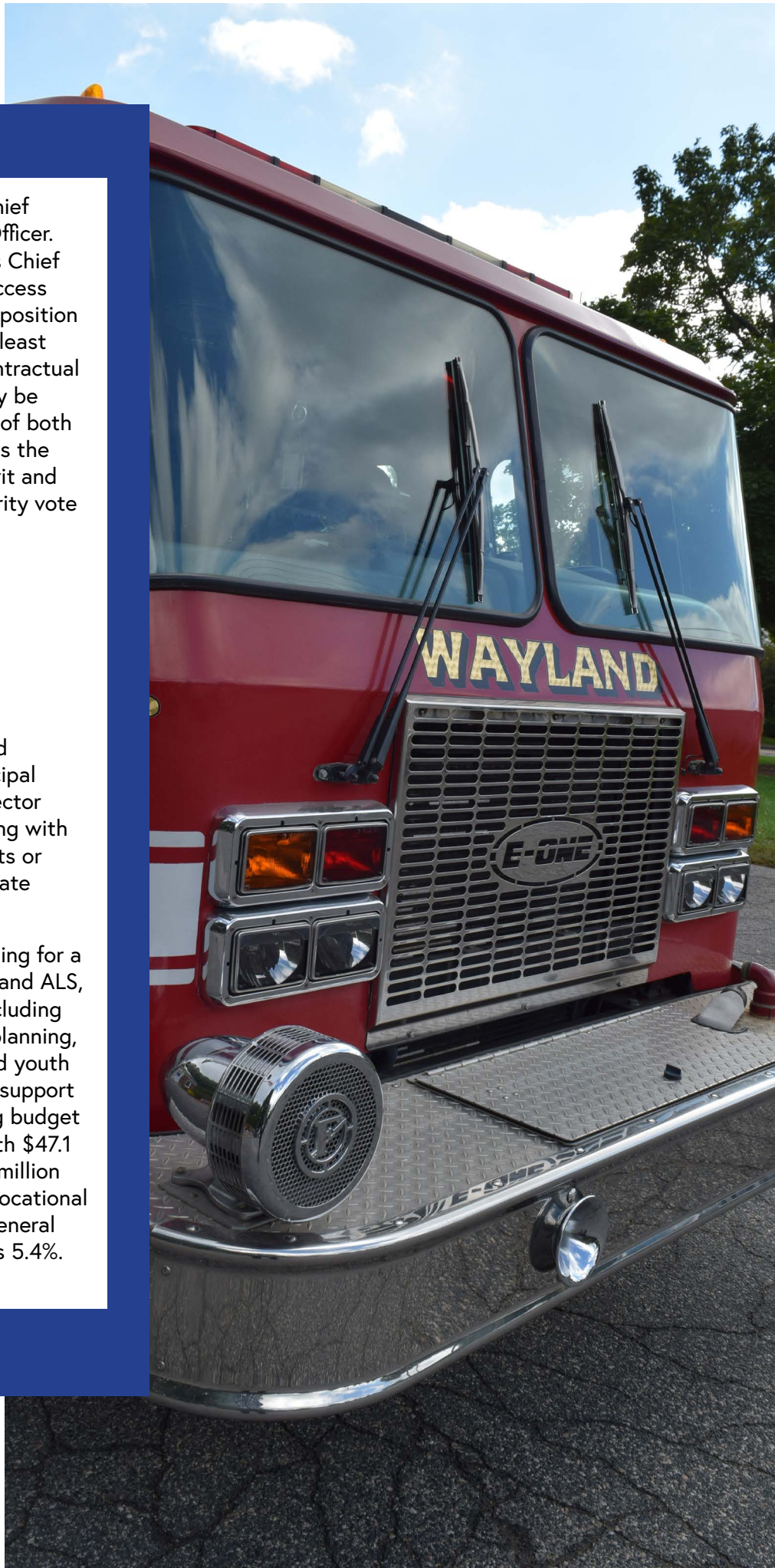
The Town Manager serves in the role of Chief Administrative, Operating, and Financial Officer. The Town Manager also acts as the Town's Chief Procurement Officer and Public Records Access Manager. The Town Manager is a contract position that requires appointment by a vote of at least four members of the Select Board. The contractual three-year term for the Town Manager may be renewed or extended with the agreement of both parties. The Town Manager in turn appoints the following department heads based on merit and fitness, with ratification of at least a majority vote of the Select Board:

- Police Chief
- Fire Chief
- Finance Director, and
- Town Clerk

The Town Manager, after consulting with the relevant Town committees, boards, and commissions, appoints all remaining municipal department heads, except the Library Director and Superintendent of Schools, and working with the appropriate department heads appoints or delegates the appointment of all subordinate municipal staff.

Wayland's municipal budget provides funding for a full range of services including police, fire and ALS, public safety dispatching, public works including water, finance, library, recreation, health, planning, conservation, town counsel, and senior and youth services, among other standard municipal support services. The Total General Fund operating budget appropriation for FY23 is \$92.7 million (with \$47.1 million dedicated to education and \$45.6 million for municipal services, including regional vocational schools). The increase in the FY23 Total General Fund Budgeted from the prior fiscal year is 5.4%.

[Fiscal Year 2023 Budget Summary](#)



OPPORTUNITIES

As Wayland's inaugural Town Manager, this individual will lead the Town's transition to its new form of government. The Town Manager will also establish an organizational culture that values both personal growth and service to the Town. Moreover, the Town seeks a Town Manager who will promote collaboration and synergy among Town departments and Wayland's volunteer-staffed boards, committees, and commissions.

The Select Board identified eight goals for FY23, which inform the various opportunities available to the Town's inaugural Town Manager:

1. Establish effective governance by and through the TM/SB Act;
2. Facilitate the creation of affordable housing per the Town's Housing Production Plan;
3. Complete construction of the Council on Aging/Community Center;
4. Develop a long-range operating and capital financing plan;
5. Advance Wayland's work to be equitable and inclusive;
6. Establish and improve effective communication with Town citizens;
7. Act on climate change; and
8. Facilitate the revitalization of the Route 20 Corridor.

GOALS

Additional information is provided below on some of these goals.

- **The Inaugural Town Manager**

The TM/SB Act was just implemented in 2022, so the appointed individual will be the first Town Manager to ever serve in Wayland. This provides an excellent opportunity to establish how Wayland's municipal government functions going forward. For an innovative, knowledgeable, and creative individual, this is an excellent opportunity to leave one's legacy on a community for years to come. The Select Board, staff, and residents are all supportive and hopeful of the change in the structure of governance and the financial stability of the community means it has the resources to fund the necessary changes.

- **Finance**

Wayland most recently restructured its Finance Department and will develop and approve the budget in accordance with the new processes associated with the SB/TM Act. The Board recently approved the review of Townwide financial policies. [Collins Center Report – Financial Management Structure](#).

- **Affordable Housing**

Wayland has demonstrated a commitment to providing affordable housing and is close to achieving the ten percent affordable housing requirement imposed on every municipality pursuant to Chapter 40B of the Massachusetts General Laws. In June 2022, Wayland obtained state approval of its Housing Production Plan. The safe harbor granted to the Town (from so-called "unfriendly" projects) is set to expire in May 2023. The safe harbor can be extended if the Town completes permitting on a housing plan to produce the units needed to close the gap.





- **Financial Stability**

Wayland is a relatively affluent and financially stable community. The community has supported efforts to set aside reserves and taken head-on some of the more costly issues faced by municipalities. The annual free cash certification is around \$10 million, and the Town has built up \$11 million in stabilization reserves. Beginning in FY23, Wayland began contributing annually to a newly created capital stabilization reserve fund reserve. The Town has also been extremely proactive in its contributory funding of its Other Post-Employment Benefits (OPEB) projected liability and has earned Moody's highest credit rating of Aaa. [Collins Center Report – Financial Policies.](#)

- **Communications**

The Town recently engaged the services of a public relations firm to assist with informing and engaging the residents and town officials in the community. The community and town leadership expressed a desire to improve communications between the town management and residents. The public relations firm will assist the Town Manager and the leadership team to remain informative and transparent as changes in the governance structure and staffing are being contemplated and implemented.

- **Diversity, Equity and Inclusion**

Wayland is becoming increasingly diverse. Residents and Town officials are aware of and committed to the need to understand and pursue a more equitable and inclusive approach to the provision of services and the adoption of policies and procedures. The community is hopeful that the new Town Manager will be able to provide leadership and guidance on the issue of belonging, including the addition of more diversity in the town's workforce.

- **Climate Action Mobilization Plan**

The Board supported the development and formal adoption of the Climate Action Mobilization Plan to reduce community-wide greenhouse gas emissions by 50% from 1990 baseline levels by the year 2030. Wayland budgeted for the hiring of a sustainability manager beginning in FY23.

CHALLENGES

Wayland, like many other employers in the public and private sectors, presently faces obstacles with respect to recruiting and team building. Town staff also consistently strives to improve communication with residents. The 90 approved and funded, yet outstanding, projects also require prioritization and completion while managing the day-to-day roles and responsibilities of municipal government. Additional challenges presently faced by Wayland are discussed in more detail below.

• **Recruiting Staff**

Recruiting and hiring individuals to fill certain positions has been challenging in the short run. The next Town Manager will need to find creative ways to attract and/or develop individuals to fill the staffing vacancies and to find creative ways to retain their services into the future. The Town does have a full-time Human Resources Manager and is working to further streamline numerous approaches to how Wayland adjusts to a post-COVID workplace.

• **Team Building**

Like so many public and private operations, Wayland has experienced a significant turnover in its municipal staff before and after the pandemic. Staff is now made up primarily of individuals either long tenured or new to Wayland. This provides an opportunity to hire and train individuals to work together as a cohesive team to provide services to the community and to resolve cross-functional issues.

• **Approved and Funded Projects**

There are presently about 90 approved and funded projects in various stages of progress and completion. A well-organized individual can score immediate success by moving the projects forward on a prioritized basis. Projects that require assistance getting across the finish line include, but are not limited to:

1. Resolving the PFAS Water Contamination Issue;
2. Renovations to Fire Station 2;
3. Construction of the Council on Aging/ Community Center;
4. Construction of the Loker Grass Athletic Field;
5. Supporting the Massachusetts School Building Assistance (MSBA) invitation to Submit a Statement of Interest; and
6. Implementation of Energy Efficiency Programs.



• **Water**

Levels of PFAS (per- and polyfluoroalkyl substances) wells have been above regulatory limits. The Board of Public Works that serves as the Town's Water Commissioners has been exploring possible resolutions, including joining the Massachusetts Water Resources Authority system.

• **Building Maintenance**

Municipal and School buildings require improved maintenance and investment and upgrades that have been appropriated. The Town will ultimately need an updated plan.

• **Volunteer Adjustment to SB/TM Act**

Wayland is very fortunate to have many involved citizens serving the community as volunteers on board, commissions, and committees. With the passage of the SB/TM Act comes new roles and responsibilities for many town personnel, including Wayland's volunteers on boards and committees. Committee members will need time to adjust to a different set of roles and responsibilities. Consequently, the next Town Manager is encouraged to be a patient listener and willing to find compromise rather than having a rigid, inflexible approach to problem solving.

• **Remote Participation**

Like the leadership Wayland exhibited in its implementation of electronic voting at Town Meeting, the Town is now pursuing a new initiative of remote voting at Town Meeting. The Town is working with its Legislators on the introduction and consideration of a bill to allow communities to incorporate remote participation and voting at Town Meetings.

EDUCATION, SKILLS AND ABILITIES

The successful candidate will have a combination of education and experience that demonstrates an ability to perform the duties and responsibilities of the position, including the following:

- Demonstrated leadership qualities and the ability to establish strong working relationships with staff at all levels of the organization. A leader who is accessible, approachable, and empathetic, and able to motivate staff and who truly understands and takes active interest in the work that is being performed.
- Public sector management experience, preferably as a manager or administrator; municipal experience in an organization of comparable size and complexity; and at least five years of leadership experience.
- Experience with long-range capital improvement planning and financing, and state and federal programs to assist in infrastructure improvements.
- Experience with capital project management, housing affordability, intergovernmental and nonprofit partnerships, and environmentally and financially sustainable development.
- A strong public sector financial background, understanding municipal revenue sources and their impact on municipal budgets and taxpayers. The job requires strong data presentation and business strategy skills, knowledge of internal controls, multiyear budgeting, and understanding trends in technology.
- Commitment and proven ability to attract and retain high-performing, diverse staff at all levels.
- Strong written and oral communication skills necessary to communicate with the entire community using a variety of social media and local media tools.
- A proven record of working collaboratively and effectively with an elected governing body, community leaders, the staff, and residents to move projects forward and achieve goals established by the Town's budget and other planning documents.
- Experience working in a similar full-service town with community relations, financial management, public safety, public works, human resources management (including collective bargaining), community planning, library, recreation management, senior and youth issues, and other support services.
- A bachelor's degree with major course work in public or business administration, finance, economics, political science, public policy, or a related field. A MPA and designation as an ICMA-Credentialed Manager, or completion of the MMA - Suffolk Certificate in Local Government Leadership & Management or the MMA Suffolk Municipal Finance Management Programs is preferred.
- The Town will consider a combination of education and experience that allows for successful performance in this role. The Town's goals include hiring the candidate who is best able to meet the objectives of the position.



QUALITY AND TRAITS

The Town is seeking candidates that have the following qualities and traits:

- A reputation of personal and professional integrity, trustworthiness, and open-mindedness. Leading an organization by example and conducting all personal and professional interactions honestly, fairly, ethically, humbly, and a willingness to admit when wrong.
- Politically savvy, not political, with the maturity, self-confidence, and strength of professional convictions to communicate administrative insights to the Town's boards, committees, staff and other stakeholders. Ability to firmly and diplomatically present professional views and carry out administrative decisions in a timely, and impartial manner.
- Commitment to create a collaborative environment dedicated to teamwork, accountability, and empowerment of department heads through professional input and recommendations, establishing a course to follow with clear expectations, and supporting continuous improvement.
- Ability to identify evolving issues and develop responses, articulate a vision for the organization and to work with a diverse group of stakeholders. Willing to actively listen to new ideas; be innovative and creative when incorporating those ideas into solutions and projects; and be able to communicate effectively with the public.
- Possesses a sense of humor, a positive attitude, and the ability to be flexible with the Town's stakeholders. Someone who follows through and does the right thing for the right reasons.



SALARY AND APPLICATION

The Town of Wayland offers competitive compensation and a comprehensive benefits package for the Town Manager position. Starting annual salary for the position is \$175,000 to \$225,000 +/- DOQ. Please submit résumé, cover letter, and contact information for five professional references by October 28, 2022, online to Michael Jaillet, Vice President, GovHR USA, LLC – www.GovHRjobs.com. Questions may be directed to Michael Jaillet at 781-760-3658 or mjaillet@govhrusa.com. The Town of Wayland is an Equal Opportunity Employer.



EXECUTIVE RECRUITMENT
www.GovHRUSA.com



MGT

Proposal

APRIL 18, 2024

RFQ #24-61



Executive Recruiting Consultant

**Town of Lexington,
Massachusetts**

Submitted by:

MICHELE MORAWSKI

ASSISTANT DIRECTOR, CLIENT SERVICES

630 DUNDEE ROAD, SUITE 225

NORTHBROOK, IL 60062

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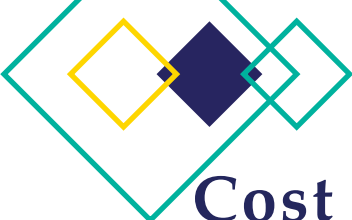
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Cost Proposal

Defined by Impact. Driven by People.

Dedicated to the Community.

We take pride in customizing our client's needs and will work with you to ensure our fees align with your expectations and budget.

Full Scope Recruitment

Summary of Costs	Price
Recruitment Fee	\$21,500
Recruitment Expenses (not to exceed) Expenses include candidate due diligence efforts	\$1,500
Advertising <i>*Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, the Client is only billed for the actual cost.</i>	\$2,500*
TOTAL:	\$25,500**

***If the consultant is requested to travel to the client, we estimate travel costs to be approximately \$100 per trip. Only actual expenses will be billed to the Town for reimbursement.*

Possible in-person meetings could include:

- ♦ Recruitment brochure interview process
- ♦ Presentation of recommended candidate
- ♦ Interview Process

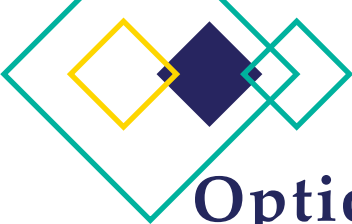
Any additional consultant visits requested by the Town (beyond the three visits listed above) will be billed at \$150/hour. The additional visits may also result in an increase in the travel expenses billed.

*This fee does not include travel and accommodation for candidates interviewed.

Payment for Fees & Services

- ♦ **1st Invoice:** Contract Award (40% of the Recruitment Fee).
- ♦ **2nd Invoice:** Presentation of Candidates (40% of the Recruitment Fee & expenses incurred to date).
- ♦ **Final Invoice:** Completion of Recruitment (20% of the Recruitment Fee plus all remaining expenses).

Payment of invoices is due within thirty (30) days of receipt.



Optional Assessment Center

Qualified Assessors to Identify Your Needs.

If requested, as part of the selection process, MGT will perform an Assessment Center for candidates selected for interview. An Assessment Center is a useful tool for identifying and evaluating the strengths, areas for improvement, skills, and abilities of the candidates. MGT consultants will prepare all the related documents and scoring sheets for any three of the following exercises to be completed on the day of the Assessment Center:

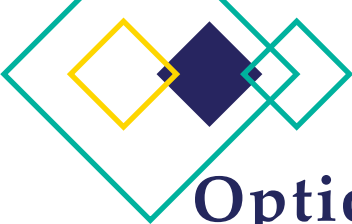
- ◆ In-Basket Exercise
- ◆ Written/Oral Presentation Exercise
- ◆ Leaderless Group Exercise
- ◆ Structured Interview
- ◆ Budget Analysis Exercise
- ◆ Personnel Issues Exercise
- ◆ Other exercise of the Town's choosing

Optional Assessment Center Fee: **\$8,500***

**The fee assumes the Assessment Center will be held on one day and be limited to no more than five candidates. For each additional candidate, the fee will increase by \$750.*

The fee includes the preparation of the Assessment Center material and a written report outlining the findings of the Assessment Center as reported by the Assessors. We will assist the Town in selecting three professionals from outside the organization to serve as Assessors in evaluating each candidate's strengths and weaknesses. The Town will be responsible for paying a \$750 stipend to each Assessor (and possible mileage or other transportation costs for the assessors).

The fee does not include lodging, travel, and meal expenses for the MGT facilitator(s) to be on-site for the Assessment Center. Actual expenses will be billed in addition to the fee. If the Town chooses to add the Assessment Center option, the fees and expenses for this will be billed separately.



Optional Services

The Nation's Recruitment Leader.

Having a solid plan in place is the only way to reach your long-term vision and goals, and we want to see you thrive. Our variety of services can be personalized to make the most of your strengths and give you an extra layer of support where you need it. We offer the following additional service offerings:

GOVTEMPSUSA

Need an Interim? GovTempsUSA, a division of MGT, specializes in the temporary placement of positions in local government. The firm offers short-term assignments in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their careers.

RECORDED ONE-WAY VIDEO INTERVIEW OF CANDIDATES

Candidates we recommend for your consideration can complete a one-way video interview with three to five questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview at a cost of \$100 per candidate.

LEADERSHIP/PERSONALITY TESTING

MGT has experience working with various leadership and personality assessment tools, depending on the qualities and experiences the Town is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC, and others. Depending on the evaluation type, selected fees can range between \$100 to \$500 per candidate.

360° EVALUATION

As a service to the Town, we offer the option of providing you with a proposal for a 360° performance evaluation for the appointed position six months into their employment. This evaluation will include seeking feedback from elected officials, department directors, and any other stakeholder the Town feels would be relevant and beneficial. This input will be obtained on a confidential basis, with comments known only to the consultant. If you are interested in this option, MGT will prepare a proposal for this service.



MGT

**RESPONSE TO REQUEST FOR QUOTE
TOWN OF LEXINGTON, MASSACHUSETTS
TOWN MANAGER RECRUITMENT
APRIL 2024**

**Prepared by:
Municipal Resources, Inc.
66 Main Street, Suite B
Plymouth, NH 03264
603-279-0352
all@mrigov.com**

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Required Documents	Attachment C

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Portsmouth, NH 03801



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www.mrigov.com

LETTER OF INTEREST

April 18, 2024

Select Board Office
Lexington Town Office Building
1625 Massachusetts avenue
Lexington, MA 02420

Municipal Resources, Inc. ("MRI") is pleased to submit this response to your request for a quote to work with the Town of Lexington, MA in the recruitment and selection of an exceptional candidate for the position of Town Manager. We had the pleasure of assisting the Town in its recruitment and selection of Mr. Malloy in 2018 and we'd be honored to assist the Town of Lexington once again in the recruitment process.

With more than 30 years of experience with public sector executive recruitments, our record for helping municipalities identify and select candidates with the right "fit" is impressive. By investing time and energy to learn about the specific challenges of the job and understand the personality of the community, we can identify candidates with the right blend of management skill, leadership style, values, philosophy, and approach to ensure a "fit" for success and long tenure. Because the scope of services offered by MRI across the region and our many contacts, particularly in New England, MRI can leverage those contacts to directly recruit quality candidates.

Although a full client list is attached, the following are a number of communities that you'll be sure to recognize:

- | | |
|---|--|
| <ul style="list-style-type: none">➤ Berlin, MA – Town Manager➤ Blackstone, MA – Town Administrator➤ Middleton, MA – Town Administrator➤ North Andover, MA – Town Manager➤ Northborough, MA – Town Administrator | <ul style="list-style-type: none">➤ Sherborn, MA – Town Administrator➤ Somerset, MA – Town Administrator➤ Southwick, MA – Chief Administrator Officer➤ Westborough, MA – Town Manager➤ Westford, MA – Town Manager |
|---|--|



UNIQUE SERVICES IN PUBLIC SECTOR RECRUITMENT

MRI has been serving municipalities for more than 30 years. Although our focus is New England, we have provided services to more than 500 municipalities throughout New England and beyond. We use this “reach” to benefit our clients. In conducting recruitment and selection services, we endeavor to do more than merely match candidates to job openings:

- We profile *your* community in a way that highlights the unique attributes that make it a desirable opportunity for potential candidates.
- We work closely with you to understand the leadership and management aspects of the position that may be unique to your community in order to establish and clarify job expectations.
- We actively seek out and recruit candidates that we believe would be a good potential match for your community.
- We work closely with each applicant to help them understand the position requirements and the expectations you have for the successful candidate while keeping them abreast of their status at each step in the selection process.
- We recognize that the client is not only hiring a senior executive but may very well be bringing an entire family into the community. Consequently, we work with the applicants to enable them to learn as much as possible about the region as well as the client community, and we help the client prepare to support the assimilation of the new Manager. We are also careful to ensure that economic expectations and family needs or special circumstances are clearly understood early in the selection process.
- We stay actively involved through the final selection and formal appointment. Our objective is to initiate and establish long-term, successful relationships between the individuals we help place and our clients.

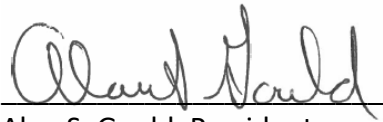
Alan Gould, President, will act as the Principal-In-Charge and Project Manager for this project and will oversee all aspects of the recruitment process. The proposed project team is outlined in our response to the RFP; members assigned to this team are veterans of similar projects and have specialized in Massachusetts recruitments.

We understand that every community is different; therefore, every search is different. MRI works hard to understand the intricacies and uniqueness of each client’s organization and then tailors the process to meet their specific needs and expectations.

We look forward to the possibility of working with the Town of Lexington again on this project. Please feel free to contact us if you have any questions or need additional information.

Respectfully submitted,

MUNICIPAL RESOURCES, INC.



Alan S. Gould, President

Municipal Resources, Inc.

66 Main Street, Suite B, Plymouth NH 03264

119 International Drive, Portsmouth, NH 03801

(603) 279-0352

(603) 765-5998 Cell

agould@mrigov.com

ABOUT MUNICIPAL RESOURCES

All Principal Consultants affiliated with the firm have substantial experience in government service, a background which proves beneficial to our clients, as we are able to fully understand and address the issues and concerns of the officials and decision-makers with whom we do business.

We believe that Municipal Resources has the best collection of talent that any consultant can produce at any price. Generally, our affiliates are current or recently retired practitioners in their field. They have held or hold positions at or near the top in their respective fields. All consultants assigned to this team are veterans of similar projects and have specialized in Massachusetts recruitments.

In order to provide a higher level of service to our clients, a team of MRI consultants will be assigned to this project. This approach gives us a wider outreach to actively recruit the best candidates and to provide a higher level of screening for the candidate pool. The team of consultants assigned to this recruitment would be as follows:

CORPORATE STRUCTURE

MRI is an S Corporation registered in New Hampshire, with the following officers:

Alan S. Gould, President and Chief Operating Officer

Christian Pearsall, Treasurer

John Deachman, Esquire, Secretary

Justin Van Etten, Chairman, Board of Directors, Co-Owner

Donald R. Jutton, Sr., Founder and Member, Board of Directors, Co-Owner

PRINCIPAL-IN-CHARGE and PROJECT MANAGER

Alan S. Gould, President and Chief Operating Officer, is a graduate of Saint Anselm College with a BS degree in Criminal Justice. He is certified as a Public Manager by the American Academy of Certified Public Managers and has completed numerous management and leadership programs including the Babson Command Training Institute and the FBI's LEEDS program. He is recognized for his creativity in community policing and his leadership in promoting ethics in the law enforcement community. Mr. Gould began his public sector career with the Salem, NH, Police Department where, during 21 years, he served at all ranks of the Department. He served as Chief of Police in Rye, NH, where, upon retirement from law enforcement, he was appointed and served as Town Administrator until joining MRI in 2008. Mr. Gould served as the Ethics Instructor at the New Hampshire Police Academy for 15 years and has been an instructor of college courses in Criminal Code, Criminal Investigation, Report Writing, Constitutional Law, and Juvenile

Delinquency. Among his many community involvements, Alan served as an initial incorporator of two non-profit organizations; one addressing family violence and visitation issues, and the other established to help seniors remain in their homes as they age. He continues to serve as Deputy Emergency Management Director in the coastal community of Rye, NH, located within the Seabrook Nuclear Power Plant's Emergency Planning Zone. In addition to his responsibilities as MRI's Chief Operating Officer, Mr. Gould manages most of the company's public safety projects including operational studies and "internal" investigations. Mr. Gould also specializes in recruitment/selection processes for executive-level municipal positions and has completed hundreds of processes for top management positions throughout New England.

PROJECT TEAM MEMBERS

Reginald (Buzz) S. Stapczynski, ICMA-CM, has 40 years of public sector management experience at the local, county, and state levels of government. He served as Town Manager of Andover, MA, for 25 years. As Chief Executive Officer, he was responsible for the administration and management of a full-service municipality. He was responsible for a \$170 million operating budget for municipal/school departments; maintenance and construction of municipal/school infrastructures, managing millions in capital projects; and economic development/planning of the Town's industrial/commercial base. During his tenure, the rating agencies recognized his administration for outstanding fiscal management by awarding Andover with the AAA bond rating. He also served as Town Manager in Wilmington, MA, for many years. Buzz worked for the Commonwealth of Massachusetts in the Department of Mental Health as a Budget Manager. Prior to coming to Massachusetts, Stapczynski worked for Fairfax County, VA, as a Budget Analyst in the Office of Management and Budget. Buzz is the former President of the Massachusetts Municipal Association (MMA) and the Massachusetts Municipal Management Association (MMMA). He served on the Massachusetts Interlocal Insurance Association, Inc. (MIIA) Board of Directors. He was on the Governor's Advisory Council during the Dukakis and Weld Administrations. More recently, he participated on Lieutenant Governor Polito's Special Municipal Focus Group. He is the former Chair of the MMMA's Future Managers Committee. Buzz received his B.A. in Politics from The Catholic University of America in Washington D.C., and Master's in Public Administration from the University of Kansas. He attended the Harvard University, J.F.K. School of Government Program, for Senior Executives in Local Government. Buzz brings a wealth of knowledge to MRI in all areas of government administration, as well as experience with public/private partnerships.

Robert Mercier is a senior-level executive manager with over 35 years in both the private and public sectors. He has direct experience managing public budgets in excess of \$100 million, and in developing policy and implementing programs that promote positive, smart business growth. Most recently he served as the Town Administrator for Burlington, Massachusetts from 1999 to 2012, returning to the community after serving as the Town's first Town Administrator from 1980 to 1986. From 1986 to 1991 he served as President and Chief Executive of the Regional North Suburban Chamber of Commerce, serving 13 communities along Route 128. Bob was Town

Manager in Billerica, MA, from 1991 through 1998. He served as Interim Administrator in Boxborough in 1999 and Interim Town Administrator in Wayland in 2013. He received his BA in Education and History from the University of Lowell and earned his Masters' Degree in American Government from Salem State University. Mr. Mercier has also received a Post Graduate Certificate in Leadership and Organizational Management from Notre Dame University. Mr. Mercier is a former member of the MBTA Advisory Board and has served on the Route 3 Advisory Committee that contributed to the successful, on time, and on budget expansion of the Route 3 corridor. He joined MRI in 2014 and serves as a municipal management consultant specializing in executive recruitments.

Carol M. Granfield, *ICMA-CM*, has a master's in administration from Central Michigan University and is one of 1266 ICMA Credentialed Managers in the country. Ms. Granfield is also a graduate of the Senior Executive Institute at the University of Virginia, Harvard JF Kennedy School of Government summer program, Leadership New Hampshire, and Fairfax, and one year of law school at Massachusetts School of Law. She is an adjunct professor at Granite State College where she teaches Human Resources and Public Administration. She possesses over 38 years of public sector management experience and 9 years of private sector experience. Ms. Granfield, a native of Pittsfield, Massachusetts, has broad public service experience at the town, city, and county levels of government. Ms. Granfield has served in Town Manager/Town Manager positions in large and small communities in New Hampshire (Derry, Meredith, Hooksett, Moultonborough), and as County Manager in Cumberland County, Maine; Town Manager in Dixfield and Kittery, Maine; Director of Administration in Herndon, Virginia; and Personnel Director in Fairfax, Virginia. Ms. Granfield's expertise in Human Resources and Labor Relations includes the establishment of personnel policies; organizational studies; wage, classification, and benefit studies along with union negotiations to include the interest-based model. Ms. Granfield is co-author of the ICMA e-book, *Performance Appraisal Fundamentals: A Quick Guide to Fair, Consistent, and Useful Performance Appraisals*. Ms. Granfield has participated in many successful public sector executive recruitment projects and has also conducted strategic planning, goal setting, and team building programs in NH, ME, and VA communities. She has also developed and implemented positive career development and training programs for employees of a number of municipal organizations. Ms. Granfield has given presentations at national conferences of the ICMA, the International Public Management Association for Human Resources, and at state conferences in VA, MA, ME, and NH. Ms. Granfield has served on many professional and civic boards to include the Public Employee Labor Relations Committee; ICMA Credentialing Board; NH Local Government Board, Maine Municipal Association Advisory Board, Belknap County Economic Development Commission, Derry Planning Board, and is Past President of the NH Management Association, IPMA-Virginia,, Dixfield Economic Development Organization, and the Derry Village Rotary. Ms. Granfield is also appointed by the Governor to the NH Public Employee Labor Relations Board.

Elizabeth Mensinger, Recruitment Coordinator, graduated from Providence College with a Bachelor of Arts degree in Social Work and attained her Master of Social Work degree at the University of Central Florida. She has experience in business management as well as program development and implementation and has served in leadership positions in public, private, and non-profit settings. Elizabeth has proven success in bringing together teams and creating effective and efficient processes to achieve goals. As MRI's Recruitment Coordinator Elizabeth is responsible for establishing and maintaining professional relationships with candidates and for identifying candidates with the attributes sought for the various recruitment positions. Elizabeth also provides Job Task Analysis services and data collection and analysis for MRI's Public Safety studies.

APPROACH & PROCESS

The following describes the activities we propose to undertake in a *comprehensive* executive recruitment process; typically, we customize the process by adding or deleting steps in order to address specific needs of your community:

1. Meet with the Select Board and Screening Committee to review the recruitment process and work toward developing a **Community Profile and Challenge Statement (see attached sample in Attachment A)**. This **Community Profile and Challenge Statement** helps to:
 - a. Promote the “place” of your community and highlight those special qualities and unique characteristics that will separate your community from others that may be seeking to fill similar positions.
 - b. Identify critical organizational issues and challenges;
 - c. Clarify roles, responsibilities, and expectations for the position;
 - d. Understand the qualities, strengths, and characteristics of candidates envisioned for the position;
 - e. Characterize the most desirable management strengths, behavioral styles, personal attributes, and motivating values needed in the ideal candidate to increase the probability of success in the role; and
 - f. Identify the likely issues and opportunities that the next Administrator must be prepared to address.

To gain input from the community and other stakeholders, MRI will interview other key officials, as identified by the Select Board and/or Town designees, and will ***open an e-mail address for this specific recruitment that will provide for community input.*** If desired by the client, we can design and facilitate a public engagement exercise as well as interviews with department heads and other key stakeholders. Once approved by the client, the Ideal Community Profile and Challenge Statement will be posted on MRI’s recruitment website for potential candidates to review.

2. Review and make recommendations to the current job description based on a review of the Home Rule Charter and information gathered from discussions with key personnel.

3. We will work to develop a timeline for the recruitment process so that the Client and all candidates can plan accordingly.
4. We will develop ad copy, recommend advertising venues, and coordinate placement of the ads. All postings will include a salary range as determined by the Select Board. Resumes are typically received for at least 30 days.
5. Produce an agreed upon screening and assessment tool to conduct an initial screening of applicants to determine their suitability for the position and their willingness to live in the Town. This initial screening process will be done in consultation with the Selectboard and/or Screening Committee. Produce a list of finalists to be interviewed by the Select Board
6. We will research MRI's database and contact potential candidates from other similar recruitments we have conducted. Leveraging our significant contacts in local government management across New England we will actively pursue potential candidates that we believe will be a good fit for your community. It should be noted that MRI's advertising is targeted at venues that are most likely to engage candidates with the professional training and experience desired by the client. We are also proud of our ability to recognize and recruit high-quality "non-traditional" candidates who have succeeded in their roles as Chief Executive/Administrative Officers. Since some of these advertising venues will be viewed nationally and even internationally, we expect to have approximately 17 states represented in the candidate pool. MRI's recruitment efforts go well beyond the team identified in this quote as we leverage our entire consulting group for the benefit of the client.
7. We will canvass MRI's professional network to identify and reach out to promising potential candidates to invite their applications.
8. We will receive, acknowledge, and hold all resumes in confidence. We have found that assured confidentiality will increase the number and quality of applicants rather significantly. We acknowledge receipt of all resumes and keep candidates apprised of their status at each selection point throughout the process.
9. We will provide you with an overview of relevant information about the candidate pool, answer questions, and review selection criterion at each decision point throughout the process.
10. Our team of professional consultants will screen and review all resumes for minimum qualifications before ranking them against the Ideal Candidate Profile.

11. MRI's assessment of candidates is based upon the qualities, skills, and experience identified in the cover letter and resumes, in the response to essay questions, the preliminary background screening, and the phone interviews with the MRI team.
12. We will work with the Select Board and/or Screening Committee to develop a written essay questionnaire to be sent to the top-tier candidates, focusing the questions on matters of special relevance to the client's needs or current situation. Candidates will have a specified amount of time to respond (typically 10 days), after which our team of consultants will review and rank the responses.
13. After essay responses have been returned, and reviewed, we conduct a web search of the top remaining candidates and canvass our consultants, to identify potential issues or controversies in other jurisdictions.
14. Coordinated with the Select Board, two members of our team will conduct telephone interviews with these candidates, placing the focus on their current position and reasons for leaving; career history of successes and failures; future personal and professional goals; and their understanding of best practices and contemporary professional thinking in the field. In addition to screening the candidates, this interview provides for a follow-up to the essay responses and information found in the web searches. It also assists us in determining the verbal communication skills of the candidate and his/her ability to answer questions spontaneously.
15. We will provide the Select Board, and/or Screening Committee with the submittals of the top-tier candidates and meet to discuss these candidates and determine which candidates they would like to interview (normally 5 to 6). Those candidates chosen by the Select Board or Screening Committee will move forward to interviews. MRI will prepare the Select Board and/or Town designees for those interviews and facilitate the interviews. All interviews will be facilitated by an MRI consultant. All meetings will be in conformance with the Massachusetts Open Meeting Law.
16. Following interviews with the finalists, the Select Board or Town designees, in consultation with our lead consultant, will determine what if any, additional steps are needed to arrive at a final selection.
17. We will assist the Town with the development of terms and conditions of employment, preparation of a conditional offer of employment, and creation of a draft of an employment agreement.

18. If the final candidate will be relocating to the community from a significant distance, we may recommend and can coordinate a family visit to the community prior to making a conditional offer of employment.
19. Provide a bi-weekly written update to the Select Board on the status of the recruitment process. If a suitable candidate cannot be found within 120 days of contract execution, the contract will be re-evaluated.
20. We will complete a comprehensive background investigation (included in lump sum price) on the selected candidate which shall include, but not be limited to, previous employment, criminal and motor vehicle records checks, finances, references (including those independently developed by MRI), and interviews with previous employers. These backgrounds are handled by our Law enforcement specialists and are extensive. In addition to the “checks” completed by our competitors, we interview a significant number of *developed* resources that will provide valuable insight into a candidate’s ethics, judgment, personality and work product. We are recognized as leaders in the area of providing comprehensive backgrounds and have been relied upon, even by police chiefs, to provide the backgrounds critical to hiring quality employees.
21. In order to protect the client, MRI will typically not complete a comprehensive background on a candidate before a conditional offer of employment is accepted, unless the Town provides a waiver.

TIMELINE

The following schedule represents the typical timeline MRI would like to meet in the recruitment and selection process. As you will see, the approximate 30-day run time for resume submission is the longest period of time over which we have no control. During this period, resumes are being received, acknowledged, and scored, while we are gathering information that will help us to narrow the field and develop essay questions. Once the resumes have been scored, things will move along pretty quickly.

Since there is little room for “compression” of this schedule, any delays will need to be added to the end of the process. The background investigation on the selected candidate will likely take about two weeks. During that two-week period, we will be assisting the Client with contract negotiations. We normally expect a two- or four-week delay between the signing of a final contract with the start date of the chosen candidate since he or she likely has a contractual obligation to a current employer.

In our experience, if a process runs significantly longer than the 3 months outlined in this schedule, desirable candidates may withdraw for other employment opportunities.

The Town desires that the consultant make every effort to bring this process to completion within a reasonable timeline from the signed contract for services but recognizes that scheduling of various meetings may extend this timeline.

PROPOSED TIMELINE

TASK	WEEK #											
	1	2	3	4	5	6	7	8	9	10	11	12
Community Profile & Challenge Statement and Recruitment Plan												
Meetings with Board and Designees												
Develop Position Advertisement, Community Profile & Challenge Statement												
Finalize Timeline												
Place Advertisements												
Develop Essay Questions												
Active Recruitment and Review of Submissions												
Accept and Review submissions												
Recruit qualified candidates from MRI's professional network												
Deadline and Final resume scoring. First cut of candidates.												
Send and review candidate Essays												
Preliminary background work on candidates												
Second cut and Telephone Interviews												
Selection of semi-finalists												
Interviews												
Candidate Interviews – Select Board and Town Designees												
Next Steps as determined by consultation w/Board												
Conditional Offer and Background												
Negotiation of Contract												
Comprehensive Background Investigation												

TENURE GUARANTEE

To the extent that Municipal Resources is engaged to conduct a comprehensive recruitment as described above, we will guarantee to undertake a recruitment and selection process at no expense to the community should the employment relationship, after it is negotiated and documented by an executed employment agreement, be terminated by either party within 12 months. However, no such guarantee shall exist if said termination occurred due to death or catastrophic illness of the selected candidate, or due to the actions of, or encouragement to the selected candidate by a majority of a newly elected Board or Council. There shall be no cost for MRI's recruitment services; however, the Client shall cover the costs associated with advertising and interviews.

REFERENCES and RECENT CONTRACTS

Berlin, MA

Town Manager 2019, 2022

Kristin Rubin, Town Administrator
23 Linden Street
Berlin, MA 01503
(978) 310-5919

Somerset, MA

Town Administrator, 2022

Alan Smith, Chair of the Board
(508) 922- 1457
Mark Ullucci, Town Administrator
(781) 264-0500

Middleton, MA

Town Administrator 2023

Brian Cresta, Select Board
Kosta Prentakis, Select Board
(978) 777-3617

Southwick, MA

Chief Administrative Officer 2023

Doug Moglin Chairperson
Southwick, MA 01077
(413) 569-5995

Northborough, MA

Town Administrator Recruitment 2023

Mitch Cohen, Chair, Select Board
Tim McInerney, Town Administrator
(508) 393-5040

Westborough, MA

Town Manager 2019

Kristi Williams, Town Manager
Westborough, MA 01581
(508) 366-3030

North Andover, MA

Town Manager 2019

Denise Casey, Deputy Town Manager
120 Main Street
North Andover, MA 01845
(978) 688-9510

Westford, MA

Town Manager 2022

Andrea Peraner-Sweet, Select Board, Chair
Kristen Las, Town Manager
Westford, MA 01886
978-692-5501

See **Attachment B** for additional references/full client list.

PROMOTIONAL MATERIAL

See **Attachment A** for a sample Community Profile.

REFERENCES

See **Attachment B** for a full list of References

REQUIRED DOCUMENTS

See **Attachment C** for required documents:

Tax Compliance

Certificate of Corporate Authority

Non-Collusion Statement

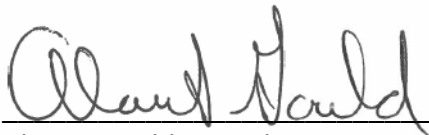
Signature Page

Sample Certificate of Insurance

Respectfully submitted,

MUNICIPAL RESOURCES, INC.

By:



Alan S. Gould, President

Municipal Resources, Inc.

66 Main Street, Suite B, Plymouth NH 03264

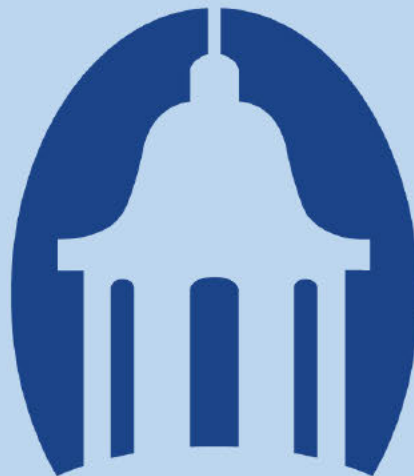
119 International Drive, Portsmouth, NH 03801

(603) 279-0352

(603) 765-5998 Cell

agold@mrigov.com

ATTACHMENT A



**Municipal
Resources, Inc.**

THE TOWN OF WESTORD, MA TOWN MANAGER RECRUITMENT

Invitation to Qualified Candidates

INTRODUCTION

Westford, MA (24,700 pop.) The Town of Westford seeks a proactive, seasoned community leader committed to excellence to serve as its next Town Manager. The current manager is retiring after fourteen years of dedicated service to the community. The residents of Westford take great pride in being a welcoming community that respects and honors its history and its diversity. This charming New England town is known for its outstanding public services and award winning schools.

Westford was originally settled in the 1600's and incorporated as the Town of Westford in 1729. The community has a rich history and a strong commitment to preserving its heritage, and boasts a quality of life that makes it a destination community for any public manager. The Town is ideally located on the I-495/ Route 3 highway network, just 35 miles north of Boston and near the New Hampshire border. In addition, Westford has numerous natural and recreational amenities and offers easy access to Boston, Cape Cod and New Hampshire's White Mountains.



This full-service municipality is led by a five member Select Board and Town Manager with an Open Town Meeting form of government. With the assistance of an Assistant Town Manager and an excellent department head team, the Manager oversees an operating budget for FY 2023 of \$126.6M and a capital budget of \$6.7M (School and Town) with 203 full-time and 166 part-time Town employees, not including School Department employees. The Town is financially stable, boasts substantial reserves, has an AAA bond rating by S&P Global and is recognized as a desirable community for its planning initiatives and smart growth business development that has resulted in a strong commercial, industrial and residential tax base.

The ideal candidate will have a Master's in Public Administration or related field and 7 to 10 years of senior level experience in public administration, or other related professional fields with demonstrated executive responsibilities in a quasi-public, business or government entity. The Town will consider a combination of education and professional experience to meet the minimum requirements for the position.

The Town has established a total compensation range of \$210,000 to \$230,000 with a competitive benefits package commensurate with qualifications and experience. **The Town is an affirmative action/equal opportunity employer and is committed to diversity, equity and inclusion hiring goals to create a diverse workforce within the community.** Women, minorities and persons with disabilities are encouraged to apply. For additional information contact Alan Gould, President, Municipal Resources Inc., at 603-279-0352 x320.

ADDITIONAL INFORMATION: www.mrigov.com/career

Cover letter and resume in confidence as PDF attachment to: recruitment@mrigov.com

TOWN MANAGER – TOWN OF WESTFORD, MA

DEADLINE: 9 AM EST; MONDAY, OCTOBER 24, 2022.

IDEAL CANDIDATE PROFILE & CHALLENGE STATEMENT

The Profile

The *Ideal* Candidate for the position of Westford Town Manager will have:

A graduate degree in public administration or similarly related field is required.

At least 7-10 years of demonstrated senior level leadership in a community public management position or similar relevant, transferable experience at an executive level in a not for profit organization, higher education institution or other governmental position.

A career record of creative and innovative financial and budget management with an emphasis on short/ long term strategic capital planning.

A collaborative and deliberative style of management that allows for and promotes community involvement by an engaged, caring and diverse citizenry and understands the importance of diversity, equity and inclusion in community relations and municipal operations.

Leadership by example and who empowers and trust managers and staff to run their organization. Avoids being a micromanager but someone who holds senior managers accountable.

Appreciation for the hard work municipal employees are engaged in and supports their efforts by recognizing and appreciating their professionalism. A visible manager who gets out of the office and engages with staff and the community at large.

The ability to be intellectually challenged in solving complex issues by researching and thoroughly understanding the matter before the community. Identify innovative, bold and creative solutions to build consensus while understanding and allowing for divergent opinions from all affected parties.

A demonstrated history of effective and persuasive public speaking while using the latest technology to enhance oral/visual presentations before Town officials and the general public.

Extensive knowledge and experience in negotiations in a collective bargaining environment while also maintaining the ability to establish fair, respectful and harmonious relationships with union and non-union leadership.

The ability to listen, empower and support with staff resources the various constituents in Westford's government particularly the many volunteer boards and committee members who provide the highest level of customer service and professional results to the community.

Demonstrated ability to provide professional, unbiased guidance to all elected and appointed officials as well as the community at large.

A commitment to continuous improvement and knowledgeable of the best practices and next practices in municipal management and administration.

TOWN MANAGER – TOWN OF WESTFORD, MA

The willingness to manage Town affairs in an open, diplomatic and transparent manner.

Skills in working collaboratively, cooperatively and building consensus with a strong emphasis on maintaining a positive, productive relationship between the school and municipal administrations.

Demonstrated career long foundation of impeccable professional and personal ethical standards, integrity, respect, honesty and accountability.

About Westford

The Town of Westford has a population of 24,700 residents and a land area of 30 square miles. It is located in Middlesex County along Interstate 495, just 35 miles north of Boston. The Town is only 50 miles from the beaches of the North Shore of Massachusetts and Southern New Hampshire and an easy 100-mile drive to the White Mountains. It is a predominantly residential community made up of attractive older New England neighborhoods and new single family and multifamily housing developments. The Town Center is classic New England complete with a beautiful and well-landscaped Common, a traditional Town Hall, the J.V. Fletcher Library, the Roudenbush Community Center, the Westford Museum and the Parish Center for the Arts. Westford has an abundance of natural resources and beautiful recreational facilities for the whole family to enjoy. The Recreation Department operates two public Town Beaches in the summer as well as a host of activities and programs all year long. The Town has over 4,500 acres of protected open space under the care and custody of the Conservation Commission, School Committee, Parks



and Recreation Commission and Water Department and many with trails, play fields and forests for active and passive recreation. In addition, there are over thirty trails managed by the Westford Land Trust for year around enjoyment and in the winter the Nashoba Valley Ski area is very busy place to enjoy winter sports. Westford's public safety departments are noteworthy; the Police Department is an accredited department and the Fire Department provides those in need with Advance Life Support emergency medical services.

Because of its ideal location along I-495, close to Route 3 and in the Greater Boston technology belt, Westford is home to numerous larger businesses and employers, including, but not limited to: Red Hat, NETSCOUT, Juniper Networks, UTC Aerospace Systems, Kadant, Mack Technologies—Sonus Networks, Seagate Technology, Synacor, Inc., Iris Associates, M.I.T. Lincoln Laboratory/Haystack Observatory, Cynosure, Abbott Medical, Alcatel-Lucent Enterprise, Kimball Farm, and Nashoba Valley Ski Area.

TOWN MANAGER – TOWN OF WESTFORD, MA

The Westford Public Schools are amongst the best in the Commonwealth with an enrollment of 4,668 students. Westford Academy, founded in 1792, is the oldest coeducational high school in the state and one of the oldest in the country. *U.S. News & World Report* recently ranked Westford Academy as the 25th best high school in Massachusetts. Westford Public Schools also has eight other schools, two middle schools and six neighborhood elementary schools.

Westford, a Peaceable Community



Westford has a fascinating history. Originally founded as the Village of West Chelmsford, it was settled in 1664, just 44 years after the Pilgrims landed in Plymouth. The Town continued to grow and eventually split off from Chelmsford and was incorporated as the Town of Westford in 1729. The Town is made up of five distinct villages, each with its own unique character and personality, which are still visible today. Forge Village is known as a factory village because it was the site of ore bogs and the home of iron and textile manufacturing. Graniteville is the location of many stone quarries, some still active today. Nabnasset is another manufacturing village, known for worsted wool. Westford Center and Parker Village are in the farming district with soils that yield abundant crops of apples, peaches and berries. In fact the Town honors its agricultural heritage annually with the Apple Blossom Festival and the Strawberry Festival every spring; these events are not to be missed! No discussion of Westford's history would be complete without mention of the Westford Knight. On a slab of granite, not far from the Town Center, is the carving of what looks to be a 14th century knight. Some say it's the work of unknown origin, others theorize its evidence of the Scottish Templar Knights when they were thought to have been exploring North America. No one knows, but that's what legends are made of.

Westford's Finances and Budget

The Annual Town Meeting approved the FY 2023 Operating Budget of \$126.6M, \$61.3M for Town operating expenses and \$65.3M for educational operating expenses. In addition, Town Meeting approved \$6.7M for the FY 2023 Capital Budget. The Town's financial reserves are very strong. New growth is certified at \$892K; the unassigned, undesignated fund balance, the Town's "Free Cash," is certified at \$6.2M; the Stabilization Fund has \$5.4M, the Community Preservation Fund has a balance of \$4.2M, the Capital Stabilization Fund has a balance of nearly \$500K; and the OPEB Fund is at \$11.7M. In addition there are several enterprise funds. The Water

TOWN MANAGER – TOWN OF WESTFORD, MA

Department is run on an enterprise basis and the retained earnings are \$4.4M. The newly created Stormwater Enterprise Fund has retained earnings of \$1.5M. These reserves show the community has a long history of conservative budgeting of both revenues and expenditures. The Town recently created a Health Insurance Trust to address the increases in health insurance costs by self-funding the employee health insurance program. S & P Global recognizes that Westford has excellent financial management and follows financial policies and practices in a manner expected of municipalities with strong debt/credit capacity and, as a result, for the last eight years, it has awarded the Town its highest possible, investment grade rating AAA/Stable.

The Town FY 23 Budget can be viewed at: <https://www.westfordma.gov/DocumentCenter/View/11352/Article-11---Town-of-Westford-FY23-Budget-04272022?bidId=>



The Challenges Ahead

The new Town Manager will be entering a community where the residents are highly engaged in their local community. They care deeply about their Town, its schools and its government. The Town Manager will need to be aware that “good enough” is not good enough for Westford. The residents have come to expect exceptional public services from their elected and appointed officials. One of the reasons the retiring Town Manager was so successful was that she worked hard to develop a culture of cooperation and collaboration between and among the members of the Select Board, School Committee, Finance Committee and the other

TOWN MANAGER – TOWN OF WESTFORD, MA

boards, committees and commissions that make up the Town family. The following are some of the challenges and opportunities the lay ahead for the next Manager.



COVID 19 and its Aftermath: As the community approaches the advent of 2023, it finally appears that the sense of normalcy is returning to the Town and the workplace. A challenge for the new Manager will be to plan for that return and to implement a workable transition for the community to whatever variation of the new normal is appropriate for elected and appointed officials, staff and residents. There is no established model for this challenge and the new Manager will be operating in an unknown environment with no script on how to lead the community

thru the next phase of this pandemic. Clearly a key component will be looking at the best practices and next practices in municipal operations.

Diversity, Equity and Inclusion: The Town Manager will enter into a community that recognizes, values and celebrates its ethnic and cultural diversity. The 2020 Federal Census reports that nearly 30% of the community is either Asian, African American or Hispanic, and 18% are foreign born. The School Department supports children from families that speak thirty-seven different languages. The Manager will be charged with providing visible leadership to improve diversity, equity and inclusionary practices in Town policies, processes and procedures and specifically in the recruitment and selection of municipal employees to better reflect the demographics of Westford.

Project Management: The next Town Manager will need to possess the necessary building construction and project management skills and experience to guide two significant building projects. The projects are a proposed \$32M expansion/renovation project of the J.V. Fletcher Library and a proposed \$12M New Center Building construction project at 51 Main Street, the site of the Old Center Fire Station, which will add much needed space for Town operations. Both projects have been well vetted in the community and funding approval is anticipated in 2022/23.

Clean Energy and Sustainability: Westford is a leader in municipal clean energy, environmental sustainability and climate change. The Clean Energy and Sustainability Committee produced a report that outlines how the community can reduce its greenhouse gases by 2050. The committee was instrumental in the hiring of a Sustainability Coordinator whose job it is to drive this effort. The incoming Manager's challenge will be to build on this momentum and ensure the Town Meeting's and the Select Board's goals and policy directives are carried out in municipal planning, purchasing and administration.

Westford Climate Roadmap, A plan to reduce net greenhouse gas emissions to zero by 2050:

<https://westfordma.gov/DocumentCenter/View/10654/Westford-Climate-Roadmap-v1>

Succession Planning: The Manager will be tasked with filling a number of major department head and key staff positions over the next 1-3 years. The Town has a strong organizational structure in place, however replacing skilled managers in important municipal positions is always challenging in today's recruitment and selection

TOWN MANAGER – TOWN OF WESTFORD, MA

environment. The new Manager will need to extensively vet eligible candidates and manage the transition and on-boarding process within the various departments.

Health and Wellness: The Select Board and School Committee are deeply committed to the social and emotional wellbeing and safety of the entire community, students, staff and elders alike. Over the last two years, the Town and School Safety Task Force reviewed Town and School safety issues and practices and provided a report and recommendations to address its findings. The Manager will have the benefit of a Community Wellness Coordinator to implement these recommendations and address the unmet health and safety needs of the greater community. This isn't as much of a challenge as it is an opportunity for the next Town Manager to champion and lead these community safety, health and wellness initiatives.

Infrastructure/Roadway Improvements: The Town has recently been informed that the Massachusetts Department of Transportation has approved state funding for the largest roadway construction project in the Town's history. The Boston Road Project is estimated to cost in excess of \$12M and is tentatively scheduled for advertisement in 2024 with construction in 2025. Boston Road is the primary access from Interstate 495 to the Town Center. The project will include full depth reconstruction of the roadway, sidewalk installation, a 5-foot wide bike lane, water main replacement and storm water management improvements. The design process has already started, including community involvement and comment. It is anticipated that this project will entail significant pedestrian and commuter disruptions, delays and detours through the Town. To be successful, the Manager will need to be cognizant of the policies and practices of working with Mass DOT on major construction projects as well as the input and participation of the community in this process.

Cybersecurity: It is important that the new Town Manager understands the magnitude and proximity of the cybersecurity threat that exists in the municipal world. This risk has been a major focus for the two IT Departments (Town and Schools) particularly with the focus on phishing/ransomware and other attacks designed to exploit human weaknesses, rather than technical weaknesses. The Town and Schools have a cybersecurity-awareness training program for all employees and track performance on that and on various phishing test programs. The new Town Manager will need to have a level of understanding and knowledge of the problems that threaten the internet based technology and security of municipal hardware and software.

Westford is a charming New England community that celebrates its rich history, and cultural and ethnic diversity. This Town has great public services, award winning schools and an ideal location, all of which makes it a desirable community to live, raise a family, recreate and work. The next Town Manager will be an approachable leader, who brings passion, energy, and a commitment to excellence to this outstanding Massachusetts community.

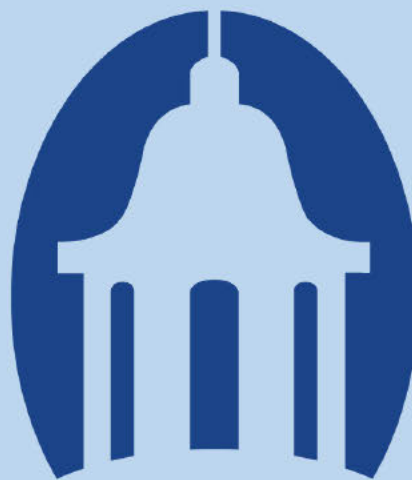
TOWN MANAGER – TOWN OF WESTFORD, MA



For More Information

MRI provides information about Westford in this document, however candidates are encouraged to learn more about the Town and the position by visiting Municipal Resources' website www.mrigov.com and the Town's website www.westfordma.gov. Candidates can also contact Alan Gould at agould@mrigov.com or by phone at 603-279-0352 ext. 320.

ATTACHMENT B



**Municipal
Resources, Inc.**

MANAGEMENT RECRUITMENT REFERENCES

MASSACHUSETTS

Acton, MA

Town Manager 2018
Land Use & Econ. Dev. Director 2015
Steven Ledoux, Town Manager
472 Main Street
Acton, MA 01720
(978) 929-6611

Amesbury, MA

CFO Recruitment Assistance 2019
Ken Gray, Mayor
62 Friend Street
Amesbury, MA 01913
(978) 388-8121

Andover, MA

Finance Director 2011
Police Chief Recruitment 2013
Steven Bucuzzo, Asst. Town Manager
36 Bartlet Street
Andover, MA 01810
(978) 632-8220

Ashland, MA

Town Manager 2012
Steven Mitchell, Chairman
Board of Selectmen
101 Main Street
Ashland, MA 01721
(508) 881-0100

Assumption College

Public Safety Director 2013
Christian McCarthy
Executive Vice President & Treasurer
Assumption College, Finance Office
500 Salisbury Street
Worcester, MA 01609
(508) 767-7424

Avon, MA

Deputy Police Chief Recruitment 2022
Jeffrey J. Bukunt, Chief of Police
Avon Police Department
86 Fagan Dr.
Avon, MA 02322
(508) 583-6677

Barre, MA

Town Administrator 2023
Maureen Marshall, Select Board Chair
40 West Street
Barre, MA 01005
(978) 355-2504 x135

Bedford, MA

Town Manager 2018
Richard T. Reed
10 Mudge Way
Bedford, MA 01730
(781) 275-1111

Berlin, MA

Town Manager 2019, 2022
Kristin Rubin Town Administrator
Fire Chief Recruitment 2019, 2022
R. Scott Hawkins
Selectboard, Chair
23 Linden Street
Berlin, MA 01503
(978) 310-5919

Blackstone, MA

Town Administrator Recruitment 2021, 2023
Ryan Chamberland
Board of Selectmen, Chairman
15 St. Paul Street
Blackstone, MA 01504

Boxborough, MA

CFP/Accountant Recruitment 2023
Michael Johns Town Administrator
29 Middle Road
Boxborough, MA 01719
(978-264-3127

Boxford, MA

Town Administrator 2021
Tim Feeny, Chair
7A Spofford Road
Boxford, MA 01921

Boylston, MA

Town Administrator 2008
Kenneth Sydow, Selectman
221 Main Street
Boylston, MA 01505
(617) 654-3697

Brookfield, MA

Highway Superintendent
Kelli Robbins, Town Administrator
6 Central Street
Brookfield, MA 01506
(508) 867-2930

Canton, MA

Town Administrator 2016
Jody Middleton
Human Resources Director
801 Washington Street
Canton, MA 02021
(781) 821-2936

Carver, MA

Town Administrator Recruitment 2022
Select Board
108 Main Street
Carver, MA 02330
(508) 866-3401

Concord, MA

Town Manager 2019
Parks & Rec Director 2016
Christopher Whelan, Town Manager
PO Box 535
22 Monument Square
Concord, MA 01742
(978) 318-3000

Danvers, MA

Town Manager 2014
Steve Bartha
Town Manager
One Sylvan Street
Danvers, MA 01923
(978) 777-0001

Dartmouth, MA

Town Administrator 2017
Executive Administrator 2009
Police Chief 2009
David Cressman, Town Adm.
400 Slocum Road
Dartmouth, MA 02747
(508) 910-1820

Dighton, MA

Town Administrator 2017
John P. Taylor, Chairman
Dighton Board of Selectmen
979 Somerset Avenue
Dighton, MA 02715
(508) 669-6431

Duxbury, MA

Police Chief Recruitment 2023
Rene Read, Town Manager
878 Tremont Street
Duxbury, MA 02332
(781) 934-1100

Everett, MA

Chief Financial Officer 2015
Kevin O'Donnell
Human Resource Director
City of Everett
484 Broadway, Everett MA 02149
(617) 394-2282

Georgetown, MA

Town Administrator 2021
Town of Georgetown
1 Library Street
Georgetown, MA 01833

Hanover, MA

Director of Comm Dev & Planning 2018
Town Manager Recruitment 2017
Brian Barthelmes, Selectman
550 Hanover Street
Hanover, MA 02339
(781) 826-5000



MASSACHUSETTS CONTINUED

Hadley, MA

Town Administrator 2020
Christian Stanley, Selectboard Chair
100 Middle Street
Hadley, MA 01035
(413) 586-0221

Hanson, MA

Town Administrator 2020
Laura Fitzgerald-Kemmett
Chair, Board of Selectmen
542 Liberty Street
Hanson, MA 02341
(781) 293-5186

Hubbardston, MA

Town Administrator 2022
Jeff Williams, Chair, Select Board
7 Main Street # 12
Hubbardston, MA 01452
(978) 928-5244

Kingston, MA

Town Administrator 2013
Nancy M. Howlett
Acting Town Administrator/
Chief Procurement Officer
26 Evergreen Street
Kingston, MA 02364
(781) 585-0500

Lakeville, MA

Town Administrator 2021
Board of Selectmen
346 Bedford Street
Lakeville, MA 02347
(508) 946-8803

Leicester, MA

Town Administrator 2013
Doug Belanger, Chairman
Leicester Board of Selectmen
3 Washburn Square
Leicester, MA 01524
(508) 892-7000

Lenox, MA

Town Manager Recruitment 2013
David Roche, Chairman
Lenox Board of Selectmen
Town Hall
6 Walker Street
Lenox, MA 01240
(413) 637-5500, x-7

Lexington, MA

Town Manager 2018
James Malloy
Town Manager
2nd Floor, Town Office Building
1625 Massachusetts Ave
Lexington, MA 02420
(781) 698-4581

Manchester-by-the-Sea, MA

Police Chief Recruitment & Assessment
Center 2016
Fire Chief Recruitment & Assessment
Center 2016
Police/Fire/EMS Studies 2015
DPW Director Recruitment 2014
Dispatch Study 2014
Town Admin Recruitment 2012
Police Chief Recruitment 2007
Gregory Federspiel, Town Administrator
Manchester-by-the-Sea, MA 01944
(978) 526-2000

Marblehead, MA

Town Administrator Recruitment 2011
Anthony M. Sasso, Town Administrator
Abbot Hall
188 Washington Street
Marblehead, MA 01945
(781) 631-0000

Mendon, MA

Town Administrator 2013
Fire Chief 2018
Diane Willoughby, Admin. Asst.
20 Main Street
Mendon, MA 01756
(508) 473-2312

Middleton, MA

Town Administrator 2023
Brian Cresta, Select Board
Kosta Prentakis, Select Board
(978) 777-3617
Town Administrator 2015
Christine Lindberg, Chair Selectmen
48 South Main Street
Middleton, MA 01949
(978) 774-3589

Monson, MA

Town Administrator 2013
Edward A. Maia, Chairman
Monson Board of Selectmen
29 Thompson Street
Monson, MA
(413) 267-4100

Nahant, MA

Town Administrator 2015
Mary Ellen Schumann
Administrative Assistant
334 Nahant Road
Mahant, MA 01908
(781) 581-0088

Newton, MA

HR Director 2016
Mary O'Neill
Human Resources Recruiting Manager
City of Newton
1000 Commonwealth Ave.
Newton Center, MA 02459
(617) 796-1265

North Andover, MA

Town Manager 2019
Denise Casey, Deputy Town Manager
Town of North Andover
120 Main Street
North Andover, MA 01845

Northborough, MA

Town Administrator Recruitment 2023
Mitch Cohen, Chair, Select Board
Tim McInerney, Town Administrator
63 Main Street
Northborough, MA 01532
(508) 393-5040

Plainville, MA

Town Administrator 2015
Plainville Board of Selectmen
PO Box 1717
142 South Street
Plainville, MA 02762
(508) 695-3142

Princeton, MA

Police Chief Recruitment 2023
Sherry Patch, Town Administrator
6 Town Hall Drive
Princeton, MA 01541
(978-464-2102

Rutland, MA

Police Lieutenant Recruit/Assessment 2023
Austin Cyganiewicz, Town Administrator
250 Main Street
Rutland, MA 01543
(508) 886-4100

Seekonk, MA

Town Administrator 2013
Nelson Almeida, Chairperson
Seekonk Board of Selectmen
100 Peck Street
Seekonk, MA 02771
(508) 336-2910

Sherborn, MA

Town Administrator 2022
Select Board
19 Washington Street
Sherborn, MA 01770



MASSACHUSETTS CONTINUED

Somerset, MA

Town Administrator 2022
Alan Smith, Chair, Board of Selectman
Mark Ullucci, Town Administrator
140 Wood Street
Somerset, MA 02726
(508) 646-2800

Southborough, MA

Fire Chief 2018
Mark J. Purple, Town Administrator
Town of Southborough
17 Common Street
Southborough, MA 01772

Southbridge, MA

Town Manager 2015
Town Manager's Office
41 Elm Street
Southbridge, MA 01550
(508) 764-5405

Southwick, MA

Chief Administrative Officer 2023
Doug Moglin Chairperson
445 College Highway
Southwick, MA 01077
(413) 569-5995

Sudbury, MA

Director of Public Works 2016
Town Manager 2015
Patty Golden, Senior Administrative Assistant
to the Town Manager
Board of Selectmen's Office
278 Old Sudbury Road
Sudbury, MA 01776
(978) 639-3382

Upton, MA

Town Manager 2017
James Brochu, Chairman
Upton Board of Selectmen
One Main Street
Upton, MA 01568
(508) 529-6901

Uxbridge, MA

Police Chief Recruitment 2018
Angie Ellison, Town Manager
21 South Main Street
Uxbridge, MA 01569
(508) 278-8600

Wayland, MA

Town Administrator 2013
Board of Selectmen
41 Cochituate Road
Wayland, MA 01778
(508) 358-7710

Wenham, MA

Town Administrator 2019
Police Captain 2017
Finance Director/Town Accountant 2016
Town Administrator 2015
Jack Wilhelm, Chairman
138 Main Street
Wenham, MA 01984
(978) 468-5520

Westborough, MA

Town Manager 2019
Kristi Williams, Town Manager
Board of Selectmen
Town of Westborough
34 West Main Street
Westborough, MA 01581
(508) 366-3030

Westford, MA

Town Manager 2022
Andrea Peraner-Sweet, Select Board, Chair
Kristen Las, Town Manager
55 Main Street
Westford, MA 01886
978-692-5501

NEW HAMPSHIRE

Allenstown, NH

Town Administrator 2018
Town Administrator 2010
Board of Selectmen
16 School Street
Allenstown, NH 03275
(603) 485-4276

Amherst, NH

Town Administrator 2018
Finance Director 2016, 2021
James O'Mara, Town Administrator
2 Main Street
PO Box 960
Amherst, NH 03031-0960
(603) 673-6041

Ashland, NH

Town Manager Recruitment 2021
Board of Selectmen
PO Box 517
Ashland, NH 03217

Atkinson, NH

Town Administrator 2021
Town Administrator 2019
Board of Selectmen
Town of Atkinson
21 Academy Avenue
Atkinson, NH 03811

Auburn, NH

Town Administrator 2022
Library Director 2012
Library Board of Trustees
Griffin Free Public Library
22 Hooksett Road
Auburn, NH 03032

Barrington, NH

Finance/HR Director 2016
John Scruton, Town Administrator
PO Box 660
333 Calef Highway (Route 125)
Barrington, NH 03825
(603) 664-7395

Bedford, NH

Finance Director 2015
Town Manager 2013
Town Manager 2012
Police Chief 2011
Town Manager
24 North Amherst Road
Bedford, NH 03110
(603) 472-5242, x-300



NEW HAMPSHIRE CONTINUED

Belmont, NH

Town Planner Recruitment 2021
Interim DPW Director 2017
Alicia Jipson, Town Administrator
143 Main Street
Belmont, NH 03220
(603) 267-8300

Berlin, NH

Interim DPW Director 2021
Philip Warren, City Manager
168 Main Street
Berlin, NH 03570

Bradford, NH

PT Fire Chief Recruitment 2019
Karen Hambleton, Town Administrator
Bradford Area Community Center
134 East Main Street
PO Box 6
Bradford, NH 03221

Brookline, NH

Town Administrator 2022
Town of Brookline
Attn: Drew Kellner
1 Main Street
Brookline, NH 03033-0360

Campton, NH

Town Administrator 2015, 2021
Sharon Davis, Chairman
Campton Board of Selectmen
10 Gearty Way
Campton, NH 03223
(603) 726-3223

Canaan, NH

Town Administrator Recruitment 2023
Stephen Freese, Select Board - Chair
1169 US Route 4
Canaan, NH 03741
(603) 523-4501

Carroll County, NH

HR Director Recruitment 2019
County Commissioners Office
95 Water Village Road
Ossipee, NH 03864

Claremont, NH

DPW Professional Development 2022
City Manager Recruitment 2021-2022
City Manager Recruitment 2016
Charlene Lovett, Mayor
City of Claremont
58 Opera House Square
Claremont, NH 03743
(603) 542-7002

Deering, NH

Fire Chief Recruitment 2016
Town Administrator 2021-2022
Peter Flynn, Town Administrator
762 Deering Center Road
Deering, NH 03244
(603) 464-3248

Derry, NH

Town Administrator 2016
Town Administrator 2010
Larry Budreau, Human Resources Dir.
14 Manning Street
Derry, NH 03038
(603) 845-5403

Dover, NH

Interim City Clerk 2023
Michael Joyal City Manager
288 Central Avenue
Dover, NH 03820
(603) 516-6000

East Kingston, NH

Clerk 2011
Matthew Dworman, Chairman
Board of Selectmen
24 Depot Road
East Kingston, NH 03827
(603) 642-8406

Enfield, NH

Town Manager 2017, 2021
Town Administrator 2005
Police Chief Recruitment 2018
Enfield Board of Selectman
PO Box 373
Enfield, NH 03748
(603) 632-7389

Farmington, NH

Town Administrator 2022
Town Administrator 2012
Board of Selectmen
356 Main Street
Farmington, NH 03835
(603) 755-2208

Gilmanton, NH

Town Administrator 2018
Board of Selectmen
PO Box 550
Gilmanton, NH 03237
(603) 267-6700 x 12

Gorham, NH

Fire Chief Recruitment 2016
Police Lieutenant Recruitment 2018
Robin Frost, Town Manager
20 Park Street
Gorham, NH 03581
(603) 466-3322

Greenland, NH

Town Administrator Recruitment 2018
Vaughan Morgan, Chairperson
Town of Greenland
100 Town Square, PO Box 100
Greenland, NH 03840

Hampstead, NH

DPW Director Recruitment 2023
Sally Theriault, Board of Selectmen
11 Main Street
Hampstead, NH 03841
(603) 329-4100

Hampton, NH

Interim Building Inspector 2019, 2021
DPW Assessment 2011
Jamie Sullivan, Town Manager
100 Winnacunnet Road
Hampton, NH 03842
(603) 926-6766

Hanover, NH

Sergeant Assessment Center 2023
Charlie Dennis Chief of Police
46 Lyme Road (Route 10N)
Hanover, NH 03755
(603) 643-2222

Hinsdale, NH

Interim Town Administrator, 2023
Water & Sewer Supt Recruitment 2018
Jill Collins, Town Administrator
Town of Hinsdale
11 Main Street
Hinsdale, NH 03451

Hollis, NH

Building Inspector/Code Officer 2017
DPW Director 2018
Town Administrator 2018
Interim Town Administrator 2018
Board of Selectmen
7 Monument Square
Hollis, NH 03049
(603) 465-3701

Hooksett, NH

Town Administrator 2009, 2019
Police Chief Recruitment 1999
Hooksett Town Council
35 Main Street
Hooksett, NH 03106
(603) 485-8472

Hudson, NH

Town Hall Staffing Study 2022
Finance Director Recruitment 2020
Land Use Director 2017, 2018
Stephen Malizia, Town Adm.
12 School Street
Hudson, NH 03051
(603) 886-6024



NEW HAMPSHIRE CONTINUED

Jaffrey, NH

Interim Utility Manager 2020
Public Works Study 2019
Town Manager 2016
Jon Frederick, Town Manager
10 Goodnow Street
Jaffrey, NH 03452
(603) 532-7880

Laconia, NH

City Manager 2011
City Council
45 Beacon Street East
Laconia, NH 03246
(603) 527-1270

Lakes Region Planning Commission

Meredith, NH
Executive Director 2013
Warren Hutchins
103 Main Street, #3
Meredith, NH 03253
(603) 279-8171

Lebanon, NH

Finance Director 2019
DPW Director 2018
City Manager 2017
Shaun Mulholland, City Manager
City of Lebanon
51 North Park Street
Lebanon, NH 03766
(603) 448-1071

Lincoln, NH

Town Manager 2021
Board of Selectmen
Town of Lincoln
PO Box 25
Lincoln, NH 03251

Litchfield, NH

Police Chief Recruitment 2023
F. Robert Leary, Board of Selectmen-Chair
2 Liberty Way, Suite 2
Litchfield, NH 03052
(603) 424-4046

Littleton, NH

Finance Director Recruitment 2020
Staffing Review 2020
James Gleason, Town Manager
Town of Littleton
125 Main Street, Suite 200
Littleton, NH 03561

McGregor Memorial EMS

Executive Director 2018
Matthew Willett, Chair
47 College Avenue
Durham, NH 03824

Meredith, NH

Town Manager 2003
Assessor 2005
Frank Michel, Esquire
66 NH Route 25
Meredith, NH 03253
(603) 279-6100

Merrimack, NH

Public Works Director Recruitment 2022
Paul Micali, Town Manager
6 Baboosic Lake Road
Merrimack, NH 03054
(603) 424-2331

Milton, NH

Town Administrator 2019
Board of Selectmen
Town of Milton
424 White Mountain Hwy
PO Box 310
Milton, NH 03851

Moultonborough, NH

Town Administrator Recruitment 2015
Carol Granfield, Interim TA
PO Box 139
Moultonborough, NH 03254
(603) 476-2347

NH Community Development

Finance Authority
Executive Director 2004
Michael Long
Former Chairman of the Board
Community Guaranty Saving Bank
Plymouth, NH
(603) 536-0001

New Boston, NH

Town Administrator 2023
Donna Mombourquette, Selectboard Chair
7 Meetinghouse Hill Road
New Boston, NH 03070
(603) 487-2500

New Hampton, NH

Town Administrator Recruitment 2023
Michael A. Drake, Board of Selectmen-Chair
6 Pinnacle Hill Road
New Hampton, NH 03256
(603) 744-3559

Newton, NH

Police Chief Recruitment 2023
Robert Marchand, Chair Selectmen
Finance Specialist 2023
Mark Andrews, Town Administrator
2 Town Hall Road
Newton, NH 03858
(603) 382-9140

Northfield, NH

Town Administrator Recruitment 2019
Board of Selectmen
Town of Northfield
21 Summer Street
Northfield, NH 03276

North Hampton, NH

Police Chief Recruitment 2023
Michael Tully, Town Administrator
237A Atlantic Avenue
North Hampton, NH 03862
(603) 964-1514

Northwood, NH

Town Administrator Recruitment 2023
Hal Kreider, Board of Selectmen-Chair
818 1st New Hampshire turnpike
Northwood, NH 03261
(603) 942-5586

Nottingham, NH

Town Administrator 2022
Donna Danis, Chair
139 Stage Road
Nottingham, NH 03290
(603) 679-5022

Pelham, NH

Town Administrator Recruitment 2014
Library Director Recruit/Interim 2014
Joseph Roark, Town Administrator
6 Village Green
Pelham, NH 03076

Pittsfield, NH

Town Administrator 2007
Board of Selectmen
PO Box 98
Pittsfield, NH 03263
(603) 435-6291

Plaistow, NH

Fire Chief Recruitment 2019
Town Manager 2006
Board of Selectmen
145 Main Street
Plaistow, NH 03865
(603) 382-8469

Portsmouth, NH

Kelly A. Harper, PHR
City of Portsmouth
1 Junkins Avenue
Portsmouth, NH 03801

Raymond, NH

DPW Planning Director Recruitment 2023
Town Manager 2007
Board of Selectmen
4 Epping Street
Raymond, NH 03077
(603) 895-4735



NEW HAMPSHIRE CONTINUED

Richmond, NH

Police Chief Recruitment 2018
Board of Selectmen
105 Old Homestead Highway
Richmond, NH 03470
(603) 239-4232

Rochester, NH

Commission of Public Works 2015
Fire Chief Recruitment 2021
Daniel Fitzpatrick
City Manager
31 Wakefield Street
Rochester, NH 03867
(603) 332-1167

Rollinsford, NH

Town Administrator Recruitment 2021
Selectboard
667 Main Street
Rollinsford, NH 03869

Rye, NH

Police Corporal Assessment Center 2023
Police Sergeant Assessment Center 2022
Town Administrator Recruitment 2022
DPW Director Recruitment 2021
Finance Admin. Recruitment 2021
Matt Scruton Town Administrator
10 Central Road
Rye, NH 03870

Salem, NH

Town Manager 2010
Michael J. Lyons, Chairman
Board of Selectmen
33 Geremonty Drive
Salem, NH 03079
(603) 890-2128

Somersworth, NH

Police Chief Assessment Center 2016
Director Dept. of Public Works 2013
Economic Development Mgr. 2012
Fire Chief Recruitment 2011, 2019
Robert M. Belmore, City Manager
City of Somersworth
One Government Way
Somersworth, New Hampshire 03878
(603) 692-9503

Stoddard, NH

Town Administrator Recruitment 2020
Board of Selectmen
Town of Stoddard
1450 Route 123 North
Stoddard, NH 03464-4153

Stratham, NH

Police Chief Recruitment 2018
Town Administrator 2018
Board of Selectmen
10 Bunker Hill Avenue
Stratham, NH 03885
(603) 772-7391 x187

Thornton, NH

Town Administrator 2022
Town Administrator 2017
John Paul Hilliard, Chairman
Board of Selectmen
16 Merrill Access Road
Thornton, NH 03285
(603) 726-8168

Wilton, NH

Town Administrator 2018
Board of Selectmen
PO Box 83
42 Main Street
Wilton, NH 03086
(603) 654-9451

Wakefield School District, SAU 101

Superintendent Search 2016
Norma Joy, Chairperson
Wakefield School Board
18 Commerce Way
Milton, NH 03851
(603) 534-1864

Warner, NH

Town Administrator 2013, 2023
Board of Selectmen
PO Box 265
5 East Main St.
Warner, NH 03278
(603) 456-2298

Weare, NH

Police Chief 2019
Board of Selectmen
Town of Weare
15 Flanders Memorial Road
Weare, NH 03281

Windham, NH

Town Administrator 2021
Finance Director Recruitment 2015
Brian McCarthy, Town Administrator
3 North Lowell Road
Windham, NH 03087
(603) 432-7732

Wolfeboro, NH

Interim Building Inspector 2020
Finance Director Background 2019
Town Manager 2015, 2017
Fire Chief 2016
David Owen, Town Manager
84 South Main Street
Wolfeboro, NH 03894
(603) 569-8161

MAINE

Berwick, ME

Town Manager &
Interim Town Manager 2015
Bryan O'Connor, Chairman
Berwick Selectmen
11 Sullivan Street
Berwick, ME 03901
(207) 698-1101

Brunswick, ME

Town Manager 2009
Fran Smith, Town Clerk
28 Federal Street
Brunswick, ME 04011
(207) 725-6659

Kittery, ME

Town Manager Recruitment 2013
George V. Dow, Chairperson
Kittery Town Council
200 Rogers Road Extension
Kittery, ME 03904
(207) 475-1329

Portland, ME

City Manager Recruitment 2015
Gina Tapp, HR Director
City of Portland
389 Congress Street
Portland, ME 04101
(207) 874-8300

Presque Isle, ME

City Manager Recruitment 2023
Martin Puckett, City Manager
City Hall
12 Second Street
Presque Isle, ME 04769

Sabattus, ME

Interim Town Manager &
Community Development 2011
Town Manager 2009
Board of Selectmen
Town of Sabattus
190 Middle Road
Sabattus, ME 04280
(207) 375-4331

Somerset County, ME

County Administrator 2013
Earla J. Haggerty
Interim County Administrator
Somerset County
41 Court Street
Skowhegan, ME 04976



VERMONT

Essex & Junction of Essex

Municipal Manager 2017
Town of Essex and Village of Essex Jct.
81 Main Street
Essex Junction, VT 05452

Hartford, Vermont

Town Manager 2018, 2020
171 Bridge Street
White River Junction, VT 05001
(802) 295-9353

Johnson, VT

Town Administrator Recruitment 2023
Duncan Hastings, Town Administrator
293 Lower Main West
Johnson, VT 05656
(844) 287-6709

Johnson, VT – Village of

Village Manager Recruitment 2022
Steven Hatfield, Trustee Chair
293 Lower Main Street West
Johnson, VT
(802) 635-2611

Newport, VT

City Manager Recruitment 2023
Laura Dolgin, City Manager
222 Main Street
Newport, VT 05855
(802) 334-2112

Shelburne, VT

Town Manager 2018
Jerry Storey, Chair of the Selectboard
Town of Shelburne
PO Box 88
5420 Shelburne Road
Shelburne, VT 05482
(207) 474-9861, X-232

St. Albans, VT

Staffing/Management Study 2021
Dominic Cloud, City Manager
St. Albans, VT
(802) 524-1500, Ext. 254

Thetford, VT

Town Manager Recruitment 2023
Sharon Harkay, Selectboard-Chair
3910 Route 113
Thetford, VT 05075
(802) 785-2922

Westminster, VT

Town Manager Recruitment 2023
Katrina Hamilton, Selectboard, Chair
3651 U.S. Route 5
Westminster, VT 05158
(802) 722-4255

Williston, VT

Town Manager Recruitment 2020
Town of Williston
7900 Williston Road
Williston, VT 05495

CONNECTICUT

Bloomfield, CT

Town Manager 2021
Mayor Danielle Wong
Town of Bloomfield
800 Bloomfield Avenue
Bloomfield, CT 06002
(860) 769-3500

Cromwell, CT

Town Manager 2013 & 2015
Public Works Director 2014
Enzo Faienza, Mayor
Town of Cromwell
41 West Street
Town Hall, 1st Floor
Cromwell, CT 06416
(860) 632-3410

Killingly, CT

Town Manager 2013
172 Main Street
PO Box 6000
Danielson, CT 06239
(860) 779-5334

Marlborough, CT

Town Manager Recruitment 2023
David Porter, Town Manager
Amy J. Traversa, Board Member
26 North Main Street
Marlborough, CT 06447
(860) 295-6200

Simsbury, CT

Town Manager 2017
Lisa Heavner, First Selectwoman
933 Hopmeadow Street
Simsbury, CT 06070
(860) 658-3230

Tolland, CT

DPW Study 2023
Brian Foley, Town Manager
21 Tolland Green
Tolland, CT 06084
(860) 871-3600

Winchester, CT

Town Manager 2023
Bob Geiger, Interim, Town Manager
338 Main Street
Winsted, CT 06098
(860) 738-6962

Windsor, CT

Public Works Ops Manager 2016
Peter Souza, Town Manager
275 Broad Street
Windsor, CT 06095
(860) 285-1800

RHODE ISLAND

East Greenwich, RI

Fire Chief Recruitment 2018
Gayle Corrigan, Town Manager
Town of East Greenwich
125 Main Street
East Greenwich, RI 02818

Middletown, RI

Fire Chief Recruitment 2021
Police Chief 2018
Shawn J. Brown, Town Administrator
Town of Middletown
350 East Main Road
Middletown, RI 02842

Portsmouth, RI

Town Administrator 2011 & 2015
Police Chief 2013
Fire Chief 2012
Richard A. Rainer, Jr.
Town Administrator
2200 East Main Road
Portsmouth, RI 02871
(401) 683-3255

South Kingstown, RI

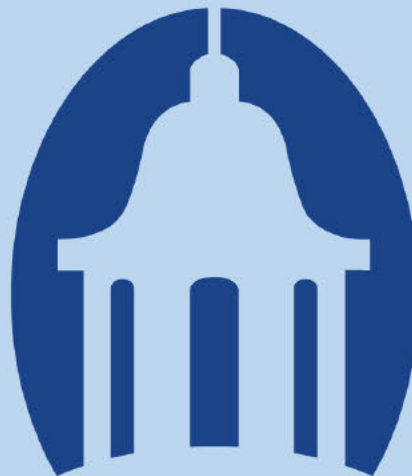
Town Manager 2021
Town of South Kingstown
Julie A. Mason, Finance Department
180 High Street
Wakefield, RI 02879

Westerly, RI

Town Manager 2015, 2018
45 Broad Street
Town Hall
Westerly, RI 02891
(401) 348-2500



ATTACHMENT C

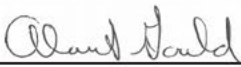


**Municipal
Resources, Inc.**

TOWN OF LEXINGTON

TAX COMPLIANCE CERTIFICATION

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

April 18, 2024 
(Date) (Signature of individual submitting bid or proposal)

Alan Gould
(Printed name of person signing bid or proposal)

Municipal Resources Inc.
(Name of business)

66 Main Street Suite B Plymouth, NH 03264
(Business address)

(603) 279-0352
(Business phone number)


MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

TOWN OF LEXINGTON

CERTIFICATE OF CORPORATE AUTHORITY

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

April 18, 2024



(Date) (Signature of individual submitting bid or proposal)

Alan Gould, President

(Printed name and title of person signing bid or proposal)

Municipal Resources Inc.

(Name of business)

66 Main Street Suite B Plymouth, NH 03264

(Business address)

(603) 279-0352

(Business phone number)

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

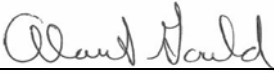
TOWN OF LEXINGTON

NON-COLLUSION STATEMENT

CONTRACTOR'S CERTIFICATION IN BID/PROPOSAL TO BE ATTACHED TO CONTRACT

Any person submitting a Bid or Proposal for the procurement or disposal of supplies and services to any governmental body shall certify in writing, on the Bid or Proposal, as follows:

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

April 18, 2024 
(Date) (Signature of person signing bid or proposal)

Alan Gould
(Printed name of person signing bid or proposal)

President
(Title)

Municipal Resources Inc.
(Name of Business)

66 Main Street Suite B Plymouth, NH 03264
(Business address)

(603) 279-0352
(Business Phone Number)

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

SIGNATURE PAGE

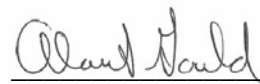
The applicant hereby certifies that:

1. The applicant has not given, offered, or agreed to give any gift, contribution, or offer of employment as an inducement for, or in connection with, the award of contract for these services.
2. No consultant to, or subcontractor for the applicant has given, offered, or agreed to give any gift, contribution or offer of employment to the applicant, or to any other person, corporation, or entity as an inducement for, or in connection with, the award to the consultant or subcontractor of a contract by the applicant.
3. That no person, corporation, or, other entity other than a bona fide full-time employee of the applicant has been retained or hired to solicit for, or in any way assist the applicant in obtaining the contract for services upon an agreement or understanding that such person, corporation, or entity be paid a fee or other compensation contingent upon the award of the contract to the applicant.

I hereby attest with full knowledge of the penalties for perjury, as in accordance with Massachusetts G.L. C.7, S.38E that all information provided in this application for services is correct.

Municipal Resources Inc.
Firm

Alan Gould
Signee (written)



Signee (typed/printed)

President
Title

April 18, 2024 _____
Date

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

Client#: 140962

MUNICRES

ACORD™

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/20/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Starkweather & Shepley PO Box 549 Providence, RI 02901-0549 401 435-3600	CONTACT NAME: Tina Jones PHONE (A/C, No, Ext): 401 435-3600 FAX (A/C, No): E-MAIL ADDRESS: tjones@starshep.com
INSURED Municipal Resources Inc. 66 Main Street, Suite B Plymouth, NH 03264	INSURER(S) AFFORDING COVERAGE INSURER A : Hanover Insurance Co NAIC # 22292 INSURER B : Houston Casualty Co 42374 INSURER C : INSURER D : INSURER E : INSURER F :

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	X		OHE819763120	01/26/2024	01/26/2025	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$300,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY	X	X	AHE804150120	01/26/2024	01/26/2025	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$0	X		OHE819763120	01/26/2024	01/26/2025	EACH OCCURRENCE \$2,000,000 AGGREGATE \$2,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	WHE819860120	01/26/2024	01/26/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
B	Professional Liab Retro Date: 06/12/97			ME2H723120930	01/26/2024	01/26/2025	\$2,000,000 Aggregate \$2,000,000 Per Claim \$20,000 Deductible

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Additional Insured and Waiver of Subrogation apply, per policy terms and conditions.

CERTIFICATE HOLDER

CANCELLATION

Municipal Resources Inc.
66 Main St, Suite B
Plymouth, NH 03264

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



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66 Main Street, Suite B
Plymouth, NH 03264

119 International Drive
Portsmouth, NH 03801



Telephone: (603) 279-0352
Toll Free: (866) 501-0352

all@mrigov.com
www.mrigov.com

**EXECUTIVE SEARCH CONSULTANTS FOR THE TOWN OF LEXINGTON, MA
TOWN MANAGER RECRUITMENT**

FEE PROPOSAL

April 18, 2024

Select Board Office
Lexington Town Office Building
1625 Massachusetts avenue
Lexington, MA 02420

FEES AND CHARGES

The services outlined in the proposal are offered at a lump sum price of **\$16,800** and are subject to negotiation with the Select Board. We work with every client to establish an effective, affordable program of recruitment and selection that is designed to provide the best possible pool of candidates and ensure that the talents, experience, and management style are the best possible fit for your community.

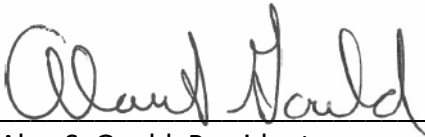
This fee **does not include** the cost of advertising. In addition, the Client is responsible for providing food and interview rooms for the interview panel(s).

We suggest an advertising budget of **\$1,500.00**. Advertising venues will be selected upon consultation with and approval by the client. Advertising fees are typically paid by MRI and then invoiced to the client.

We look forward to the possibility of working with the Town of Lexington on this project.

Respectfully submitted,

MUNICIPAL RESOURCES, INC.

By: 
Alan S. Gould, President
Municipal Resources, Inc.
66 Main Street, Suite B, Plymouth NH 03264
119 International Drive, Portsmouth, NH 03801
(603) 279-0352
(603) 765-5998 Cell
agold@mrigov.com

Town of Lexington

Executive Recruiting Consultant – Town Manager

RFQ #24-61 / APRIL 18, 2024



April 18, 2024

Select Board Office

Town of Lexington, Lexington Town Office Building, 1625 Massachusetts Avenue, Lexington, MA 02420

Subject: Quote for Executive Recruiting Consultant – Town Manager (RFQ #24-61)

Dear Members of the Selection Committee:

We are pleased to submit this proposal for executive search services. Our focus has always been to help local government and utility clients solve their financial, organizational, and technology challenges. We are dedicated to providing management consulting services, including executive search, to local governments and the utility industry.

The Novak Consulting Group (TNCG) and Raftelis have always shared a focus on delivering lasting solutions for local government agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 170 of the country's leading local government consultants. We know that our combined capabilities and resources will provide added value to our clients.

Our project team for the Town of Lexington (Town) comprises skilled professionals, seasoned in local government management with search experience across the country. Our team has completed over 350 searches, and we have had significant success in identifying and retaining ideal candidates who meet each organization's unique set of needs and expectations. Our recruitment strategy includes outreach to women, people of color, and other underrepresented groups through professional organizations such as the League of Women in Government, National Forum of Black Public Administrators, and the Local Government Hispanic Network, as well as through LinkedIn, with the goal of building a diverse candidate pool. Approximately 39% of our recruitments have resulted in the hiring of women and 21% of our recruitments have resulted in the hiring of people of color. We are confident our approach will result in a successful leader for the organization. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward.

We look forward to the opportunity to serve the Town of Lexington. If you have any questions, please contact Catherine Tuck Parrish, our executive search practice leader, using the following contact information:

Catherine Tuck Parrish, Vice President

Phone: 240.832.1778 / Email: ctuckparrish@raftelis.com

Sincerely,



Julia Novak, *Executive Vice President*



Christine McIntyre, *Chief Financial Officer (Secretary)*





Making our world better

The Raftelis Charitable Gift Fund allocates profits, encourages employee contributions, and recognizes time to charitable organizations that support:

- Access to clean water and conservation
- Affordability
- Science, technology, and leadership

Raftelis is investing in improved telecommunication technologies to reduce the firm's number one source of carbon emissions—travel.



Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.

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RECRUITMENT TEAM

Recruitment Team

WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF THE TOWN'S RECRUITMENT.

Our team includes senior-level professionals to provide experienced project leadership with support from talented consultant staff. This close-knit group has frequently collaborated on similar successful recruitments, providing the Town with confidence in our capabilities. On the following pages, we have included resumes for each of our recruiting team members.

Name: Raftelis Financial Consultant, Inc.

Address: 19 Garfield Place, Suite 500, Cincinnati, OH 45202

Telephone Number: 513.221.0500 / **Fax Number:** 828.484.2442

Email Address: info@raftelis.com

Lead Consultant: Catherine Tuck Parrish

Experience with Similar Recruitments: Each search requires approximately three months to complete, depending on the client's needs and recruitment environment.

Client	Position	Year	Diversity Profile of Applicant Pool (Percentage of Applicant Pool)
Town of Hanover, NH	Town Manager	2022	<ul style="list-style-type: none"> • White or Caucasian: 73.6% • Two or more races: 10.5% • American Indian or Alaskan Native: 5.3% • Unspecified: 10.5%
Town of St. Michaels, MD	Town Administrator	2021	<ul style="list-style-type: none"> • White or Caucasian: 73.0% • Black or African American: 13.5% • Two or more races: 10.8% • Hispanic or Latino: 2.7%
Loudoun County, VA	Assistant County Administrator	2023	<ul style="list-style-type: none"> • White or Caucasian: 52.52% • Black or African American: 25.25% • Asian: 7.07% • Two or more races: 7.07% • Hispanic or Latino: 3.03% • American Indian or Alaska Native: 1.01% • Unspecified: 4.04%

Catherine Tuck Parrish

PROJECT DIRECTOR/LEAD RECRUITER

Vice President – Executive Search

PROFILE

Catherine has 30 years of management experience working for local governments of all sizes, nonprofit organizations, and associations. She leads the firm's executive search practice and has conducted over 170 searches for manager/administrator; police chief; fire chief; directors of public works, planning, economic development, finance, human resources, and human services; and other key positions in local governments across the country.

In addition to executive recruitment, she has facilitated numerous governing body workshops, staff retreats, and strategic planning sessions. Her work as a consultant includes project management and contributions to several local government projects such as process improvement studies, departmental assessments, planning and permitting process reviews, and policy development.

Catherine's most recent local government experience was as deputy city manager in Rockville, Maryland, where she oversaw parks and recreation, human resources, information technology, finance, neighborhood resources (citizen engagement), communications, customer service, and intergovernmental functions. She also served as acting city manager in Rockville for nearly a year. Before joining Rockville, Catherine served as assistant to the county executive in Fairfax County, Virginia, working on change management issues, including a new pay system, employee surveys, implementation plans, and internal communication improvements. Catherine has served as an ethics advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, form of government issues, and recruitment. She also worked for the City of Denton, Texas.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She also led the Maryland City/County Management Association (MCCMA) as president and vice president. She served as president, vice president, and secretary of the Metropolitan Association of Local Government Assistants in the Washington, D.C. metro area. Catherine has spoken at national and state conferences on a variety of topics, including recruitment trends, civility, effective councils, ethics, forms of government, human resources, long-term financial planning, budget strategies, developing high performing organizations, and leadership. She has also spoken at the National League of Cities' Leadership Training Institute on recruiting and evaluating the CEO. She is a certified instructor of the Myers-Briggs Type Indicator instrument.



Specialties

- Executive search
- Strategic planning
- Facilitation
- Strategy development and implementation
- Community engagement
- Employee engagement

Professional History

- Raftelis: Vice President (2021-present); Senior Manager (2020-2021); Executive Search Practice Leader, The Novak Consulting Group (2010-2020)
- Management Partners: Senior Manager (2009-2010)
- City of Rockville, Maryland: Deputy City Manager/Acting City Manager/Assistant City Manager (2001-2009)
- Fairfax County, Virginia: Assistant to the County Executive (1998-2001)
- ICMA: Ethics Advisor/ Senior Local Government Programs Manager (1994-1998)
- City of Denton, Texas: Administrative Assistant to the City Manager (1990-1994)

Education

- Master of Public Administration - University of Kansas (1990)
- Bachelor of Arts in Communication Studies/Personnel Administration - University of Kansas (1988)

Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)
- Maryland City/County Management Association (MCCMA)

Pamela J. Wideman

RECRUITER Senior Manager

PROFILE

Pamela has over 25 years of experience in leading local government teams, with the last 10 years in executive leadership with the City of Charlotte. She is adept at forging creative solutions to government and community issues at the local level, with service to the community as the foundation of her leadership style. She is known for her thoroughness as well as engendering trusting relationships with elected officials, executive leadership across public, private, and non-profit organizations, and residents, all while providing exceptional customer service throughout the process.

Pamela most recently served as the Director of the City of Charlotte's Housing & Neighborhood Services Department, leading a team of over 200 staff across five key divisions. Pamela shaped Charlotte's affordable housing landscape and managed the oversight of millions of public dollars. She helped create and preserve over 5,000 affordable housing units, created and successfully deployed COVID-19 Pandemic relief programs for rent, mortgage, utility, and deposit assistance to keep vulnerable residents housed during the pandemic, developed a new local rental subsidy program, and managed over \$68 million in homelessness support and prevention.

During her work there, Pamela hired numerous staff members for her Department and participated on executive search panels for positions both with the City of Charlotte as well as with other municipalities and organizations. Pamela is a highly sought after speaker for her expertise in affordable housing and has spoken on numerous panels across the country. Pamela strongly believes that "service is the rent we pay for living on this earth" and is often asked to share her public sector experiences with students, professional trade organizations, and local municipalities.

Pamela has a passion for developing and implementing solutions that serve the community. She served as an early Advisory Member for the Greenlight Fund in Charlotte, and on the Mayors and CEOs Committee for U.S. Housing Investment. Pamela was awarded the Master of Public Administration Alumna of the Year and received a Leadership in Black Excellence from her alma mater, the University of North Carolina – Charlotte. She was also recognized as a Women's In Leadership Champion by the Charlotte Chapter of the Urban Land Institute. Additionally, she was recognized as one of the top 10 "Behind the Scenes" newsmakers by the Charlotte Business Journal in both 2017 and 2020. She currently serves on the Board of Directors for the United Way of Greater Charlotte and the Children and Family Services Center. She is a member of the International City/County Management Association and the National Forum for Black Public Administrators.



Specialties

- Executive Level Management
- Hiring and Recruitment
- Affordable Housing Expertise
- Community Development Policy and Program Development
- Team Development & Leadership
- Consensus Building
- Community Engagement
- Budget Management

Professional History

- Raftelis: Manager (2021 – Present)
- City of Charlotte: Director of Housing & Neighborhood Services (2017 – 2021)
- City of Charlotte: Housing & Neighborhood Services Deputy Director (2008 – 2016)
- City of Charlotte: Housing & Neighborhood Services Supervisor (2006 – 2008)
- City of Charlotte: Budget Analyst (2003 – 2006)

Education

- Harvard Kennedy School -Senior Executives in State and Local Government (2015)
- UNC-Chapel Hill - Municipal Administration (2007)
- University of North Carolina at Charlotte- Master's in Public Administration (2006)
- Belmont Abbey College -Bachelor of Arts in Business Administration (1999)

Professional Memberships

- International City/County Managers Association
- Urban Land Institute
- National Forum for Black Public Administrators

Heather Gantz

RECRUITER Senior Manager

PROFILE

Heather has over 20 years of leadership experience in recruiting, talent acquisition, and executive search, with the last 15 years focused on local government. She leads executive searches for the firm, where she is known for her thoroughness as well as engendering trusting relationships with both the client and candidate while providing exceptional customer service throughout the process.

Heather has conducted over 75 searches in the public sector. She has delivered positive search outcomes for dozens of high profile public organizations and is an expert at guiding strategy and tailoring outreach to find even the most niche candidates. Heather has successfully recruited for city and county managers and administrators, deputy and assistant managers, human resources, finance, community and economic development, public safety, parks and recreation, public works, and many more local government professionals. In addition, she has led numerous executive-level searches in the social/nonprofit sector and recruited leadership positions for technology, creative, accounting, and finance professionals in the private sector.

In addition to executive recruitment, Heather has experience supporting organizational effectiveness. She is known for providing effective leadership development and contributing to employee growth and development initiatives. Heather has advised individuals and small groups on career transition and job search strategies. Topics include knowledge and skill assessment, resume development, LinkedIn, networking, interview preparation, and salary and offer negotiation. Heather has also completed several leadership evaluations and performance reviews for local government leaders.

Heather has a passion for supporting diversity and innovation in the public sector. She served as an early Advisory Board Member for ELGL and remains an active and involved member in support of their mission of engaging the brightest minds in local government. In addition, Heather has served as a recurring speaker and presenter at the Northwest Women's Leadership Academy (NWWLA) in support of advancing women into leadership roles from a variety of backgrounds in local government.



Specialties

- Executive Search
- Leadership Development
- Employee Growth and Development
- Innovation
- Facilitation
- Project Management
- Community Engagement
- Diversity of Thought

Professional History

- Raftelis: Senior Manager (2022-present); Manager (2020 – 2021)
- Waldron: Director (2007-2020)
- Private Sector Recruiter (1996-2007)

Education

- Bachelor of Arts in Business Management - University of Phoenix (2000)

Professional Memberships

- Engaging Local Government Leaders (ELGL)

Robert Colichio

RECRUITMENT SPECIALIST

Senior Consultant

PROFILE

Robert has over ten years in full lifecycle recruiting, sourcing, interviewing, and professional coaching. As a recruiter Robert has engaged in searches within both the public and social sector. He has successfully worked on recruitments for city and county managers and administrators, deputy and assistant managers, and various director and managerial roles in human resources, finance, community and economic development, public safety, parks and recreation, and public works.

In addition to executive recruiting, Robert has over eight years of combined experience in professional development, career coaching, and career transition management. With over 500 clients served leading and coaching them through complicated organizational change ranging from individual executive employees transitions to large reductions in force. Work with these clients often included one-on-one coaching over the course of multiple months. Robert additionally hosted and development multiple large group workshops for companies. He further has extensive and diverse project management experience including technology changes and implementations.

Robert has a Master of Business Administration degree with an emphasis in organizational behavior and a Bachelor of Science in Business Administration with dual concentrations in operational management and marketing with a minor in economics.



Specialties

- Executive search
- Project management
- Facilitation
- Employee growth and development
- Data analysis

Professional History

- Raftelis: Senior Consultant (2023-present); Consultant (2021-2022)
- Waldron: Senior Consultant and Coach (2013-2021)
- Portland State University: Graduate Teaching Assistant (2010-2012)
- Private Sector Consultant: Strategic Planning and Marketing Development (2008-2012)
- Skanska USA: Project and Client Relations Coordinator (2006-2008)

Education

- Master of Business Administration in Organizational Behavior - Portland State University, School of Business (2012)
- Bachelor of Science in Business Administration - University of Oregon, Lundquist College of Business (2006)

Certifications

- SHRM-CP

Professional Memberships

- Society for Human Resource Management (SHRM)

Kelsey Batt

RECRUITMENT SPECIALIST

Consultant

PROFILE

Kelsey joined Raftelis in 2021, helping to facilitate executive level recruitments for local governments across the county. As a strong cross-cultural communicator, Kelsey utilizes her skills and background in professional writing to serve as a launchpad for all her endeavors.

Kelsey graduated from the Honors College at Purdue University in West Lafayette, Indiana where she earned a bachelor's in both Professional Writing and Creative Writing, as well as a Minor in Italian.

During her time as a student, Kelsey worked diligently at the world-renowned Purdue OWL Writing Lab, pairing with over 1,000 undergraduate and graduate students to help develop positive relationships with both writing and the English language. She also competed on the women's Division I Track and Field and Cross-Country teams while at Purdue, earning six Academic All-Conference Honors from the Big Ten.

She has previously worked as a copywriter at Sweetwater Sound where she developed the company's first Copy Style Guide and proposed several researched marketing strategies, focusing on inclusion amidst gender inequality in the music industry. Her ideas can be seen implemented throughout their current sales website and internally. Kelsey also has experience in marketing from her time at SDI Innovations where she produced and edited social media and blog content.



Specialties

- Executive search
- Recruiting
- Editing

Professional History

- Raftelis: Consultant (2024-present); Associate Consultant (2021-2023)
- The Purdue Writing Lab & Purdue OWL (2017-2021)

Education

- Bachelor of Arts, School of Liberal Arts – Purdue University, West Lafayette, IN (2021)

Alexa Worrell

RECRUITMENT SPECIALIST

Consultant

PROFILE

In May 2022, Alexa joined Raftelis as a recruitment specialist, having completed an internship with the firm's Executive Recruitment Team where she supported numerous search activities.

Prior to Raftelis, Alexa worked as a Talent Generalist Intern at Textron Specialized Vehicles, where she developed a comprehensive leave process guide to ensure more consistent application of the company's policies; researched human resource procedures, policies, and applicable employment laws; and marketed and facilitated an informational event for employees to set up banking needs.

Through her prior work as a Receptionist/HR Assistant, Alexa developed her interviewing and recruiting skills and gained experience in redesigning training manuals for various roles to enhance training processes for future hires.

During her time as a student, Alexa served as recruitment chair of her sorority, where she recruited a new incoming class of over 30 members while also developing positive relationships with the new class and the established members in the chapter. She also assisted with facilitating monthly business development events as a member coordinator for the Advancing Women in Entrepreneurship Business Club.

Alexa earned her bachelor's degree in Sociology and Human Capital Leadership and Management from Miami University in Oxford, Ohio.



Specialties

- Executive search
- Recruiting
- Relationship building

Professional History

- Raftelis: Consultant (2024-present); Associate Consultant (2022-2023)
- Textron Specialized Vehicles: Talent Generalist (2021-2021)

Education

- Bachelor of Arts, School of Liberal Arts – Miami University, Oxford, OH (2021)

REFERENCES

Experience & References

Raftelis is uniquely positioned to perform this recruitment because of our knowledge of local government and our extensive network across the nation. Our clients tell us we are more than just consultants—we are trusted advisors. The following table lists a few comparable recruitments we have conducted and references for each of them. Each search requires approximately three months to complete, depending on the client’s needs and recruitment environment. Please see Appendix A for a full list of our successful recruitments.

Client	Reference
City of Boulder, Colorado <ul style="list-style-type: none"> • City Attorney (2021) • Chief Building Official (2023) • City Manager (2020) • Chief Human Resources Officer (2022) • Division Chief, Logistics (2024) • HRIS Manager (2020) • Human Resources Senior Manager (2020) • Human Resources Director (2017) • Independent Police Monitor (2020, 2023) • Director of Planning and Development Services (2020, 2022) • Total Rewards Senior Manager (2020) • Utilities Engineering Manager (2021) 	<p>Nuria Rivera-Vandermyde, City Manager P: 303.441.3090 E: rivera-vandermyden@bouldercolorado.gov</p> <p>Chris Meschuk, Deputy City Manager P: 303.441.3388 E: meschukc@bouldercolorado.gov</p> <p>Aimee Kane, Equity Program Manager P: 303.441.4235 E: kanea@bouldercolorado.gov</p> <p>1777 Broadway Boulder, CO 80302</p>
City of Fairfax, Virginia <ul style="list-style-type: none"> • City Manager (2018, 2024) • Deputy City Manager (2023) • Police Chief (2018) 	<p>Robert Stalzer, City Manager City Hall, Room 316 P: 703.385.7850 E: rob.stalzer@fairfaxva.gov</p> <p>Sara Greer, Director of Human Resources City Hall, Room 331 P: 703.385.7835 E: sara.greer@fairfaxva.gov</p> <p>10455 Armstrong Street Fairfax, VA 22030</p>

City of Gaithersburg, Maryland

- City Manager (2020)
- Director of Finance and Administration (2019)
- Engineering Services Division Chief (2019)
- Finance Director (2020, 2022)
- IT Director (2022)
- Public Works Director (2013, 2020)

Tanisha Briley, City Manager
 P: 301.258.6300
 E: tanisha.briley@gaithersburgmd.gov

Dennis Enslinger, Deputy City Manager
 P: 301.258.6310
 E: dennis.enslinger@gaithersburgmd.gov

31 S. Summit Avenue
 Gaithersburg, MD 20877

Town of Leesburg, Virginia

- Town Attorney (2020)
- Director of Planning and Zoning (2021)

Kaj H. Dentler, Town Manager
 P: 703.771.2700
 E: kdentler@leesburgva.gov

Josh Didawick, HR Director
 P: 703.771.2707
 E: jdidawick@leesburgva.gov

25 West Market Street
 Leesburg, VA 20176

Loudoun County, Virginia

- Assistant County Administrator (2014, 2017, 2018, 2020, 2022, 2023)
- Assistant Director of Human Resources (2018)
- Building and Development Director (2023)
- Chief Financial Officer (2020)
- Community Corrections Director (2021)
- County Attorney (2014)
- Director of Animal Services (2015)
- Director of Economic Development (2013)
- Director of Family Services (2016, 2020)
- Director of Information Technology (2020)
- Director of Mapping and Geographic Information (2017)
- Director of Parks, Recreation and Community Services (2014)
- Director of Planning and Zoning (2014)
- Finance Director (2016)
- Housing and Community Development Director (2022)
- Mental Health, Substance Abuse, and Developmental Services Director (2015)
- Planning and Zoning Director (2018)
- Systemwide Fire Chief (2018)

Tim Hemstreet, County Administrator
 P: 703.777.0200
 E: tim.hemstreet@loudoun.gov

Valmarie Turner
 Assistant County Manager
 P: 703.777.0502
 E: valmarie.turner@loudoun.gov

Ronda Allen, Assistant Director, Workforce Staffing, Compensation and Analytics
 P: 703.777.0213
 E: ronda.allen@loudoun.gov

Jeanette Green, Human Resources Director
 P: 703.777.0213
 E: jeanette.green@loudoun.gov

1 Harrison Street, S.E.
 P.O. Box 7000
 Leesburg, VA 20175
 703.777.0200

City of Winston-Salem, North Carolina

- Police Chief (2023)

Patrice Toney, Assistant City Manager

P.O. Box 2511

Winston-Salem, NC 27101

P: 336.747.7424

E: patricet@cityofws.org

PROJECT APPROACH

Executive Search Strategy

When organizations need to fill key positions, they turn to Raftelis and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. Our approach to executive search services comprises three key phases.

Inquiring, Understanding, and Defining

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements as well as map out the new hire's first-year goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people for the position.

Candidate Search and Evaluation

To reach the right candidates, Raftelis customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We are committed to helping local government leadership positions reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise in national publications that target people of color and women, including the National Forum of Black Public Administrators (NFBPA), Local Government Hispanic Network, and the League of Women in Government. We intentionally seek well-qualified women and people of color, so our clients have excellent choices. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.



39% of our recruitments resulted in the hiring of **women**

21% of our recruitments resulted in the hiring of **people of color**

Supporting Success

We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures that each candidate will fit the role as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

Work Plan

THE FOLLOWING PROVIDES A DETAILED DESCRIPTION OF OUR WORK PLAN FOR THE TOWN MANAGER RECRUITMENT.

Activity 1 – Develop Candidate Profile

We will begin this engagement by developing a clear picture of the ideal candidate for this position. We will first meet with the Select Board, Screening Committee, and Executive Clerk to discuss the recruitment timeline and process. We will also gather input from the current Town Manager. We will assist the Screening Committee with developing a process for soliciting community input through listening and discussion sessions with Town Boards and Committees, Town employees, and citizens and other community stakeholders in order to solicit input on the qualities, strengths, and management style desired in the new Town Manager. We will summarize the input received and present our findings and recommendations based upon all input received to the Select Board. We will discuss not just the technical skills needed for the position, but what makes for the right organizational fit in terms of traits and experiences. All meetings will be virtual, except for the final interviews, which will be in person. An additional fee will be charged for any additional in-person meetings added beyond this scope. We will also review the Board of Selectmen-Town Manager Act.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Massachusetts and the nation. We will prepare a position profile that is unique to the Town of Lexington. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidate. The profile will reflect the qualities and attributes that the Select Board has identified for the new Town Manager, including that the new Town Manager shall comply with the Code of Ethics of the ICMA or the Massachusetts Municipal Management Association. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position. We will develop a recruitment brochure for advertising the position which includes the position profile, as well as information on the organization; the Town, including demographics and economic stability; and the community, including the Town's strong sense of volunteerism. We will work with the Town to eliminate barriers to underrepresented groups, including years of service, levels of education, and other strict requirements that might eliminate someone who can do the job.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what will be expected of them should they be hired, the Town has thought about what it wants the person to accomplish in the first year, and the successful candidate can hit the ground running with a work plan. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the hiring manager. Modifications will be made as necessary before recruitment begins.

DELIVERABLES:

- Detailed recruitment process documents, including recruitment plan, position profile, recruitment brochure, and first-year goals

Activity 2 – Conduct Outreach and Initial Screening

As part of the recruitment plan, we will identify key states and metro areas to focus our targeted recruitment. We will prepare and place advertisements in state and national publications and websites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan. We understand the importance of having a diverse applicant pool, so our recruitment strategy includes a robust outreach strategy to identify and attract well-qualified individuals from underrepresented groups and encouraging them to apply. In our outreach, we ensure we place job postings in places that target women, minorities, and other underrepresented groups. We also utilize our networks across the country to find and attract well-qualified candidates from a variety of backgrounds to apply and be considered. In addition, our recruiters have participated in conferences like NFBPA and Engaging Local Government Leaders (ELGL) for networking, a Diversity, Equity, and Inclusion cohort through International City/County Management Association (ICMA), and several leadership academies for women in local government in different states.

We will place job postings with Massachusetts Municipal Association, Govtjobs.com, ELGL, NFBPA, League of Women in Government, International Network of Asian Public Administrators (I-NAPA), Local Government Hispanic Network, and other places as identified in the recruitment plan. We will also reach out to historically black colleges and universities and other targeted alumni networks that have graduates from diverse backgrounds and ask them to share our postings.

As soon as the advertisements are completed, we will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. We will pinpoint individuals and jurisdictions to reach out to directly through phone and email. We will also utilize social media (LinkedIn, Twitter, and Facebook) to broaden our reach. We have found that this combination of outreach is an effective way to reach top applicants, especially those who are not currently in the job market but may be willing to consider a move to an excellent organization like the Town of Lexington.

We will reach out to the applicants in our extensive database as well as the prospective candidates we have targeted in previous recruitments for similar jurisdictions. We will also develop a list of additional candidates to pursue based on the Town's unique needs. Our outreach includes seeking well-qualified women, people of color, and individuals from other underrepresented groups and encouraging them to apply.

As applications are received, we will acknowledge each one and keep applicants aware of the status of the process. We will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or videoconference with those who most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A written summary of these candidates will be prepared and shared with the Town. We will then meet with the Screening Committee to review the entire list (if desired) as well as the most qualified candidates who have the requisite skills, experiences, and traits needed for success in the position. Based on the Town's direction, we will finalize a list of candidates to invite for in-person interviews.

DELIVERABLES:

- Placement of ads and job postings
- Targeted outreach to passive candidates
- Candidate review materials including screening results and internet search

Activity 3 – Support Interviews and Selection

Each person you wish to interview will then be contacted again by our recruitment team. We will plan and facilitate a multi-step interview process specific to the position. The process could include writing exercises, presentations, panel interviews, tours, and a department director or key staff meet-and-greet. A book that contains customized interview questions and information about each of the candidates invited to interview will be provided to those involved in the interview process. We will assist the Select Board and any resident or staff panel to prepare for interviews in executive session and in open session in compliance with the Massachusetts Open Meeting law, as appropriate. We will also facilitate pre- and post-interview briefings. We will facilitate a public meet and greet session with the finalists.

We will coordinate the logistics of the process and provide the candidates with the details along with any travel policy requirements or other information. We will also work with a Town contact to ensure a suitable venue is arranged for the interviews. Expenses for the candidates will be borne and reimbursed directly by the Town.

The Town will select the top candidate. We can help make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with candidates' references to confirm the strength of their credentials. We will also conduct a media check to review published information found in search engines, online publications, and social media. Reference and background checks will be performed on the top candidates, including but not limited to education, credentials, employment history, criminal background check, civil litigation check, and credit history.

We also can assist in negotiating the employment offer. We will provide information about best practices in salary and total compensation, and we will have obtained information on the candidate's salary preferences. We can also assist in the hiring process. We will keep candidates apprised of their status and release them at the appropriate time.

DELIVERABLES:

- Interview book materials including references and background checks

Similar Projects

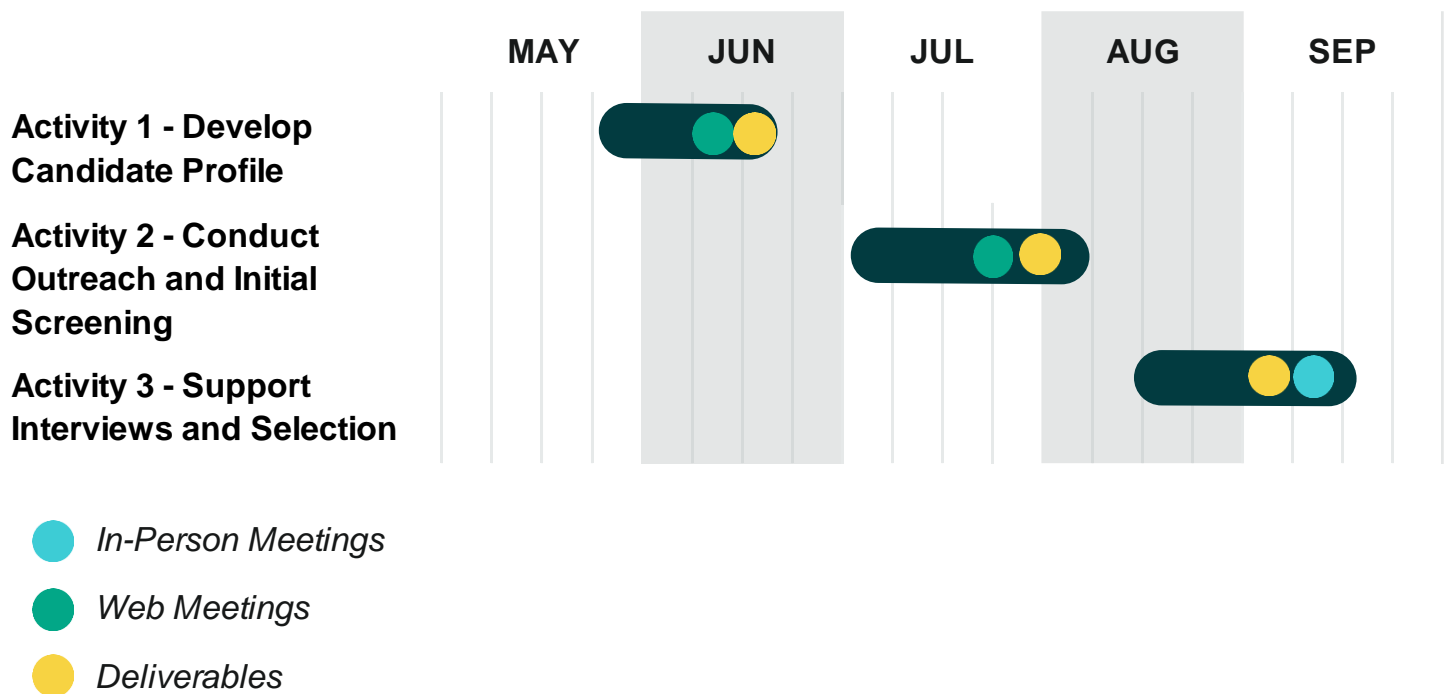
We customize every recruitment process to the needs of the client and the position. However, the following are recruitments for which we utilized a similar methodology.

Client	Position	Diversity Profile of Applicant Pool (Percentage of Applicant Pool)
City of Gaithersburg, MD	City Manager	<ul style="list-style-type: none"> • White or Caucasian: 57.14% • Black or African American: 26.98% • Hispanic or Latino: 3.17% • Asian, Hawaiian, or Other Pacific Islander: 1.59% • Unspecified: 7.94%
Loudoun County, VA	Assistant County Administrator	<ul style="list-style-type: none"> • White or Caucasian: 52.52% • Black or African American: 25.25% • Asian: 7.07% • Two or more races: 7.07% • Hispanic or Latino: 3.03% • American Indian or Alaska Native: 1.01% • Unspecified: 4.04%

City of Winston-Salem, NC	Police Chief	<ul style="list-style-type: none"> • White or Caucasian: 51.5% • Black or African American: 27.3% • Hispanic or Latino: 9.1% • Two or more races: 6.1% • Unspecified: 6.1%
Town of Leesburg, VA	Finance Director	<ul style="list-style-type: none"> • White or Caucasian: 48.1% • Asian (Not Hispanic or Latino): 24.1% • Black or African American: 11.1% • Hispanic or Latino: 7.4% • Two or more races: 1.9% • Unspecified: 7.4%

Recruitment Timeline

Included below is a draft timeline. We expect to review this with the Town during Activity 1 and adjust it as necessary as we develop the recruitment plan.



STATEMENT OF ANY LEGAL OR ADMINISTRATIVE PROCEEDINGS

Statement of Any Legal or Administrative Proceedings

Raftelis has been joined as a third-party defendant in a lawsuit filed by local developers against the Town of Fuquay-Varina, North Carolina. The subject of this currently pending litigation is development impact fees assessed by the town and developed by Raftelis. This is the only legal case in which Raftelis has been joined as a party in the history of our firm. Raftelis intends to vigorously defend the allegations and claim.

CERTIFICATE OF INSURANCE

Client#: 1722483

RAFTEFIN

ACORD™

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
1/11/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER USI Insurance Svcs, Charlotte 6100 Fairview Road Ste 1400 Charlotte, NC 28210 800 868-8834		CONTACT NAME: Brad Christensen PHONE (A/C, No, Ext): - FAX (A/C, No): E-MAIL ADDRESS: brad.christensen@usi.com															
INSURED Raftelis Financial Consultants, Inc. 227 West Trade Street, Ste. 1400 Charlotte, NC 28202		INSURER(S) AFFORDING COVERAGE <table border="1"> <tr> <th>INSURER</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A : National Fire Insurance Co. of Hartford</td> <td>20478</td> </tr> <tr> <td>INSURER B : Continental Insurance Company</td> <td>35289</td> </tr> <tr> <td>INSURER C : American Casualty Company of Reading PA</td> <td>20427</td> </tr> <tr> <td>INSURER D : Beazley Insurance Company, Inc.</td> <td>37540</td> </tr> <tr> <td>INSURER E : Travelers Casualty & Surety Co. of Amer</td> <td>31194</td> </tr> <tr> <td>INSURER F : Continental Casualty Company</td> <td>20443</td> </tr> </table>		INSURER	NAIC #	INSURER A : National Fire Insurance Co. of Hartford	20478	INSURER B : Continental Insurance Company	35289	INSURER C : American Casualty Company of Reading PA	20427	INSURER D : Beazley Insurance Company, Inc.	37540	INSURER E : Travelers Casualty & Surety Co. of Amer	31194	INSURER F : Continental Casualty Company	20443
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COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

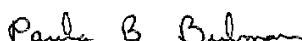
INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			6076000011	01/21/2024	01/21/2025	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$500,000 MED EXP (Any one person) \$15,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
F	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY			BUA6076000025	01/21/2024	01/21/2025	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$10000			CUE6076000039	01/21/2024	01/21/2025	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input checked="" type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	WC6076305637 WC6076000042	01/21/2024 01/21/2024	01/21/2025 01/21/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
D	Cyber			W314D6240201	01/21/2024	01/21/2025	\$5,000,000 Limit
E	Crime			107207373	01/21/2024	01/21/2025	\$1,000,000 Limit
F	Professional			652071235	01/21/2024	01/21/2025	\$5,000,000 Limit

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Certificate Holder is included as an Additional Insured with respect to General Liability, Automobile and Umbrella will follow form as per written contract. The coverage afforded to the Additional Insured is on a Primary and Non-Contributory basis for General Liability, Automobile and Umbrella if required by written contract. Waiver of Subrogation applies to General Liability, Automobile, Workers Compensation and Umbrella policies in favor of the above listed Additional Insured per written contract. A 30 day notice of (See Attached Descriptions)

CERTIFICATE HOLDER

CANCELLATION

To Whom it May Concern	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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FIRM BROCHURE

Who We Are

RAFTELIS AND THE NOVAK CONSULTING GROUP, HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE

Local government and utility leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 700 organizations in the last year alone. We provide trusted advice, and our experts include former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change that our clients seek.

TNCG is Now Raftelis

The Novak Consulting Group (TNCG) and Raftelis have always shared a focus on delivering lasting solutions for local government agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 170 of the country's leading local government and utility consultants, who have decades of experience. We know that our combined capabilities and resources will provide added value to our clients, and we're excited about what we can accomplish together.

We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit the Town and help to make this project a success.

RESOURCES & EXPERTISE: This engagement will require the resources necessary to effectively recruit for your unique position and the skillsets to complete all of the required components. With more than 170 consultants, Raftelis has one of the largest local government management and financial consulting practices in the nation. Our depth of resources will allow us to provide the Town with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading management and financial consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.

DECADES OF COLLECTIVE EXPERIENCE: Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to chief of police.

PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS: You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.

NICHE EXPERTISE: Our expertise lies in strengthening public-sector organizations. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.

FIRM CAPABILITIES



FINANCE: Meet your goals while maintaining a financially sustainable organization

- Rate, charge, and fee studies
- Financial and capital planning
- Cost of service and cost allocation
- Customer assistance programs
- Affordability analysis
- Utility valuation
- Budget development
- Financial condition assessments
- Debt issuance support
- Economic feasibility and analysis



COMMUNICATION: Communicate strategically to build an informed, supportive community

- Strategic communication planning
- Public involvement and community outreach
- Public meeting facilitation
- Graphic design and marketing materials
- Media and spokesperson training
- Risk and crisis communication
- Social media strategy
- Visual facilitation
- Virtual engagement



STRATEGIC PLANNING: Set the direction for the future of your organization and community

- Organization, department, and community-based strategic planning
- Effective Board / Commission / Council governance
- Retreat planning and facilitation



ORGANIZATION: Plan for long-term sustainability and operate with maximum efficiency

- Organizational and operational assessments
- Stormwater utility development and implementation support
- Performance measurement
- Staffing analysis
- Organizational climate and culture
- Asset management and operations
- Regional collaboration and service sharing
- Process improvement



TECHNOLOGY: Use your data and technology to improve experience and gain valuable insights

- Billing, permitting, and customer information audits
- Business process development
- Data management, analytics, and visualization
- Performance measurement and dashboarding
- Software solutions
- Website development
- Information technology assessments and strategic planning
- Customer management assessments and optimization
- CIS selection and implementation
- AMR/AMI feasibility studies
- Mobile workforce management
- Meter data management
- CMMS selection and implementation
- GIS optimization services
- Fleet management systems



EXECUTIVE RECRUITMENT: Identify top talent to lead local governments and utilities

- Executive recruitment services
- Executive coaching services
- Facilitated executive performance evaluations

COMPLETION OF THE FORMS

TOWN OF LEXINGTON

TAX COMPLIANCE CERTIFICATION

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

04/15/2024

J. Novak
(Date) (Signature of individual submitting bid or proposal)

Julia Novak, Executive Vice President

(Printed name of person signing bid or proposal)

Raftelis Financial Consultants, Inc.

(Name of business)

19 Garfield Place, Suite 500, Cincinnati, OH 45202

(Business address)

513-221-0500

(Business phone number)

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

*TOWN OF LEXINGTON***CERTIFICATE OF CORPORATE AUTHORITY**

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

04/15/2024 *J. Novak*
(Date) (Signature of individual submitting bid or proposal)

Julia Novak, Executive Vice President
(Printed name and title of person signing bid or proposal)

Raftelis Financial Consultants, Inc.
(Name of business)

19 Garfield Place, Suite 500, Cincinnati, OH 45202
(Business address)

513-221-0500
(Business phone number)

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

TOWN OF LEXINGTON**NON-COLLUSION STATEMENT****CONTRACTOR'S CERTIFICATION IN BID/PROPOSAL TO BE ATTACHED TO CONTRACT**

Any person submitting a Bid or Proposal for the procurement or disposal of supplies and services to any governmental body shall certify in writing, on the Bid or Proposal, as follows:

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

04/15/2024 *J. Novak*
(Date) (Signature of person signing bid or proposal)

Julia Novak
(Printed name of person signing bid or proposal)

Executive Vice President
(Title)

Raftelis Financial Consultants, Inc.
(Name of Business)

19 Garfield Place, Suite 500, Cincinnati, OH 45202
(Business address)

513-221-0500
(Business Phone Number)

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

SIGNATURE PAGE

The applicant hereby certifies that:

1. The applicant has not given, offered, or agreed to give any gift, contribution, or offer of employment as an inducement for, or in connection with, the award of contract for these services.
2. No consultant to, or subcontractor for the applicant has given, offered, or agreed to give any gift, contribution or offer of employment to the applicant, or to any other person, corporation, or entity as an inducement for, or in connection with, the award to the consultant or subcontractor of a contract by the applicant.
3. That no person, corporation, or, other entity other than a bona fide full-time employee of the applicant has been retained or hired to solicit for, or in any way assist the applicant in obtaining the contract for services upon an agreement or understanding that such person, corporation, or entity be paid a fee or other compensation contingent upon the award of the contract to the applicant.

I hereby attest with full knowledge of the penalties for perjury, as in accordance with Massachusetts G.L. C.7, S.38E that all information provided in this application for services is correct.

Raftelis Financial Consultants, Inc.

Firm



Signee (written)

Julia Novak

Signee (typed/printed)

Executive Vice President

Title

04/15/2024

Date

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

EXCEPTIONS

Exceptions

We request that the Town consider making the following modifications, shown in red below, to the Insurance and Indemnification language. Please contact us if you have any questions or concerns about these modifications.

Indemnification: The successful applicant shall agree to indemnify and hold harmless the Town of Lexington and its officers, boards and employees, and the Select Board, from and against all claims, causes of action, suits, damages and liability of any kind ~~which arise out of,~~ **to the extent caused by** the negligence or willful misconduct of the successful applicant or its officers, employees, agents and representatives regarding the project manager services performed.

APPENDIX A: EXECUTIVE SEARCH EXPERIENCE

Appendix A: Executive Search Experience



Recent Executive Search Experience

Client		Position	Client		Position
AZ	Central Arizona Project	General Manager	CO	Fort Collins	Community Services Director
AZ	Clarkdale	Town Manager	CO	Fort Collins	Community Development and Neighborhood Services Director
AZ	Cottonwood	City Manager	CO	Fort Collins	Environmental Services Director
AZ	Oro Valley	Chief Financial Officer	CO	Fort Collins	Natural Areas Director
AZ	Oro Valley	Police Chief	CO	Fort Collins	Recreation Director
AZ	Payson	Town Manager	CO	Fort Collins	Utilities Executive Director
AZ	Peoria	Human Resources Director	CO	Health District of Northern Larimer County	Executive Director
AZ	Scottsdale	Economic Development Director	CO	Lafayette	City Administrator
AZ	Yuma	City Administrator	CO	Louisville	City Manager
AZ	Yuma	Engineering Director	CO	Louisville	Director of Parks and Recreation
AZ	Yuma	Finance Director	CO	Louisville	Director of Planning and Building Safety
AZ	Yuma	Planning and Neighborhood Services Director	CO	Louisville	Human Resources Director
CO	Aspen	Community Development Director	CO	Loveland	Budget Manager*
CO	Boulder	Chief Human Resources Officer	CO	Loveland	Chief Financial Officer*
CO	Boulder	City Attorney	CO	Loveland	City Clerk*
CO	Boulder	City Manager	CO	Loveland	Economic Development Director*
CO	Boulder	Fire Division Chief	CO	Northglenn	Human Resources Director
CO	Boulder	HRIS Manager	CO	Pueblo West Metropolitan District	District Manager
CO	Boulder	Human Resources Director	CO	Westminster	Parks, Recreation, and Library Director
CO	Boulder	Human Resources Senior Manager	CT	Greenwich	Town Administrator
CO	Boulder	Independent Police Monitor	CT	Mansfield	Town Manager
CO	Boulder	Municipal Court Judge	CT	Meriden	City Manager
CO	Boulder	Planning and Development Services Director	CT	Windsor	Police Chief
CO	Boulder	Total Rewards Senior Manager	DE	Kent County	County Engineer/Public Works Director
CO	Boulder	Utilities Engineering Manager	DE	Lewes	Municipal Planning and Development Officer
CO	Denver	Independent Monitor	DE	Milford	City Manager
CO	Fort Collins	Cultural Services Director	DE	Milton	Town Manager
CO	Fort Collins	Deputy City Manager	DE	Rehoboth Beach	City Manager

Client		Position
IA	Cedar Rapids	Utilities Director
IA	Cedar Rapids	City Attorney
IA	Cedar Rapids	Public Works Director
IL	Peoria County	Director, Animal Protection Services
IN	Bloomington	Traffic and Transportation Engineer
KS	Baldwin City	City Administrative Officer
KS	Edgerton	Building Inspector
KS	Edgerton	Community Development Director
KS	Johnson County	Human Resources Director
KS	Merriam	Finance Director
KS	Olathe	Director of Economy
KS	Tonganoxie	City Manager
LA	Orleans Parish School Board	Chief Operations Officer
MD	Aberdeen	Director of APG Privatization
MD	Aberdeen	Police Chief
MD	Aberdeen	Public Works Director
MD	Berwyn Heights	Code Supervisor
MD	Berwyn Heights	Town Administrator
MD	Cambridge	City Manager
MD	Charles County	Director of Community Services*
MD	Charles County	Engineer IV*
MD	Gaithersburg	City Manager
MD	Gaithersburg	Director of Finance and Administration
MD	Gaithersburg	Engineering Services Division Chief
MD	Gaithersburg	Finance Director
MD	Gaithersburg	Public Works Director
MD	Gaithersburg	Public Works and Engineering Director
MD	Gaithersburg	Director of Information Technology

Client		Position
MD	Garrett Park	Town Manager
MD	La Plata	Planning Director
MD	La Plata	Police Chief
MD	La Plata	Town Manager
MD	La Plata	Town Treasurer
MD	Maryland Municipal League	Executive Director/CEO
MD	Mount Rainier	City Manager
MD	New Carrollton	City Administrative Officer
MD	Ocean Pines Association	General Manager
MD	Riverdale Park	Town Manager
MD	Riverdale Park	Police Chief
MD	Rockville	City Attorney
MD	Rockville	City Manager
MD	Rockville	Community Planning and Development Services Director
MD	St. Michaels	Town Administrator
MD	Sykesville	Town Manager
MD	Takoma Park	City Manager
MD	Takoma Park	Deputy City Manager*
MD	Westminster	Finance Director
MD	Westminster	Human Resources Director
MI	Novi	Assistant City Manager
MI	Novi	Finance Director
MI	Rochester Hills	Chief Financial Officer
MO	Chesterfield	City Administrator
MO	Clayton	City Manager
MO	Lee's Summit	Human Resources Director
MT	Helena	City Manager
NC	Guilford County	Assistant County Manager for Strong Communities

Client		Position
NC	Guilford County	Assistant County Manager for Successful People
NC	Guilford County	County Attorney
NC	Guilford County	Communications and Public Relations Director
NC	Guilford County	Deputy Finance Director
NC	Guilford County	Equity and Inclusion Manager
NC	Guilford County	Public Relations Director
NC	High Point	Assistant City Manager
NC	High Point	Planning Director
NC	Matthews	Assistant Town Manager
NC	Rolesville	Human Resources Director
NH	Keene	City Manager
NH	Hanover	Town Manager
NM	Las Cruces	City Manager
NY	Batavia	City Manager
NY	Livingston County Water and Sewer Authority (LCWSA)	Executive Director
NY	Oneonta	City Manager
OH	Centerville	City Manager
OH	Delaware County	Director of Economic Development
OH	Delaware County Transit District	Executive Director
OH	Hilliard	Deputy Police Chief
OH	Hilliard	Police Chief
OH	Hudson	City Manager
OH	Cleveland Heights	City Manager
OH	Cleveland Heights	Finance Director
OH	Dayton	Financial Officer
OH	Dublin	Director of Public Service
OH	Dublin	Deputy City Manager/Chief Operations Officer
OH	Granville	Village Manager

Client		Position
OH	Hilliard	City Manager
OH	Hudson	City Manager
OH	Jackson Township	Township Administrator
OH	Miami Township	Township Administrator
OH	Moraine	City Manager
OH	Oberlin	Fire Chief
OH	Oberlin	Police Chief
OH	Portsmouth	City Manager
OH	Prairie Township	Township Administrator
OH	Sandusky	City Manager
OH	Solid Waste Authority of Central Ohio (SWACO)	Director of Administration
OH	The Port - an Ohio Port Authority	General Counsel
OH	The Port - an Ohio Port Authority	Industrial Development Manager
OH	The Port - an Ohio Port Authority	Vice President of Communications and Marketing
OH	The Port - an Ohio Port Authority	Vice President of Economic Equity
OH	Union County	County Administrator
OH	Upper Arlington	Assistant City Manager*
OH	Upper Arlington	Police Chief
OH	Washington Township	Assistant Fire Chief
OH	Washington Township	Township Administrator
OH	West Chester Township	Township Administrator
OH	Westerville	City Manager
OH	Westerville	Deputy Director of Planning and Development
OH	Westerville	Finance Director
OH	Worthington	Assistant Fire Chief
OH	Wyoming	City Manager
OR	Beaverton	City Manager
OR	Beaverton	Finance Director

Client		Position
OR	Beaverton	Interim City Manager
OR	Beaverton	Police Chief
OR	Beaverton	Public Works Director
OR	Clean Water Services	Chief of Staff
OR	Clean Water Services	Chief Utility Operations Officer
OR	Clean Water Services	General Counsel and Chief Compliance Officer
OR	Gresham	City Manager
OR	Gresham	Police Chief
OR	Hillsboro	Employee and Labor Relations Manager
OR	Hillsboro	Library Director
OR	Lake Oswego	City Attorney
OR	Lane County	Public Works Director
OR	Newberg	Assistant City Manager
OR	Newburg	Police Chief
OR	Newberg	Public Works Director
OR	Salem	City Manager
OR	Scappoose	Finance Administrator
OR	Sunrise Water Authority	Finance Director
OR	Tigard	Assistant City Manager
OR	Tigard	Finance Director
OR	Tigard	Human Resources Director
OR	Tualatin	City Attorney
OR	Tualatin Hills Park & Recreation District	Chief Financial Officer
OR	Tualatin Hills Park & Recreation District	City Attorney
OR	Tualatin Hills Park & Recreation District	District Finance Director
OR	Washington County	County Administrator
OR	Washington County	Interim County Administrator
OR	Washington County	Chief Financial Officer
OR	Washington County	County Counsel

Client		Position
OR	Washington County	Assistant County Administrators
PA	Breakneck Creek Regional Authority	Manager
PA	Carlisle Borough	Police Chief
PA	Farrell	City Manager
SC	Mount Pleasant Waterworks	General Manager
TX	Abilene	City Engineer
TX	Abilene	Library Director
TX	Lancaster	Assistant City Manager
TX	Lancaster	Finance Director
TX	University Park	Human Resources Director
VA	Albemarle County	Chief Financial Officer
VA	Albemarle County	County Attorney
VA	Albemarle County	Deputy Director of Community Development
VA	Albemarle County	Police Chief
VA	Albemarle County	DEI Director
VA	Albemarle County	Deputy Chief Financial Officer
VA	Albemarle County	Diversity, Equity, and Inclusion Director
VA	Albemarle County	Human Resources Director
VA	Alexandria	Controller
VA	Arlington County	Central Library Services Division Chief*
VA	Arlington County	Housing Director*
VA	Ashland	Town Manager
VA	Bedford County	County Administrator
VA	Bedford County	Deputy Fire Chief*
VA	Bedford County	Finance Director
VA	Chesapeake	Chief Financial Officer
VA	Chesapeake	Chief Information Officer
VA	Chesapeake	City Auditor
VA	Fairfax	City Manager

Client		Position
VA	Fairfax	Police Chief
VA	Fairfax County	County Executive
VA	Fairfax County	Deputy County Executive
VA	Fairfax Water	Customer Service Manager
VA	Fairfax Water	Human Resources Manager
VA	Fredericksburg	Public Works Director
VA	Harrisonburg	City Manager
VA	Harrisonburg	Human Resources Director
VA	Harrisonburg	Police Chief
VA	Harrisonburg-Rockingham Regional Sewer Authority (HRRSA)	Executive Director
VA	Leesburg	Finance Director
VA	Leesburg	Town Attorney
VA	Leesburg	Planning and Zoning Director
VA	Loudoun County	Animal Services Director
VA	Loudoun County	Assistant County Administrator
VA	Loudoun County	Assistant Director of Human Resources
VA	Loudoun County	Chief Financial Officer
VA	Loudoun County	County Attorney
VA	Loudoun County	Director of Building and Development
VA	Loudoun County	Deputy County Administrator
VA	Loudoun County	Economic Development Director
VA	Loudoun County	Family Services Director
VA	Loudoun County	Finance Director
VA	Loudoun County	Housing and Community Development Director
VA	Loudoun County	Information Technology Director
VA	Loudoun County	Mapping and Geographic Information Director
VA	Loudoun County	Mental Health, Substance Abuse, and Developmental Services Director
VA	Loudoun County	Parks, Recreation, and Community Services Director

Client		Position
VA	Loudoun County	Planning and Zoning Director
VA	Loudoun County	Systemwide Fire Chief
VA	Loudoun County	Community Corrections Director
VA	Newport News	Engineering Director
VA	Newport News	Waterworks Director
VA	Newport News	Human Resources Director
VA	Prince William County	Deputy County Executive for Public Safety
VA	Virginia Retirement System	Human Resources Director
VA	Warrenton	Town Manager
WA	Bellevue	Assistant Director, Financial and Resource Management
WA	Bellevue	Deputy City Manager
WA	Bellevue	Utilities Deputy Director
WA	Bothell	City Manager
WA	Bothell	Community Development Director
WA	Bothell	Finance Director
WA	Camas	City Administrator
WA	Central Pierce Fire and Rescue	Fire Chief
WA	Sammamish	Public Works Director
WA	Shoreline	Administrative Services Director
WA	Shoreline	City Manager
WA	Shoreline	Human Resources and Organizational Development Director
WA	Shoreline	Human Resources Director
WA	Spokane Regional Health District	Community Health Director
WA	Spokane Regional Health District	Deputy Administrative Officer
WA	Spokane Regional Health District	Health Officer
WA	Spokane Regional Health District	Human Resources Manager
WI	Central Brown County Water Authority	Manager
WI	Mequon	City Administrator
WV	Morgantown	City Manager

APPENDIX B: WORK SAMPLES

Appendix B: Work Samples



Town of Hanover

FIRST-YEAR GOALS FOR THE TOWN MANAGER

1. Build strong, positive relationships with the Selectboard. Listen and learn what is important to the Selectboard members and identify the best way to communicate with each member and the board as a whole.
2. Spend time learning the Town's operations and meet with department directors and with staff members. Implement one-on-one meetings with direct reports and attend staff meetings and visit worksites to encourage communication and share information throughout the organization. Identify ways to continue welcoming culture and enhance training and development.
3. Be accessible to residents and businesses in the community. Seek opportunities to attend and speak and listen during community events and community organization meetings. Build relationships with key stakeholders, including the Upper Valley Business Alliance, large employers, Dartmouth College, Dartmouth-Hitchcock Medical Center, and chairs of the Town's boards and committees.
4. Maintain strong fiscal integrity and ensure financial sustainability. Learn, understand, and manage the budget and identify funding needs throughout the organization. Work with department directors, Selectboard, and the Finance Committee to ensure a smooth Town Meeting and budgeting process.
5. Prioritize continued sustainable economic growth and business development. Focus on downtown vitality and a post-pandemic recovery plan by working with key stakeholder groups and continuing to provide excellent town services.
6. Participate in the Sustainable Master Planning effort through attending focus group meetings, collaborating with stakeholders, and providing feedback and ideas. Utilize these meetings as a way to engage and learn the community and meet residents and other stakeholders.
7. Collaborate with department directors to develop a technology needs assessment for the Town to review short- and long-term technology needs to better serve customers. Identify top priorities and determine the appropriate funding plan and timeline.
8. Engage with community leaders, Town staff, and regional players, to focus on top community issues of housing affordability, renewable energy, and climate change resiliency. Learn what the Town and other stakeholders are currently working on and support this work.
9. Prepare the Town to utilize federal resources for Community Power Plan, which includes infrastructure and broadband to ensure equitable access for all Town residents.
10. Continue historically strong partnership with Dartmouth. Participate in discussions around expansion planning for their land bank.

MEMO

Date: March 4, 2022

To: Town Selectboard

From: Catherine Tuck Parrish, Vice President

Re: Town of Hanover, Town Manager Update Memo

The purpose of this memo is to provide an update on the Town Manager recruitment process and information regarding the applicants.

Job Posting and Outreach

The position was posted in numerous national publications and on websites and social media. In addition, Raftelis shared the job announcement with several university alumni networks across the country and reached out to more than 857 tailored applicants through a combination of targeted emails and phone calls, resulting in a total of 24 applicants.

Applicants

The application process required candidates to complete an online application/questionnaire. The information contained in this memo reflects those responses.

The applicants indicated being well educated, with 100% of the applicants having a bachelor's degree or higher. Of the applicants, over 84% (21) have a master's degree or higher. The table below illustrates the highest level of education completed.

Degree	Number	Percentage
Bachelor's degree	4	16%
Master's degree	17	68%
Higher than a master's degree	4	16%
Total	25	100%

To date, the Town of Hanover has received applications from 19 different states, with the largest number of applicants coming from New Hampshire (4) and Connecticut (2).

According to the applicants' self-reported information:

- Applicants have an average of 16.9 years of local government experience.
- Applicants currently supervise an average of 165 employees.

- 76.0% (19) have experience working in a college or university town.
- 84% (21) have experience working with Labor Unions.

Applicants were asked to complete a voluntary demographic survey regarding race, ethnicity, gender, veteran status, and disability status, to which 19 of the 25 applicants responded. Of those who responded, 10.5% (2) identified as female, 79.0% (15) identified as male, and 10.5% (2) chose not to self-identify. Six (6) applicants identified as veterans and three (3) indicated having disability status. The table below illustrates the demographic breakdown:

Race	Number	Percentage
White or Caucasian	14	73.6%
Two or more races	2	10.5%
Unspecified	2	10.5%
American Indian or Alaskan Native	1	5.3%
Total	19	100%

Top Candidates

The top candidates presented for your consideration are listed in the following table.

First	Last	Title	Organization
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

We are happy to provide application materials upon request for those not included as one of the top candidates.

At our meeting, we will review the applicant pool to determine whom to invite to participate in the interview process and finalize that process.

Confidentiality

To protect the integrity of the recruitment process and to obtain a better applicant pool, all applicant materials and the list of names will be kept confidential throughout the process. At no point will candidate information or names be released. Only the top applicant's name will be released upon acceptance of the position.

Schedule

The remainder of the schedule is as follows.

Schedule	
March 8 Candidate Review Meeting (Virtual) with Selectboard in Non-Public Session 5:00 pm – 8:00 pm	<ul style="list-style-type: none"> • Candidate Review Meeting with Selectboard <ul style="list-style-type: none"> ○ All-applicant list and resumes to be sent along with candidate review materials ○ Determine whom to invite to virtual interviews (semi-finalists) ○ Discuss interview process logistics
March 23 – Virtual Interviews with Selectboard in Non-Public Session 8:00 am – 8:00 pm	<ul style="list-style-type: none"> • Virtual interviews • Determine whom to invite for in-person interviews
April 7-8 Finalist Interviews In-Person in Non-Public Session 8:00 am – 8:00 pm	<ul style="list-style-type: none"> • One-on-one conversation with the Town Manager • Tour with two Department Directors • Informal (reverse interview) with Department Directors • Three individuals from focus groups • Finalist in-person interviews with the Selectboard; may also have informal meeting with Selectboard members • Finalists to provide writing sample
After interviews	<ul style="list-style-type: none"> • Conduct reference and background checks • Negotiation with the top candidate • Selectboard approves the employment agreement on future agenda

Interview Process

Proposed Interview Process

Virtual Interviews – The first round of interviews with semi-finalists to determine whom to invite for in-person interviews is expected to include the following:

- Non-Public Session

In-Person Interviews – The finalist round of the process is expected to include the following:

- One-on-one conversation with the Town Manager
- Tour with two Department Directors
- Informal (reverse interview) with Department Directors
- Three individuals from focus groups
- Finalist in-person interviews with Selectboard; may also have informal meetings
- Finalists to provide writing sample

It is essential that all members of the Selectboard are present throughout the entire interview process for the interviews. The Selectboard will determine who is offered the position and the terms of the employment offer/contract. The consultant will convey deal points to the top finalist and provide those to the Town's attorney, who will draft the employment agreement.

Candidate Travel Reimbursement

Travel expenses will be reimbursed by the Town for the candidates who are interviewed (this includes transportation, meals, and lodging).

Point of Contact and Communication with Applicants and Prospects

The Town will not accept applications online or in any other form – applicants will apply directly through Raftelis. Communication with applicants or potential applicants should be directed to Raftelis. If anyone is contacted about the position, please direct the person to the online application process at raftelis.hire.trakstar.com to apply or to Catherine Tuck Parrish at ctuckparrish@raftelis.com or 240-832-1778 to answer any questions.



TOWN OF HANOVER

Town Manager



IS NOW
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The Position

The Town of Hanover presents an excellent opportunity for someone who loves local government and wants to lead in a town where residents, businesses, students, and Dartmouth College all appreciate the Town and want it to continue to be an exceptional place to live and learn. The Town Manager serves as the Chief Executive Officer of the Town and reports directly to the five-member Selectboard. The Town Manager oversees day-to-day operations, manages all departments, prepares the agenda and policy recommendations for consideration by the Selectboard, and ensures that all Town operations respond to the needs of local citizens as effectively as possible.

The Town Manager oversees 11 direct reports, including the Administrative Assistant, Administrative Services Director, Assessing Director, Fire Chief, Howe Library Director, Human Resources Director, IT Director, Parks and Recreation Director, Planning, Zoning, and Codes Director, Police Chief, and Public Works Director. The position will be open when the Town Manager retires in the spring of 2022, after over 25 years of outstanding service to the Town of Hanover. The Town has a tradition and values its civil and solid political leadership with a Selectboard focused on high-level issues, residents and businesses who want to participate in solving problems and bring resources and expertise to the table, and where innovation and creativity are possible.

Priorities

The Selectboard has identified the following priorities as some of the top priorities for the Town:

- Sustainable Master Planning Process
- Post-Covid recovery for the Town and continued downtown vibrancy
- Develop a technology needs assessment for the Town in concert with department directors
- Engage with regional partners and state initiatives that support housing affordability, renewable energy, and climate change resiliency
- Prepare the Town to utilize federal resources for infrastructure and broadband

The Selectboard's priorities are in sync with a recent community input survey where community members identified the following five priorities for the next Town Manager:

- Affordable Housing
- Economic and Business Development
- Budget and Financial Sustainability
- Climate Change
- Environmental Sustainability

The Successful Candidate

The ideal candidate for Hanover's next Town Manager will be an ethical and experienced local government management professional passionate about leading a collaborative, engaged staff team working toward common goals with the Selectboard and the community. The Town Manager will be an effective listener and communicator, comfortable speaking with all audiences and using various tools to reach residents, businesses, and Dartmouth College. The Town Manager will be an approachable leader with a track record of utilizing great ideas generated from robust community engagement and skilled at building partnerships with government, educational, private, and nonprofit organizations. The ideal candidate will be a strong, confident leader who can balance conflicting interests and priorities and build consensus with the Selectboard, staff, College, and the community. The next Town Manager will be an effective leader, comfortable empowering staff to be creative problem-solvers to ensure the long-term success of the Town.

The next Town Manager will be both a visionary and able to translate that vision into an actionable plan to implement and make progress on the most challenging issues local governments face. The Town Manager will be technologically and politically savvy and embrace the community's expectation for innovation and creative approaches to complex community issues, such as workforce housing affordability, climate change resiliency, and downtown and business vibrancy. In addition, the Town Manager will be responsive and accessible yet stay focused on the top priorities for the Town and say no when necessary. The ideal candidate will fit into a caring, progressive, fiscally conscious culture focused on a sustainable future. Hanover's next Town Manager will have proven planning and zoning experience and be able to work with partners in the business and nonprofit communities, as well as the College, to ensure the continued vitality of the downtown and the College, as well as retain the high quality of life for residents. The next Town Manager will partner with K-12 and higher education institutions and nonprofits to focus on workforce and pandemic recovery and chart the future for the Town's continued vitality. The successful candidate will be energetic, personally invested in Hanover, and active and visible in the community. The Town Manager will work to bring the residents, businesses, students, college, and other key stakeholders together and find common ground on quality of life issues that impact all of Hanover.

Based on a recent survey, community members think the next Town Manager should:

- Be Accountable (34.82%),
- Be Ethical/Moral (33.04%)
- Be an Active Listener (32.14%)
- Value Diversity, Equity, and Inclusion (31.03%)
- Be Accessible (29.02%)

Qualifications

Minimum requirements are a bachelor's degree and at least seven years' progressively responsible experience in a local government, including supervision and executive level management (manager/administrator, assistant manager/administrator, or department director). Strong communication skills and demonstrated expertise with community engagement, budget/financial management, and collaboration with key stakeholders are required.

Preferred qualifications include tenure in a full-service local government, with demonstrated experience in land use, sustainability, downtown and business vibrancy, and housing affordability. Experience managing a high-performing staff and collaborating with a college, medical center, and/or other large institutions is also preferred. A master's degree in public administration and ICMA-CM are also preferred.

While not required, it is hoped that the next Town Manager will choose to live within the community.



Inside The Town of Hanover

The Town has operated under a charter since 1963 and amended the charter to enable a Selectboard-Town Manager form of local government in 1973. The Hanover Selectboard consists of five members elected to staggered three-year terms. The Board holds some legislative powers not typically granted to Town Selectboards in New Hampshire. Town Meetings serve as the legislative body for adopting the annual budget, issuing bonds, and amendments of the Zoning Ordinance.

The Hanover Selectboard has a reputation for being very stable, non-partisan, and professional, working exceptionally well together as a group and providing quiet, thoughtful, forward-looking leadership for the community. The Town Manager is appointed for an indefinite term and is responsible for the administrative and financial affairs of the Town and implementing policies adopted by the Hanover Selectboard. The Town Manager serves at the pleasure of the Hanover Selectboard and is the Chief Administrative Official of the Town.



Hanover is a quintessential “college” town and functions much like a city in town clothing based on the service demands placed upon it by a prestigious Ivy League institution. The Town has experienced moderate tax base growth of more than 15% in the past ten years, attributable primarily to the expansion of Dartmouth College dormitories and dining halls (which are taxable). The annual growth in new construction (brick and mortar) is between .75% and 1.5%. It is expected that Dartmouth College will be undertaking an aggressive housing initiative that could boost those numbers. The Town of Hanover is a full-service community, providing police and fire protection with full-time departments, a full range of public works services, water filtration, secondary wastewater treatment, two public libraries, recreation services, and a full range of administrative services.

The Town operates on a fiscal year basis, July 1 through June 30. The budget process begins in November of each year when the Hanover Selectboard sets a property tax rate target for use by Town staff in building the proposed budget. Department budget requests are submitted to the Town Manager, who then works with staff to develop a proposed budget reviewed by the Hanover Selectboard in three public hearings held in late February and early March. The Board adopts the budget and then brings it to the Town Meeting for approval in early May for July 1 implementation.

The Town of Hanover is in a very financially sound position, despite a worldwide pandemic and the impact it has had on New Hampshire municipalities. In general, fund balances all meet or exceed the 10% target set by the Hanover Selectboard, capital reserves are managed carefully to ensure that the Town is setting aside sufficient funds for future capital purchases, the Town’s bonding capacity far exceeds its very modest outstanding debt, and the various department operating budgets, while managed very carefully, are sufficiently funded. Given New Hampshire’s dependence on property tax, local municipal managers must focus very clearly on managing the local property tax burden, which is the primary source of revenue for municipalities. Hanover is all about managing carefully and as frugally as possible and is continually looking at ways to control costs and implement innovative service delivery.

Dartmouth College and Dartmouth Hitchcock Medical Center exert a stabilizing influence on the local economy in that both institutions have been somewhat insulated from the impact of economic downturns. As a result of the pandemic, Town staff managed reductions in some revenue areas by freezing a small handful of vacant positions and throttling back expenditures to focus on essential purchases and projects with room to spare. Because of the institutional influences, overall property values have remained steady, with more rapid increases evident due to COVID. There is an upward pressure to increasing values due not only to those desiring a safer environment but also to climate change affecting other areas of the country. This area has historically been absent of those types of negative influences. A comprehensive revaluation was completed for all commercial and residential properties in 2021. The overall increase was about 16%. Approximately 25% of the tax base is from commercial/income producing type properties, and 75% is residential in nature. Residents have supported modest tax rate increases each year to maintain service levels. Hanover residents support a well-run local government, and the Town’s operating departments enjoy good support from the Hanover Selectboard and the voters.



The Community

Hanover is a scenic, upscale New England community located in west-central New Hampshire on the Vermont border. Nestled along the beautiful Connecticut River, the Town is home to Dartmouth College.

Hanover is centrally located in northern New England, an area offering the best that New England has to offer. Many residents have made a conscious decision to settle in Hanover because of the region's high quality of life – beautiful countryside, ample recreational opportunities, excellent public schools, a college town feel, a safe place to live and to raise children, cultural and intellectual richness, sophisticated but casual and unassuming, and within easy driving distance of key Northeast metropolitan centers. The community was recently named one of the top ten places to live and retire by Money magazine. Boston, MA is just two hours to the southeast; New York City five hours to the southwest; Quebec City four hours north; and Montreal three hours northwest. The beautiful White Mountains are less than an hour's drive to the north, and the beaches of New Hampshire and Maine are less than two hours due east.

The Town of Hanover is located in Grafton County in west-central New Hampshire. The Town has a population of 11,500 and occupies 50.3 square miles. State routes 10 and 120 bisect the Town; both I-89 connecting Boston, MA to Burlington, VT and I-91 connecting southern Connecticut to Canada border the Town and are immediately accessible. Hanover's landscape is characterized by hillsides and valleys, granite ledges, farm fields, brooks, and streams. The Town consists of a largely rural landscape beyond the immediate downtown and in-town residential areas. Served by 164 miles of paved and gravel roads, many residents enjoy the rural tranquility to be found just beyond the downtown area. Deer, moose, bear, wild turkey, red fox, coyotes, hawks, and eagles abound, and residents of this community happily live in close harmony with wildlife.

The Town of Hanover offers a great deal to attract people on a personal level, starting with Dartmouth College. The College is an intellectual and cultural center. Its Hopkins Center and Hood Museum offer wonderful theater, music, and art opportunities for local residents and the area's many visitors. Dartmouth lectures, symposia, and workshops are regularly open to the public. Dartmouth College sports teams attract a loyal following of local residents. Dartmouth students are active community members, volunteering in the local schools, the Town's Recreation Department, and a host of local social service agencies.

For the outdoor lover, Hanover is a New England paradise. There are ample opportunities for rowing and boating on a beautiful, flood-controlled stretch of the Connecticut River or on nearby Goose Pond, Mascoma Lake, Crystal Lake, Grafton Pond, or Lake Sunapee. For snow sports lovers, the Dartmouth Skiway is located just 15 minutes away in the adjacent Town of Lyme, while truly first-class New England skiing and snowboarding can be found less than 45 minutes by car in all directions. Hiking, mountain bike, and snowmobile trails dot the landscape, the Appalachian Trail bisects the community on its way to Maine, and there are a plethora of parks and recreational centers in the area as well. Joggers and bicyclists share the road in large numbers. Organized sports teams for adults and youth are plentiful, ranging from low-key clubs to highly competitive teams. Fishing, camping, rock climbing, and rowing are all popular activities. Local farms dot the landscape, and residents enjoy buying and eating locally grown and produced food. Healthy living is the name of the game, and the region makes it easy to stay active and well.

Hanover's residents are warm, friendly, and down-to-earth. The community is small enough to provide that small-town feel but not so small that it feels insular. The general movement in and out of faculty and staff associated with the region's two largest employers, Dartmouth College and Dartmouth Hitchcock Medical Center, helps to maintain a sense of openness in the community and the institutions' strong international connections make for a highly multicultural population. Many of the Town's citizens are associated with the College or Dartmouth Hitchcock Medical Center and are highly educated. They believe in excellence in all they do, and they are willing to achieve it. In turn, Hanover residents expect high-quality service and recognize Hanover staff for their expertise and community commitment.

Hanover housing costs are on the higher end, although less expensive housing can be found in some outlying communities. A smaller three-bedroom/two-bath home starts in the \$500,000 price range, depending on location and amenities, and a selection of higher-cost housing is available as well.

Due to the strong influence of highly educated people in the community, schooling is a priority, and, as a result, the Hanover public school system is of the highest quality. Rankings consistently reveal that Hanover's schools are among the best in the bi-state region.

The community is a very safe place to work and to raise a family. Crime rates are low, and community policing is a priority of the Hanover Police Department.

The primary settlement in Hanover is defined as in-town Hanover which includes the Downtown area, the Dartmouth College campus, and the many neighborhoods surrounding the campus. Hanover borders the towns of Lyme, Canaan, and Enfield, and Lebanon, New Hampshire, and Norwich, Vermont. Hanover also includes the small rural villages of Etna and Hanover Center, which were formerly independent villages to the east and north of the in-town area. The highest point in Hanover is the north peak of Moose Mountain, standing at 2,313 feet above sea level. Hanover lies entirely within the Connecticut River watershed.

Granted in 1761, the Town was named for Hanover Parish, the home parish of settlers from Lisbon, Connecticut. In 1769, Reverend Eleazar Wheelock received a charter for a college to educate Native Americans, an expansion of the Charity School he had established in Connecticut. The College was named for William Legge, Second Earl of Dartmouth, a supporter of the Reverend's efforts. In 1771, Governor John Wentworth, upon petition from Reverend Wheelock, chartered 300 acres between Hanover and Lebanon for Dartmouth College. The land chartered to the College was for a time known as Dresden, one of 16 towns involved in a border dispute with Vermont. Today, the name Dresden is that of the local school district, a bi-state district involving towns from both sides of the Connecticut River, Norwich, Vermont, and the Town of Hanover.



Compensation

The expected hiring range is \$150,000 – \$175,000, depending on qualifications, with excellent benefits. A relocation package that may include relocation and housing assistance and other amenities may also be part of total compensation in an employment agreement. The Town participates in the state retirement system. The Town Manager may participate in that or negotiate a different retirement option in lieu of this, such as ICMA-RC.

The Town's "flex benefits" are excellent. They include health, dental, and prescription plans, short and long-term disability, life insurance, plus supplemental coverage options. Most candidates will find the benefits package comprehensive and generous by public sector standards.



How to Apply

Applications will be accepted electronically by Raftelis at raftelis.hire.trakstar.com. Applicants complete a brief online form and are prompted to provide a cover letter and resume. We will commence review of applications on **February 16, 2022**.



Questions

Please direct questions to Catherine Tuck Parrish at ctuckparrish@raftelis.com and Carly Trimboli at ctrimboli@raftelis.com.

FEE PROPOSAL

Fee Proposal

The total fixed fee to complete the Town Manager recruitment, as outlined in this proposal, is \$36,600. This includes all Raftelis' professional fees and expenses. All meetings will be virtual, except for the final interviews, which will be in person. An additional fee will be charged for any additional in-person meetings added beyond this scope.

We estimate the following additional costs to the Town, which would be billed at cost.

Advertising	Approximately \$2,000-\$2,500
Background checks	Estimated at \$175-\$500/finalist
Finalists' interview travel	Borne and reimbursed directly to the finalists by the Town

Advertising and background checks are invoiced as completed. The fixed fee will be invoiced as follows:

Activity 1 – \$9,149	After delivery of the recruitment documents <ul style="list-style-type: none">• Recruitment plan• Recruitment brochure• First-year goals
Activity 2 – \$15,259	After the candidate review
Activity 3 – \$12,192	After the interviews are completed

Within six (6) months of the final interview process, should an additional candidate be hired by the Town from the pool of candidates presented by Raftelis for this project, the additional fee shall be \$15,000.

REQUEST FOR QUOTATIONS #24-61

EXECUTIVE RECRUITING CONSULTANT

For the Town of Lexington

Town Manager

April 5, 2024

Response Due Date: Thursday, April 18, 2024 at 4:00 p.m.

In-Person Consultant Interviews Tentatively Scheduled for Monday, April 29, 2024 beginning at 9 a.m.

EXECUTIVE RECRUITING CONSULTANT – TOWN OF LEXINGTON

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INTRODUCTION & PROJECT DESCRIPTION

The Town of Lexington Select Board is seeking quotes from qualified executive search consultants to work with the Board and the Town in the recruitment and selection of an exceptional candidate for the position of Town Manager for the Town of Lexington.

ABOUT THE TOWN OF LEXINGTON

Current statistics about Lexington:

- Lexington's land area is 16.6 square miles.
- Approximately 63% of the land in town is in private ownership;
- Approximately 12% of the land is publicly held conservation land.
- A population of 34,074.
- Lexington has 12,385 households.
- Lexington has 6,805 public school children
- Lexington has 7,155 senior citizens.
- Per Capital Income \$102,776
- Equalized Valuation per capita: \$441,222
- Bond Rating: Aaa
- Business Tax Base: BioPharm Cluster of 31 companies and a visitor-based retail-based Center
- Commercial property taxes make up 23.2% of property tax base
- FY25 budget-all funds: \$290,052,759
- Commitment to an aggressive capital plan – recently completed state of the art Fire Headquarters, two net-zero schools, new virtually net-zero police station nearing completion, in process with MSBA for new or renovated high school as well as two major streetscape plans in the town center.
- Semiquincentennial Celebration- local, regional and state planning underway for April 19, 2025 for the 250th anniversary of the Battle of Lexington, the first battle of the American Revolution.

Lexington provides a multitude of public resources for its residents:

- Cary Memorial Library, providing resources and programming for residents of all ages
- A variety of public transportation options, including a local bus system and MBTA bus service
- Lexington public schools have a reputation for excellence and consistently rank among the top public schools in Massachusetts.
- Cary Memorial Building, featuring Battin Hall, is home to the Lexington Symphony and many other shows and events
- Lexington Community Center, with its dining room, fitness center, game rooms and meeting rooms for community groups
- Town Human Services Department, providing Senior, Veteran, and Youth and Family resources and services
- Town Recreation and Community Programs Department, managing the Town pool and beach, and providing sports and leisure programming for children, teens and adults

A Snapshot of Lexington

Lexington was first settled in 1642 as a farming community that was part of Cambridge. It became the parish of Cambridge Farms in 1691, and was incorporated as a separate town in 1713. The town experienced rapid housing development after World War II with the growth of the Boston urban area and the decline of agriculture.

While the town is primarily residential, a number of industries and commercial establishments employ more than 16,000 people in Lexington. Services and manufacturing are the two largest employment sectors. The major shopping area is the central business district. Lexington Center is a well-maintained area with retail stores, professional offices, banks, and restaurants.

Lexington is a diverse/welcoming community with a growing and engaged multicultural population. The Town has always been blessed with active individuals, and participation of new as well as long-term residents is always welcome. Town government provides a variety of opportunities for public involvement.

We are committed to fostering a diverse, inclusive, and equitable community that thrives on the principles of respect, dignity, and fairness. We recognize that diversity enriches our community, brings together unique perspectives, and strengthens our ability to effectively serve our residents.

We aim for full inclusion by: increasing and broadening diverse participation in our professional ranks and civic activities; welcoming all people in Lexington; considering health in all decisions; and providing recreation facilities for all. We honor our rich historic traditions and take pride in Lex250th celebration events. We strive to diversify the commercial tax base to reduce financial burdens on residents allowing more to remain and lower the barriers for new residents to call Lexington home.

We are committed to being a sustainable and resilient community for all, where we strive to reduce greenhouse gas emissions, create cleaner indoor and outdoor environments, and ensure all members of our community have access to the tools they need to be resilient in a changing climate.

ABOUT THE POSITION:

See Attachment 1 – Board of Selectmen-Town Manager Act.

SCHEDULE AND TIME LINE

The Select Board will vote to award the executive search consultant contract on April 29, 2024, following consultant interviews and prefers to select a new Town Manager 16 weeks after the Executive Recruiting Consultant is engaged by the Town.

SUBMISSION DEADLINE AND INSTRUCTIONS

Responses are due no later than **4:00 on Thursday, April 18, 2024** to:

Select Board Office
Lexington Town Office Building
1625 Massachusetts Avenue
Lexington, MA 02420

Or via email: Selectboard@lexingtonma.gov

The following information is specifically required:

1. Name and address of applicant, telephone/fax numbers and e-mail address.
2. Brief résumé of principals and of the staff to be assigned to the Project.
3. List of completed projects that would best illustrate qualifications for the Project, including full project timeline from inception to completion.
4. Three references for projects of a similar or larger scope, size and complexity, with contact name, title and telephone number of the person who can speak to the quality of services provided for similar Town Manager /Town Administrator recruitment processes.
5. Names and qualifications of any outside vendors that may be used for the Project.
6. Statement of the scope and type of services proposed for the Project. Based on the guidelines and information in this RFQ, the applicant should describe the process and methodology to be used in the completion of services with specific reference to examples of similar projects in which this methodology has been used and diversity of applicant pool recruited.
7. Statement of any legal or administrative proceedings, pending or concluded adversely, to the applicant within the past five (5) years which relate to the applicant's performance of this type of work.
8. Appropriate certifications of insurance.
9. Provide samples of work, such as reports, a sample position profile, evaluation forms and other decision-making tools
10. Summary of expected costs, including estimated consulting fees, advertisement costs, travel expenses (including expected number of trips) and other miscellaneous costs
11. A current firm brochure may be submitted with the proposal.
12. Completion of the forms located at the end of this RFQ package.

Note: For other governmental entities that may be responding to this RFQ:

- Tax Compliance Certification: Indicate on this document that as a governmental entity, this does not apply.
- Certificate of Corporate Authority: Indicate on this document that as a governmental entity, this does not apply.
- Non Collusion: Head of governmental office responding to the RFQ can sign this form.

13. Fee Proposal: The Select Board expects that while the final fee will be negotiated (largely based on the number of stakeholder meetings it requests) proposals should include a separate fee proposal based on the scope of work outlined.

INSURANCE AND IDEMNIFICATION

The selected firm shall obtain and maintain at its own expense, general liability/property and motor vehicle liability insurance policies protecting the Town of Lexington in connection with any operations included in this contract, and shall have the Town of Lexington listed as additionally insured on the policies. General liability coverage shall be in the amount of \$1,000,000 per occurrence and \$2,000,000 aggregate for general liability and property damage. Workers' compensation insurance and motor vehicle liability insurance shall be in the amounts that are in accordance with the requirements of Massachusetts law, unless otherwise waived by the Town.

Indemnification: The successful applicant shall agree to indemnify and hold harmless the Town of Lexington and its officers, boards and employees, and the Select Board, from and against all claims, causes of action, suits, damages and liability of any kind which arise out of the negligence or willful misconduct of the successful applicant or its officers, employees, agents and representatives regarding the project manager services performed.

Proposals must be signed as follows:

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

The Lexington Select Board, as the awarding authority, reserves the right to accept any proposal in whole, and to reject any and all proposals if it shall be deemed in the best interests of the Town of Lexington to do so.

QUESTIONS, ADDENDUM, OR PROPOSAL MODIFICATION

Questions concerning this request must be submitted via email to Kim Katzenback kkatzenback@lexingtonma.gov. Inquiries must be received no later than 1:00 PM on Wednesday, April 10, 2024 in order to be considered. Responses to inquiries that affect all bidders or modifications to the RFQ will be issued as an addendum via email to all applicants on record as having received the RFQ.

All proposals submitted in response to this RFQ shall remain firm for ninety (90) days following the response deadline. It is the Town's intent to award the contract within 30 days after the response deadline. The time for award may be extended for up to 45 additional days by mutual agreement between the Select Board and the highest ranked applicant, on the basis of the responses to the Scope of Work stated below.

After the response deadline, an applicant may not change any provision of the proposal in a manner prejudicial to the interests of the Town of Lexington or fair competition. Minor informalities may be waived or the applicant may be allowed to correct them.

SCOPE OF WORK

The consultant shall:

1. Meet with the Select Board and Screening Committee as frequently and for such time as may be necessary to carry out their work;
2. Prepare, in consultation with and approval by the Select Board, a plan for the search, recruitment and selection of a qualified candidate for the position of Town Manager;
3. Assist in establishing a profile of the desired candidate, reflecting the qualities and attributes the Select Board believes the Town Manager should possess. The Select Board believes that the successful candidate will comply with the Code of Ethics of the ICMA or Massachusetts Municipal Management Association;
4. Create a profile for the Town of Lexington that encompasses the uniqueness of the community, demographics, economic stability, strong sense of volunteerism, and form of government;
5. Review the Board of Selectmen-Town Manager Act (Attachment 1);
6. Develop and conduct a plan to advertise the position, including preparation of advertisements for publication and listing of professional recruiting avenues.
7. Oversee and guide the screening committee in soliciting community input through listening and discussion sessions with Town Boards and Committees, Town employees, citizens and other community stakeholders, as outlined in the timeline, to help inform the Select Board and Screening Committee on the qualities, strengths and management style desired in a new Town Manager. This shall include assistance in developing the process for soliciting opinions, creating vehicles for eliciting stakeholder feedback, compiling results and reporting conclusions. Consultant(s) to present findings and recommendations from stakeholders and information gathering process to Select Board.
8. Assist the Select board in establishing selection criteria for evaluating Town Manager candidates
9. Utilize the consultant's network of local government professionals and other search activities to recruit a diverse pool of qualified applicants that match the established candidate profile of this position;

10. Identify potential candidates suitable for position and motivate them to apply;
11. Directly receive all applications/resumes. Prepare a recruitment report of all candidates meeting the requirements of the position profile from the submitted applications with recommendations of possible candidates for review; Specify disqualifying reason for any candidates not recommended;
12. Provide appropriate training and guidance to Screening Committee and Select Board;
13. Assist the Screening Committee in reviewing applications, including provision of preliminary background screening for any candidates to be interviewed;
14. Assist the Screening Committee in vetting and interviewing of candidates, including development of questions, essays, and scenarios, and handling of all scheduling and logistics. Interviews may include initial virtual screenings, but strong preference for semi-final interviews to be in person;
15. Assist the Select Board, collectively and individually, as well as any resident or staff panel, in preparing for interviews in executive session and in open session under the Massachusetts Open Meeting law as appropriate;
16. Conduct a full reference and background check (including social media) of the finalists prior to any interview by the Select Board;
17. Organize and moderate a public “meet and greet” session for the finalists;
18. Assist in negotiating and drafting of employment agreement and terms and conditions with the finalist, generally assist in hiring process up to and including acceptance of an Employment Agreement by the selected candidate as requested by Select Board and/or Town’s Human Resources department;
19. Make every effort to successfully complete the requirements of this Contract within 16 weeks from the date of the signed contract;
20. Conduct other related tasks as may be requested by the Select Board.

TIMELINE:

In-person interviews of consultants for this project are tentatively scheduled for Monday, April 29, 2024 at 9 a.m. The Town intends to offer interviews to no more than the top three

ranked consultants meeting the minimum qualifications as set forth in this RFQ, as determined by the Select Board.

Proposed dates to develop ideal candidate profile (tentative). The Select Board understands that this is an aggressive schedule and may need to be flexible in meeting dates.

- May 6-7: Consultant meets individually with Select Board Members and Executive Clerk
- May 8-17: Consultant meets for community input with:
 - Screening Committee (also to discuss roles and meeting timeline)
 - Senior Management Team
 - boards/committees
 - employees
 - interested community members
- May 20: Consultants meets with Select Board to review profile of ideal candidate

The Town desires that the consultant make every effort to bring this process to completion within 16 weeks from the signed contract for services but recognizes that scheduling of various meetings may extend this timeline.

MINIMUM REQUIREMENTS/QUALIFICATIONS

Consultants shall have been in the business of providing recruitment services for a minimum of (3) three years. The Lead consultant shall have successfully completed a similar process presenting a diverse pool of candidate applicants in a similar timeframe for the selection of at least (3) three similar positions such as Town Manager or Town Administrator for comparable communities within the past thirty-six months. Consultant shall provide diversity profile of applicants for each such position and timeline of completed process

FEE

The proposed fee for this project should be included as part of the quote response and will be negotiated **upon selection and agreed upon workplan**. The fee will include all expenses, direct and indirect, for this project. All proposals shall belong to the Town of Lexington. The successful applicant shall agree to comply with all applicable federal, state and local laws in its performance of its contract with the Town of Lexington.

TOWN OF LEXINGTON

TAX COMPLIANCE CERTIFICATION

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

(Date) (Signature of individual submitting bid or proposal)

(Printed name of person signing bid or proposal)

(Name of business)

(Business address)

(Business phone number)

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

TOWN OF LEXINGTON

CERTIFICATE OF CORPORATE AUTHORITY

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

(Date) (Signature of individual submitting bid or proposal)

(Printed name and title of person signing bid or proposal)

(Name of business)

(Business address)

(Business phone number)

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

TOWN OF LEXINGTON

NON-COLLUSION STATEMENT

CONTRACTOR'S CERTIFICATION IN BID/PROPOSAL TO BE ATTACHED TO CONTRACT

Any person submitting a Bid or Proposal for the procurement or disposal of supplies and services to any governmental body shall certify in writing, on the Bid or Proposal, as follows:

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

(Date) (Signature of person signing bid or proposal)

(Printed name of person signing bid or proposal)

(Title)

(Name of Business)

(Business address)

(Business Phone Number)

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

SIGNATURE PAGE

The applicant hereby certifies that:

1. The applicant has not given, offered, or agreed to give any gift, contribution, or offer of employment as an inducement for, or in connection with, the award of contract for these services.
2. No consultant to, or subcontractor for the applicant has given, offered, or agreed to give any gift, contribution or offer of employment to the applicant, or to any other person, corporation, or entity as an inducement for, or in connection with, the award to the consultant or subcontractor of a contract by the applicant.
3. That no person, corporation, or, other entity other than a bona fide full-time employee of the applicant has been retained or hired to solicit for, or in any way assist the applicant in obtaining the contract for services upon an agreement or understanding that such person, corporation, or entity be paid a fee or other compensation contingent upon the award of the contract to the applicant.

I hereby attest with full knowledge of the penalties for perjury, as in accordance with Massachusetts G.L. C.7, S.38E that all information provided in this application for services is correct.

Firm

Signee (written)

Signee (typed/printed)

Title

Date

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

ATTACHMENT 1

BOARD OF SELECTMEN-TOWN MANAGER ACT

SPECIAL ACTS

A201

Chapter A201

SPECIAL ACTS

This chapter contains the text of the following acts:

A. Enacted by the Senate and House of Representatives of the United States of America:

Public Law 89-335, An Act to provide that the flag of the United States of America may be flown for twenty-four hours of each day in Lexington, Massachusetts

B. Enacted by the Senate and House of Representatives of the Commonwealth of Massachusetts:

Chapter 107, Acts of 1910, An Act To Authorize the Town of Lexington To Borrow Money To Repay or Reimburse Its Trust Funds and To Provide for the Custody and Management of Its Trust Property

Chapter 147, Acts of 1914, An Act to Authorize the Park Commissioners of Lexington to Lease a Part of Buckman Tavern Park to the Lexington Historical Society

Chapter 215, Acts of 1929, An Act to Establish in the Town of Lexington Representative Town Government by Limited Town Meetings

Chapter 777, Acts of 1965, An Act Establishing the Office of Comptroller in the Town of Lexington

Chapter 753, Acts of 1968, An Act Establishing the Selectmen-Town Manager Form of Government in the Town of Lexington

Chapter 447, Acts of 1956, An Act Establishing an Historic Districts Commission for the Town of Lexington and Defining its Powers and Duties, and Establishing Historic Districts in the Town of Lexington

Chapter 374, Acts of 1982, An Act Authorizing the Town of Lexington to Sell and Convey Certain Buildings and to Lease a Certain Parcel of Park Land in Said Town

Chapter 521, Acts of 1983, An Act Establishing a Nonprofit Housing Corporation for the Town of Lexington

Chapter 558, Acts of 1985, An Act Authorizing the Chief of Police of the Town of Lexington to Hear Complaints Relating to Dogs

Chapter 412, Acts of 2000, An Act Relative to the Conservation Commission of the Town of Lexington

LEXINGTON CODE

Chapter 424, Acts of 2000, An Act Relative to Utility Lines in the Town of Lexington

Chapter 317, Acts of 2002, An Act Authorizing the Town of Lexington to Establish a Post Retirement Insurance Liability Fund

Chapter 7, Acts of 2004, An Act Authorizing a Ballot Question in the Town of Lexington Relative to the Granting of Certain Alcoholic Beverage Licenses

Chapter 345, Acts of 2006, An Act Designating in the Towns of Arlington, Lexington, Lincoln and Concord a Scenic Byway To Be Known as the Battle Road: the Road to Revolutions

Chapter 190, Acts of 2008, An Act Relative to Real Property Tax Deferrals in the Town of Lexington

Chapter 202, Acts of 2008, An Act Authorizing the Division of Capital Asset Management and Maintenance to Transfer Control of a Certain Parcel of Land in the Town of Lexington

Chapter 203, Acts of 2009, An Act Authorizing the Abatement of Certain Property Tax Assessments in the Town of Lexington

SPECIAL ACTS

Public Law 89-335 AN ACT

To provide that the flag of the United States of America may be flown for twenty-four hours of each day in Lexington, Massachusetts.

Be it reacted by the Senate and House of Representatives of the United States of America in Congress assembled, That, notwithstanding any rule or custom pertaining to the display of the flag of the United States of America as set forth in the joint resolution entitled "Joint resolution to codify and emphasize existing rules and customs pertaining to the display and use of the flag of the United States of America", approved June 22, 1942 (36 U.S.C. 171-178), the flag of the United States of America may be flown for twenty-four hours of each day on the green of the town of Lexington, Massachusetts. The flag may not be flown pursuant to the authority contained in this Act during the hours from sunset to sunrise unless it is illuminated.

Approved November 8, 1965.

SPECIAL ACTS

CHAPTER 107 OF THE ACTS OF 1910

AN ACT TO AUTHORIZE THE TOWN OF LEXINGTON TO BORROW MONEY TO REPAY OR REIMBURSE ITS TRUST FUNDS AND TO PROVIDE FOR THE CUSTODY AND MANAGEMENT OF ITS TRUST PROPERTY.

SECTION 1. The town of Lexington, for the purpose of repaying or reimbursing certain trust funds received by said town and subsequently paid out and expended by it for the general expenses of the town, is hereby authorized to borrow a sum not exceeding thirty-five thousand dollars and to issue notes or bonds therefore, payable at periods not exceeding twenty-five years from the date of issue; such notes or bonds shall be signed by the treasurer and countersigned by the selectmen, shall bear interest, payable semiannually, at a rate not exceeding four and one half per cent per annum and shall be sold or disposed of in such manner, or upon such terms, as the treasurer and selectmen may determine. At the time of issuing said notes or bonds the town shall provide for the payment thereof in such annual payments as will extinguish the debt within the time prescribed in this act, and when a vote to that effect has been passed, the amount required thereby shall be raised annually by taxation in the same manner in which the other taxes are raised, without any further vote or action of the town.

SECTION 2. The town may at its next annual meeting, or at a special meeting duly called for the purpose, elect by ballot in the same manner as other town officers are elected a board of three citizens who shall serve without compensation and who shall be called Trustees of Public Trusts, one of whom shall serve until the annual meeting in the year nineteen hundred and twelve, one until the annual meeting in the year nineteen hundred and fourteen, and one until the annual meeting in the year nineteen hundred and sixteen, and at the annual meeting in the year nineteen hundred and twelve and biennially thereafter the town shall elect one trustee for the term of six years and until his successor is elected and qualified.

SECTION 3. Unless it shall be otherwise provided or determined by vote of the town or by the terms of the instrument creating the trust, said board shall take, hold, manage, invest, reinvest, administer and dispense all the estates and properties, real and personal, and the proceeds thereof, which have already been and which may hereafter be devised, bequeathed or otherwise given to or conferred upon said town of Lexington for public or charitable objects, including the trust funds referred to in section one, and also any properties devised, bequeathed or otherwise conferred upon said board for the benefit of said town or any public or charitable objects therein. Said board may invest and reinvest all of said estates and properties, real and personal, and the proceeds thereof, in such other estates and securities, real and personal, as it may deem safe and proper, having always in mind the security of the principal sums of said trusts.

SECTION 4. A vacancy in said board shall be created by the death, the removal for cause by the supreme judicial court, the removal of his legal residence from said town, or the resignation in writing delivered to the selectmen of any member of the board, and any vacancy shall be filled by the election of a new member by ballot for the remainder of the term so vacated at a meeting of the voters duly called for the purpose.

SECTION 5. Said board shall take, hold and manage all sums of money deposited with the treasurer of said town for the care and preservation of cemetery lots under the provisions of the

LEXINGTON CODE

laws of the commonwealth, and may invest the same in the Lexington Savings Bank or other savings banks in this commonwealth in separate accounts with each deposit and shall pay over from the income thereof to the proper persons the sums necessary to carry out the purposes of said deposits.

SECTION 6. Said board shall do all acts necessary or proper to be done for the purpose of carrying into effect the provisions of this act and shall annually make a full report to said town of the amounts and investments of all property and deposits held by them hereunder and of their doings in relation thereto.

SECTION 7. Nothing in this act contained shall be construed as restricting, enlarging or in any way changing the terms of the bequests or donations under which said estates are devised or given.

SECTION 8. This act shall take effect upon its acceptance by said town at a legal meeting duly called for the purpose.

*Approved February 21, 1910
Adopted April 12, 1910 - Article 2*

SPECIAL ACTS

CHAPTER 147, ACTS OF 1914

AN ACT TO AUTHORIZE THE PARK COMMISSIONERS OF LEXINGTON
TO LEASE A PART OF BUCKMAN TAVERN PARK TO THE LEXINGTON
HISTORICAL SOCIETY

SECTION 1. The park commissioners of the town of Lexington are hereby authorized to lease to the Lexington Historical Society, for the uses and purposes for which the society is incorporated, the building known as the Buckman Tavern and such part of Buckman Park in which the building stands as may be required for its proper maintenance, for such time and on such terms and conditions as the commissioners deem expedient but in accordance with the votes of the town relating thereto, passed May fifteenth, in the year nineteen hundred and thirteen.

SECTION 2. This act shall take effect upon its passage.

Approved March 11, 1914.

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CHAPTER 215, ACTS OF 1929

AN ACT TO ESTABLISH IN THE TOWN OF LEXINGTON REPRESENTATIVE TOWN GOVERNMENT BY LIMITED TOWN MEETINGS

(As amended by Ch. 381, Acts of 1954; Ch. 442, Acts of 1956; Ch. 18, Acts of 1959; Ch. 179, Acts of 1978; Ch. 132, Acts of 1989; and Ch. 158, Acts of 1992; Ch. 101, Acts of 2008; Ch. 108, Acts of 2008; Ch. 117, Acts of 2019; and Ch. 3, Acts of 2020)

Section 1. Upon the acceptance of this act by the town of Lexington as hereinafter provided, the select board shall forthwith divide the territory thereof into not less than nine nor more than twelve voting precincts, each of which shall be plainly designated, and shall consist of as nearly equal population as is possible. (Amended by Chapter 3 of the Acts of 2020)

The precincts shall be so established as to consist of compact and contiguous territory, to be bounded, as far as possible, by the centerline of known streets and ways or by other well defined limits. Their boundaries shall be reviewed and, if need be, wholly or partly revised or the number of precincts changed within the aforesaid limits by the selectmen in December, once in five years, or in December of any year when so directed by a vote of a representative town meeting not later than November thirtieth of that year.

The select board shall, within twenty days after any establishment or revision of the precincts, but not later than January twentieth of the succeeding year, file a report of their doings with the town clerk, the registrars of voters and the assessors with a map or maps or description of the precincts and the names and residences of the registered voters therein. The select board shall also cause to be posted at the town hall a map or maps or description of the precincts as established or revised from time to time, with the names and residences of the registered voters therein. They shall also cause to be posted in at least one public place in each precinct a map or description of that precinct with the names and residences of the registered voters therein. The division of the town into voting precincts and any revision of such precincts shall take effect upon the date of the filing of the report thereof by the select board with the town clerk. Whenever the precincts are established or revised, the town clerk shall forthwith give written notice thereof to the state secretary, stating the number and designation of the precincts. Meetings of the registered voters of the several precincts for elections, for primaries, and for voting upon any question to be submitted to all the voters of the town, shall be held on the same day and at the same hour and at such place or places within the town as may from time to time be determined by vote at a representative town meeting under an appropriate article in the warrant therefor, or, in default of such determination, as the select board shall in the warrants for such meetings direct. The provisions of the general laws, relating to precinct voting at elections, so far as the same are not inconsistent with this act, shall apply to all elections and primaries in the town upon the establishment of voting precincts as herein before provided. (Amended by Chapter 3 of the Acts of 2020)

Section 2. Other than the officers designated in section three as town meeting members at large, the representative town meeting membership shall in each precinct consist of the largest number divisible by three which will admit of a representation of all precincts by an equal

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number of members and which will not cause the total elected town meeting membership to exceed two hundred and four. The registered voters in every precinct shall, at the first annual town election held after the establishment thereof; or at a special town election held prior to such annual town election and at the first annual town election following any precinct revision where the number of precincts is changed, conformably to the laws relative to elections not inconsistent with this act, elect by ballot the number of registered voters in the precinct, other than the officers designated in section three as town meeting members at large, provided for in the first sentence of this section, to be town meeting members of the town. The first third in order of votes received of members so elected shall serve three years, the second third in such order shall serve two years, and the remaining third in such order shall serve one year, from the day of the annual town meeting, if elected at such election, and, if elected at a special town election, shall also serve from the date of such special town election to and including the day of the next following annual town meeting; in case of a tie vote affecting the division into thirds as aforesaid the members elected from the precinct shall by ballot determine the same; and thereafter, except as is otherwise provided herein, at each annual town election the registered voters of each precinct shall, in like manner, elect one third of the number of town meeting members to which that precinct is entitled for the term of three years, and shall at such election fill for the unexpired term or terms any vacancy or vacancies then existing in the number of town meeting members in their respective precincts. Such vacancy or vacancies shall be filled, in the order of votes received at each annual town election, from among those candidates in their respective precincts who fail of election to a term of three years, and in the case of a tie vote affecting the division between those elected for three year or other terms and those elected for shorter terms, the members elected from the precinct shall by ballot determine the same. Meetings of members elected from the precinct shall, for the purpose of determining such ties, be called and held as set forth in section seven. Upon every revision of the precincts where the number of precincts is changed, the terms of office of all town meeting members from every precinct shall cease upon the election of their successors. The town clerk shall, after every election of town meeting members, forthwith notify each member by mail of his election.

Section 3. Any representative town meeting held under the provisions of this act, except as otherwise provided herein, shall be limited to the voters elected under section two, together with the following designated as town meeting members at large; namely, any member of the general court of the commonwealth from the town, the moderator, the town clerk, the members of the select board and board of public works, the town treasurer, the town counsel, the chairman of the school committee, and chairs of the appropriation and capital expenditures committees. (Amended by Chapter 101 of the Acts of 2008; Chapter 117 of the Acts of 2019; Chapter 3 of the Acts of 2020)

The town meeting members, as aforesaid, shall be the judges of the election and qualifications of their members. One hundred town meeting members shall constitute a quorum for doing business; but a less number may organize temporarily and may adjourn from time to time. All town meetings shall be public; and, subject to such conditions as may be determined from time to time by the representative town meeting, any voter of the town who is not a town meeting member may speak at any representative town meeting, but he shall not vote. A town meeting member may resign by filing a written resignation with the town clerk, and such resignation shall take effect upon the date of such filing. No elected member whose official position entitles him to be a member at large shall act as a member at large during such time as he remains an

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elected member. A town meeting member who removes from the town shall cease to be a town meeting member and an elected town meeting member who removes from one precinct to another or is so removed by a revision of precincts shall not retain membership after the next annual election as an elected member from the precinct from which he has or is removed. The town meeting members as such shall receive no compensation.

Section 4. Nomination of candidates for town meeting members to be elected under this act shall be made by nomination papers signed by not less than ten voters of the precinct in which the candidate resides, and filed with the town clerk within such periods of time as may be provided for by law; provided, that any town meeting member may become a candidate for re-election by giving written notice thereof to the town clerk within such periods of time as may be provided for by law. No nomination papers shall be valid in respect to any candidate whose written acceptance is not thereon or attached thereto when filed.

Section 5. The articles in the warrant for every town meeting, so far as they relate to the election of the moderator, town officers, town meeting members, and as herein before provided, to referenda and all matters to be acted upon and determined by ballot shall be acted upon and determined by the voters in the respective meetings by precinct. All other articles in the warrant for any town meeting, beginning with the town meeting at which said town meeting members are first elected, shall be acted upon and determined exclusively by town meeting members at a meeting to be held at such time and place as shall be set forth by the select board in the warrant for the meeting, subject to the referendum provided for by section eight. (Amended by Chapter 3 of the Acts of 2020)

Section 6. A moderator shall be elected by ballot at each annual town meeting and shall serve as moderator of all town meetings, except as otherwise provided by law, until a successor is elected and qualified. Nominations for and election of a moderator shall be as in the case of other elective town officers, and any vacancy in the office may be filled by the town meeting members at a meeting held for that purpose. If a moderator is absent a moderator pro tempore may be elected by the town meeting members.

Section 7. Any vacancy in the full number of town meeting members from any precinct, whether arising from a failure of the registered voters thereof to elect, or from any other cause, shall be filled until the next annual election by the selection by the town clerk of the person who received the highest number of votes as a defeated candidate for the office of town meeting member in the preceding election in the precinct where the vacancy occurs and the town clerk shall promptly notify such person of his election as a town meeting member. If for any reason such person cannot or does not accept such office, the next highest in recorded vote of the defeated candidates in that precinct shall be similarly selected. In the event of a tie vote of those who received the highest votes as such defeated candidates, or in the event there is no such defeated candidate available, the town clerk shall call a special meeting of the town meeting members from the precinct where the vacancy occurs for the purpose of so filling the vacancy from among those having the tie votes or, if no tie vote is involved, from among the registered voters of the precinct and shall cause to be mailed to every such town meeting

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member, not less than seven days before the time set for the meeting, a notice specifying the object, time and place of the meeting. At the said meeting a majority of the members from such precinct shall constitute a quorum, and they shall elect from their own number a chairman and a clerk. The choice to fill any vacancy shall be by written ballot and a majority of the votes cast shall be required for a choice. The chairman and clerk shall count the ballots and shall make a certificate of the choice and forthwith file the same with the town clerk, together with a written acceptance by the member or members so chosen who shall thereupon be deemed elected and qualified a town meeting member or members, subject to the right of all the town meeting members to judge of the election and qualifications of the members as set forth in section three.

Section 8. A vote passed at any representative town meeting authorizing the expenditure of twenty thousand dollars or more as a special appropriation, or establishing a new board or office or abolishing an old board or office or merging two or more boards or offices, or fixing the term of office of town officers, where such term is optional, or increasing or reducing the number of members of a board, or adopting a new by-law, or amending an existing by-law, shall not be operative until after the expiration of five days, exclusive of Sundays and holidays, from the dissolution of the meeting. If, within said five days, a petition signed by not less than 3 per cent of the registered voters of the town, containing their names and addresses as they appear on the list of registered voters, is filed with the select board requesting that the question or questions involved in any such vote which has not become operative as aforesaid be submitted to the voters of the town at large, then the operation of such votes shall be further suspended pending its determination as hereinafter provided, and the select board, within 10 days after the filing of the petition, shall forthwith call a special meeting for the purpose of presenting to the voters at large the question or questions so involved. All votes upon any questions so submitted shall be taken by ballot, and the check list shall be used in the several precinct meetings in the same manner as in the election of town officers. The questions so submitted shall be determined by a majority vote of the registered voters of the town voting thereon, but no action of the representative town meeting shall be reversed unless at least twenty per cent of the registered voters shall vote to reverse the action. Each question so submitted shall be in the form of the following question, which shall be placed upon the official ballot: -"Shall the town vote to approve the action of the representative town meeting whereby it was voted (brief description of the substance of the vote)?" If such petition is not filed within the said period of five days, the vote of the representative town meeting shall become operative upon the expiration of the said period. (Amended by Chapter 108 of the Acts of 2008; Chapter 3 of the Acts of 2020)

Section 9. The town of Lexington after the acceptance of this act and the first election of town meeting members thereunder, shall have the capacity to act through and be bound by its said town meeting members who shall, when convened from time to time as herein provided, constitute representative town meetings; and the representative town meeting shall exercise exclusively, so far as will conform to the provisions of this act, all powers vested in the municipal corporation. Action in conformity with all provisions of law now or hereafter applicable to the transaction of town affairs in town meetings shall, when taken by any representative town meeting in accordance with the provisions of this act, have the same force and effect as if such action had been taken in a town meeting open to all the voters of the town as heretofore organized and conducted.

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Section 10. This act shall not abridge the right of the inhabitants of Lexington to hold general meetings, as that right is secured to them by the constitution of this commonwealth; nor shall this act confer upon any representative town meeting in Lexington the power finally to commit the town to any measure affecting its municipal existence or changing its government, without action thereon by the voters of the town at large, using the ballot and the check list therefor.

Section 11. This act shall be submitted to the registered voters of the town of Lexington for acceptance at any annual or special town meeting. The vote shall be taken by ballot in precincts in accordance with the provisions of the general laws, so far as the same shall be applicable, in answer to the question, which shall be placed upon the official ballot to be used for the election of town officers: "Shall an act passed by the general court in the year nineteen hundred and twenty-nine, entitled 'An Act to establish in the town of Lexington representative town government by limited town meetings' be accepted by this town?"

Section 12. So much of this act as authorizes its submission to the registered voters of the town shall take effect upon its passage, and the remainder shall take effect upon its acceptance by a majority of the voters voting thereon.

Section 13. If this act is rejected by the registered voters of the town of Lexington when submitted to said voters under section eleven it may be submitted for acceptance in like manner from time to time to such voters at any annual or special meeting in said town within three years thereafter.

Approved April 11, 1929

Ch. 215, Acts of 1929, adopted by town - November 4, 1929
Ch. 381, Acts of 1954, adopted by town - March 7, 1955
Ch. 442, Acts of 1956, adopted by town - March 4, 1957
Ch. 18, Acts of 1959, adopted by town - March 2, 1959
Ch. 179, Acts of 1978, effective upon passage - May 22, 1978
Ch. 132, Acts of 1989, effective upon passage - June 13, 1989
Ch. 158, Acts of 1992, effective upon passage - August 12, 1992
Ch. 101, Acts of 2008, effective upon passage - May 13, 2008
Ch. 108, Acts of 2008, effective upon passage - May 14, 2008
Ch. 117, Acts of 2019, effective upon passage - November 21, 2019
Ch. 3, Acts of 2020, effective upon passage - January 14, 2020

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CHAPTER 777, ACTS OF 1965

AN ACT ESTABLISHING THE OFFICE OF COMPTROLLER IN THE TOWN OF LEXINGTON

SECTION 1. There shall be in the town of Lexington a comptroller to be appointed by the selectmen. The comptroller shall be a citizen of the United States and shall have had at least three years' full-time accounting experience. He shall be subject to the supervision and control of the selectmen and shall devote his entire time to the performance of his duties and the supervision of the employees of his department. He shall be appointed for a term to run for three years from the first day of April following the acceptance of this act and until the qualification of his successor; thereafter the comptroller shall be appointed in March of every third year for a three-year term from the first day of the following April. He may be removed by the selectmen for cause and the vacancy filled by appointment for the remainder of the unexpired term.

SECTION 2. The comptroller shall have, in addition to the powers and duties conferred and imposed upon town accountants, the following powers and duties:

(a) He shall prescribe the methods of installation and exercise supervision of all accounting records of the several officers, boards, departments, committees and commissions of the town; provided, however, that any change in the system of accounts shall first be discussed with the selectmen and the officers, boards, departments, committees and commissions affected.

(b) He shall establish standard practices relating to all accounting matters and procedures and the co-ordination of systems throughout the town, including clerical and office methods, records, reports and procedures as they relate to accounting matters and shall prepare and issue rules, regulations and instructions relating thereto, which, when approved by the selectmen, shall be binding upon all officers, employees and departments of the town.

(c) He shall draw all warrants upon the treasurer for the payment of bills, drafts and orders chargeable to the several appropriations and other accounts.

(d) Prior to submitting any warrant to the selectmen, he shall examine and approve as not being fraudulent, unlawful or excessive, all bills, drafts and orders covered thereby; and, in connection with any such examination, he may make inspection as to the quality, quantity and condition of any materials, supplies or equipment delivered to or received by any officer, board or commission of the town, and may investigate the services or labor performed for or furnished to any such officer, board or commission. If upon examination it appears to the comptroller that any such bill, draft or order is fraudulent, unlawful or excessive, he shall immediately file with the selectmen and town treasurer a written report of the reasons for his findings.

(e) He shall be in charge of all of the accounting and business machines owned by the town, other than machines used for educational or classroom purposes, and shall allocate the use thereof among the several departments.

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(f) He shall be responsible for a continuous audit of all accounts and records of the town wherever located.

SECTION 3. If the comptroller is unable to perform his duties because of disability or absence, or if the office is vacant because of resignation or death, the selectmen may appoint a temporary comptroller to hold such office and exercise the powers and perform the duties thereof until the comptroller who was disabled or absent resumes his duties or until another comptroller is duly appointed. Said temporary appointment shall be in writing signed by a majority of the selectmen and shall be filed in the office of the town clerk.

SECTION 4. The comptroller, with the approval of a majority of the selectmen, may appoint in writing an assistant. Unless a temporary comptroller is appointed, the assistant may, in the absence of the comptroller, perform the duties of the comptroller and when performing such duties shall have the same powers and be subject to the same requirements and penalties as the comptroller.

SECTION 5. Upon the qualification of the comptroller first appointed hereunder, the town accountant shall cease to serve as such and the office of town accountant shall thereupon be abolished.

SECTION 6. Nothing in this act or any action taken hereunder shall contravene the provisions of any statute or any rules or regulations issued thereunder.

SECTION 7. This act shall take effect upon its acceptance by the town of Lexington within two years after the passage of this act.

Approved November 30, 1965.

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CHAPTER 753 OF THE ACTS OF 1968 AN ACT ESTABLISHING THE SELECTMEN-TOWN MANAGER FORM OF GOVERNMENT IN THE TOWN OF LEXINGTON

(As amended by Chapter 284 of the Acts of 1976; Chapter 120 of the Acts of 1985; Chapter 117 of the Acts of 2019; and Ch. 3 of the Acts of 2020)

Section 1. Elected Officials

Following the acceptance of this act, the registered voters of the town of Lexington shall, in accordance with any applicable laws, by-laws and votes of the town, continue to elect the following:

- (a) town meeting members,
- (b) moderator,
- (c) select board,
- (d) school committee,
- (e) Lexington housing authority, and
- (f) planning board.

The acceptance of this act shall not affect the term of office of any such elected official or elected member of such board, committee or authority. Every other elective office, board, committee or commission of the town shall be terminated or shall become appointive as hereinafter provided, any other provision of law to the contrary notwithstanding. The term of office of any person elected to any office, board, committee or commission of the town, existing at the time of such acceptance and terminated hereunder, shall continue until the first annual town election following the acceptance of this act, and thereafter the said offices, boards, committees and commissions shall be abolished, and all powers, duties and obligations conferred or imposed thereon by law, except as provided by this act, shall be conferred and imposed upon the select board or the town manager to the extent hereinafter provided. The term of office of any person elected to any office, board, committee or commission, existing as an elected office at the time of the acceptance of this act and having become appointive hereunder, shall continue until the term for which that person was elected shall have expired, and until the appointment and qualification of his successor.

When a vacancy or vacancies occur in the membership of the school committee or the select board, the select board or the remaining members of the select board shall call a special town election to fill the vacancy or vacancies for the unexpired term or terms, except that if such vacancy or vacancies occur less than one hundred days prior to the annual election and not less than three members of such committee or board remain in office, the vacancy or vacancies shall remain unfilled until such annual election.

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The powers, duties and responsibilities of elected officials shall be as now or hereafter provided by applicable provisions of general laws, special acts, by-laws, and votes of the town, except as otherwise expressly provided herein.

Notwithstanding the election by the voters of the town of the officers named in this section, such officers shall be available to the manager for consultation, conference and discussion on matters relating to their respective offices.

(Amended by Chapter 3 of the Acts of 2020)

Section 2. Appointed Officials

- (a) The select board shall appoint and may remove a town manager as hereinafter provided.
- (b) The select board shall appoint a board of appeals, a town comptroller, a town counsel, the trustees of public trusts, the town celebrations committee, the historic districts commission in accordance with chapter four hundred and forty-seven of the acts of nineteen hundred and fifty-six, the fence viewers, election officers, registrars of voters other than the town clerk and such other offices, boards, and committees as they shall hereafter be directed to appoint by by-law or vote of the town.
- (c) The moderator shall appoint the appropriation committee, the capital expenditures committee and such boards, committees and officers as he may now or hereafter be directed to appoint by any applicable law, by-law or vote of the town. (Amended by Chapter 117 of the Acts of 2019)
- (d) The town manager shall appoint, subject to the approval of the select board:
 - 1. a board of health,
 - 2. a conservation commission, and
 - 3. a recreation committee.
- (e) The town manager shall appoint a town clerk, a town treasurer, a tax collector, a permanent building committee, a board of assessors, constables, a chief of police, a fire chief, a director of civil defense, a planning director, with the approval of the planning board, a director of public works, a building commissioner, a cemetery superintendent and, except as provided in subparagraphs (a), (b), (c) and (d), all other officers, boards, committees, commissions and employees of the town with the exception of the elected officials specified in section one and secretarial assistants to the select board, employees of the school department and the housing authority and professional and semiprofessional employees of the library.
- (f) Any person so appointed under subparagraph (b), (d) and (e) who is not subject to the provisions of chapter thirty-one of the General Laws may be removed by the

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appointing authority for cause on five days notice in writing setting forth the cause of such removal; provided, however, that no removal shall be made of officers listed in subparagraph (d), except with the approval of the select board.

- (g) The retirement board as constituted by chapter thirty-two of the General Laws, and the membership of the board of library trustees shall not be affected by the acceptance of this act. The powers and responsibilities of the Trustees of Public Trusts, as prescribed by chapter one hundred and seven of the acts of nineteen hundred and ten, shall not be changed by acceptance of this act.
- (h) Any vacancy occurring in any of the offices, boards, committees or commissions referred to in this section shall be filled for the balance of the unexpired term or for a new term as the case may be by the original appointing authority.

(Amended by Chapter 3 of the Acts of 2020)

Section 3. Memberships, Terms, Powers, Duties and Responsibilities

The number of members of boards, committees and commissions appointed as provided in the preceding section, the length of the term of each member thereof and of officials and employees so appointed, and the powers, duties and responsibilities of the same shall be as now or hereafter provided by any applicable law, by-law or vote of the town except as herein otherwise provided. The board of fire commissioners shall be abolished, and its powers, duties and responsibilities shall be assumed by and devolve upon the fire chief, except those which are herein conferred upon the town manager. The board of cemetery commissioners shall likewise be abolished, and its powers, duties and responsibilities shall be assumed by and devolve upon the cemetery superintendent except those which are herein conferred upon the town manager. Upon appointment and qualification of the various officials as provided in section two, the term of office and all powers and duties of each person theretofore holding such office shall cease and be terminated, except that the terms of office of such persons who continue shall not be interrupted and the powers and duties of the board abolished herein shall be conferred and imposed upon the town manager to the extent hereinafter provided.

Officers, boards, committees and commissions appointed by the town manager shall possess all the powers and rights and shall be subject to all the duties and liabilities specifically conferred or imposed by any applicable provision of law upon them or upon officers, boards, committees or commissioners having corresponding powers and duties.

Section 4. Multiple Offices

No member of the appropriation committee, other than the town comptroller, and no member of the capital expenditures committee shall be a town officer or a town employee, other than town meeting member, nor shall he serve on any other board, committee or commission of the town or any subcommittee appointed by any other town official, board, committee or commission, except that he may serve on the joint school committee-teachers' salary advisory committee or special committees which may be created from time to time by vote of the town meeting when such vote expressly authorizes him to so serve.

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In case of vacancy, absence or disability affecting any office which he is authorized to fill by appointment, the town manager may with the approval of the select board, but without additional compensation therefor, assume the powers, duties and responsibilities of such offices, such assumption to be evidenced by and effective upon the filing with the town clerk of a written declaration of such assumption signed by the town manager, except that he shall not appoint himself as a member of any board, commission or committee. (Amended by Chapter 3 of the Acts of 2020)

Section 5. Appointment of a Town Manager

The select board shall appoint, as soon as practicable, for a term not to exceed three years, a town manager, who shall be a professionally qualified person of proven ability who has had substantial involvement with municipal government and is appropriately fitted by education, training, and by previous full-time paid experience in a responsible administrative position to perform the duties of the office. Upon expiration of such term, or upon the resignation or removal of the town manager or in the event of any vacancy in the office of town manager, the select board, as soon as practicable but, in any event, not later than nine months after the expiration of said term or effective date of resignation or removal or the occurrence of a vacancy, whichever is earlier, shall appoint a successor with the above specified qualifications. The town manager shall be appointed without regard to his party or political designation. He shall be a citizen of the United States of America. No person holding elective office in the town with the exception of town meeting members shall, within three years of holding such office, be eligible for appointment as town manager. The town manager shall not hold any elective office nor engage in any other business or occupation during his term except for part-time consultative or teaching duties, directly related to the profession of municipal management and with the specific consent of the select board. The town manager may be appointed for successive terms of office. Before entering upon the duties of his office, he shall be sworn in the presence of a majority of the select board, to the faithful and impartial performance thereof by the town clerk or a notary public. He shall execute a bond in favor of the town for the faithful performance of his duties in such sum and with such sureties as may be fixed or approved by the select board, the cost for which shall be borne by the town. (Amended by Chapter 3 of the Acts of 2020)

Section 6. Acting Manager

The town manager may designate, subject to the approval of the select board, by letter filed with the town clerk, a suitable person to perform his duties during his temporary absence or disability. If the town manager fails to make such appointment or the person so appointed fails to serve, the select board may appoint a suitable person to perform such duties. In the event of any vacancy in the office of town manager or the suspension of the town manager the select board shall, within seven days, appoint an acting manager to perform such duties. (Amended by Chapter 3 of the Acts of 2020)

Section 7. Removal of the Manager

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The select board may remove the town manager by the affirmative vote of at least a majority of the full membership of the board. At least thirty days before such proposed removal shall become effective, the select board shall file a preliminary resolution with the town clerk setting forth in detail the specific reasons for his proposed removal. The town clerk shall forthwith deliver a copy of such resolution to the town manager or mail the same to him by registered mail at his last known address. The manager may file with the select board, within seven days after receipt of such copy, a written request for a public hearing as to the reasons for his removal. If the manager so requests the select board shall hold a public hearing not earlier than ten days nor later than twenty days after the filing of such request. After such public hearing, if any, otherwise at the expiration of thirty days following the filing of the preliminary resolution, and after full consideration, the select board, by affirmative vote of at least a majority of the full membership of the board, may adopt a final resolution of removal. In the preliminary resolution the select board may suspend the manager from duty, but in any case his salary shall continue to be paid until the expiration of at least one month and not more than three months after the date of the final resolution of removal, as the select board shall deem proper. (Amended by Chapter 3 of the Acts of 2020)

Section 8. Compensation of the Manager

The town manager shall receive such compensation for services performed by him as the select board shall determine but it shall not exceed the amount appropriated therefor by the town. (Amended by Chapter 3 of the Acts of 2020)

Section 9. Powers and Duties of the Manager

In addition to other powers and duties provided for in this act, the town manager shall have the following powers and duties:

- (a) The town manager shall supervise and be responsible for the efficient administration of all boards, committees, commissions and officers appointed by him and their respective departments. The town manager shall not, however, exercise any control over the discretionary power vested by statute in any such board, committee, commission or officer. He shall, in addition, supervise and be responsible for the efficient administration of any agency of the town not subject to his appointment and control, but only at such time and to such extent and for such period as the officials having control of such agency or activity may, with the consent of the select board, determine.
- (b) The town manager consistent with the provisions of this act and the General Laws, may, with the approval of the select board, reorganize, consolidate or abolish boards, departments, committees, commissions or offices under his supervision, in whole or in part; establish such new boards, departments, committees, commissions or offices as he deems necessary; and for such purpose transfer the duties and powers, and, so far as is consistent with the use for which the funds were voted by the town, transfer the appropriation of one board, department, committee, commission or office to another.

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- (c) Subject to any applicable provisions of chapter thirty-one or section one hundred and eight A of chapter forty-one of the General Laws, the town manager shall, with the approval of the select board, formulate personnel practices and standards and shall fix the compensation of all town officers and employees appointed by him, within the limits of the amounts appropriated therefor by the town.
- (d) The town manager shall have jurisdiction over the rental and use of all town property, except schools and libraries. He shall be responsible for the maintenance and repair of all town property, but not including school buildings and grounds; except that upon request of the school committee he shall be responsible for the maintenance and repair of property under its jurisdiction but only to such extent and for such period as the school committee shall from time to time specify. He shall be responsible for the preparation of plans and the supervision of work on all construction, reconstruction, alterations, improvements and other undertakings authorized by the town unless otherwise assigned by the town meeting to the permanent building committee. Plans for the construction or improvement of school buildings or property shall be subject to the approval of the school committee.
- (e) The town manager shall be responsible for purchasing all supplies, materials and equipment, and shall award all contracts for all departments and activities of the town under his supervision; and he shall make all purchases for departments and activities not under his supervision but not including food for schools, school books and other instructional materials, supplies and equipment, library books and related printed and audio visual material unless otherwise specifically requested by the school committee or the library trustees and only to such extent and for such period as the school committee or the library trustees shall from time to time specify. Purchases for departments and activities not under his supervision shall be made only upon and in accordance with a requisition duly signed by the head of any such department.
- (f) The town manager shall be responsible for the implementation of town meeting votes and shall report annually in writing to the town meeting on the status of prior town meeting votes on which implementation is not complete.
- (g) The town manager shall administer, either directly or through a person or persons appointed by him in accordance with this act, all provisions of general and special laws applicable to said town and by-laws and votes of the town and all rules and regulations made by the select board. Nothing in this act shall be construed to change in any respect the provisions in the General Laws relating to the exercise of the power to take by eminent domain, or to vest such power in the town manager.
- (h) The town manager shall, with the approval of the select board, have the authority to prosecute, defend or compromise all litigation to which the town is party and to employ special counsel with the approval of the select board to assist the town counsel whenever in his judgment it may be necessary.

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- (i) The town manager shall keep the select board fully advised as to the needs of the town and shall recommend to the select board for adoption such measures requiring action by them or by the town as he may deem necessary or expedient.
- (j) The town manager shall keep the select board and the appropriation committee informed as to the financial condition of the town.
- (k) The town manager shall have access to all town books and papers for information necessary for the proper performance of his duties, and may, without notice, cause the affairs of any department or activity under his control, or the conduct of any officer or employee thereof, to be examined.
- (l) The town manager shall keep full and complete records of his office and shall render as often as may be required by the select board a full report of all operations during the period reported on.
- (m) The town manager shall be accessible and available for consultation to chairmen of boards, committees and commissions of the town, whether appointed or elected, and shall make accessible and available to them all such data and records of his office as may be requested in connection with their official duties.
- (n) The town manager shall perform such other duties consistent with his office as may be required of him by the by-laws or vote of the town or by the vote of the select board.

(Amended by Chapter 3 of the Acts of 2020)

Section 10. Approval of Warrants

Warrants for the payment of town funds prepared by the town comptroller, in accordance with the provisions of section fifty-six of chapter forty-one of the General Laws, shall be submitted to the town manager. The approval of any such warrant by the town manager, or in his absence the acting town manager, shall be sufficient authority to authorize payment by the town treasurer, but the select board shall approve all warrants in the event of the absence of the town manager or acting town manager, or a vacancy in the office of town manager. (Amended by Chapter 3 of the Acts of 2020)

Section 11. Investigation of Claims.

Whenever any payroll, bill or other claim against the town is presented to the town manager, he shall, if the same seems to him to be of doubtful validity, excessive in amount, or otherwise contrary to the interests of the town, immediately investigate the facts and report them to the selectmen who shall determine what, if any, payment should be made. Pending such investigation and determination by the select board, payment shall be withheld. (Amended by Chapter 3 of the Acts of 2020)

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Section 12. Estimate of Capital Expenditures

All boards, departments, committees, commissions and officers of the town shall annually, at the request of the town manager, submit to him and to the capital expenditures committee in writing a detailed estimate of the capital expenditures as defined by by-law required for the efficient and proper conduct of their respective departments and offices for the next fiscal year and the ensuing four year period. The town manager shall submit in writing to the select board and to the capital expenditures committee a careful, detailed estimate of the recommended capital expenditures for the aforesaid periods, showing specifically the amount necessary to be provided for each office, department and activity and a statement of the amounts required to meet the interest and maturing bonds and notes or other indebtedness of the town. The select board shall consider the capital budget submitted by the town manager and make such recommendations relative thereto as they deem appropriate and proper in the interests of the town. The select board shall transmit a copy of the capital budget together with their recommendations relative thereto to the appropriation committee and to the capital expenditures committee. The calendar dates on or before which the budget, revenue statement and tax rate estimate are to be submitted and transmitted shall be specified by by-law. (Amended by Chapter 3 of the Acts of 2020)

Section 13. Estimate of Annual Expenditures

All boards, departments, committees, commissions and officers of the town, except the school committee, shall annually, at the request of the town manager, submit to him in writing a detailed estimate of the appropriations required for the efficient and proper conduct of their respective departments and offices during the next fiscal year. The school committee shall submit to the manager, at his request, a total budget estimate for the next fiscal year. The town manager shall submit to each member of the select board in writing an annual budget, which shall contain a careful, detailed estimate of the probable expenditures of the town for the ensuing fiscal year, including a statement of the amounts required to meet the interest and maturing bonds and notes or other indebtedness of the town, and showing specifically the amount necessary to be provided for each office, department and activity, together with a statement of the expenditures for the same purposes in the two preceding years and an estimate of expenditures for the current year. He shall also submit a statement showing all revenues received by the town in the two preceding years, together with an estimate of the receipts of the current year and an estimate of the amount of income from all sources of revenue exclusive of taxes upon property in the ensuing year. He shall also report to the select board the probable amount required to be levied and raised by taxation to defray all of the proposed expenditures and liabilities of the town, together with an estimate of the tax rate necessary therefor.

The select board shall consider the proposed budget submitted by the town manager and make such recommendations relative thereto as they deem expedient and proper in the interest of the town. The select board shall transmit a copy of the budget together with their recommendations relative thereto to the appropriation committee and, for its information, a copy to the capital expenditures committee. The calendar dates on or before which the budget, revenue statement and tax rate estimate are to be submitted and transmitted shall be specified by by-law. (Amended by Chapter 3 of the Acts of 2020)

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Section 14. Investigation by the select board.

The select board may, by majority vote, undertake an investigation of the affairs of any board, department, committee, commission or official appointed by them or by the town manager, and in so doing they shall have access to all records and other documents which they may deem necessary. For the purpose of making investigations or surveys, the select board or the town manager shall have access to all records and other documents which they may deem necessary, and may expend such sums for the employment of experts, counsel, and other assistants, and for other expenses in connection therewith, as the town may appropriate for such purpose. (Amended by Chapter 3 of the Acts of 2020)

Section 15. By-laws, Rules, etc.

All laws, by-laws, votes, rules and regulations, whether enacted by authority of the town or any other authority, which are in force in the town of Lexington on the effective date of this act, or any portion or portions thereof, not inconsistent with the provisions of this act, shall continue in full force and effect until otherwise provided by other laws, by-laws, votes, rules and regulations, respectively. All other laws, by-laws, votes, rules and regulations so far as they refer to the town of Lexington, are hereby suspended but such suspension shall not revive any preexisting enactment.

Section 16. Contracts

No contract existing and no action at law or suit in equity, or other proceeding pending at the time this act is accepted, or at the time of revocation of such acceptance, shall be affected by such acceptance or revocation, except that upon revocation any contract made by the town with the town manager then in office shall be terminated immediately upon such vote. The manager shall receive three months' compensation from the date of such vote.

Section 17. Submission of Act and Time of Taking Effect

This act shall be submitted for acceptance to the qualified voters of the town of Lexington at the annual town meeting to be held in the year nineteen hundred and sixty-nine in the form of the following question, which shall be placed upon the official ballot to be used for the election of town officers at said meeting: -- "Shall an act passed by the General Court in the year nineteen hundred and sixty-eight, entitled 'An Act establishing a selectmen-town manager form of government in the town of Lexington', be accepted?"

If a majority of the votes in answer to said question is in the affirmative, said act shall take effect immediately for the purpose of the next annual town meeting, and for all things relating thereto, and shall take full effect beginning with said next annual meeting.

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If this act is rejected when first submitted, it shall again be submitted at the annual town meeting in the year nineteen hundred and seventy, and if accepted shall take effect as hereinbefore provided.

If this act is again rejected when so submitted for the second time, it shall thereupon become null and void.

Section 18. Amendments to This Act

This act may be amended by charter amendment procedure under section ten of chapter forty-three B of the General Laws or on petition to the general court approved by a town meeting of the town of Lexington.

Section 19. Revocation of Acceptance

At any time after the expiration of three years from the date on which this act is accepted, and not less than ninety days before the date of an annual town meeting, a petition signed by not less than ten per cent of the registered voters of the town, may be filed with the select board, requesting that the question of revoking the acceptance of this act be submitted to the voters at the next annual town meeting. Notice thereof shall be published by the select board for at least two consecutive weeks in a newspaper having general circulation in the town, the last publication to be at least thirty days prior to said annual meeting. The select board shall thereupon direct the town clerk to cause the said question to be printed on the official ballot to be used at said meeting in the following form: -- "Shall the acceptance by the town of Lexington of an act passed by the General Court in the year nineteen hundred and sixty-eight, entitled 'An Act establishing a selectmen-town manager form of government in the town of Lexington', be revoked?" If such revocation is favored by a majority of the voters voting thereon, the acceptance of this act shall be revoked and this act shall become null and void beginning with the annual town meeting next following such vote, provided all town officers holding office under this act shall continue to hold office until their successors have been duly qualified. At the first annual town election following such vote of revocation the registered voters of the town shall elect by ballot all elective officers, boards, committees and commissions whose election to office was required immediately prior to the acceptance of this act; provided, however, that the town does not vote to accept other plans which provide for a different arrangement from that existing immediately prior to the acceptance of this act. It shall be the duty of the select board and the town clerk in office and any other town official upon whom by reason of his office a duty devolves when this act is revoked, to comply with all of the requirements of this section relating to elections, to the end that all things may be done necessary for the nomination and election of the officers required to be elected following the revocation of this act. The election of members of boards, committees, and commissions shall be for staggered terms as determined by the select board so as to accomplish in the shortest possible time a return to the normal rotation in office of the members of such boards, committees and commissions which prevailed immediately prior to the adoption of this act.

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The select board shall be charged with all the powers and duties of the town manager which duties and responsibilities may be discharged by themselves or by a temporary town manager appointed by them until said election has been held.

All general laws respecting town administration and town officers and any by-laws, votes, rules and regulations and special laws relative to said town, the operation of which has been suspended or superseded by acceptance of this act, shall be revived by such revocation and shall thereafter be in full force and effect. By-laws, votes, rules and regulations in force when revocation takes place which are inconsistent with such revocation shall be null and void. If such revocation is not favored by a majority of the voters voting thereon, no further petition therefor shall be filed under this section at intervals of less than three years. (Ch. 753 of 1968 approved July 24, 1968; Ch. 120 of 1985 approved July 2, 1985; Ch. 3 of the Acts of 2020)

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CHAPTER 447, ACTS OF 1956 AN ACT ESTABLISHING AN HISTORIC DISTRICTS COMMISSION FOR THE TOWN OF LEXINGTON AND DEFINING ITS POWERS AND DUTIES, AND ESTABLISHING HISTORIC DISTRICTS IN THE TOWN OF LEXINGTON

(As amended by Ch. 185, Acts of 1958, Ch. 579, Acts of 1966; Ch. 268, Acts of 1978; Ch. 375, Acts of 1982; Ch. 426, Acts of 2000; Ch. 301, Acts of 2020)

Section 1. Purpose. - The purpose of this act is to promote the educational, cultural, economic and general welfare of the public through the preservation and protection of historic buildings, places and districts through the development of appropriate settings for said buildings, places and districts and through the maintenance of said buildings, places and districts as landmarks of historic interest.

Section 2. Creation of Districts. - There are hereby established in the town of Lexington four historic districts to be known as (1) Battle Green District, (2) Hancock-Clarke District, (3) Munroe Tavern District, and (4) East Village District, bounded as follows: --

Battle Green District: Beginning at the intersection of the northerly line of Hancock Avenue with the easterly line of the railroad right of way; thence southerly and then southeasterly along the easterly and northeasterly line of the railroad right of way to a point in said northeasterly line of the railroad right of way distant two hundred feet southeasterly from the easterly line of Hancock Street; thence northerly along a line distant two hundred feet easterly from and parallel to said easterly line of Hancock Street to the northeasterly lot line of the property now numbered 6 Meriam Street; thence southeasterly along said northeasterly lot line to the northwesterly line of Meriam Street; thence southeasterly in a straight line across Meriam Street to the intersection of the southeasterly line of Meriam Street with the southwesterly line of Oakland Street; thence southeasterly along said southwesterly line of Oakland Street to the westerly lot line of the property now numbered eleven Oakland Street; thence southerly along said westerly lot line and said westerly lot line extended to a point on the northerly line of the railroad right of way; thence easterly along said northerly line of the railroad right of way to the northwesterly line of Woburn Street; thence southwesterly along said northwesterly line of Woburn Street to the easterly line of Fletcher Avenue; thence southwesterly in a straight line across Woburn Street and Massachusetts Avenue to the intersection of the southerly line of Massachusetts Avenue with the westerly line of Winthrop Road; thence southerly and then southwesterly along said westerly and the northwesterly line of Winthrop Road to a point distant two hundred fifty feet southerly from the southerly line of Massachusetts Avenue; thence westerly along a line distant two hundred fifty feet southerly from and parallel to the southerly line of Massachusetts Avenue to a point distant two hundred feet easterly from the easterly line of Waltham Street; thence southerly along a line distant two hundred feet easterly from and parallel to said easterly line of Waltham Street to the northerly lot line of the property now numbered eighty-two Waltham Street; thence westerly along said northerly lot line to the easterly line of Waltham Street; thence westerly in a straight line to the intersection of the northerly lot line of the property now numbered twenty-two Muzzey Street with the easterly line of Muzzey Street; thence westerly in a straight line across Muzzey Street to the intersection of the westerly line of Muzzey Street with the northerly line of Raymond Street; thence

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westerly along said northerly line of Raymond Street to the westerly line of Clarke Street; thence southerly along said westerly line of Clarke Street to the intersection of the northeasterly line of Forest Street; thence northwesterly to the easterly lot line of the property now numbered 43 Forest Street; thence northeasterly along said lot line to the southerly lot line of the property now numbered 11 Belfry Terrace; thence northeasterly along the easterly lot line of 9 Belfry Terrace to the southerly lot line of the property now numbered 11 Belfry Terrace; thence northeasterly along the easterly lot line to the northerly lot line of the property now numbered 11 Belfry Terrace; thence northwesterly along the northerly lot line of the property now numbered 9 Belfry Terrace to the southerly lot line of the property now numbered 1906 Massachusetts Avenue to a point three hundred feet southerly from the southerly line of Massachusetts Avenue; thence northwesterly and then westerly along a line distant three hundred feet southwesterly and southerly from and parallel to the southwesterly and southerly line of Massachusetts Avenue to the westerly line of Forest Street; thence northerly along said westerly line of Forest Street to a point two hundred feet southerly from the southerly line of Massachusetts Avenue; thence westerly along a line distant two hundred feet southerly from and parallel to the southerly line of Massachusetts Avenue to the southwesterly line of Parker Street; thence southwesterly by a straight line to the intersection of the westerly line of Worthen Road with the southerly line of Lincoln Street; thence westerly and then southwesterly along said southerly and the southeasterly line of Lincoln Street to a point distant four hundred and fifty feet westerly from the westerly line of Worthen Road; thence northwesterly across Lincoln Street to the intersection of the northwesterly line of Lincoln Street with the northeasterly line of Hastings Road; thence northwesterly along said northeasterly line of Hastings Road to the southeasterly line of Massachusetts Avenue; thence northwesterly in a straight line across Massachusetts Avenue to the intersection of the northwesterly line of Massachusetts Avenue with the northeasterly line of Hastings Road; thence northwesterly along said northeasterly line of Hastings Road to a point distant two hundred feet northwesterly from said northwesterly line of Massachusetts Avenue; thence northeasterly along a line distant two hundred feet northwesterly from and parallel to the northwesterly line of Massachusetts Avenue to the westerly line of Worthen Road; thence northerly and then northeasterly along said southwesterly, westerly and the northwesterly line of Worthen Road to the southwesterly line of Bedford Street; thence northeasterly in a straight line across Bedford Street to the intersection of the northeasterly line of Bedford Street with the southeasterly line of Camellia Place; thence northeasterly along said southeasterly line of Camellia Place to the southwesterly line of the railroad right of way; thence northeasterly in a straight line across said railroad right of way to the point of beginning.

Hancock-Clarke District: Beginning at the intersection of the northerly line of Hancock Avenue with the easterly line of the railroad right of way; thence southerly and then southeasterly along the easterly and northeasterly line of the railroad right of way to a point in said northeasterly line of the railroad right of way distant two hundred feet southeasterly from the easterly line of Hancock Street; thence northerly along a line distant two hundred feet easterly from and parallel to said easterly line of Hancock Street to the southerly lot line of the property now numbered forty-five Hancock Street; thence westerly along said southerly lot line to the easterly line of Hancock Street; thence northwesterly in a straight line across Hancock Street to the intersection of the westerly line of Hancock Street with the southerly lot line of the property now numbered forty-six Hancock Street; thence westerly along said southerly lot line four hundred and twenty-nine feet to a point; thence southwesterly in a straight line to a point in the easterly line of the railroad right of way two hundred and forty-eight feet distant northerly from

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the northerly line of Hancock Avenue; thence southerly along said easterly line of the railroad right of way to the point of beginning.

Munroe Tavern District: Beginning at the intersection of the southerly line of the railroad right of way with the northwesterly line of Woburn Street; thence southwesterly along said northwesterly line of Woburn Street to the easterly line of Fletcher Avenue; thence southwesterly in a straight line across Woburn Street and Massachusetts Avenue to the intersection of the southerly line of Massachusetts Avenue with the westerly line of Winthrop Road; thence southerly and then southwesterly along said westerly and the northwesterly line of Winthrop Road to a point distant two hundred feet southerly from the southerly line of Massachusetts Avenue; thence easterly and then southeasterly along a line distant two hundred feet southerly and southwesterly from and parallel to the southerly and southwesterly line of Massachusetts Avenue to the northwesterly line of Percy Road; thence southerly by a straight line across Percy Road to a point in the southeasterly line of Percy Road distant two hundred feet southwesterly from the intersection of said southeasterly line of Percy Road with the westerly line of Tavern Lane; thence southerly and then southeasterly along a line distant two hundred feet westerly and southwesterly from and parallel to the westerly and southwesterly line of Tavern Lane and said southwesterly line extended to the southeasterly line of Eliot Road; thence easterly and then southeasterly along the southerly and southwesterly line of Eliot Road to the southeasterly line of Pelham Road; thence northeasterly along said southeasterly line of Pelham Road to a point distant two hundred feet southwesterly from the southwesterly line of Massachusetts Avenue; thence southeasterly along a line distant two hundred feet southwesterly from and parallel to the southwesterly line of Massachusetts Avenue to the northerly line of Marrett Road; thence easterly along said northerly line of Marrett Road to the southwesterly line of Massachusetts Avenue; thence northerly in a straight line across Massachusetts Avenue to the intersection of the northeasterly line of Massachusetts Avenue with the northwesterly lot line of the property now numbered eleven hundred and fifty-five Massachusetts Avenue; thence northeasterly along said northwesterly lot line to a point two hundred feet distant northeasterly from said northeasterly line of Massachusetts Avenue; thence northwesterly along a line distant two hundred feet northeasterly from and parallel to the northeasterly line of Massachusetts Avenue to the southeasterly lot line of the Muzzey Junior High School Property; thence northeasterly along said southeasterly lot line to the southwesterly lot line of the Munroe Cemetery property; thence northwesterly along said southwesterly lot line to the intersection of said southwesterly lot line with the northwesterly lot line of the Munroe Cemetery property; thence northeasterly along said northwesterly lot line to the southerly line of the railroad right of way; thence westerly along said southerly line of the railroad right of way to the point of beginning.

East Village District: Beginning at the intersection of the northeasterly line of Massachusetts Avenue with the northwesterly lot line of the property now numbered eleven hundred and fifty-five Massachusetts Avenue; thence northeasterly along said northwesterly lot line to a point two hundred feet distant northeasterly from said northeasterly line of Massachusetts Avenue; thence southeasterly along a line distant two hundred feet northeasterly from and parallel to the northeasterly line of Massachusetts Avenue to a point distant two hundred feet northwesterly from the northwesterly line of Maple Street; thence northeasterly along a line distant two hundred feet northwesterly from and parallel to said northwesterly line of Maple Street to the southwesterly line of the railroad right of way; thence southeasterly along said southwesterly line of the railroad right of way to a point distant two hundred feet southeasterly from the

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southeasterly line of Maple Street; thence southwesterly along a line distant two hundred feet southeasterly from and parallel to said southeasterly line of Maple Street to a point distant two hundred feet northerly from the northeasterly line of Massachusetts Avenue; thence southeasterly and then northeasterly and easterly along a line distant two hundred feet northeasterly, northwesterly and northerly from the northeasterly, northwesterly and northerly line of Massachusetts Avenue to the westerly lot line of the property now numbered four hundred and twenty-one Massachusetts Avenue; thence southerly along said westerly lot line and said westerly lot line extended to a point distant two hundred feet southerly from the southerly line of Massachusetts Avenue; thence westerly and then southwesterly and northwesterly along a line distant two hundred feet southerly, southeasterly and southwesterly from and parallel to the southerly, southeasterly and southwesterly line of Massachusetts Avenue to the northerly line of Marrett Road; thence easterly along said northerly line of Marrett Road to the southwesterly line of Massachusetts Avenue; thence northerly in a straight line across Massachusetts Avenue to the point of beginning.

The East Village Historic District shall also include an area bounded and described as follows:

Beginning at a point on the easterly line of the 1966 East Village Historic District boundary said point being N 84°-43'-07" E distant 17.5+- feet from an iron pin as shown on a plan entitled, "Plan of Land in Lexington, Mass., Scale 1"=40', January 15, 1981, Joseph W. Moore Co.," on file with the Town engineer; thence N 84°-43'-07" E distant 188+- feet to a point; thence N 85°-31'-53" E distant 18.00 feet to a point; thence S 13°-56'-31" E distant 168.86 feet to a point; thence S 74°-50'-45" W distant 36.07 feet to a point; then S 15°-09'-15" E distant 40.93 feet to a point, thence S 66°-48'-45" W distant 171+- feet to a point on the aforesaid East Village Historic District boundary; thence by said line northwesterly 272+- feet to the point of beginning.

Wherever only part of any building or structure is within an historic district according to the boundary lines as heretofore defined in this section, there shall be included within the historic district the entire land area occupied, or to be occupied, by all of said building or structure so that the whole building or structure shall be considered to be within the historic district for the purposes of this act.

Section 3. Definitions. - As used in this act, the following words and terms shall have the following meanings: -

"Building", a combination of materials having a roof and forming a shelter for persons, animals or property.

"Building inspector", the building inspector of the town of Lexington.

"Commission", the historic districts commission established by section four.

"Erected", the word "erected" includes the words "built", "constructed", "reconstructed", "restored", "altered", "enlarged", and "moved".

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"Exterior architectural feature", the architectural style and general arrangement of such portion of the exterior of a building or structure as is designed to be open to view from a public street, way, or place including the kind, color and texture of the building materials of such portion and the type and style of all windows, doors, lights, signs and other fixtures appurtenant to such portion.

"Historic districts", the districts established by section two.

"Person", the word "person" includes an individual, a corporate or unincorporated organization or association and the town of Lexington.

"Structure", a combination of materials, other than a building, sign or billboard.

Section 4. Creation and Organization of Historic Districts Commission. - There is hereby established in the town of Lexington an Historic Districts Commission consisting of five unpaid members who shall be residents of the town of Lexington, to be appointed by the selectmen of the town as follows: - two from four candidates nominated by the Lexington Historical Society, one from two candidates nominated by The Lexington Chamber of Commerce, one from two candidates nominated by the trustees of the Cary Memorial Library and one member selected at large by the selectmen. The members initially appointed hereunder shall serve, in the case of one member appointed upon nomination of the Lexington Historical Society, for a term expiring one year; in the case of the member appointed upon nomination of The Lexington Chamber of Commerce, for a term expiring two years, in the case of the member appointed upon nomination of the trustees of the Cary Memorial Library, for a term expiring three years, in the case of the second member appointed upon nomination of the Lexington Historical Society, for a term expiring four years, in the case of the member appointed at large by the selectmen, for a term expiring five years, from January first following the year of such appointments. The selectmen also shall appoint for terms of five years from January first following the year of such appointments four associate members of the commission selected from candidates nominated by the aforesaid organizations and trustees, each such organization and trustees to nominate two each when two or more associate members are to be appointed and to nominate one each when only one associate member is to be appointed. In case of the absence, inability to act, or interest on the part of a member of the commission his place may be taken by an associate member designated by the chairman of the commission. In case of a vacancy on said commission the chairman may designate an associate member to serve as a member of the commission until said vacancy is filled as provided in this section. As the term of any member or associate member expires, his successor shall be appointed in like manner for a term of five years. Vacancies in the commission shall be filled in the same manner for the unexpired term. Every member and associate member shall continue in office after the expiration of his term until his successor is duly appointed and qualified. Any member or associate member may be removed for cause by the appointing authority upon written charges and after a public hearing. (Amended by Chapter 301 of the Acts of 2020)

The commission shall elect a chairman from its membership. In the case of absence of the chairman from any meeting, the commission shall elect a chairman pro tempore for such meeting. (Amended by Chapter 301 of the Acts of 2020)

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Section 5. Limitations. - (a) No building or structure, except as provided under section six, shall be erected within the historic districts unless and until an application for a certificate of appropriateness as to exterior architectural features which are subject to view from a public street, way, or place shall have been filed with the commission and either a certificate of appropriateness, or a certificate that no exterior architectural feature is involved, shall have been issued by the commission.

- (b) No building or structure within the historic districts shall be changed as to exterior color features which are subject to view from a public street, way, or place unless and until an application for a certificate of appropriateness as to change in such color features shall have been filed with the commission and such certificate shall have been issued by the commission.
- (c) No building or structure within the historic districts, except as provided under section six, shall be demolished or removed unless and until an application for a permit to demolish or remove the same shall have been filed with the commission, and such permit shall have been issued by the commission.
- (d) No occupational, commercial, or other sign, except as provided under section six, and no billboard shall be erected or displayed on any lot, or the exterior of any building or structure within the historic districts unless and until an application for a certificate of appropriateness shall have been filed with the commission, and such certificate shall have been issued by the commission. In the case of any such sign or billboard erected or displayed prior to the effective date of this act, there shall be allowed a period of five years, subsequent to said effective date, in which to obtain such certificate. (See note 1)
- (e) Except in cases excluded by section six: -
 - (1) No permit shall be issued by the building inspector for any building or structure to be erected within the historic districts, unless the application for said permit shall be accompanied either by a certificate of appropriateness or a certificate that no exterior architectural feature is involved, issued under section nine.
 - (2) No permit shall be issued by the building inspector for the demolition or removal of any building or structure within the historic districts unless the application for said permit shall be accompanied by a permit issued under said section nine.

Section 6. Exclusions. - (a) Nothing in this act shall be construed to prevent the ordinary maintenance or repair of any exterior architectural feature of any building or structure within the historic districts; nor shall anything in this act be construed to prevent the erection, construction, reconstruction, restoration, alteration, or demolition of any such feature which the building inspector shall certify is required by the public safety because of an unsafe or dangerous condition; nor shall anything in this act be construed to prevent the erection, construction, reconstruction, restoration, alteration, or demolition of any such feature under a permit issued by the building inspector prior to the effective date of this act. (See note 2)

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- (b) The following structures and signs may be erected or displayed within the historic districts without the filing of an application for, or the issuance of, a certificate of appropriateness: -
1. *Section 2, Chapter 579, Acts of 1966 provides: "In the case of any sign or billboard erected or displayed on the effective date of this act within an historic district established by this act or within any territory added by this act to an existing historic district there shall be allowed a period of five years subsequent to said effective date in which to obtain the certificate of appropriateness required by paragraph (d) of section five of chapter four hundred and forty-seven of the acts of nineteen hundred and fifty-six."*
 2. *Section 3, Chapter 579, Acts of 1966 provides: "The provisions of this act shall not be construed to prevent the erection, construction, reconstruction, restoration, alteration, or demolition of any exterior architectural feature, under a permit issued by the building inspector prior to the effective date of this act, within an historic district established by this act or within any territory added by this act to an existing historic district."*
 - (1) Temporary structures or signs for use in connection with any official celebration or parade, or any charitable drive in the town, provided that any such structure or sign shall be removed within three days following the termination of the celebration, parade or charitable drive for which said structure or sign shall have been erected or displayed. Any other temporary structures or signs which the commission shall determine from time to time may be excluded from the provisions of section five without substantial derogation from the intent and purposes of this act.
 - (2) Real estate signs of not more than three square feet in area advertising the sale or rental of the premises on which they are erected or displayed.
 - (3) Occupational or other signs of not more than one square foot in area and not more than one such sign, irrespective of size, bearing the name, occupation or address of the occupant of the premises on which such sign is erected or displayed where such premises are located within an R-1 one family dwelling district as defined in the Zoning By-Law of the town of Lexington.
- (c) The exterior color of any building or structure within the historic districts may be changed to white without the filing of an application for, or the issuance of, a certificate of appropriateness.

Section 7. Applications to be Filed with Commission. - Excepting cases excluded by section six, any person who desires to erect, build, construct, reconstruct, restore, alter, move, demolish, remove, or change the exterior color features of any building or structure now or hereafter within the historic districts, or to erect or display within the historic districts any sign or billboard for which a certificate of appropriateness is required under paragraph (d) of section five, shall file with the commission an application for a certificate of appropriateness or a permit for demolition or removal,

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as the case may be, together with such plans, elevations, specifications, material and other information as shall be deemed necessary by the commission to enable it to make a determination on the application.

Section 8. Meetings, Hearings, Time for Making Determinations. - Meetings of the commission shall be held at the call of the chairman and also when called in such other manner as the commission shall determine in its rules. Five members, including associate members, of the commission shall constitute a quorum.

The commission shall determine promptly after the filing of an application for a certificate of appropriateness as to exterior architectural features, whether the application involved any such features. If the commission determines that such application involves any exterior architectural features, the commission shall hold a public hearing on such application. The commission also shall hold a public hearing on all other applications required to be filed with it under this act, except that the commission may approve an application for a change in exterior color features without holding a hearing if it determines that the color change proposed is appropriate.

The commission shall fix a reasonable time for the hearing on any application and shall give public notice thereof by publishing notice of the time, place, and purpose of the hearing in a local newspaper at least fourteen days before said hearing and also, within seven days of said hearing, mail a copy of said notice to the applicant, to the owners of all property deemed by the commission to be affected thereby as they appear on the most recent local tax list, to the planning board of the town, and to such other persons as the commission shall deem entitled to notice.

As soon as convenient after such public hearing but in any event within sixty days after the filing of the application, or within such further time as the applicant shall allow in writing, the commission shall make a determination on the application. If the commission shall fail to make a determination within said sixty days, or within such further time allowed by the applicant, the commission shall be deemed to have approved the application.

Section 9. Powers, Functions, and Duties of Commission. - The commission shall have the following powers, functions and duties:

- (a) It shall pass upon: -
 - (1) The appropriateness of exterior architectural features of buildings and structures to be erected within the historic districts wherever such features are subject to view from a public street, way, or place.
 - (2) The appropriateness of changes in exterior color features of buildings and structures within the historic districts wherever such features are subject to view from a public street, way, or place.
 - (3) The demolition or removal of any building or structure within the historic districts. The commission may refuse a permit for the demolition or removal of

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any building or structure of architectural or historic interest, the removal of which in the opinion of the commission would be detrimental to the public interest.

- (4) The appropriateness of the erection or display of occupational, commercial or other signs and billboards within the historic districts wherever a certificate of appropriateness for any such sign or billboard is required under paragraph (d) of section five.

In passing upon appropriateness, demolition or removal, the commission shall determine whether the features, demolition or removal, sign or billboard involved will be appropriate for the purposes of this act and, if it shall be determined to be inappropriate, shall determine whether, owing to conditions especially affecting the building, structure, sign or billboard involved, but not affecting the historic district generally, failure to approve an application will involve a substantial hardship to the applicant and whether such application may be approved without substantial detriment to the public welfare and without substantial derogation from the intent and purposes of this act. If the commission determines that the features, demolition or removal, sign or billboard involved will be appropriate or, although inappropriate, owing to conditions as aforesaid, failure to approve an application will involve substantial hardship to the applicant and approval thereof may be made without substantial detriment or derogation as aforesaid, the commission shall approve the application; but if the commission does not so determine, the application shall be disapproved.

In passing upon appropriateness the commission shall consider, among other things, the historical value and significance of the building or structure, the general design, arrangement, texture, material, and color of the features, sign or billboard involved and the relation of such factors to similar factors of buildings and structures in the immediate surroundings. The commission shall not consider relative size of buildings and structures, or detailed designs, interior arrangement and other building features not subject to public view.

In approving an application the commission may impose conditions which, if the certificate of appropriateness is acted upon, shall be binding upon the applicant, the owner of the property and his successors in title.

The concurring vote of three members, including associate members, of the commission shall be necessary to make a determination in favor of the applicant on any matter upon which the commission is required to pass under this act.

- (b) In the case of an approval by the commission of an application for a certificate of appropriateness or a permit for demolition or removal, or in the event an application is deemed approved through failure to make a determination within the time specified in section eight, the commission shall cause a certificate of appropriateness or a permit for demolition or removal, as the case may be, dated and signed by its chairman or chairman pro tempore, to be issued to the applicant.

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- (c) In the case of disapproval of an application for a certificate of appropriateness or a permit for demolition or removal, the commission shall cause a notice of its determination, dated and signed by its chairman or chairman pro tempore, to be issued to the applicant, setting forth therein the reasons for its determination, and, as to applications for a certificate of appropriateness, the commission may make recommendations to the applicant with respect to appropriateness of design, arrangement, texture, material, color, and similar factors. The commission shall not make any recommendations except for the purpose of preventing developments obviously incongruous to the purposes set forth in this act.
- (d) In the case of a determination by the commission that an application for a certificate of appropriateness does not involve any exterior architectural feature, the commission shall cause a certificate of such determination, dated and signed by its chairman or chairman pro tempore, to be issued forthwith to the applicant.
- (e) The commission shall keep a permanent record of its resolutions, transactions, and determinations, and may make such rules and regulations consistent with this act and prescribe such forms as it shall deem desirable and necessary.
- (f) The commission shall file with the town clerk a notice of all determinations made by it, and approvals of applications through failure of the commission to make a determination within the time allowed under section eight, except that no notice of a determination that an application for a certificate of appropriateness does not involve any exterior architectural feature shall be filed.
- (g) The commission may incur expenses necessary to the carrying on of its work within the amount of its appropriation.

Section 10. Appeals. - Any person aggrieved by a determination of the commission or by an approval of an application through failure of the commission to make a determination within the time allowed under section eight, whether or not previously a party to the proceeding, or any officer or board of the town may, within fifteen days after the filing of a notice of such determination or approval with the town clerk, appeal to the superior court sitting in equity for the county of Middlesex. The court shall hear all pertinent evidence and determine the facts and if, upon the facts so determined, such determination or approval is found to exceed the authority of the commission, the court shall annul such determination or approval and remand the case for further action by the commission. The remedies provided by this section shall be exclusive; but the parties shall have all rights of appeal and exception as in other equity cases.

Costs shall not be allowed against the commission unless it shall appear to the court that the commission acted in bad faith or with malice in the matter from which the appeal was taken.

Costs shall not be allowed against the party appealing from such determination or approval of the commission unless it shall appear to the court that said party acted in bad faith or with malice in making the appeal to the court.

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Section 11. Enforcement. - Any person who violates any of the provisions of this act shall be guilty of a misdemeanor, and upon conviction thereof shall be fined not less than ten dollars nor more than five hundred dollars.

The superior court sitting in equity for the county of Middlesex shall have jurisdiction to enforce the provisions of this act and the determinations, rulings, and regulations issued thereunder and may restrain by injunction violations thereof and issue such other orders for relief of violations as may be required.

In addition to the foregoing, the town of Lexington may by by-law, not inconsistent with section 21D of chapter 40 of the General Laws, provide for the noncriminal disposition of violations of this act and the determinations, rulings and regulations issued under this act. (Added by Chapter 426 of the Acts of 2000)

Section 12. Severability of Provisions. - The provisions of this act shall be deemed to be severable; and in case any section, paragraph or part of this act shall be held unconstitutional by any court of competent jurisdiction, the decision of such court shall not affect or impair the validity of any other sections, paragraphs or parts of this act.

Section 13. Effective Date of Act. - This act shall take effect upon its acceptance by the town by vote of its town meeting members at an annual town meeting or any special town meeting called for the purpose.

Approved June 11, 1956.

Chapter 447, Acts of 1956 accepted at a Special Town Meeting held November 19, 1956 (Article 5.).

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Chapter 374
THE COMMONWEALTH OF MASSACHUSETTS

In the Year One Thousand Nine Hundred and Eighty-two

AN ACT AUTHORIZING THE TOWN OF LEXINGTON TO SELL AND CONVEY CERTAIN BUILDINGS AND TO LEASE A CERTAIN PARCEL OF PARK LAND IN SAID TOWN.

(As amended by Ch. 149, Acts of 1984)

Be it enacted, by the Senate and House of Representatives in General Court assembled, and by authority of the same, as follows:

Section 1. The town of Lexington is hereby authorized to sell and convey to Roger G. Trudeau and Jane A. Trudeau, with preservation restrictions, two certain buildings located in Buckman park in said town known as the Garrity House and the Carriage House, and to lease to said Roger G. Trudeau and Jane A. Trudeau, for private residential purposes, for a term of ninety-nine years a certain parcel of park land in said Buckman park on which said buildings are located, all for such consideration and upon such terms and conditions as shall be determined by the board of selectmen of said town. Said parcel of land being situated on Hancock street in said town, and shown on a plan entitled "Compiled Plan of Land in Lexington, Mass. for Garrity House Conveyance" dated March 21, 1984 and prepared by Francis T. Fields Town Engineer, on file with the town engineer, and being bounded and described according to said plan as follows:

Beginning at a point at the intersection of the easterly sideline of Hancock Street and the southwesterly sideline of land now or formerly of the Boston & Maine Railroad;

Thence running Southeasterly by said land now or formerly of Boston & Maine Railroad along the arc of a curve to the left with a radius of 2875.43 a distance of 230 feet more or less to a point;

Thence Westerly on a radial line to the easterly sideline of Hancock Street a distance of 165 feet more or less to a point in the sideline of Hancock Street;

Thence Northerly by said sideline of Hancock Street on a curve to the right with a radius of 400.00 feet, an arc distance of 39 feet more or less to a point of tangency;

Thence North 21° 25' East along said sideline a distance of 59 feet more or less to the point of beginning.

(Amended by Ch. 149, Acts of 1984, approved July 5, 1984)

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Chapter 521 THE COMMONWEALTH OF MASSACHUSETTS

In the Year One Thousand Nine Hundred and Eighty-three

AN ACT ESTABLISHING A NONPROFIT HOUSING CORPORATION FOR THE TOWN OF LEXINGTON.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. There is hereby established a nonprofit housing corporation to be known as the Lexington Housing Assistance Board, Inc. which shall be subject to the supervision of the board of selectmen of the town of Lexington. Said board shall consist of not less than five members, who shall be appointed by the board of selectmen for staggered three-year terms as designated by said board of selectmen, such appointments to be made annually by said board of selectmen on or before May thirty-first. Members shall serve until their successors are appointed and qualified. Continuing members may act despite a vacancy or vacancies in said board and for this purpose be deemed to constitute a full board. Any vacancy in said board, however occurring, may be filled by the board of selectmen for the unexpired portion of the term.

Said board is hereby established and shall exercise its powers and perform its duties for the purpose of investigating and implementing alternatives for the provision of and providing affordable housing for persons of low, moderate and middle income, and others whose needs may be identified from time to time, in the town of Lexington. The powers and duties of said board as set forth herein are intended to be alternative and supplemental to, and not in limitation of, the powers and duties of the Lexington Housing Authority established pursuant to chapter one hundred and twenty-one B of the General Laws. The liability of said board and its members shall be limited to the same extent as the liability of a public employer and public employees as provided in section two of chapter two hundred and fifty-eight of the General Laws.

SECTION 2. Said board shall have the powers and privileges conferred by the provisions of paragraphs (a) to (i), inclusive, and paragraph (k) of section nine of chapter one hundred and fifty-six B of the General Laws, and the following powers, provided that no such power shall be exercised either in a manner inconsistent with this act or any general or special law, or to carry on any activity which is not in furtherance of the purposes set forth in this act:

- (a) to adopt, amend and repeal by-laws for the regulation and conduct of its business including but not limited to the call and conduct of its meetings, the number of members which shall constitute a quorum and the mode of voting by proxy;
- (b) to elect a chairman and vice-chairman, each of whom shall be members of said board, and a secretary and a treasurer, who need not be members of said board, and who may be the same person. The treasurer shall give bond for the faithful performance of his duties in form and amount approved and fixed by the board of selectmen, the cost of which bond shall be paid from funds of said board. The chairman and in his absence the vice-chairman shall chair meetings of said board. The secretary shall be the custodian of

LEXINGTON CODE

all books, documents and papers filed with said board and of the minute book or journal of said board;

- (c) with the approval of the board of selectmen, to make and execute all contracts and all other instruments necessary or convenient for the exercise of its power and functions, subject to approval of the town counsel of the town of Lexington as to form;
- (d) with the approval of the board of selectmen, to acquire or lease, by purchase or otherwise, and to own, hold and use, on such terms and conditions and in such manner as it may deem proper, and to exchange, grant options on, sell, transfer, convey, assign, lease, pledge, mortgage, encumber, grant liens on and security interests in, or otherwise dispose of, on such terms and conditions as it may deem proper, real, personal or mixed real and personal property or any interest, easements or rights therein, and any assets or revenues of said board, as may be necessary or appropriate to carry out its purposes;
- (e) with the approval of the board of selectmen, to enter into agreements or other transactions with the commonwealth or any political subdivision or public instrumentality thereof, the United States government or any federal, state or other governmental agency;
- (f) with the approval of the board of selectmen, to borrow money and to execute notes therefor which shall not be deemed to be debts or obligations of the town of Lexington, to hold mortgages, and to invest any funds held in reserve funds, or any funds not required for immediate disbursement in such investments as may be lawful for fiduciaries in the commonwealth. Said board shall have no stock;
- (g) with the approval of the board of selectmen, to enter into contracts or agreements with, and to employ from time to time contractors, architects, engineers, consultants, attorneys, accountants, construction, financial and other experts, superintendents, managers and such other agents and employees as may be necessary in its judgment and to fix their compensation;
- (h) with the approval of the board of selectmen, to receive and hold funds appropriated by the town and other funds, property, labor and other things of value from any source, public or private, by gift, grant, bequest, loan or otherwise, either absolutely or in trust, and to expend or utilize the same on behalf of said board for any of its purposes or to act as an agent or conduit in administering or disbursing funds or financial or other aid from any source; provided, however, that all revenues collected or received by said board in connection with its activities, investments or transactions shall be expended only with the approval of the board of selectmen of the town of Lexington;
- (i) to appear in its own behalf before boards, commissions, departments or other agencies of government, municipal, state or federal;
- (j) to procure insurance against any loss in connection with the property or activities of said board, in such amounts, and from such insurers as it may deem necessary or desirable, and, with the approval of the board of selectmen, to indemnify its members or agents if and to the extent specified from time to time in the by-laws of said board and subject to

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and in the manner provided in section six of chapter one hundred and eighty of the General Laws;

- (k) to formulate and, with the approval of the board of selectmen, carry out or monitor plans for projects involving the acquisition or operation of housing facilities of any kind or nature, and to construct, reconstruct, renovate, expand, extend, improve, repair, remodel, equip, furnish, maintain, manage and operate such facilities;
- (l) with the approval of the board of selectmen, to fix and revise from time to time, and to charge and collect rates, fees, rentals and other charges and sales prices for or in connection with the use, occupancy or other disposition of any housing facility or other property or portion thereof under its ownership or control;
- (m) with the approval of the board of selectmen, to establish, impose, grant or amend, by deed, lease or any other means or method, and to hold the benefit of, monitor, exercise and enforce lawful restrictions on the rental, sale, resale, use or occupancy of housing facilities or other property under its ownership or control, or other facilities or property designated by the selectmen of the town, or restrictions with respect to the income of owners, tenants or occupants of such housing facilities or other property, or options and rights of first refusal with respect to such facilities or property, and to waive, release or discharge any such rights or restrictions;
- (n) with the approval of the board of selectmen, to enter into, perform or monitor agreements or other transactions with contractors, developers, brokers or other real estate professionals or any other person relating to the providing of affordable housing for persons of low and moderate income in the town;
- (o) to do any and all things necessary or convenient to carry out its purposes and exercise the powers conferred by this act.

Said board may delegate to any committee or member of the board any action which said board is empowered to do or make. Said board may be a partner in any business enterprise which said board would have power to conduct by itself.

SECTION 3. Notwithstanding the provisions of any general or special law to the contrary, the income, assets and activities of said board shall be exempt from all taxes and assessments and said board shall not be subject to any of the provisions of chapter sixty-three of the General Laws or to any taxes based upon or measured by property or income imposed by the commonwealth or by any political subdivision thereof. Said board is hereby authorized and empowered to enter into an agreement or agreements with the assessor of the town of Lexington, with the approval of the board of selectmen, wherein said board shall undertake to make to the town annual payments in lieu of taxes, in connection with any real property acquired and owned by said board, the amounts of such payments to be reasonable sums stipulated in such agreement or agreements or determined in accordance with a reasonable formula so stipulated.

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SECTION 4. Without limitation of the powers of said board set forth in section two, said board is authorized to receive and to expend and utilize for its purposes all proceeds of the sale by the town of Lexington of the land and improvements known as the Muzzey junior high school, which proceeds have been appropriated by the town for such purposes. In addition, the town may appropriate other funds for the carrying out by said board of its purposes as set forth herein. Any appropriation therefor may be raised by the town by taxation. At least annually, said board shall cause independent audits to be made of the books and records of said board, which annual audits shall be filed with the board of selectmen of the town.

SECTION 5. In the event that said board shall be dissolved in accordance with law at any time, all property and interests therein, assets and rights of said board existing at such time shall be transferred to the town of Lexington by authority of this act, and title to all such property and all such rights shall vest in the town of Lexington automatically without the need for further action or instrument, and the town of Lexington shall, to the maximum extent permitted by law, and acting by and through its board of selectmen, assume, hold and exercise the powers and duties of said board set forth herein with respect to such property and rights so transferred to said town.

SECTION 6. The provisions of this act are severable and if any of its provisions shall be held invalid in any circumstance, such invalidity shall not affect any other provisions or circumstances.

SECTION 7. This act shall take effect upon its passage.

House of Representatives, November 16, 1983.

In Senate, November 16, 1983.

Approved November 29, 1983.

SPECIAL ACTS

CHAPTER 558, ACTS OF 1985

AN ACT AUTHORIZING THE CHIEF OF POLICE OF THE TOWN OF LEXINGTON
TO HEAR COMPLAINTS RELATING TO DOGS

SECTION 1. Notwithstanding the provisions of section one hundred and fifty-seven of chapter one hundred and forty of the General Laws or any other general or special law to the contrary, the chief of police of the town of Lexington or his designee shall carry out the functions assigned to the board of selectmen under said section one hundred and fifty-seven of said chapter one hundred and forty.

SECTION 2. This act shall take effect upon its passage.

Approved December 5, 1985.

SPECIAL ACTS

Chapter 412
THE COMMONWEALTH OF MASSACHUSETTS

In the Year Two Thousand

AN ACT RELATIVE TO THE CONSERVATION COMMISSION OF THE TOWN OF LEXINGTON.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. The conservation commission of the town of Lexington may provide by rules for the imposition of reasonable fees for the employment of outside consultants and shall account for and expend such funds in accordance with section 53G of chapter 44 of the General Laws.

SECTION 2. This act shall take effect upon its passage.

House of Representatives, January 2, 2001.

In Senate, January 2, 2001.

Approved January 12, 2001.

SPECIAL ACTS

Chapter 424
THE COMMONWEALTH OF MASSACHUSETTS

In the Year Two Thousand

AN ACT RELATIVE TO UTILITY LINES IN THE TOWN OF LEXINGTON.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Notwithstanding section 22 of chapter 166 of the General Laws or any other general or special law to the contrary, the director of public works of the town of Lexington shall have the powers and duties under said section 22 to grant orders and act upon petitions for the construction of underground lateral wires and conduits within a public way from an existing pole or main to private property, and to take such action without notice of hearing. All other provisions of said chapter 166 shall govern such orders and petitions.

SECTION 2. This act shall take effect upon its passage.

House of Representatives, January 2, 2001.

In Senate, January 2, 2001.

Approved January 12, 2001.

SPECIAL ACTS

Chapter 317

THE COMMONWEALTH OF MASSACHUSETTS

In the Year Two Thousand and Two

AN ACT AUTHORIZING THE TOWN OF LEXINGTON TO ESTABLISH A POST RETIREMENT INSURANCE LIABILITY FUND.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Notwithstanding any general or special law to the contrary, the town of Lexington may appropriate funds in order to offset the anticipated cost of premium payments for or direct payments to be made to retired employees of the town and to any eligible surviving spouse of or dependents of deceased employees of the town. Any such amounts so appropriated shall be credited to a special fund to be known as the Post Retirement Insurance Liability Fund. Any interest or other income earned by such fund shall be added to and become a part of the fund. The Lexington contributory retirement board shall be the custodian of such fund and may invest the monies held in the fund in accordance with the rules and regulations of the public employees retirement administration commission and in accordance with any applicable general law. Any amounts appropriated to or expended from such fund shall be so appropriated or expended by a majority vote of the town which vote must be taken in accordance with an actuarial schedule developed by the town. The actuarial schedule must be designed to reduce to zero any unfunded liability attributable to premium payments for or direct payments to be made to retired employees of the town and to any eligible surviving spouse of or the dependents of deceased employees of the town. The Lexington contributory retirement board may employ any qualified bank, trust company, corporation, firm or person to provide advice on the investment of amounts held in the Post Retirement Insurance Liability Fund and to prepare any required actuarial study and may pay for any such advice or service from amounts held in the fund.

SECTION 2. This act shall take effect upon its passage.

House of Representatives, August 29, 2002.

In Senate, August 29, 2002.

Approved September 12, 2002.

SPECIAL ACTS

CHAPTER 7 OF THE ACTS OF 2004

**AN ACT AUTHORIZING A BALLOT QUESTION IN THE TOWN OF LEXINGTON
RELATIVE TO THE GRANTING OF CERTAIN ALCOHOLIC BEVERAGE LICENSES**

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Notwithstanding any limitations imposed by section and section of chapter of the General Laws or any other general or special law to the contrary, the board of selectmen of the town of Lexington shall cause to be submitted to the voters in the next regularly scheduled election, to be held at least days following the effective date of this act, the following question:

Whereas the board of selectmen is now authorized to grant licenses in the town of Lexington for the sale of all alcoholic beverages in restaurants with seating capacities of persons or more, shall the board of selectmen also be authorized to grant licenses for the sale of all alcoholic beverages including, but not limited to, licenses for the sale of wines and malt beverages, to restaurants in the town of Lexington with seating capacities of less than 99 persons?

Yes____ No____

If a majority of the votes cast in answer to this question is in the affirmative, the town shall be taken to have authorized the board of selectmen to issue licenses for the sale of all alcoholic beverages including, but not limited to, licenses for the sale of wines and malt beverages, to be drunk on the premises of restaurants in the town with a seating capacity of less than 99 persons, subject to all the other provisions of said chapter, and may further issue special licenses as provided in section of said chapter.

SECTION 2. This act shall take effect upon its passage.

Approved January 22, 2004.

SPECIAL ACTS

CHAPTER 345 OF THE ACTS OF 2006

AN ACT DESIGNATING IN THE TOWNS OF ARLINGTON, LEXINGTON, LINCOLN AND CONCORD A SCENIC BYWAY TO BE KNOWN AS THE BATTLE ROAD: THE ROAD TO REVOLUTIONS.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same as follows:

Notwithstanding section 15C of chapter 40 of the General Laws, Massachusetts avenue, a portion of Appleton street and Paul Revere road in the town of Arlington; Massachusetts avenue, Old Massachusetts avenue and portions of state highway Route 2A, Wood street and Hancock street in the town of Lexington; North Great road in the town of Lincoln; and Lexington road, portions of Monument street, Liberty street, a portion of Lowell road and a portion of Barrett's Mill road in the town of Concord shall be designated and known as the Battle Road: the Road to Revolutions scenic byway. (Ch. 12 of 2012 approved January 19, 2012)

The Battle Road: the Road to Revolutions scenic byway shall begin in Arlington on Massachusetts avenue on the Cambridge city line and shall proceed generally northwest along Massachusetts avenue, continue along Massachusetts avenue and branches to Appleton street until Paul Revere road and Paul Revere road until merging back with Massachusetts avenue, and continue along Massachusetts avenue into Lexington, with a spur to the Hancock/Clarke house on Hancock street and continue on Massachusetts avenue to Marrett road and branches to Wood street, Old Massachusetts avenue and Massachusetts avenue, through the town of Lexington, where both branches shall merge with North Great road in the town of Lincoln and continue westward to Lexington street and Monument square in the town of Concord, where it turns northward to Monument street then southwestward to Liberty street to Lowell road, and shall include that portion of Lowell road from Liberty street to Barrett's Mill road and that portion of Barrett's Mill road from Lowell road to Barrett's Farm, terminating at Barrett's Farm. (Ch. 12 of 2012 approved January 19, 2012)

The purpose of the Battle Road: the Road to Revolutions scenic byway designation shall be to recognize, protect and enhance the unique historic, scenic, cultural and recreational resources along the byway, including preservation of the character of the corridor, expansion of economic opportunities, development of balanced tourism and a context in which to evaluate proposed roadway changes. The towns of Arlington, Concord, Lexington and Lincoln shall work in cooperation with the National Park Service to preserve the resources and improve the experience of the byway for both residents and visitors.

Approved November 8, 2006.

SPECIAL ACTS

CHAPTER 190 OF THE ACTS OF 2008

AN ACT RELATIVE TO REAL PROPERTY TAX DEFERRALS IN THE
TOWN OF LEXINGTON.

(As amended by Chapter 351 of the Acts of 2020)

Be it enacted by the Senate and House of Representatives in General Code assembled, and by the authority of the same as follows:

SECTION 1. Notwithstanding the provision of the first paragraph of clause Forty-first A of section 5 of chapter 59 of the General Laws, the town of Lexington may, by vote of its town meeting and with the approval of its board of selectmen: (1) adopt a lower minimum age of eligibility than 65; (2) adopt a higher maximum qualifying gross receipts amount than \$40,000; and (3) condition eligibility for deferral of real property taxes on objective criteria of disability or other hardship for persons who would not otherwise qualify based on their age.

SECTION 1A. Notwithstanding the last paragraph of clause Forty-first A of section 5 of chapter 59 of the General Laws, interest on deferrals of real property taxes granted by the town of Lexington shall accrue at the rate provided in said clause Forty-first A of said section 5 until the conveyance of the property or, if there is no conveyance, one year after the death of the person or surviving spouse whose taxes have been deferred; provided, that after one year after the death of the person or surviving spouse whose taxes have been deferred, interest shall accrue at the rate provided in section 62 of chapter 60 of the General Laws. (Added by Chapter 351 of the Acts of 2020)

SECTION 2. This act shall take effect upon its passage.

Approved July 22, 2008

¹Editor's Note: The maximum qualifying gross receipts amount for property tax deferrals under Clause 41A of Section 5 of Chapter 59 of the Massachusetts General Laws and Chapter 190 of the Acts of 2008 was raised to \$75,000, beginning in fiscal year 2020. This provision was adopted 4-1-2019 ATM by Art. 5.

SPECIAL ACTS

CHAPTER 202 OF THE ACTS OF 2008

AN ACT AUTHORIZING THE DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE TO TRANSFER CONTROL OF A CERTAIN PARCEL OF LAND IN THE TOWN OF LEXINGTON

Whereas, The deferred operation of this act would tend to defeat its purpose, which is to provide forthwith for the transfer of the care, custody and control of certain land in the town of Lexington, therefore it is hereby declared to be an emergency law, necessary for the immediate preservation of the public convenience.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same as follows:

SECTION 1. Notwithstanding sections 40F to 40J, inclusive, of chapter 7 of the General Laws, or any other general or special law to the contrary, the commissioner of capital asset management and maintenance shall transfer care, custody and control of a parcel of state-owned land in the town of Lexington known as the Lexington portion of Lot 1 of the former Middlesex county hospital and formerly under the care, custody and control of the Middlesex county hospital described in section 2, to the commissioner of conservation and recreation for conservation, open space preservation and natural resource protection purposes. The commissioner of conservation and recreation may enter into an agreement with the town of Lexington or a private non-profit conservation organization for restoration, management and maintenance of the parcel as public open space.

SECTION 2. The parcel to be transferred under section 1 consists of 47.499 acres and is the Lexington portion of Lot 1, Parcels 2 and 3 shown on "Plan of Land in Waltham & Lexington, (Middlesex Co.) Mass. Surveyed for Geraghty & Miller," by Roberge Associates Land Surveying, dated December 2, 1996 and recorded with the Middlesex county southern district registry of deeds as Plan No. 379 of 1997 in Book 27228, Page 430.

Approved July 24, 2008

SPECIAL ACTS

CHAPTER 203 OF THE ACTS OF 2009

**AN ACT AUTHORIZING THE ABATEMENT OF CERTAIN PROPERTY TAX ASSESSMENTS
IN THE TOWN OF LEXINGTON**

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Notwithstanding sections 2A, 2D, 18 and 38 of chapter 59 of the General Laws or any other general or special law to the contrary, the town of Lexington, acting by and through its board of assessors, shall abate or refund a portion of the taxes assessed for fiscal year 2009 on any real estate that decreased in assessed valuation by over 50 per cent as the result of fire or natural disaster that occurred during fiscal year 2009. The post-fire or post-natural disaster valuation shall be considered the assessed valuation of the property as of January 1, 2008 for purposes of assessing taxes for the fiscal year beginning on July 1, 2008.

SECTION 2. Applications for an abatement or refund shall be filed with the Lexington board of assessors on or before January 1, 2011.

SECTION 3. This act shall take effect upon its passage.

Approved January 10, 2010

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

2024 Annual Town Meeting

PRESENTER:

Board Discussion

ITEM NUMBER:

I.4

SUMMARY:

Category: Informing

2024 Annual Town Meeting

The Select Board will discuss ATM 2024 Article 45: Indigenous Peoples Day (Citizen Petition) and review the attached memo from Select Board Member Doug Lucente regarding this topic.

The Select Board will discuss articles and take positions for 2024 Annual Town Meeting.

SUGGESTED MOTION:

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

4/24/2024

6:45pm

ATTACHMENTS:

Description	Type
❑ Memo - Second Monday in October (RE: ATM Article 45: Indigenous Peoples Day (Citizen Petition)	Cover Memo
❑ Art 45 motion	Backup Material

📁	Select Board Working Document - Positions 2024 ATM	Backup Material
📁	Art 31 amendment slides	Backup Material
📁	Art 31 Amendment E. Michelson	Backup Material
📁	Art 31 motion	Backup Material

MEMORANDUM

To: Select Board Members

From: Doug Lucente, Select Board Member

Date: April 20, 2024

Subject: Consideration for Dual Recognition of the Second Monday in October as Indigenous Peoples Day and Italian American Heritage Day

Introduction

As we prepare to discuss ATM 2024 Article 45, which suggests designating the second Monday of October as Indigenous Peoples Day in Lexington, I recommend a balanced approach that continues to honor our Italian American community. This approach is informed by our local history and successful precedents from other cities, striving for inclusivity that cherishes our town's diverse cultural heritage.

1. Significance of Italian American Heritage in Lexington

Lexington's history is deeply connected with the contributions of Italian Americans, particularly in developing our local agriculture. In the early 20th century, Italian immigrant families helped turn Lexington into a center for truck farming, producing important crops like tomatoes, broccoli, and the well-known "Boston celery." This legacy continues with the Lexington Community Farm, a key resource for agriculture and education in our community. (<https://lexfarm.org/farm-history/>)

Italian Americans have made significant contributions to Lexington's culture and economy beyond just agriculture. Establishing Italian American Heritage Day would honor these historical impacts and recognize the continued efforts of Italian Americans in our community. This would deepen our cultural connections and encourage appreciation across different generations.

2. Historical Context of Italian American Immigration

Italian immigrants to America faced considerable challenges, yet they demonstrated remarkable resilience throughout their journey. Many Italian immigrants arrived in our area during the late 19th and early 20th centuries. They often encountered prejudice and were forced into lower socioeconomic positions. A particularly dark chapter of their struggle includes the 1891 lynching in New Orleans, where 11 Sicilian immigrants were tragically killed, highlighting the severe discrimination they faced. This event played a

crucial role in creating Columbus Day, initially aimed at recognizing and appeasing the Italian American community. Recognizing this history highlights the need to establish Italian American Heritage Day to honor their lasting contributions and address past wrongs.

3. Precedents in Other Communities

Other US cities have approached the renaming of Columbus Day with solutions that embrace the history of Indigenous peoples and the heritage of Italian Americans. For instance:

- **Akron, Ohio, and New Haven, Connecticut,** have embraced "Italian American Heritage and Culture Day," which centers on celebrating the contributions of Italian Americans while steering clear of the historical controversies tied to Columbus.
- **Boston, Massachusetts,** Mayor Wu recognized Italian American Heritage Day to coincide with Indigenous Peoples Day in 2022, demonstrating a successful model of dual celebration that respects and honors both communities.

These examples show that it is both possible and positive to recognize the richness of Italian American culture while respecting Indigenous peoples' history and resilience.

4. Proposal for Lexington

Given these points, if Article 45 is approved, Lexington should adopt Indigenous Peoples Day and continue to recognize the contributions of Italian Americans of Lexington by celebrating Italian American Heritage Day. This dual recognition would serve to:

- Honor the resilience and contributions of Indigenous peoples: This would align with the expanding national effort to recognize Indigenous communities' historical and cultural importance.
- Celebrate Italian American heritage: This would acknowledge Italian Americans' historical and continuing contributions to Lexington, promoting a broader appreciation of their role in our town's development.

5. Recent Actions by the Select Board to Incorporate Diverse Cultures

Reflecting our commitment to cultural inclusivity, the Select Board has actively incorporated symbols and celebrations from various communities into the public realm. Last year, we included a menorah in Emery Park alongside the holiday tree, honoring our

Jewish residents during the holiday season. Additionally, we have adjusted the school calendar to acknowledge a broader range of cultural events, ensuring that our educational environment mirrors the diversity of our community. These steps exemplify our continued efforts to not only respect but celebrate the varied cultures that makeup Lexington. As we look to new initiatives like recognizing Indigenous Peoples Day and Italian American Heritage Day, we must keep advancing this thoughtful and inclusive recognition approach, enhancing our town's reputation as a welcoming and diverse place.

Conclusion

By adopting this dual recognition, Lexington can adopt a balanced approach to historical celebration, showing respect for our diverse community backgrounds while deepening our collective cultural understanding. This proposal aims to address historical oversights and celebrate all aspects of our community's heritage in a way that educates and unites us. I look forward to discussing this proposal further and exploring how we can implement these changes in a manner that genuinely reflects Lexington's values and diversity. Together, we can establish a model for careful recognition and celebration of the rich cultural fabric of our town.

Sincerely,
Doug Lucente

Town of Lexington

Motion

2024 Annual Town Meeting

ARTICLE 45

INDIGENOUS PEOPLES DAY (Citizen Petition)

MOTION:

WHEREAS, the Town wishes to recognize the Indigenous nations of North America, their roots and their many contributions made to our community, our Commonwealth, and our country now and throughout history.

WHEREAS, the Town can gain insight in dealing with environmental issues such as climate change through Indigenous environmental knowledge, respect for nature, and seventh generation thinking.

WHEREAS, The Town encourages our community and our public schools to observe Indigenous Peoples Day with appropriate exercises and instruction to celebrate the thriving contemporary cultures and diversity, and acknowledge the authentic histories of Indigenous Peoples.

WHEREAS, the District of Columbia; States of Alaska, Louisiana, Maine, Michigan, Minnesota, New Mexico, Oregon, South Dakota, Vermont, and Wisconsin; and MA municipalities including Bedford, Arlington, Belmont, Cambridge, Newton, Wellesley, Watertown, Boston, Salem, Somerville, Brookline, Marblehead, Northampton, Amherst, Melrose, and many more observe Indigenous Peoples Day to promote Indigenous cultures and commemorate the history of Indigenous Peoples; and

WHEREAS, the Town of Lexington celebrates and welcomes all people, and is dedicated to promoting equity and justice in our Town through policies and practices that seek to end systemic racism and discrimination;

NOW, THEREFORE, BE IT RESOLVED THAT TOWN MEETING VOTES AS FOLLOWS:

The second Monday of October shall henceforth be commemorated in Lexington as Indigenous Peoples Day, in honor of the resilience and contributions of Indigenous peoples in our Town, the Commonwealth of Massachusetts and our country.

(01/23/2024)

**Select Board Positions
Working Document**

as of April 11, 2024

#	Article Name	ARTICLE UPDATE AT SELECT BOARD MTG	SELECT BOARD PRSNTR	CONSENT	IP	JP	SB	DL	JH	MS
Financial Articles										
24	Appropriate Funding For Semiquincentennial Commission	2/5/2024	SB			Y	Y	Y	Y	Y
General Articles										
31	Prohibit Single-Serve Plastic Water Bottles (Citizen's Petition)	2/12/2024	JH			W	N	N	N	Y
	- Michelson Amendment					W	Y	Y	Y	W
40	Integrated Pest Management Resolution (Citizen Petition)	2/12/2024	MS			Y	Y	Y	Y	Y
43	Voting Rights 16 And Older (Citizen Petition)	2/12/2024	DL			Y	W	Y	W	Y
45	Indigenous Peoples Day (Citizen Petition)	2/12/2024	JH			Y	Y	W	Y	Y

Note: As Articles are voted on at Town Meeting they are removed from the working document list



Resilient Lexington

Climate Action and Resilience Plan | 2023

Prepared for the Town of Lexington by Kim Lundgren Associates, Inc.



WASTE

		LEAD DEPT	COST	CO-BENEFITS
Goal WR 1: Lexington minimizes resource consumption to reduce emissions, water usage, and pollution.				
WR 1.1 Eliminate, to the extent possible, the use and disposal of single-use products and materials, plastic and otherwise.				
WR 1.1.A	Establish a variable rate structure for the Town's waste collection services based on quantity of waste to incentivize reduction in waste generation for residents.	Dept. of Public Works	\$\$	G C
WR 1.1.B	Work with local restaurants and other retail establishments to find opportunities (e.g., bulk procurement, joining Green Restaurant Association) to reduce waste by using reusable, recyclable, or compostable packaging.	Sustainability & Resilience, Public Health	\$	G C
WR 1.2 Educate the community about opportunities and benefits of achieving zero waste.				
WR 1.2.A	Launch a phased zero waste education campaign targeted at residents, businesses, and Town staff.	Sustainability & Resilience	\$\$	G C L
WR 1.2.B	Establish a Green Business program to recognize local businesses that have demonstrated leadership in sustainability, including waste reduction and diversion.	Sustainability & Resilience	\$\$	G E
WR 1.2.C	Require zero waste stations at all events requiring a permit from the Town.	Town Manager's Office	\$	G C
WR 1.3 Promote sustainable consumption by matching the consumption needs of businesses and Town operations with options that prioritize reuse, reduction, and minimization of toxins and waste.				
WR 1.3.A	Expand the Town's EPP program through development of a sustainable purchasing checklist, best practice guide, and adoption of an EPP policy.	Sustainability & Resilience	\$\$	G C L H
Goal WR 2: Waste is managed responsibly across the community and all possible recyclable and organic materials are diverted from disposal.				
WR 2.1 Work with contractors to recycle and reuse construction and demolition materials with significant potential value.				
WR 2.1.A	Promote, and explore avenues to regulate the recycling and reuse of construction and demolition debris.	Environmental Services Division	\$\$	G C
WR 2.1.B	Compile a list of current facilities and resources in the region to find existing opportunities for reuse of salvaged building materials.	Environmental Services Division	\$	G C
WR 2.2 Encourage residents and businesses to recycle and reuse materials through services and policies.				
WR 2.2.A	Identify ways to expand materials drop-off to additional hard to recycle items (e.g., bulky items, electronics, batteries).	Environmental Services Division	\$\$\$	G C
WR 2.2.B	Secure funding to expand town-wide curbside composting program.	Dept. of Public Works	\$\$\$	G C
WR 2.2.C	Continue to evaluate current operations at Hartwell Composting Facility to ascertain if there are additional ways to reduce waste.	Environmental Services Division	\$\$	G C

Cost

- \$ Existing Resources or <\$10K
- \$\$ <\$100K
- \$\$\$ \$100K or more

Co-Benefits

- G GHG Emissions Reduction
- S Social Resilience
- I Infrastructural Resilience
- E Economic Resilience
- Q Equity
- R Regional Collaboration
- L Leading by Example
- H Health
- C Conservation
- B Biodiversity

LEXINGTON TOWN MEETING AMENDMENT FORM

ARTICLE NUMBER:	DATE:
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I, _____

move to Amend the Motion

Examples of text for amendments may include statements such as:

By striking the words...	By adding the Following...	By striking in its entirety Section () Paragraph () ...
And by substituting the words...		And by substituting in its place the following Section () Paragraph () ...

Action Taken: Pass Fail Unanimous Majority Other

