



Town of Lexington, Massachusetts

Board of Selectmen
FY2015-2016 Goal Setting
Public Services Building
Thursday, June 19, 2014

Agenda

Meeting Objective:

Seek consensus on Board's goals and work plan for FY2015-16

Goals should be: Specific, Measurable, Attainable, Relevant, & Time-bound

8:30 a.m. Business Items:

- **Approve Sale of Notes**
- **Vote Notice of Intent to Fill Planning Board Vacancy**

8:35 a.m. Introduction (*Deb Mauger and Candy McLaughlin*)

- Annual opportunity for Selectmen's discussion of workplan for coming year
- No public comment at this meeting due to time constraints
- Provide ample time for discussion, balanced with the need to develop specific goal or policy statements as part of Board's work plan

9:00 a.m. Review Status of FY2014-2015 Goals (*Carl Valente*)

- Identify existing goals to be continued

9:20 a.m. Discuss Proposed Goal Topics (*Facilitated by Candy McLaughlin & Deb Mauger*)

[Break 10:00 – 10:10 a.m.]

- Within each of the seven topic areas, review proposed goals and policies for common understanding; Selectmen share perspectives and clarify priorities.
- Frame goal statement for each item if appropriate, and designate one or more Selectmen to take responsibility for moving forward. Objective is to identify what the goal is, not try to solve the problem today.
- Create "parking lot" for items that are not goals but need further discussion or action.

Noon Adjourn

Participants: Board of Selectmen
Staff: Town Manager and Senior Management Team

AGENDA ITEM SUMMARY

LEXINGTON BOARD OF SELECTMEN MEETING

DATE:

June 19, 2013

STAFF:

Finance

ITEM NUMBER:

1

SUBJECT: Approve and Sign Bond Anticipation Notes

EXECUTIVE SUMMARY: On June 17, 2014, the Town sold \$5,982,487 of General Obligation Bond Anticipation Notes which will come due on February 27, 2015. The note issue was comprised of multiple purposes shown on the attached page to be accounted for in the general fund and the sewer fund.

Four bids were submitted for the notes. The bids, based on a calculation of the net interest cost (NIC) which takes into consideration the amount of the issue, coupon rates and any premium bid, ranged from a high of 0.30% to a low of 0.0999%. The low bidder was Mitsubishi UFJ Securities with a premium of \$25,963.99.

The Board of Selectmen needs to vote to accept the bid of Mitsubishi UFJ Securities. A motion to this effect is attached.

FINANCIAL IMPACT: The FY2015 debt service costs associated with this note issue has been included in the recommended budgets of the general fund, and sewer fund.

RECOMMENDATION / SUGGESTED MOTION: See attached.

STAFF FOLLOW-UP: none

Town of Lexington, Massachusetts

\$5,982,487 General Obligation Bond Anticipation Notes



Sale Date: 6/17/2014
 Dated Date: 6/27/2014
 Delivery Date: 6/27/2014
 Due Date: 2/27/2015
 Bank Qualification: No

Purpose	Vote Date(s)	Reference	Article Number	Amount Authorized	Previous Issues	Bonds, Grants, and/or Paydowns	Renewal This Issue	New This Issue	Total This Issue	Balance Unissued	Original Issue Date	Prorata Interest	Prorata Premium	
Bikeway Reconstruction	5/2/2007	7(25)	31I	\$175,000	\$0	\$0	\$0	\$70,000	\$70,000	\$105,000	6/27/2014	\$350.00	\$303.80	
DPW Facility	4/25/2007	7(3)	36	\$25,180,000	\$0	\$22,730,129	\$0	\$188,000	\$188,000	\$2,261,871	6/27/2014	\$940.00	\$815.92	EXEMPT
Drainage Improvements	4/26/2010	7(1)	12	\$260,000	\$0	\$248,721	\$0	\$16,000	\$16,000	\$25,279	6/27/2014	\$80.00	\$69.44	
Dam Repair	3/30/2011	7(7)	10A	\$270,000	\$0	\$248,000	\$0	\$22,000	\$22,000	\$0	6/27/2014	\$110.00	\$95.48	
Bridge & Bowman Schools	11/14/2011 & 1/24/2012	7(3A)	2	\$21,670,000	\$0	\$20,828,401	\$0	\$59,000	\$59,000	\$782,599	6/27/2014	\$295.00	\$256.06	EXEMPT
Culvert Repairs	4/11/2012	7(1)	12D	\$325,000	\$0	\$260,000	\$0	\$37,000	\$37,000	\$28,000	6/27/2014	\$185.00	\$160.58	
Stormwater Management System	4/11/2012	7(22)	12F	\$65,000	\$0	\$11,000	\$0	\$54,000	\$54,000	\$0	6/27/2014	\$270.00	\$234.36	
Dam Repairs	4/11/2012	7(7)	12G	\$260,000	\$0	\$40,000	\$0	\$195,000	\$195,000	\$25,000	6/27/2014	\$975.00	\$846.30	
Pump Station Upgrades	4/11/2012	7(1)	14B	\$100,000	\$0	\$65,000	\$0	\$35,000	\$35,000	\$0	6/27/2014	\$175.00	\$151.90	
Wastewater System Improvements	4/1/2013	7(1)	12A	\$1,000,000	\$0	\$45,882	\$0	\$250,000	\$250,000	\$704,118	6/27/2014	\$1,250.00	\$1,085.00	
Classroom Furniture	4/1/2013	7(9)	13B	\$201,387	\$0	\$100,000	\$0	\$101,387	\$101,387	\$0	6/27/2014	\$506.94	\$440.02	
Storm Drainage Improvements/NPDES Compliance	4/10/2013	7(1)	10K	\$184,845	\$0	\$0	\$0	\$10,000	\$10,000	\$174,845	6/27/2014	\$50.00	\$43.40	
DPW Equipment	4/10/2013	7(9)	10L	\$640,000	\$0	\$531,535	\$0	\$25,100	\$25,100	\$83,365	6/27/2014	\$125.50	\$108.93	
Watershed Stormwater Management Study	4/10/2013	7(1)	10O	\$390,000	\$0	\$0	\$0	\$62,000	\$62,000	\$328,000	6/27/2014	\$310.00	\$269.08	
Hartwell Ave. Infrastructure	4/10/2013	7(22)	10Q	\$600,000	\$0	\$0	\$0	\$200,000	\$200,000	\$400,000	6/27/2014	\$1,000.00	\$868.00	
Sidewalk Improvements and Easements	4/10/2013	7(6)	10R	\$600,000	\$0	\$285,000	\$0	\$315,000	\$315,000	\$0	6/27/2014	\$1,575.00	\$1,367.10	
High School Overcrowding- Phase III	4/10/2013	7(3A)	14F	\$362,000	\$0	\$315,000	\$0	\$47,000	\$47,000	\$0	6/27/2014	\$235.00	\$203.98	
School Print Shop Renovation	4/10/2013	7(3A)	14L	\$312,000	\$0	\$0	\$0	\$140,000	\$140,000	\$172,000	6/27/2014	\$700.00	\$607.60	
Cary Memorial Building Upgrades	3/24/2014	7(3A)	2	\$8,241,350	\$0	\$0	\$0	\$3,286,000	\$3,286,000	\$4,955,350	6/27/2014	\$16,430.00	\$14,261.24	
School Technology	4/9/2014	7(28) &/or 7(29)	13B	\$1,100,000	\$0	\$0	\$0	\$870,000	\$870,000	\$230,000	6/27/2014	\$4,350.00	\$3,775.80	
Totals				\$61,936,582	\$0	\$45,678,668	\$0	\$5,982,487	\$5,982,487	\$10,275,427		\$29,912.44	\$25,963.99	

AGENDA ITEM SUMMARY

LEXINGTON BOARD OF SELECTMEN MEETING

DATE: 06/19/14

STAFF: Lynne Pease

ITEM NUMBER:

SUBJECT:

Vote Notice of Intent to Fill Planning Board Vacancy

EXECUTIVE SUMMARY:

The Town Clerk has received a letter for Greg Zurlo resigning his position on the Planning Board. The next step is for the Board to vote to issue a Notice of Intent to appoint a replacement Planning Board member to fill Mr. Zurlo's term until March 31, 2015.

See attached information, including a proposed legal notice for the 6/26 edition of the Lexington Minuteman.

FINANCIAL IMPACT:

RECOMMENDATION / SUGGESTED MOTION:

Motion to issue a Notice of Intent regarding appointing a replacement Planning Board member to fill Mr. Zurlo's unexpired term until March 31, 2015.

STAFF FOLLOW-UP:

Selectmen's Office

LEGAL NOTICE

TOWN OF LEXINGTON
BOARD OF SELECTMEN

Greg Zurlo has submitted his resignation as a member of the Planning Board. The following procedure will be implemented to fill this vacancy.

In accordance with applicable statutes, a person will be selected to fill the vacancy until March 31, 2015. At the Town Election on March 1, 2015, a person will be elected to serve a new three-year term. It is the intent of the Board of Selectmen and the Planning Board to make the appointment of a member to serve through March 2015 at a joint meeting in July 2014.

Any person interested in being considered for this appointment should notify both the Board of Selectmen and the Planning Board by letter, on or before July 11, 2014.

Deborah N. Mauger, Chairman
Board of Selectmen



Town of Lexington
Town Clerk's Office

Donna M. Hooper, Town Clerk

Tel: (781) 862-0500 x84551
Fax: (781) 861-2754

MEMORANDUM

TO: Deborah Mauger, Chairman Board of Selectmen
Charles Hornig, Chairman, Lexington Planning Board

FROM: Donna M. Hooper, Town Clerk

RE: Planning Board Resignation – Gregory Zurlo

DATE: June 16, 2014

In accordance with MGL c. 41 §11, c. 41 §81A and c. 41 §109, attached please find a copy of the resignation of Planning Board Member Gregory Zurlo, submitted June 16, 2014.

Mr. Zurlo's resignation from the Planning Board is effective June 17, 2014.

Attached are copies of the above referenced relevant sections of Massachusetts General Laws governing procedures for appointment of Mr. Zurlo's replacement.

I will await notification of action from your Boards. Thank you.

cc: Maryann McCall-Taylor, Planning Director
Carl Valente, Town Manager

Donna Hooper

From: Donna Hooper
Sent: Monday, June 16, 2014 5:24 PM
To: Maryann McCall-Taylor; Lynne Pease; Carl Valente
Subject: FW: Resignation

I am taking this reply as a statement that this is Greg's resignation and will prepare notification to Selectmen & Planning Board.

Donna

Donna M. Hooper, Town Clerk
Town of Lexington
dhooper@lexingtonma.gov
781-862-0500 x84551** new extension**
-----Original Message-----

From: gregoryzurlo@gmail.com [mailto:gregoryzurlo@gmail.com]
Sent: Monday, June 16, 2014 4:11 PM
To: Donna Hooper
Cc: Debmauger@aol.com; Maryann McCall-Taylor; chornig@charleshornig.org
Subject: Re: Resignation

Donna,

Please do the best with what you have.

Greg

> On Jun 16, 2014, at 14:44, Donna Hooper <DHOOPER@lexingtonma.gov> wrote:
>
> Greg,
>
> Your resignation via email below has been forwarded from the Planning Director to the Town Clerk.
>
> I request your formal signed written resignation be submitted directed to the Town Clerk so the necessary notifications can be made to appropriate boards, in accordance with MGL c. 41:109.
> Please contact me with any questions.
>
> Thank you,
>
> Donna Hooper
>
>
> Donna M. Hooper, Town Clerk
> Town of Lexington
> dhooper@lexingtonma.gov
> 781-862-0500 x84551** new extension**
> -----Original Message-----
> **From:** Maryann McCall-Taylor
> **Sent:** Monday, June 16, 2014 2:27 PM

> To: Donna Hooper; Debmauger@aol.com
> Subject: FW: Board Resignation
>
>
>
> Maryann McCall-Taylor
> Planning Director
> Town of Lexington
> 1625 Massachusetts Avenue
> Lexington, MA 02420
> 781-862-0500 ext.84561 (NOTE NEW EXTENSION)
>
> Contribute your thoughts: www.LexEngage.com When writing or responding, please be aware that the Secretary of State has determined that most email is a public record and, therefore, may not be kept confidential.
> -----Original Message-----
> From: gregoryzurlo@gmail.com [mailto:gregoryzurlo@gmail.com]
> Sent: Monday, June 16, 2014 2:01 PM
> To: Charles Hornig
> Cc: Maryann McCall-Taylor
> Subject: Board Resignation
>
> Dear Charles,
>
> I am writing to formally resign my position to the Lexington Planning Board effective Tuesday, June 17, 2014.
>
> Through the years, with the guidance and support of a talented Planning Department, we have made a positive difference on the Town. I am proud of the work we have accomplished and know the results made Lexington a better community for us all.
>
> I trust you will copy the appropriate parties (Planning Board, Town Clerk's Office and Board of Selectmen) about this correspondence.
>
> Sincerely,
> Greg

MGL Chapter 41: OFFICERS AND EMPLOYEES OF CITIES, TOWNS, and DISTRICTS

Section 11. Appointment to fill vacancy in town office.

As used in this section, the term "vacancy" includes a failure to elect. If a vacancy occurs in any town office, other than the office of selectman, town clerk, treasurer, collector of taxes or auditor, the selectmen shall in writing appoint a person to fill such vacancy. If there is a vacancy in a board consisting of two or more members, except a board whose members have been elected by proportional representation under chapter fifty-four A, the remaining members shall give written notice thereof, within one month of said vacancy, to the selectmen, who, with the remaining member or members of such board, shall, after one week's notice, fill such vacancy by roll call vote. The selectmen shall fill such vacancy if such board fails to give said notice within the time herein specified. A majority of the votes of the officers entitled to vote shall be necessary to such election. The person so appointed or elected shall be a registered voter of the town and shall perform the duties of the office until the next annual meeting or until another is qualified.

Section 81A. Planning Board; establishment; membership; tenure; vacancies.

Any city except Boston, and, except as hereinafter provided, any town may at any time establish a planning board hereunder. Every town not having any planning board shall, upon attaining a population of ten thousand, so establish a planning board under this section. A planning board established hereunder shall consist of not less than five nor more than nine members. Such members shall in cities be appointed by the mayor, subject to confirmation by the city council and in towns be elected at the annual town meeting or be appointed in such manner as an annual town meeting may determine; provided, that a town which has a planning board established under section seventy may, at an annual town meeting or at a special town meeting called for the purpose, vote to establish a planning board under this section and may provide that the members of the planning board then in office shall serve as members of the planning board under this section until the next annual town meeting. When a planning board is first established or when the terms of members of the planning board established under section seventy serving as members of the planning board under this section expire, as the case may be, the members of the planning board under this section shall be elected or appointed for terms of such length and so arranged that the term of at least one member will expire each year, and their successors shall be elected or appointed for terms of three or five years each as determined by the city council in the case of a city and by the town meeting in the case of a town. Any member of a board so established in a city may be removed for cause, after a public hearing, by the mayor, with the approval of the city council. A vacancy occurring otherwise than by expiration of term shall be filled for the unexpired term, in a city, in the same manner as an original appointment, and, in a town, if the members of the board are appointed, in the same manner as the original appointment. If the members of a planning board are elected, any unexpired term shall be filled by appointment by the board of selectmen and the remainder of the members of the planning board until the next annual election, at which time, such office shall be filled, by election, for the remainder of the unexpired term. All appointments pursuant to this section shall be in the manner provided in section eleven. Such a board shall elect annually a chairman and a clerk from among its own number, and may employ experts and clerical and other assistants. It may appoint a custodian of its plan and records, who may be the city engineer or town clerk. No member of a planning board shall represent before such board any party of interest in any matter pending before it.

Towns of less than ten thousand inhabitants, having no planning board established under this section may, by vote of the town meeting, authorize the board of selectmen to act as a planning board under this section until such a board is established; provided, that any such town, upon attaining a population of ten thousand, shall establish a planning board hereunder.

Section 109. Resignation; notice; residence requirements

No resignation of a town or district officer shall be deemed effective unless and until such resignation is filed with the town or district clerk or such later time certain as may be specified in such resignation. Upon receipt of a resignation the clerk shall notify the remaining members, if the resignation is received from a board of two or more members, and he shall further notify the executive officers of the town or district and such notification shall include the effective date of the resignation. Unless otherwise provided by general or special law, ordinance or by-law, a person need not, in order to accept appointment to a public office in a town or district, be a resident of such town or district; provided, however, that if an appointed town or district officer is required to become a resident within a period of time specified at the time of his appointment by the board or officer making the appointment but fails to do so within the time specified, or if an elected or appointed town or district officer removes from the town or district in which he holds his office, he shall be deemed to have vacated his office.

Board of Selectmen Preliminary Goals Framework for FY2015-FY2016

Topic Areas	Proposed Selectmen Goals	Proposed Selectmen Policies	Source	Rank	2013 Community Survey Feedback	
Financial and Budget Issues						
1	Town service goals for FY2016 Budget	Balance budget without an override; Serve with efficiency; Live within means of recurring revenues; Stay "customer service" focused	BOS	1	Living within the constraints of Prop 2 1/2: respondents think this is extremely important but gave the Town a low performance rating. Delivering services in a responsive and friendly manner: those who rated this as extremely important feel that the Town is performing good, very good, or excellent in this area.	
2	Long-term capital spending plan	Understand the Capital needs of building program and correlate with existing debt-service schedule; Understand competing needs for funds	BOS	2	Balancing short-term needs with long-term issues: respondents rated this as extremely important to them and gave the Town a high performance rating on this.	
3	OPEB		BOS	3		
4	Minuteman RVTSD		BOS	4		
5	Financial Data Presentation	Present budget information in a more generally accessible fashion (i.e. Arlington's web presentation of how a resident's tax dollar is spent); Consider which benchmarking ratios are presented to the public	BOS	5	Making information on decisions and actions easy to obtain: the majority of survey respondents think this is not very important and that the Town is doing a good job.	
6	CPA Funding	Early position-taking regarding use of these funds	BOS; CEC	6		
Capital Planning and Projects						
7	Center Streetscape	Implement plan	BOS	1	Managing flow of traffic through Town: high importance item that received low performance ratings.	
8	Sustainability	Integrate sustainability design into building projects; Update Town building standards for energy efficiency and resilience, benchmarking and energy reporting (for cost savings); Solar Task Force to complete solar installations; Community Choice Aggregation Task Force to identify opportunities to purchase competitively priced electricity; Reconstitute Electrical Utility Committee to help further research on electricity aggregation and establish a municipal light service	Adopt a "Better Building" policy - continuous improvement of our standards for building "health" and sustainability when embarking on construction or renovation projects	BOS; SLC; ECC	2	The data indicates that residents overwhelmingly think that environmental issues are extremely/very important. The most passionate people think that the Town is not doing enough to look forward on these issues.
9	Streets Maintenance	Continue improvements; Routinely update PCI and establish a target, average PCI	BOS; CEC	2		
10	Recreation Field Capacity	Enhance the Town's recreation field capacity	CEC	3		
11	Re-use of Hartwell Avenue Compost Site	Feasibility study of new firing range in anticipation of renovated police station	SMT	4		

Topic Areas		Proposed Selectmen Goals	Proposed Selectmen Policies	Source	Rank	2013 Community Survey Feedback
Facilities						
12	Public Safety Facilities (Police and Fire)	Bring a plan to Town Meeting		BOS	1	
13	Facilities Master Planning (municipal, school)	Revisit Master Plan recommendations and integrate revised school needs based on enrollment study; Consider making the Master Plan Town-wide; Support ad hoc committees and DPF to better scope out projects	Town-wide quality and efficiency standard	BOS; CEC; SC	2	
14	Funding for Facilities Maintenance	Continue to build capacity to fund building maintenance	Present building-renewal efforts as Capital Improvement Projects each year	CEC	3	
15	Facilities Database	Support collaborative efforts to establish a master Town facilities use calendar; Make locations and times available for use by public; Identify spaces for community programs		BOS; SC	4	
16	Visitors Center Improvements	Reach closure by fall to allow expenditure of appropriated design funds	Keep partnership with Chamber; Build to code and present program	BOS	4	
17	Empty Buildings and Space	Stone, White House, Muzzey		BOS	5	
Economic Development						
18	Economic Development strategy/infrastructure improvements		Be a facilitator for business needs; Support growth and renewal of all business districts	BOS; PB	1	Respondents think that economic development is moderately important and is being decently handled by the Town. However, most do not think the Town is doing an excellent job and a large portion of those very passionate about economic development believe that the Town is doing poorly in this area.
19	Center Vitality	Consider options for encouraging business diversity; Support pedestrian-friendly Center	Safety and welcoming amenities	BOS	2	
20	Hartwell Avenue	Implementation Plan for Hartwell Avenue TMOD (advance project, make safe crossings and sidewalks a top priority)	Develop and publish TIF model for Hartwell Avenue	BOS; PB	3	
21	Parking	Implement parking management strategies for the Center		BOS	4	Ensuring adequate, convenient parking in business districts: a high importance item with a low performance rating.
22	Tourism strategic plan	Address tourist needs	Accommodation or economic engine?	BOS	5	
23	TIF Program/Policy	Identify broad objectives to be enabled by TIF for each commercial district; Retain case-by-case analysis, but establish procedural guidelines and develop a more transparent and predictable process		BOS	6	

Topic Areas	Proposed Selectmen Goals	Proposed Selectmen Policies	Source	Rank	2013 Community Survey Feedback	
Transportation						
24	Livable streets	Pursue certification as a Complete Streets Community	Enact policies and/or pass ordinances that advance safer and healthier streets for all modes of travel; Set specific goals and standards	BOS; LBAC; PB	1	
25	Sidewalks	Improve sidewalk maintenance and expand sidewalk connectivity; Assess existing and needed residential sidewalks and evaluate funding scenarios	Integrate considerations of accessibility and inclusion into policy and decision-making processes	BOS; CEC; TAC; CD	2	
26	Multi-Modal Transportation	Enhance links to public transportation; Facilitate use of paths for recreation and commuting purposes; Model state's goal of tripling share of travel by bicycling, walking, and transit; Implement bike safety and education program; Elevate status as a Bicycle Friendly Community from Bronze to Silver; Support next phase of Bikeway User Enhancement project	Support alternative modes of transportation	BOS; LBAC; TAC	2	
27	Senior Transportation	Continue to support the planning and implementation of affordable and safe transportation options for residents age 60+		COA	3	
Planning & Land Use						
28	Affordable housing/Housing Production Plan	Explore mechanisms to entice development of senior housing (i.e. co-housing and other innovative models); Assess community commitment by holding a community conversation about housing options for older adults	Stay in partnership with LexHAB; Affirm commitment to tracking growth of market-rate housing with 10% growth in affordable housing (stay 40B-compliant); Create a policy with specific goals to meet the needs of residents	BOS; COA; LHP; CEC	1	Ensuring housing for a diverse population: a high importance issue area with a low performance rating.
29	Business Growth Interests		Accommodation to businesses with protection for neighborhoods; Be a responsive avenue to accommodate business initiatives	BOS	1	
30	Land protection	Address natural drainage avenues to save uplands; Set plan in place for stream cleaning		BOS	1	Protecting open spaces from development: the majority of respondents who think this is very important feel that the Town is doing a very good job. The majority of those who think this is not at all important think the Town is doing a good job.

Topic Areas		Proposed Selectmen Goals	Proposed Selectmen Policies	Source	Rank	2013 Community Survey Feedback
Other						
31	Community Center development	Consider public/private partnerships; Identify and prepare programming; continue to assess current and future staffing and space needs	Set policy for gifting	BOS; COA	1	
32	Improved collaboration between Town and School Departments	Stay connected with School Committee on personnel expenses (common understanding of personnel expense growths); Biannual meetings of BOS and SC (in addition to Financial Summits)	Annual increases in personnel costs measured to comparative positions and added value	BOS; SC	2	
33	Changing Demographics; Multicultural participation	Adopt 20/20 Vision demographic sub-committee recommendations on engaging minority residents in town activities; Explore translations of public information materials	Outreach through Community Center programs	BOS; COA; 20/20	3	Survey respondents find population diversity to be somewhat to extremely important with roughly equal numbers answering to the top 3 categories of importance. These groups have mixed results for how well the Town is addressing these issues.
34	Board/Committee/Citizen Communications	Consider the implementation of a system for responding to emails; Consider setting standards for citizen outreach and notification methods		BOS; SWC; 20/20	4	
35	Committee support and process	Evaluate which committees need to be appointed and which might be better served as citizens' groups; Develop requirement for annual committee chair selection; Explore guidelines for membership or role term limits; Encourage involvement, accommodate needs; Consider updated charges, more frequent orientations, and realigning committees with overlapping goals	Encourage committee goals	BOS; SMT; 20/20	5	Encouraging citizen participation in Town affairs: those who believe that this is extremely important think the Town is performing good or very good in this area.
36	Bylaw review	Establish a committee to identify obsolete and/or redundant sections of the town bylaws and harmonize		BOS	6	
37	Town Website	Discuss website re-design		BOS	6	
38	Noise Committee	Consider reconstituting (provide with a new, relevant charge; consider regulations for blowers and other maintenance equipment; consider noise standards for affixed building machinery)		BOS	6	
39	Town Meeting Communications	Improve communications regarding projects and zoning that will impact neighborhoods; Explore best practices in municipal communications (Constant Contact, explore a working group with TMMA, etc.)		BOS	7	

Topic Areas		Proposed Selectmen Goals	Proposed Selectmen Policies	Source	Rank	2013 Community Survey Feedback
Other						
40	Regional Collaboration	Do more relative to Hanscom, Bedford Street, Route 128		BOS	8	
41	Tobacco purchase age limit	Harmonize Chapter 97 (5-7) with adopted changes in Chapter 155 regarding purchase age		BOS	9	
42	Stormwater Bylaw	Adopt regulations		PB	10	
43	Wireless Internet	Enhance wireless communications services in Town. Add Wi-Fi to Town facilities.		CAC; SC	11	



May 23, 2014

Committee Members

Saatvik Ahluwalia

Marian Cohen

Margaret Coppe

Peter Enrich

Bhumip Khasnabish

Dan Krupka

Peter Lee

Joseph Pato

Matthew Pronchick

Fernando Quezada

Alan Wrigley

Greg Zurlo

Ms. Deborah N. Mauger
Chair
Board of Selectmen
Town of Lexington

Dear Ms. Mauger,

On behalf of the Lexington 20/20 Vision Committee, I am pleased to forward the enclosed list of items which our Committee considers relevant to the forthcoming Board of Selectmen goals-setting meeting. Some of the items listed derive from the Town-wide Survey conducted by our Committee and others are from the report prepared by our Sub-Committee on Demographic Change.

Thank you for your consideration.

Best wishes,

A handwritten signature in black ink, appearing to read "Fernando Quezada".

Fernando Quezada,
Chair
Lexington 20/20 Vision Committee

20/20 Vision Committee input to Board of Selectmen goal setting meeting on June 19, 2014

1. Issues from town-wide survey (*survey instrument and overview of results are in the Reference section*):

- Respondents who rated the following items to be extremely important to them gave the Town a **high performance rating** on these items:
 - Town services: ensuring public safety and providing comprehensive library services
 - Education: ensuring high quality schools
 - Physical character: Preserving historic areas & structures, and making them accessible
 - Town government: Acting with integrity, and balancing short-term needs with long-term issues
- Respondents who rated the following items to be extremely important gave the Town a **low performance rating** on these items:
 - Physical character – managing the flow of traffic through town
 - Diversity: ensuring housing for a diverse population, and offering gathering places for diverse ages and interests
 - Town government – living within constraints of Proposition 2-1/2

2. Recommendations for Board of Selectmen from report of Subcommittee on Demographic Change (*full report is in the Reference section*):

- Continue to promote inclusion of Asian residents through events such as "Diversity Day" and symposia on the immigrant experience, perhaps in collaboration with PTAs and PTOs as well as local groups such as the League of Women Voters and the Chamber of Commerce.
- Strengthen communications with CAAL and IAL beyond attendance at cultural events such as Diwali and Chinese New Year: institute candid discussions of how to more rapidly and effectively integrate members of the Asian communities into the fabric of the Town.
- Request that each Selectmen-appointed committee clearly describe its mission; list the skills and experiences required (e.g. knowledge of finance, ability to effectively research topics of importance to the committee, ability to produce reports); and describe what is expected of committee members (e.g. attendance, responsiveness, active participation in discussions).
- Identify pathways to encourage short-term participation (e.g. on projects) that would allow residents with appropriate skills to contribute and to gain exposure to the way the Town operates.
- Develop a more open process for committees to publicize their work and to recruit residents with the skills the committees require. Currently, the process appears to be based primarily on inviting people from the personal networks of committee members or members of sponsoring bodies.

Lexington Bicycle Advisory Committee
Input to Selectmen Annual Goal Setting
May 2014

Recommended Goals and Action Items for the Town of Lexington:

I. The Bicycle Committee urges the Selectmen to take a leadership role in making Lexington a safer place for all modes of travel and in encouraging increased use of bicycling, walking and public transit.

- **Lexington should be pro-active in supporting the statewide goal of tripling the share of travel in Massachusetts by bicycling, transit and walking.** Increasing our mode shift in Lexington can translate into a more connected, physically active, and environmentally sustainable community that enjoys increased property values, business growth, increased tourism, and more transportation choices for citizens.
- **Actively seek to make Lexington roadways Complete Streets** by enacting policies or, as in Somerville, passing ordinances that advance safer and healthier streets for all modes of travel. The Committee feels that the current plan for improvements to the Town Center streetscape do not fulfill the principles of true "complete streets;" we believe the present plan falls short of making town center roadways safer for bicyclists and pedestrians.
- **Support a comprehensive bicycle safety and education program** involving the Recreation Department, the schools, the bike committee and Public Safety to serve the growing numbers of bicyclists of varying ages and abilities on our roads and trails. (The pilot "Bike Smart" program for 5th graders during Bike Walk 'n Bus Week was a successful proof of concept.)
- **Authorize a Town staff person to serve as Lexington's bicycle program coordinator.** This individual could coordinate activities, develop publicity, and facilitate information sharing among various town departments and committees that are often focused on only one aspect of bicycling in Lexington.
- **Elevate the status of Lexington as a Bicycle Friendly Community** from Bronze to Silver through actions such as those listed above. In addition, we urge support for the development of a comprehensive "bicycle action plan" that promotes safe and convenient bicycle access for all ages and abilities to all parts of Lexington.

II. Support the next phase of the Bikeway User Enhancement project begun under the grant from the DCR that resulted in the report of the Toole Design Group. **Lexington can and should take much better advantage of the Bikeway as a resource by providing better support to this key economic and transportation corridor.** In particular, the Bicycle Advisory Committee requests that the Selectmen take an active interest in ensuring a) the resolution of pavement issues, including root upheavals, pavement erosion, and flooding, many of which are safety hazards; b) the implementation of intersection safety recommendations, including traffic controls; signals and warnings on both streets and the bikeway; removal of unsafe gates; and reconfiguration of intersections to safely slow bikeway traffic; and c) development of a signage and amenities plan to improve wayfinding, bikeway behavior, and public safety.

Submitted by Peggy Enders
on behalf of the Bicycle Advisory Committee

May 30, 2014



Town of Lexington
Commission on Disability

Victoria Buckley, Chair

Letter to Selectmen for Goal-Setting

The Commission on Disability is charged with promoting accessibility and inclusion for the citizens of Lexington. The Selectmen could help in this effort by actively integrating considerations of accessibility and inclusion into their policy and decision-making process. Adopting such a stance is a challenging endeavor requiring constant advocacy and a commitment to building awareness within the members of our government and citizenry. We strongly encourage the Selectmen to apply this thinking as they engage in the strategic planning and goal-setting for our community.

In addition to adopting this forward thinking stance, we have one more request that is specific in nature, and fundamental to the terms of our charge. The Commission could use your assistance in promoting greater awareness about the challenges inherent in choosing brick, including wire-cut brick, when constructing sidewalks. The decision to use brick is most often identified for its esthetic qualities. This decision is made with little regard for safety or for total ownership costs, or life cycle costs, including the capital cost at installation, the annual maintenance costs, and the eventual disposal costs. The choice of materials for sidewalks must be responsive to the needs of its users; users who include individuals with disabilities, elderly citizens, and people with strollers. These citizens need smooth-surfaced sidewalks in order to traverse safely. Ultimately, brick sidewalks are hazardous and unsafe and signal a lack of concern and sensitivity to the needs of individuals with disabilities. In keeping with our commitment to fostering a welcoming community, we would ask for your assistance in proactively eliminating the use of brick as the primary material for all town controlled sidewalks.

Commission on Disability
June 5, 2014

Capital Expenditures Committee Input to the Lexington Board of Selectmen's
2014 Goal Setting
Prepared 3 Jun 2014

Thank you for the opportunity to contribute to your planning. We appreciate the collaboration you have enabled and ask that you include the following as you select your current goals.

1) **Overall Capital Planning.** The Board should establish an overall Facilities Master Plan within the coming year. This Committee knows that the Final Report of the Ad hoc Townwide Facilities Master Planning Committee has provided an important input, but—working in parallel with the School Committee's effort to upgrade its long-term plan in conjunction with the various school-enrollment working groups—there is a critical need for a comprehensive, Town-wide, Facilities Master Plan.

2) **Increased Funding for Extraordinary Maintenance of Town Facilities.** We applaud the current, aggressive, funding of the Capital Projects/Debt Service Reserve/Building Renewal Stabilization Fund as a means of building our capacity to maintain the investment in both our municipal and schools infrastructure; however, we urge that incremental building-renewal efforts routinely be presented as Capital Improvements Projects in every year's capital submission so they can be evaluated in the capital-budgeting process—whether to be funded from that Stabilization Fund or another source.

3) **Upgrades to Roads.** Significant progress has been made on funding our roads, but we believe a 3-part approach should be formalized: 1) Routinely update the Pavement Condition Index (PCI) data on all Town road; (2) Establish a target, average, PCI; and (3) Select a funding plan to achieve that PCI. This Committee appreciates that any such funding plan is subject to the vagaries of funding availability and competing demands for funding each year, but having a long-term plan provides a baseline against which to measure each year's proposed funding.

4) **Residential Sidewalks.** Commission a current, comprehensive, assessment of the condition of the existing and needed Town's residential sidewalks and evaluate funding scenarios that would accelerate their improvement or creation.

5) **Affordable Housing Policy.** Use the existing Housing Production Plan, with public input, to create an affordable-housing policy for the Town. While the Board must be mindful of maintaining the Town's existing Subsidized Housing Inventory at a level which complies with the statutory requirement to have 10% of housing affordable as defined in M.G.L. Chapter 40B, this Committee believes the policy should also identify specific goals—to the extent practical under State and Federal requirements—to meet specific needs of Lexington's residents.

6) **Enhance the Town's Recreation Field Capacity.** Support for the wider use of artificial turf and consideration of lighting to increase the availability of our existing fields.

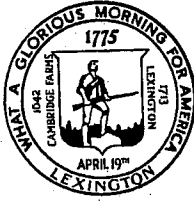
7) **Early Position-Taking Regarding Town Applications for Use of the Community Preservation Fund (CPF).** Although this Committee recognizes such action presents a scheduling challenge to the Board, we believe it warrants doing to facilitate the planning and budgeting process for the Finance Committees, as well as the Community Preservation Committee.

Melissa Jones

From: Ken Pogran <pogran@alum.mit.edu>
Sent: Friday, May 30, 2014 7:36 AM
To: Linda Vine
Subject: Selectmen's goal-setting suggestion from the Communications Advisory Committee

The rapid increase in use of wireless voice and data communications services, including use of wireless as a replacement for a home "landline" telephone, has led to reports of inadequate service in certain portions of the Town. The Communications Advisory Committee recommends that the Board of Selectmen support efforts to sustain and enhance wireless communication services in the Town, to benefit residents and businesses. This includes cellular data services furnished by commercial wireless carriers, as well as Town-provided "WiFi" Internet access in Town facilities. The Committee further suggests that the Board of Selectmen charter the Committee to explore wireless service issues with the various carriers, as appropriate.

Ken Pogran
Chair, Communications Advisory Committee



MEMORANDUM

TO: Lexington Board of Selectmen
Carl Valente, Town Manager

FROM: Nancy Adler, Chair, Council on Aging Board

RE: Selectmen's Goal Setting – Comments from the COA

DATE: May 30, 2014

The Council on Aging Board met on May 7, 2014 to discuss and prioritize goals for the next year.

Suggestions for Board of Selectmen goal setting:

Community/Senior Center Transition:

- In collaboration with the Community Center Committee, identify and prepare programming for the initial occupancy of the new Community Center
- Continue to assess current and future staffing and space needs for senior services.

Housing: Explore housing options for older adults that could exist in the Lexington Community by:

- Affordable options, intentional housing, co-housing and other innovative models
- Assess the community commitment by holding a community conversation

Transportation services:

- Continue to support the planning and implementation of affordable and safe transportation options for Lexington residents age 60+.

Collaborate with the COA Board to ensure that the COA is reflective of Lexington's diverse population

Thank you for this opportunity to present the COA Board's input to your goal setting process.

The ECC recommends the following to be incorporated into the Selectmen's Annual goals:

- Adopt a policy that energy conservation should be a required component of any long term new building or renovation capital project undertaken by the Town.
 1. Recommend that this policy include a requirement that any new municipal building be required to be solar ready by appropriate roof and conduit design.
 2. Recommend that this goal be consolidated with similar recommendations by the Sustainable Lexington Committee.

- Recommend that the following municipal solar installation options be pursued in the next fiscal year
 1. Complete solar installations at the Hadley building.
 2. Develop designs and plans to install solar in the coming fiscal year at as many of the following as feasible: Estabrook, Bowman, Fiske, Harrington.
 3. Select one of the following 3 options for solar installation at the public landfill site – 2, 4, or 8 megawatt arrays. To make this selection, complete analysis of relative efficiency and town benefit to cost tradeoffs between these designs and the current use of the landfill.

- Reconstitute the Electrical Utility Committee and recommend that the following be added to their initial charter:
 1. Recommend that Lexington further investigate community aggregation of electrical supply services
 1. Note that 2 offering companies have been reviewed by the ECC at the request of the Selectmen in the past 18 months.
 2. Support establishing a municipal light service, possibly similar to the Concord MA.

- Provide the Department of Public Facilities with resources to define shovel ready projects which would allow them to more effectively apply for and be granted monies from DOER and other grant providing agencies.

Greenways Corridor

From: Candy McLaughlin
Sent: Wednesday, April 30, 2014 12:53 PM
To: Linda Vine
Subject: RE: FY 2015/16 Goal Setting

Thanks - can you save these in the 'Committee responses' folder in 'G:\G05 Selectmen\Goal setting meetings\2014 Goal Setting'?

Candy McLaughlin
Assistant to the Town Manager
-----Original Message-----

From: Linda Vine
Sent: Wednesday, April 30, 2014 12:50 PM
To: Candy McLaughlin
Subject: FW: FY 2015/16 Goal Setting

FYI...goal setting response. Linda

-----Original Message-----

From: Keith Ohmart [mailto:kohmart@verizon.net]
Sent: Wednesday, April 30, 2014 9:57 AM
To: Linda Vine
Subject: FY 2015/16 Goal Setting

Dear Linda,

The funding received from CPA monies will be sufficient to continue the work of the Greenways Corridor Committee for FY 2015/16. GCC has no further financial requests to propose in terms of goal setting for this period.

Please advise if further input is needed at present.

Thank you.

Keith Ohmart, Chair
Greenways Corridor Committee



Lexington Housing Partnership

To the Lexington Board of Selectmen for consideration at the June 19, 2014 goal setting meeting:

Lexington has not identified any opportunities for adding Town-initiated affordable housing after the Leary property is developed. This means that affordable housing growth will not keep pace with the growth in market rate houses (as forecast in the Housing Production Plan). As a result, the amount of affordable housing will fall below the 10% threshold of affordable housing as required in Chapter 40B. This would make Lexington subject to unfriendly Chapter 40B projects.

To maintain affordable housing to meet the 10% threshold, the Lexington Housing Partnership recommends that the Board of Selectmen

1. Create a policy and a fund to replicate the Fairview model. By the "Fairview model", the Partnership means buying a property with an existing house on a lot with sufficient room to add structures to create a small cluster of up to six additional affordable units.
2. Implement the recommendations for affordable housing as shown in the Leary Property Community Housing Task Force Final Report (May 25, 2011), beginning with a request for \$50,000 in CPA funds for the design process. (Further information about the Leary Property Community Housing Task Force may be found at [this web page](#) on the Lexington town web site.)
3. Build the minimum number of affordable units necessary to keep pace with the inventory of market-based units.

These recommendations also support the following goals from the Housing Production Plan:

Goal 1: At a minimum, maintain Lexington's Subsidized Housing Inventory (SHI) above 10% through 2020 and beyond.

Goal 2: Provide more housing options for Lexington's low-income households earning less than 80% AMI (area median income).



Town of Lexington
PLANNING BOARD

Charles Hornig, Chair
Nancy Corcoran-Ronchetti, Vice Chair
Timothy Dunn, Clerk
Richard L. Canale
Gregory Zurlo

1625 Massachusetts Avenue
Lexington, MA 02420
Tel (781) 862-0500 Ext. 84560
Facsimile (781) 861-2748
planning@lexingtonma.gov

MEMORANDUM

Date: May 5, 2014
To: Board of Selectmen
From: Charles Hornig, Planning Board Chair
Re: Goal Setting

At its meeting of April 23, 2014 the Planning Board discussed the items that they would like to see the Board of Selectmen consider as you set your goals for the next two years. Many of the items are carried over from last year. They are ongoing or have not yet been undertaken. The Board suggests you consider the following items:

- Implementation Plan for the Hartwell Avenue TMOD. Continue work to advance this project through the funding labyrinth while undertaking more immediate projects that can be done by the Town. Safe crossings and sidewalks at the Hartwell /Bedford intersection should be a top priority.
- Development of a town policy on complete streets, considering accessibility for walkers and bicyclists in addition to motor vehicles. The Planning Board is requesting the Selectmen take a leadership role and endorse an initiative to set specific goals and standards as well as pursue certification as a Complete Streets Community
- Implementation of parking management for the center.
- Adoption of regulations for Stormwater Bylaw implementation
- TIFs- Establish procedural guidelines and determine what further steps are needed to develop a more transparent and predictable process.

These items will require cooperation and coordination between the two boards and we look forward to working with you for the benefit of the Town.

School Committee Input to Board of Selectmen Goal Setting

1. Support the school building projects that are recommended by the School Committee, which will be determined with input from the Enrollment Working Group and the Ad Hoc School Master Planning Committee, expected in the fall of 2014.
2. Support working toward the common goal of improving communication between town and school departments, and recommend practices with clear procedures that lead to increased cooperation and collaboration between the School Committee and other town committees.
Biannual meetings of the Board of Selectmen and the School Committee to share information (these would not replace the Budget Summits, which already provide the opportunity to review major financial and budget considerations) might be considered.
3. Support collaborative efforts to establish a master town facilities use calendar.
4. Consider adding WiFi capability to town buildings in which public meetings are routinely held in order to improve presentations from staff and consultants.

Margaret Coppe
Chair
Lexington School Committee

To the Lexington Board of Selectmen,

May 29, 2014

The Sidewalk Committee FY15 goals for consideration by the Board of Selectmen include:

1. Direction from the BoS for the Sidewalk Committee, and perhaps all Lexington Town-appointed Committees, regarding proper/standardized citizen notification procedures.

Similar to the near 80 Town-appointed, volunteer, non-staff committees, the Sidewalk Committee relies heavily on the integrity and good faith efforts of the Town's citizenry to put forth reliable and truthful information. However, the question of the most efficient, effective, and cost-conscious method of citizen notification of a pending community issue has come under question.

With no staff and no discretionary budget, the Sidewalk Committee citizen notification process to-date has relied on articles placed in the local Minuteman, Lexington Patch, school list serves, and proponents/opponents-supplied email lists. The use of Certified mail and researching a certified list of abutters from the Assessor's Office are more effective methods but have not previously been undertaken by this Committee due to its lack of resources. Thusly, the Sidewalk Committee can only hold a community meeting and not a hearing.

The Sidewalk Committee would appreciate feedback to ensure that these current practices continue to be acceptable. Secondly, members of the Committee have expressed concern involving the perceived need for such standards to be set for all volunteer-based Town committees.

2. BoS review of the Sidewalk Committee's latest updated version of the *Resident Guidelines for Requesting New Sidewalks*.

A practical document should be able to maintain the ability to remain flexible in order to meet the ever-changing demands of the community it serves and in order to better define the process it represents, all without losing the essence of its purpose.

The May 2014 revision of the *Resident Guidelines for Requesting New Sidewalks* is attached for your review.

Respectfully submitted,

Judy Crocker
Sidewalk Committee

May 2014

New Sidewalk Request Form

Names of organizer(s):

Address: _____

Phone Number: _____

E-mail Address: _____

Roadway where sidewalk is requested:

Starting point: _____

Ending point: _____

Schedule a meeting with the Sidewalk Committee by emailing the Committee at lexsidewalkcom@gmail.com. Please bring this form with a rough map of the area showing nearby sidewalks, schools, local businesses if applicable, and other pertinent information to help demonstrate the need for a sidewalk. A preliminary list indicating local support of the project would be helpful. These names could be included in the formal petition describing the proposed project and seeking signatures from other neighbors and abutters.

Note: Sidewalk projects are subject to available funding and to review by the Town Engineering Division. Work may involve the removal of trees, walls, landscaping, and shortening of driveways. Work may also result in the need for land taking, permanent and/or temporary easements, and right of way entries.

Collector of Signatures: _____

Supporters of the Project

Name (Please print):

Signature

Address

Date and time

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Use another page if needed.

May 2014

Resident Guidelines for Requesting New Sidewalks

The Lexington Sidewalk Committee offers the following guidelines to help interested citizens successfully engage in the process of requesting new sidewalks. Other venues for new sidewalk construction do exist, but they generally involve external funding where the entire project is handled through Town Engineering Division. In either case, this is a lengthy process that can take several years and requires input from numerous town boards and committees. At any point along the process, the petitioners may drop their request for a sidewalk or the project may lose the support of committees, abutters, and Town Meeting.

It should be noted that the Sidewalk Committee's charge regarding proposed new sidewalk installations is to make recommendations to the Board of Selectmen. Town Engineering makes recommendations on the location for any new installation. The Board of Selectmen makes the final decision regarding new sidewalk installation.

- 1. Review existing references for Lexington Complete Streets (<http://bostoncompletestreets.org>) and Lexington Safe Routes To School programs (<http://www.saferoutespartnership.org/state/srts-in-your-state/massachusetts>) in order to better understand new sidewalk construction accepted criteria.**
- 2. Download a copy of the New Sidewalk Request Form from the Town Website (<http://www.lexingtonma.gov/committees/sidewalk/NewSidewalkRequestFormAug2011.pdf>) or pick-up a copy at the Selectmen's office.** Contact the Sidewalk Committee at lexsidewalkcom@gmail.com to arrange a meeting for a preliminary discussion. At this first meeting, only a few petitioners need be present to outline the request. If the project seems feasible, the Committee will work with residents and town departments to initiate the process and serve as a point of contact for residents, be they for or against the project.
- 3. Complete Petition Form and collect signatures from as many neighbors in the area as possible.** The petition should focus on pedestrian activity in the area, vehicular traffic, and potential connectivity to existing sidewalks and footpaths. Petitioners should try to contact all the abutters to the proposed sidewalk as well as residents in the wider neighborhood who might use the proposed sidewalk, making note of the number of attempts/date per household. An abutter's list can be obtained online from the Town's Geographic Information System (GIS) database by visiting <http://www.lexingtonma.gov/towngovernment/gis-maps.cfm> . If residents cannot get enough support from the neighbors in the area, the proposal should be dropped until enough support can be gathered.
- 4. Schedule a second meeting with the Sidewalk Committee to discuss the request in more detail.** The petitioners should take on the task of performing due diligence in communicating this meeting to abutters both for and against the project. Petitioners should bring a map of the proposed project area if available. This presentation will be a prelude for a similar presentation to be given at a Selectmen's meeting soon thereafter. At

that time, the Selectmen will ask for the opinion of the Sidewalk Committee and then decide whether the project is to move forward.

5. Maintain contact with the Sidewalk Committee. The Sidewalk Committee will follow the process and will keep the petition organizers informed of the status of the request.

6. Be prepared to address Town Meeting. If the request for funding a feasibility study is brought forward at Town Meeting, the petitioners should be prepared to speak to explain the importance of having a sidewalk installed. (If the funding is not approved, the proposal will not move forward.)

7. Await completion of the study. The Town Engineering Division will coordinate the feasibility study and develop a cost estimate for the project. Once these are completed, the Selectmen and Town Meeting will determine if the project is feasible.

8. Attend the project-specific publicized meeting hosted by the Sidewalk Committee. While the Committee cannot hold a public hearing, it will advertise a public meeting for the sole purpose of petitioners making a public proposal presentation and to afford a platform to hear public opinion. An attempt to contact all abutters will be made by the Town Engineering Division.

9. Continue to gather neighborhood support. The petitioners should meet again with the Selectmen in order to gather and demonstrate public support for the project. It may also be necessary to again address Town Meeting to gain their support.

10. Anticipate funding. If Town Meeting approves funding for the design and construction of the sidewalk project, the project will be designed, bid out and scheduled for installation.

Recommendations to the Lexington Board of Selectmen From the Sustainable Lexington Committee, May 28, 2014



The following recommendations are consistent with Article 33, which overwhelmingly passed Town Meeting with the support of the Board of Selectmen on March 11, 2013 and states that: The Town (a) include climate change in all its decisions and planning processes; (b) take action to prepare for the impacts of a changing climate; (c) reduce greenhouse gas emissions; (d) develop and implement a comprehensive climate action plan; all with the goal of making Lexington a truly sustainable community."

1. Develop and implement Lexington's Climate Action Plan (LCAP). One objective of this plan is to establish policies to integrate and coordinate Town staff and committee plans and decisions related to the use of resources (e.g., energy, water) and improving the town's resiliency in the face of severe weather impacts (e.g., power, storm water). Key elements of the plan will include:
 - A policy for municipal building projects to ensure that energy efficiency and health/productivity (indoor air quality) are addressed in the earliest stages of our building and renovation projects.
 - A vulnerability assessment and resiliency plan that is integrated with emergency management and public health services to implement priority actions in support of the health and welfare of our citizens (e.g., electricity supply, water supply, flooding, etc.).
 - Policies to encourage the purchasing of goods and services that are preferable with regard to the environment and health (e.g., climate impact, toxic use reduction, etc.)
 - A transportation strategy to support coordination of efforts across Lexington to improve transportation as it relates to all relevant modes (from walking and biking, to cars/parking and busses) to ensure accessibility, promote healthy lifestyles, and reduce environmental impacts.

2. In alignment with Article 33 and recommendations from the Energy Conservation Committee (ECC), focus near-term actions to improve existing town buildings, ensure that new buildings are designed to the highest standards, and ensure that the electricity used to power both municipal and residential buildings is purchased from sources with low climate impacts. Specific activities include:
 - Better Building Task Force to take actions to:
 - Update Town's building standards (which will serve as input to the LCAP) so that energy efficiency and resilience are required components of any long-term, new building or renovation capital project undertaken by the Town.
 - Develop mechanisms for benchmarking and energy reporting to support ongoing improvement in energy efficiency and cost savings.
 - Greening Historic Buildings program to meet the needs of buildings in the historic district.
 - Solar Task Force to complete solar installations on identified municipal properties.
 - Community Choice Aggregation Task Force to identify and implement opportunities to purchase competitively priced electricity from low climate-impact sources for the Town and its residents.

3. Create the position of Sustainability Director within Town staff to ensure that the cross-cutting issues related to sustainability are addressed in a coordinated and consistent manner.

The role will be consistent with actions being taken in neighboring communities (e.g., Somerville, Office Sustainability & Environment; Medford – Director, Energy & Environment; Arlington and Bedford share full time staff person). The Sustainability Director will be the key Town point of contact on climate and sustainability and will facilitate the implementation of the LCAP through broad engagement and consensus-building in Lexington and surrounding communities.

Melissa Jones

From: John W Frey <jwfrey2@aol.com>
Sent: Sunday, May 18, 2014 9:57 PM
To: Linda Vine
Cc: John Frey; Gerry Paul
Subject: Selectmen's Annual Goal Setting: Tree Committee

The Tree Committee thanks the Selectmen and Town Manager for their continuing support and, in particular, for the increase in funding for the Forestry Division in the 2015 Town budget. This funding will allow the DPW to meet the goal of planting 130 trees per year to replace the 130 street trees removed on average per year.

We look forward to your support in the future.

Sincerely,

John Frey, Chairman, Lexington Tree Committee

Memo to: Board of Selectmen
From: Bill Levison and Peter Levy, TAC Co-chairs
Subject: Transportation Advisory Committee (TAC) Input to Selectmen Goal Setting for fiscal years 2015 and 2016
Date: May 15, 2014

The Transportation Advisory Committee supports the following transportation-related goals for the Town of Lexington:

1. Integrate efficient, multi-modal transportation access into Community Center planning.
 - a. There will need to be strong coordination/communication between Committee and TAC – request staff representative with transportation expertise, or TAC liaison to Committee.
 - b. Consider site design elements including conveniently-located: turn-arounds, bus shelters, bike racks, safe pedestrian access points, bike path connection, taxi stand, and clear access for bus from Marrett Road to the center entrance.
 - c. Communicate with Lexpress, school bus, and MBTA re: bus routes, connections, and schedules.
 - d. Consider trade-offs between increasing frequency of Lexpress stops at the Center, shortening Lexpress routes (eliminating some neighborhoods), and adding additional vehicle(s) to serve the Center.
2. Prioritize transportation technology and infrastructure in budget decisions.
 - a. Consider acquiring technology that helps coordinate different modes of transportation.
 - b. Incorporate ways to utilize GPS being installed on buses (e.g. flat screen displays of bus locations and arrival times at Community Center and Depot Square)
 - c. Fund technologies to make Lexpress more user-friendly (online payment systems, office credit card processing, communications, etc.)
 - d. Consider funding technologies to allow Lexpress to provide route deviations and/or on-demand service during non-peak hours.
 - e. Look for opportunities to extend public transportation services – later hours and weekend coverage (as requested in Article 24 from Spring 2014 Town Meeting)
3. Evaluate effectiveness of Transportation Forum.
 - a. How well do stakeholders feel that original purposes are being achieved?
 - b. Are there new issues that the Forum should take on?
 - c. Are the right number and types of groups represented?
 - d. Can existing committees be consolidated to make them more efficient and effective?
4. Seek ways to improve the town-wide transportation infrastructure.
 - a. Sidewalks.
 - b. ADA Accessibility.
 - c. Bus shelters

- d. Ensure implementation of School Transportation Safety Committee recommendations and new School Department Rules and Regulations (support with necessary funding)
5. Support new ideas for non-single-occupancy vehicle forms of transportation.
- a. Approve taxi stand in Lexington.
 - b. Encourage (through public amenities or use of TDM funds) public and private projects to include innovations such as Zipcar and Hubway bikes.
 - c. Continue to advocate for transportation financing bills at the State level.

**Input from Senior Management Team
To the Board of Selectmen's Annual Goal Setting Meeting
June 19, 2014**

This documents includes a first attempt at formulating goals for issues the Senior Management Team has suggested for Selectmen discussion.

Clarify and Communicate Roles of Town Committees

- Over the next year, begin to review charges for Selectmen-appointed boards and committees to identify overlapping interests and unclear charges, as recommended by the Demographic Change Task Force. Revise each charge to clearly state the role and function of the committee, and remove vague or overly broad language.
- Within 6 months of appointment, provide a new member orientation to his/her committee's role and responsibilities, and the committee's relationship to other functions of Town government.

Comment: Whereas the municipal staff regularly work with and provide support to Town committees, it would improve communications and efficiency if committee charges were more clearly defined. There are numerous committees with overlapping or similar interests and this tends to complicate the work of staff who provide committee support. In addition, unclear understanding by members of how the committee functions may hinder the committee's effectiveness.

Conduct a Feasibility Study of the Police Firing Range

In anticipation of a new/remodeled police station capital project within the next few years, approve FY2016 funding for a feasibility study of building an indoor firing range at a new/renovated police station and/or renovating the existing outdoor firing range at the Hartwell Avenue Compost Facility. The study should examine the potential benefits of building an indoor/outdoor firing range at Hartwell Avenue and whether the facility should be built/funded as a regional facility for law enforcement agencies.

List of Boards and Committees from Town website

(<http://www.lexingtonma.gov/Selectmen/committee.cfm>)

Elected Committees: (see [Elected Town Officials](#) page for a list of all officials elected by the voters)

- [Board of Selectmen](#)
- [Planning Board](#)
- [Retirement Board*](#)
- [School Committee](#)

Committees Appointed by the Town Moderator:

- [Appropriation Committee*](#)
- [Cary Lecture Committee](#)
- [Capital Expenditures Committee*](#)

Committees Appointed by the Town Manager:

- [Bio Safety Committee](#)
- [Board of Assessors*](#)
- [Board of Health*](#)
- [Commission on Disability*](#)
- [Conservation Commission*](#)
- [Council on Aging \(COA\)*](#)
- [Historical Commission*](#)
- [Minuteman Cane Award Selection Committee](#)
- [Permanent Building Committee \(PBC\)*](#)
- [Recreation Committee*](#)
- [Youth Commission*](#)

Committees Appointed by the Board of Selectmen:

- [Battle Road Scenic Byway Committee](#)
- [Bicycle Advisory Committee](#)
- [Board of Appeals*](#)
- ~~[Busa Land Use Proposal Committee](#) — Dissolved 3/28/12~~
- ~~[Cary Memorial Building Program Committee](#) — Dissolved 5/6/2013~~
- [Cary Memorial Building Renovation Design Committee \(Ad Hoc\)](#)
- ~~[Climate Action Plan Ad Hoc Committee](#) — Dissolved 1/11/2010~~
- [Communications Advisory Committee](#)
- [Community Center Advisory Committee](#)
- ~~[Community Center Task Force](#) — dissolved 4/1/13~~
- [Community Farming Committee](#)
- [Community Preservation Committee](#)
- [Condominium Conversion Board](#)
- [Council for the Arts](#)
- [Design Advisory Committee \(DAC\)](#)
- [Economic Development Advisory Committee](#)
- [Electric Utility Ad Hoc Committee](#)
- [Energy Conservation Committee](#)
- ~~[Estabrook School Access Ad Hoc Task Force](#) — Dissolved 8/27/12~~
- [Fence Viewers*](#)

- ~~Fiscal Task Force (Ad Hoc) — Dissolved 11/2009~~
- Fund for Lexington Board
- Gammel Legacy Trust
- Greenways Corridor Committee
- Hanscom Area Towns Committee (HATS)
- HATS: Environmental Subcommittee
- HATS: Development of Regional Impact (DRI) Committee
- Hanscom Field Advisory Commission (HFAC)
- Historic Districts Commission (HDC)*
- Human Services Committee
- ~~Leary Property Community Housing Task Force (Ad Hoc) — Dissolved 8/27/12~~
- Lexington Center Committee (LCC)
- Lexington Housing Assistance Board (LexHAB)*
- Lexington Housing Partnership Board
- Lexington Human Rights Committee
- Lexington Scholarship and Educational Fund Board
- Local Emergency Planning (Ad Hoc) Committee
- Monuments and Memorials Committee
- Noise Advisory Committee
- ~~Personnel Advisory Board (PAB) — Dissolved 7/9/12~~
- Police Manual Policy Committee
- Policy Manual Committee
- Registrars of Voters*
- Scenic Byway Working Group
- School Transportation and Safety Study Committee
- Sidewalk Committee
- Sustainable Lexington Committee
- Tax Deferral and Exemption Study Committee
- Tourism Committee*
- Town Celebrations Committee*
- Townwide Facilities Master Planning Committee (Ad Hoc)
- Town Report Committee
- Town Seal Committee
- ~~Traffic Mitigation Group — dissolved 2/27/12~~
- Traffic Safety Advisory Committee
- Transportation Advisory Committee
- ~~Trash & Recycling Collection Task Force — dissolved 6/18/12~~
- Tree Committee*
- Trustees of Public Trusts*
- Water and Sewer Abatement Board
- 2020 Vision Committee
- 300th Anniversary Celebration Committee

*Standing Committee

Arlington, MA

Town Budget, Visualized

Revenues **Expenses** Funds & Reserves

Map view

Tabular view

2014

Expenses

All uses of money to provide town & school services. For more information, see the [Glossary](#).

Go back

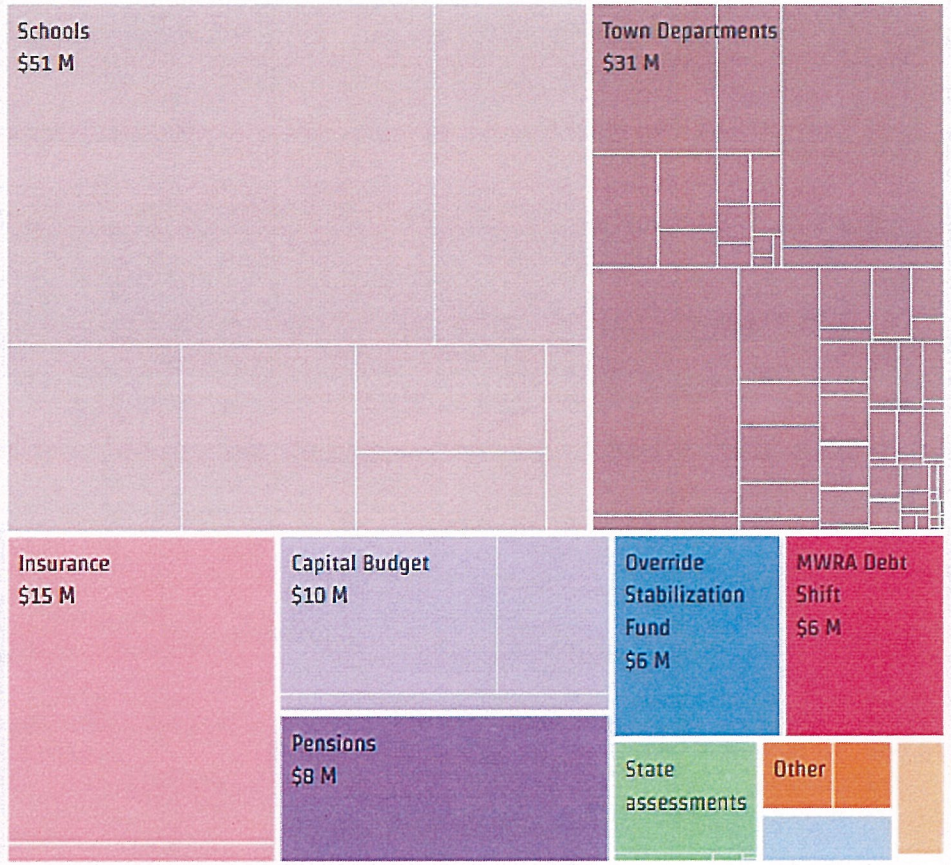
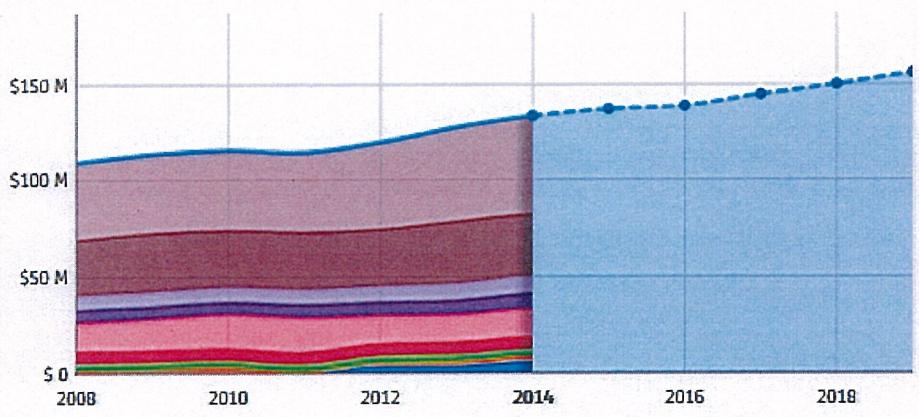
\$2000
your yearly tax contribution.

\$133 M
in 2014.

+ 4.52%
compared to previous year.

\$130 M
on average.

[Town of Arlington](#)
is the data source for this entry.



Lexington 20/20 Vision Survey

Lexington 20/20 Vision Survey

Lexington is a vibrant, active and diverse community whose residents are invested in the Town's character and sense of community. In 1999, the 20/20 Committee was formed by the Town's three elected boards — the Selectmen, the School Committee, and the Planning Board — to engage a wide range of Lexington's citizens in developing a vision of Lexington's future that can guide the Town's decision making. The 20/20 Committee has regularly used community meetings, surveys, focus groups, and working groups on specific topics to formulate and refine a long-range vision for the Town. The vitality and legitimacy of our work has depended on the participation of thousands of residents.

This year, to keep the Town forward-looking, the 20/20 Committee, with support from the three elected boards, is again seeking citizen participation in identifying the aspects of our Town that are of greatest interest and concern. The results of this survey will be broadly shared with the Town's decision makers, and will guide both their decision-making and the 20/20 Committee in identifying areas deserving further review. We need your input to assure that our planning reflects the community's shared vision. The Board of Selectmen, the School Committee, and the Planning Board are specifically hoping to use information from this survey to inform their understanding of community perspectives.

Please take a few minutes to complete the following questionnaire.
Be assured that your responses will be anonymous and that they will be kept confidential.
Findings will be presented in terms of aggregated data, not individual responses.
Your replies will help inform decision-making in our Town as we move toward the future.

PART ONE: For each item in the left-hand column of the following tables, please indicate (by placing a check mark next to the response most appropriate for you):

- 1) how important the item is to you in preserving or improving Lexington,
- 2) how you would rate the current performance of the Town with regard to the item, and
- 3) which item is most important to you within each list of items. (Choose only one response for each list.)

* 1. Table 1A: ECONOMIC DEVELOPMENT - Importance

How important are each of the following items to you in preserving or improving Lexington?

	Extremely	Very	Somewhat	Not very	Not at all
Attracting additional business developments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having a vibrant downtown that attracts residents and visitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capitalizing on the Town's history to attract a large number of tourists	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing supportive regulatory framework for economic development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Lexington 20/20 Vision Survey

*2. Table 1B: ECONOMIC DEVELOPMENT - Current Performance

How would you rate the current performance of the Town with regard to each of the following items?

	Excellent	Very good	Good	Fair	Poor	Don't know
Attracting additional business developments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having a vibrant downtown that attracts residents and visitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capitalizing on the Town's history to attract a large number of tourists	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing supportive regulatory framework for economic development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*3. Table 1C: ECONOMIC DEVELOPMENT

Please indicate which ONE of the items in the list below is MOST important to you:

- Attracting additional business developments
- Having a vibrant downtown that attracts residents and visitors
- Capitalizing on the Town's history to attract a large number of tourists
- Providing supportive regulatory framework for economic development

*4. Table 2A: EDUCATIONAL EXCELLENCE - Importance

How important are each of the following items to you in preserving or improving Lexington?

	Extremely	Very	Somewhat	Not very	Not at all
Ensuring high quality of public schools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing life-long learning opportunities for residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attracting and retaining high quality teachers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintaining grounds and buildings of public schools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planning for the future of the educational system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delivering public education cost-effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing adequate funding for education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Lexington 20/20 Vision Survey

*5. Table 2B: EDUCATIONAL EXCELLENCE - Current Performance

How would you rate the current performance of the Town with regard to each of the following items?

	Excellent	Very Good	Good	Fair	Poor	Don't Know
Ensuring high quality of public schools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing life-long learning opportunities for residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attracting and retaining high quality teachers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintaining grounds and buildings of public schools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planning for the future of the educational system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delivering public education cost-effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing adequate funding for education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*6. Table 2C: EDUCATIONAL EXCELLENCE

Please indicate which ONE of the items in the list below is MOST important to you:

- High quality of public schools
- Life-long learning opportunities for residents
- High quality teachers
- Maintenance of school grounds and buildings
- Planning for the future of the educational system
- Cost-effective public education
- Adequate funding for education

Lexington 20/20 Vision Survey

*7. Table 3A: ENVIRONMENT - Importance

How important are each of the following items to you in preserving or improving Lexington?

	Extremely	Very	Somewhat	Not very	Not at all
Protecting open spaces from development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preserving the environment in open spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minimizing impact of individuals, businesses and government on the environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reducing energy consumption by individuals, businesses and government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintaining use of agricultural/farm lands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing citizen education about sustainability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*8. Table 3B: ENVIRONMENT - Current Performance

How would you rate the current performance of the Town with regard to each of the following items?

	Excellent	Very Good	Good	Fair	Poor	Don't Know
Protecting open spaces from development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preserving the environment in open spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minimizing impact of individuals, businesses and government on the environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reducing energy consumption by individuals, businesses and government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintaining use of agricultural/farm lands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing citizen education about sustainability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Lexington 20/20 Vision Survey

*9. Table 3C: ENVIRONMENT

Please indicate which ONE of the items in the list below is MOST important to you:

- Protecting open spaces from development
- Preserving the environment in open spaces
- Minimizing impact of individuals, businesses and government on the environment
- Reducing energy consumption by individuals, businesses and government
- Maintaining use of agricultural/farm lands
- Providing citizen education about sustainability

*10. Table 4A: PHYSICAL CHARACTER - Importance

How important are each of the following items to you in preserving or improving Lexington?

	Extremely	Very	Somewhat	Not very	Not at all
Preserving the Town's historic areas and structures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making Town's historic areas and structures accessible to all residents and visitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preserving the physical character of residential neighborhoods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhancing the physical environment of the Town Center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing the flow of traffic through Town	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensuring adequate, convenient parking in the business districts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Lexington 20/20 Vision Survey

*11. Table 4B: PHYSICAL CHARACTER - Current Performance

How would you rate the current performance of the Town with regard to each of the following items?

	Excellent	Very Good	Good	Fair	Poor	Don't Know
Preserving the Town's historic areas and structures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making Town's historic areas and structures accessible to all residents and visitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preserving the physical character of residential neighborhoods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhancing the physical environment of the Town Center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing the flow of traffic through Town	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensuring adequate, convenient parking in the business districts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*12. Table 4C: PHYSICAL CHARACTER

Please indicate which ONE of the items in the list below is MOST important to you:

- Preserving the Town's historic areas and structures
- Making Town's historic areas and structures accessible to all residents and visitors
- Preserving the physical character of residential neighborhoods
- Enhancing the physical environment of the Town Center
- Managing the flow of traffic through Town
- Ensuring adequate, convenient parking in the business districts

Lexington 20/20 Vision Survey

*13. Table 5A: POPULATION DIVERSITY - Importance

How important are each of the following items to you in preserving or improving Lexington?

	Extremely	Very	Somewhat	Not very	Not at all
Welcoming diverse groups of people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensuring housing is available for a diverse population	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offering gathering places for diverse ages and interests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing books and other materials for a diverse population in the library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*14. Table 5B: POPULATION DIVERSITY - Current Performance

How would you rate the current performance of the Town with regard to each of the following items?

	Excellent	Very Good	Good	Fair	Poor	Don't Know
Welcoming diverse groups of people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensuring housing is available for a diverse population	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offering gathering places for diverse ages and interests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing books and other materials for a diverse population in the library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*15. Table 5C: POPULATION DIVERSITY

Please indicate which ONE of the items in the list below is MOST important to you:

- Welcoming diverse groups of people
- Ensuring housing is available for a diverse population
- Offering gathering places for diverse ages and interests
- Providing books and other materials for a diverse population in the library

Lexington 20/20 Vision Survey

*16. Table 6A: TOWN GOVERNMENT - Importance

How important are each of the following items to you in preserving or improving Lexington?

	Extremely	Very	Somewhat	Not very	Not at all
Acting with integrity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Balancing short-term needs with long-term issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acting in a fiscally responsible manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Living within constraints of Proposition 2 1/2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making information on decisions and actions easy to obtain (including acting in a fiscally transparent manner)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capitalizing on the diversity of the Town's population	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouraging citizen participation in Town affairs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participating in regional groups to share resource, services and ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planning for the long-term future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Lexington 20/20 Vision Survey

*17. Table 6B: TOWN GOVERNMENT - Current Performance

How would you rate the current performance of the Town with regard to each of the following items?

	Excellent	Very Good	Good	Fair	Poor	Don't Know
Acting with integrity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Balancing short-term needs with long-term issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acting in a fiscally responsible manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Living within constraints of Proposition 2 1/2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making information on decisions and actions easy to obtain (including acting in a fiscally transparent manner)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capitalizing on the diversity of the Town's population	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouraging citizen participation in Town affairs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participating in regional groups to share resource, services and ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planning for the long-term future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*18. Table 6C: TOWN GOVERNMENT

Please indicate which ONE of the items in the list below is MOST important to you:

- Acting with integrity
- Balancing short-term needs with long-term issues
- Acting in a fiscally responsible manner
- Living within constraints of Proposition 2 1/2
- Making information on decisions and actions easy to obtain (including acting in a fiscally transparent manner)
- Capitalizing on the diversity of the Town's population
- Encouraging citizen participation in Town affairs
- Participating in regional groups to share resource, services and ideas
- Planning for the long-term future

Lexington 20/20 Vision Survey

*19. Table 7A: TOWN SERVICES (Police, Fire, Public Works, Library, Human Services, Recreation, etc.) - Importance

How important are each of the following items to you in preserving or improving Lexington?

	Extremely	Very	Somewhat	Not very	Not at all
Ensuring public safety (police, fire and emergency medical services)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintaining roads and sidewalks (including street cleaning, snow removal, pick-up of debris, timely repairs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offering sports fields and facilities for diverse activities, including recreation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing comprehensive library services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing quality services and facilities for senior citizens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delivering Town services in a responsive and friendly manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delivering Town services cost-effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allocating adequate money for Town services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Lexington 20/20 Vision Survey

*20. Table 7B: TOWN SERVICES (Police, Fire, Public Works, Library, Human Services, Recreation, etc.) - Current Performance

How would you rate the current performance of the Town with regard to each of the following items?

	Excellent	Very Good	Good	Fair	Poor	Don't Know
Ensuring public safety (police, fire and emergency medical services)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintaining roads and sidewalks (including street cleaning, snow removal, pick-up of debris, timely repairs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offering sports fields and facilities for diverse activities, including recreation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing comprehensive library services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing quality services and facilities for senior citizens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delivering Town services in a responsive and friendly manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delivering Town services cost-effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allocating adequate money for Town services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*21. Table 7C: TOWN SERVICES (Police, Fire, Public Works, Library, Human Services, Recreation, etc.)

Please indicate which ONE of the items in the list below is MOST important to you:

- Ensuring public safety (police, fire and emergency medical services)
- Maintaining roads and sidewalks (including street cleaning, snow removal, pick-up of debris, timely repairs)
- Offering sports fields and facilities for diverse activities, including recreation
- Providing comprehensive library services
- Providing quality services and facilities for senior citizens
- Delivering Town services in a responsive and friendly manner
- Delivering Town services cost-effectively
- Allocating adequate money for Town services

Lexington 20/20 Vision Survey

22. Are there issues, other than those we have identified, that you feel are important to consider when preserving or improving Lexington? If so, please indicate those in the space below:

***23. As the Town plans for the future, it is necessary to balance the needs and interests of all citizens. In order to help us better do this, the following question asks you to rate each of the areas for planning identified above. Please allocate 100 points among the following items in terms of their importance to you. Please be sure that your total point allocation adds up to 100. (Each category must be allocated a whole number.)**

Providing for a diverse population (e.g., in housing, educational opportunities, meeting spaces)

Enhancing economic development (e.g., attracting businesses, tourism, vibrant downtown)

Assuring educational excellence (e.g., quality of public education, educational opportunities)

Addressing environmental issues (e.g., preserving open space, energy consumption, sustainability)

Safeguarding the physical character of the Town (e.g., neighborhoods, historic venues, traffic flow, parking)

Insuring the quality of Town government functioning (e.g., acting in a fiscally responsible manner, making information easy to obtain)

Delivering Town services (e.g., public safety, responsiveness to citizens' needs)

***24. Taking everything into account, on a scale from 1 to 10 (where 1 = not at all satisfied and 10 = extremely satisfied), how satisfied are you currently with Lexington as a place to live? (Please choose the response that best indicates your degree of satisfaction, by placing a check mark in the circle most appropriate for you.)**

1: Not at all
satisfied

2

3

4

5

6

7

8

9

10:
Extremely
satisfied

25. What potential changes that might occur in Lexington most concern you? (Please indicate your answer in the space below.)

Lexington 20/20 Vision Survey

20/20 Vision Survey-Part 2

PART TWO: The last few questions ask for background information about you. This information will not be used to identify individual respondents. It will be used in aggregated form to assess patterns of responses to the above questions. For each question, please either check the circle next to the appropriate answer for you or provide an answer when requested.

***26. What is your sex?**

- Male
- Female

***27. What is your age?**

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-59
- 60-64
- 65-69
- 70-74
- 75-79
- 80-84
- 85 or older

***28. What is your occupation?**

Lexington 20/20 Vision Survey

***29. What is the highest level of education that you have completed?**

- Less than high school
- High school degree or GED
- Some college
- College degree
- Master's degree
- Professional degree (e.g., medicine, law)
- Ph.D.

***30. With which of the following group do you most identify?**

- Hispanic or Latino/a
- White
- Black or African American
- American Indian or Alaska Native
- Asian - Chinese
- Asian - Asian Indian
- Asian - Filipino
- Asian - Japanese
- Asian - Korean
- Asian - Other
- Native Hawaiian or Other Pacific Islander
- Some Other Race

Multi-racial/ethnic (please specify):

31. In which precinct (number) do you reside? _____

(If you don't know, please consult <http://wheredoivotema.com/bal/myelectioninfo.php>)

Lexington 20/20 Vision Survey

*32. How long have you lived in Lexington?

- Less than one year
- 1-5 years
- 6-10 years
- 11-20 years
- More than 20 years

*33. What initially drew you to Lexington as a place to live? (Please check all that apply.)

- I grew up here.
- The schools
- The history
- Location
- Family
- Friends

Other (please specify):

*34. How likely is it that you will still be living in Lexington in the year 2020?

- Very likely
- Somewhat likely
- Somewhat unlikely
- Very unlikely
- Don't know

*35. What is the number of people living in your household at the current time?

- One, I live alone.
- Two
- Three or more

*36. How many children aged 18 or younger live in your household?

- None
- One
- Two
- Three or more

Lexington 20/20 Vision Survey

*37. What is the approximate value of your residence?

- I am a renter.
- Less than \$400,000
- Between \$400,000 and \$550,000
- Between \$551,000 and \$650,000
- Between \$651,000 and \$750,000
- Between \$751,000 and \$850,000
- Between \$851,000 and \$950,000
- Between \$951,000 and \$1,500,000
- Between \$1,501,000 and \$2,500,000
- More than \$2,501,000
- Don't know

38. Please select from one of the income categories below to indicate your annual household income for 2011.

- Less than \$30,000
- \$30,000 to \$50,000
- \$51,000 to \$75,000
- \$76,000 to \$100,000
- \$101,000 to \$150,000
- \$151,000 to \$200,000
- \$201,000 to \$300,000
- \$301,000 to \$500,000
- More than \$500,000

*39. Are you a registered voter?

- Yes (If you are a registered voter, please respond to question # 40.)
- No (If you are not a registered voter, please skip to question # 41.)

40. If you answered "Yes," did you vote in the last municipal election in March 2012?

- Yes
- No

Lexington 20/20 Vision Survey

***41. For each of the following, please indicate whether you and/or a member of your family has participated in the activity during this past year.**

	You	A family member
Participated in a Recreation Department class, camp or trip	<input type="checkbox"/>	<input type="checkbox"/>
Utilized ball fields or playgrounds	<input type="checkbox"/>	<input type="checkbox"/>
Used community walking trails or bike trails	<input type="checkbox"/>	<input type="checkbox"/>
Taken a Community Education class	<input type="checkbox"/>	<input type="checkbox"/>
Attended a program at the library	<input type="checkbox"/>	<input type="checkbox"/>
Checked out any materials (books, DVDs, etc.) from the library	<input type="checkbox"/>	<input type="checkbox"/>
Used the Senior Center (e.g., taken a class, eaten a meal)	<input type="checkbox"/>	<input type="checkbox"/>
Ridden on Lexpress	<input type="checkbox"/>	<input type="checkbox"/>
Received assistance from the Police or Fire Departments	<input type="checkbox"/>	<input type="checkbox"/>
Received assistance from Human Services	<input type="checkbox"/>	<input type="checkbox"/>

Lexington 20/20 Vision Survey

***42. This question asks about your participation in community activities. For each type of activity, please indicate (by checking the circle next to the appropriate response for you) whether you currently participate in the activity, used to participate in the activity, or never participated in the activity.**

	Currently participate	Used to participate	Never participated
Lexington Town Meeting member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Town of Lexington committee or board member (e.g., Planning Board, Council on Aging, 2020 Committee)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lexington community activity volunteer (e.g., Little League, Lexington Youth Soccer, League of Women Voters, Garden Club, Lexington Education Foundation, Historical Society, Cary Library volunteer)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lexington schools volunteer (e.g., PTA, LexFun, room parent)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Religious institution volunteer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify):

43. Is there anything else about preserving or improving Lexington that you wish to add?

44. Thank you very much for your time and your thoughtful responses.

A report based on the findings of this survey will be posted on the Town of Lexington website at <http://www.lexingtonma.gov>. If you would like a copy of the report sent to you directly, please provide your name and E-mail address below:

Name:

E-mail address:

**CIVIC PARTICIPATION BY ASIAN
RESIDENTS OF LEXINGTON:
EXPERIENCES, FINDINGS AND
RECOMMENDATIONS**

Subcommittee on Demographic Change

Lexington 2020 Vision Committee

Final, December 13, 2013

Table of Contents

Executive Summary	6
Introduction.....	9
Background	9
Subcommittee Charge	9
Subcommittee membership	10
Subcommittee activities	10
Outline of the report.....	11
A note on our terminology.....	11
Data and information on Lexington’s Asian residents	12
Lexington’s Asian population	12
Breakdown of Lexington’s Asian population	12
Residents of Asian origins in Lexington and neighboring communities	13
Asian populations in Lexington schools and in school districts with large Asian population.....	14
Percentage of Asian students by school	14
Age profiles	15
Citizenship and nativity.....	15
English proficiency	16
Educational attainment and income.....	18
Asian community associations.....	19
Participation in Town affairs	20
Factors attracting Asians to Lexington.....	22
Subcommittee charge	22

Methodology.....	22
Factors that attract Asian-Americans to Lexington	22
Likely permanent residents vs. transient residents	23
Barriers to participation in Town affairs	25
Subcommittee Charge	25
Methodology.....	25
Findings and Analysis	26
Assessment of our methodology regarding the identification of barriers	35
Activities or events to increase the community’s inclusion of Asian-Americans	37
Subcommittee charge	37
Actions taken by Town Departments and Lexington Public Schools.....	38
Subcommittee charge	38
Methodology.....	38
Findings - Summary.....	38
Detailed Findings.....	39
Steps taken by Massachusetts communities to increase inclusion.....	46
Subcommittee charge	46
Methodology.....	46
Findings	47
Recommendations	48
Recommendations regarding reducing barriers to civic participation by Asian residents	48
Other recommendations.....	50
Acknowledgments.....	52
Appendix A – Subcommittee Charter	54
Appendix B – Background data collection sheet	55

Appendix C – Interview Guide for those who are serving or have served on elected bodies or committees.....	56
Appendix D – Interview guide for those who are serving or who have served on PTAs, PTOs and LexFun	58
Appendix E – Letter of consent	60
Appendix F – Process for interviewers.....	61
Appendix G – Evidence that Asian residents are staying on in Lexington after their children leave home	62

List of figures

Figure 1 - Massachusetts communities with the highest percentages of Asian residents.....	12
Figure 2 - Breakdown by origin of Lexington's Asian residents	13
Figure 3 - Evolution of Asian populations in Lexington and neighboring communities	13
Figure 4 - Percentage of students of Asian origin in Lexington Public Schools (2012-2013).....	14
Figure 5 - Age profiles of Lexington's Asian and non-Asian residents in 2010	15
Figure 6 - Citizenship and Nativity of Chinese, Indian and Korean residents 18 and over in 2000 and 2010	16
Figure 7 - Self-assessed English proficiency of Chinese residents over the age of five	16
Figure 8 - Self-assessed English proficiency of Indian residents over the age of five.....	17
Figure 9 - Self-assessed English proficiency of Korean residents over the age of five	17
Figure 10 - Educational attainment for residents 25 years of age and older	18
Figure 11 - Top reason for moving to Lexington cited by 29 interview subjects.....	22

Figure 12 - Percentage of all reasons for moving to Lexington cited by 29 interview subjects 23

Figure 13 - Percentage of responses given by interview subjects who served on elected bodies and committees to the questions: “What did you enjoy most about serving on the board/committee?” and “How did you personally benefit from serving on the board/committee?” 28

Figure 14 - Percentage of responses given by interview subjects who served on PTA and PTO boards to the questions: “What did you enjoy most about serving on the board/committee?” and “How did you personally benefit from serving on the board/committee?” 29

Figure 15 - Percentage of responses given by those who served on Town bodies regarding the nature of barriers impeding civic participation by Asian residents 31

Figure 16 - Percentage of responses given by those who served on PTA and PTO boards regarding the nature of barriers impeding civic participation by Asian residents 32

Figure 17 – Age profiles for “Asian alone” residents, for all other residents and for elected officials and for volunteers only (20 years and older) 33

Figure 18 - Percentage of residents with Asian ancestry in several communities in the Greater Boston area 46

List of tables

Table 1 - Massachusetts school systems with the highest percentage of students of Asian origin by school year 14

Table 2 - Participation of Asian residents on Lexington's elected bodies and committees 20

Table 3 - Participation by Asian parents on PTA and PTO boards of Lexington’s public schools (2012-2013) 21

Table 4 - Estimates of the percentage and number of Chinese, Indian and Korean adults likely to stay in the USA, and thus Lexington, as long as any other non-Asian adult residents 24

Table 5 - Profile of interview subjects..... 27

Table 6 – Current and planned services and challenges in the Fire Department. John Wilson, Chief	39
Table 7 - Current and planned services and challenges in the Police Department. Mark Corr, Chief.....	40
Table 8 - Current and planned services and challenges in the Human Services Department. Charlotte Rodgers, Director	41
Table 9 - Current and planned services and challenges in the Health Department. Gerard Cody, Director	42
Table 10 - Current and planned services and challenges at Cary Memorial Library. Koren Stembridge, Director	43
Table 11 - Current and planned services and challenges in the Recreation Department. Karen Simmons, Director	43
Table 12 - Current and planned services and challenges in the Lexington Public Schools' English Language Learner Program (ELLP). Robyn Dowling-Grant, Coordinator	44
Table 13 - Current and planned services and Lexington Public Schools' Human Resources. Robert Harris, Assistant Superintendent.....	45
Table 14 - Civic participation in select communities with substantial Asian populations	47

Executive Summary

Background

The Subcommittee on Demographic Change was chartered by Lexington's 2020 Vision Committee to follow up on several recommendations of the Demographic Change Task Force, which the 2020 Vision Committee had also set up and whose report was released in March 2010. The Subcommittee's most important objective was to identify the barriers, real or perceived, that are preventing greater participation of Lexington's Asian residents on the Town's boards and committees and to suggest steps that would lower barriers to their participation. The earlier study had found that, while residents of Asian ancestry were estimated to represent about 20% of the Lexington's population, they only filled about 2% of the positions on the Town's boards and committees.

A Caveat

Throughout the report, we use the terms such as "Asian residents," fully cognizant that this group is not a homogeneous one. Indeed, these residents represent many different cultures and may face different issues. Where our data sources permit, e.g., immigration status or proficiency in English, we are able to draw some distinctions, particularly among residents of Chinese, Indian and Korean ancestry. However, when it comes to our main objective, identifying barriers to civic participation, the numbers that we are dealing with are too low to draw any distinctions based on ancestral origin.

Background data

To establish the context for the current investigation, the Subcommittee drew on data from the Census Bureau, the Massachusetts Department of Elementary and Secondary Education, the Town of Lexington, and conducted an email survey. Our investigations reveal the following:

- According to the 2010 Census, Lexington ranks the fourth highest in the Commonwealth in the percentage of Asian residents: 19.9%. Only Quincy at 24.0%, Lowell at 20.2% and Malden at 20.1% have higher percentages.
- The Lexington Public Schools rank second in the Commonwealth in the percentage of students of Asian ancestry – 30.9% in the 2012-13 school year. Quincy Public Schools rank first at 34.2%.
- The quality of our schools was most frequently cited by Asian residents as their reason for moving to Lexington.
- Adult Asian residents have relatively more advanced degrees than non-Asian resident
- Median family incomes are similar: approximately \$160,000 in 2010.
- With the exception of the older residents, the English proficiency of Asian residents is generally high.
- The age profile of Asian residents differs substantially from that of non-Asians: the median age is about seven years lower.
- Approximately 70% of adult Asian residents were either born in the United States or are naturalized citizens. This suggests that they may remain in the United States indefinitely.

- The two Asian community organizations – the Chinese American Association of Lexington (CAAL) and the Indian Americans of Lexington (IAL) – have begun to encourage their members to become more active in civic affairs.
- In 2013, 3% of Lexington residents serving on the Town’s boards and committees are of Asian ancestry. For PTA/PTO boards, the participation rate is substantially higher: more than 13%.

Findings

To identify barriers – real or perceived – to civic participation, the Subcommittee conducted structured interviews of Asian residents who currently, or recently, served as members of the Town’s elected bodies and committees. The Subcommittee also interviewed Asian members of PTA and PTO boards, using a virtually identical interview guide. Our findings reveal that both categories of interview subjects attribute the low participation to three factors:

1. Demographics of the Asian residents: Young, working parents, some of whose free time is taken up with their children’s cultural activities, leaving little time for civic affairs; relatively few older residents who might have time for participation in Town affairs.
2. Culture: A lack of comfort with speaking up and being in the spotlight as well as a limited tradition of volunteering in civic affairs.
3. Lack of awareness: Not aware that much of the work of running the Town is performed by volunteers; lack of information on the work of committees and on the skills being sought by the committees.

Some of those who served on PTA and PTO boards also cited command of English and a perception of not being welcomed by non-Asians.

The Subcommittee also investigated the steps being taken and planned by Town departments and the Lexington Public Schools in response to the growth of Lexington’s Asian population. For the Police, Fire, Health and Human Services, the challenges lie primarily in (a) communicating with elderly Asian residents – predominantly Mandarin-speaking – who speak English poorly or not at all, and (b) ensuring that their staffs develop sensitivity to the Lexington’s different Asian cultures. Their solutions rely on a combination of translated documents, using translators where needed and holding cultural sensitivity training sessions. The Lexington Public Schools are responding by hiring more teachers for the English Language Learner Program, as mandated by Commonwealth Law, and by attempting to hire more teachers and staff of Asian ancestry. They attribute their limited success in hiring the latter to a very small pool of candidates and the preference of some candidates for teaching in urban schools.

Finally, the Subcommittee attempted to learn about activities aimed at increasing civic participation of Asian residents in several communities in the Metropolitan area. Although a few of these communities have elected Asian residents to town-wide bodies, we learned of no formally sponsored initiative similar to the work of our Subcommittee.

Recommendations to reduce barriers to participation

The Subcommittee believes that removing barriers to participation would help the Asian communities by creating a better understanding of their views, culture and norms, and it would make Asian residents more comfortable living in Lexington. From the perspective of the Town as a whole, it would avoid

potential polarization and enrich the Town with the skills, culture and traditions of its Asian residents. Removing the barriers will require outreach or “pull” from the Town and PTAs and PTOs combined with “push” from CAAL and IAL. Accordingly, the Subcommittee recommends the following:

1. *For the Board of Selectmen*
 - Continue to promote the inclusion of Asian residents.
 - Take steps to establish an ongoing dialogue with CAAL and IAL.
2. *For the officials with authority to appoint board and committee members – the Board of Selectmen, the Town Manager and the Town Moderator*
 - Modify the management of the committees under their purview with the objective of fostering greater participation by Asian residents.
3. *For the PTAs and PTOs*
 - Set up communications channels with CAAL and IAL.
 - Seek advice from Asian PTA/O board members on how to attract more board participation by Asian parents.
 - Establish a collaboration with the CAAL and IAL to identify the factors leading to the perceived lack of welcome and suggest steps to change that perception.
4. *For CAAL and IAL*
 - Continue to encourage their members to participate in Town affairs and on PTAs and PTOs.
 - Continue to provide support to those who do participate.
 - Strengthen their communications with Town leaders.

Other recommendations

5. *For the Fire, Health, Human Services and Police Departments*
 - Twice a year, invite CAAL and IAL to participate in their coordination meetings.
6. *For the 2020 Vision Committee*
 - Continue to monitor the demographics and civic participation of Asian residents.
7. *For the Town Clerk*
 - Provide data to enable item #6 above.

Introduction

Background

In April 2010, the Demographic Change Task Force, chartered in 2008 by the Lexington 2020 Vision Committee, released a [report](#) whose executive summary begins as follows:

Lexington is experiencing a dramatic change in its racial composition and a substantial modification of its age profile.

In 1990, just over 6% of the Town's residents were of Chinese, Indian, Japanese, Korean or other Asian origin. By 2000, the percentage of residents of Asian origin had risen to 11%; at the end of 2009 it may have reached 20%. This percentage is substantially higher in Lexington than in any other neighboring community. According to the 2005-2007 American Community Survey, conducted by the Census Bureau, Asian Americans of Chinese origin represented about 10% of Lexington's population; they were followed by Indians and Koreans, each at about 2.5%, and Japanese and Vietnamese at 0.5% each. At present, residents of Asian origin are significantly under-represented in the Town's Departments, Boards and Committees.

The report recommended several steps to develop a better understanding of the growth of the Asian population; it also recommended the formation of “a task force to identify and implement effective ways to accelerate and broaden participation of Town's Asian-American population in its government, boards, associations, and committees.”

Apart from a request by Lexington's Town Manager, Carl Valente, that Town Department Managers (e.g. Chief of Police, Cary Memorial Library Director) identify steps to be taken by their organizations in response to the report, no other action was taken until late 2011. At that time, the 2020 Vision Committee decided to charter a group, the Subcommittee on Demographic Change, to follow up on several of the Task Force's recommendations. By February 2012, the charter was complete, and recruitment of members was initiated. (Details in Appendix A)

Subcommittee Charge

The 2020 Vision Committee gave the Subcommittee the following charge:

1. Assess the steps taken by Town Departments to ensure that services, including emergency services, are effectively delivered to Town residents who do not speak English or speak it poorly.
2. Investigate the factors that attract Asian-Americans to Lexington; estimate the proportion of Asian Americans who move to Lexington with the intention of living here indefinitely and those who are temporary residents.
3. Identify any barriers that currently limit the participation of Town's Asian-American population in its government, boards, associations, and committees; propose and facilitate steps to making them welcome on these bodies and comfortable in participating on them.

4. Develop ideas regarding activities or events that will increase the community's inclusion of Asian-Americans residing here.
5. Assess steps taken by Massachusetts communities that have experienced significant demographic changes in recent years. Determine what worked and what did not, and what could be applied in Lexington.

The 2020 Vision Committee recognized that #3 above was the most important of the Subcommittee's responsibilities and would consume the bulk of its time and effort.

Subcommittee membership

Initially, the Subcommittee was chartered to consist of a maximum of ten members, including three from the 2020 Vision Committee, 3-4 from the Asian-American community, and 2-3 from PTAs (later broadened to include interested residents). In August 2012, having recognized the likely effort required to complete its work by its target date of December 2013, the 2020 Vision Committee voted to increase the maximum size of the Subcommittee to twelve members.

The Subcommittee members and their affiliations are listed below:

<i>Name</i>	<i>Representing</i>
Nancy Corcoran-Ronchetti	At large
Pat Costello	At large
Nirmala Garimella	Indian Americans of Lexington (IAL)
Margaret Heitz	At large
Albert Huang	Chinese-American Association of Lexington (CAAL)
Martin Hwang	At large
Bhumip Khasnabish	2020 Vision Committee
Dan Krupka (Chair)	2020 Vision Committee
John Lee	At large
Peter Lee	2020 Vision Committee
Susie Lee-Snell	At large

"At large" members Martin Hwang, John Lee and Susie Lee-Snell are from the Korean community, which has no formal organization such as CAAL or IAL.

Subcommittee activities

The Subcommittee met monthly, with four meetings devoted to discussions with department managers: Mark Corr, Chief, Police Department; John Wilson, Chief, Fire Department; Charlotte Rodgers, Director, Human Services Department; and Koren Stembridge, Director, Cary Memorial Library. It also had discussions with Gerard Cody, Director, Health Department; Robyn Dowling-Grant, K-12 Coordinator English Learner Education Program, Lexington Public Schools; Robert Harris, Assistant Superintendent for Human Resources, Lexington Public Schools; Diamond Hayes, a Lexington-based real estate sales associate and member of Lexington's Chinese community; and Hua Wang, who leads CAAL's program to increase civic engagement of CAAL and its members.

In light of the importance of understanding the barriers that limit participation of Asian residents in Town affairs, several meetings were devoted to developing the process to achieve that understanding. As described in the following, the core of the process consisted of interviews of Asian residents who serve, or who had recently served, on the Town's elected bodies and volunteer committees as well as on PTA and PTO boards.

At each monthly meeting of the 2020 Vision Committee, the Chair of the Subcommittee or one of its members from the 2020 Vision Committee reported on the progress of the Subcommittee. Often, the reports stimulated ideas which were subsequently conveyed to the Subcommittee.

Outline of the report

We begin with background material on Lexington's Asian residents, largely based on the latest data from the US Census Bureau and the Massachusetts Department of Elementary and Secondary Education (DESE). The data and information are used to establish a context for the current investigation and to support some of our conclusions. We next examine the factors attracting Asians to Lexington, drawing on the responses of 29 Asian residents and on an analysis of real estate transactions. Data on, and analysis of, the barriers affecting the civic engagement of Asian residents constitute the next and most important section of this report. We describe in detail the interview process used to obtain the data, and we present our findings including (a) the benefits of civic participation reported by the interview subjects; (b) the barriers Asian residents may perceive as affecting their participation in Town affairs; and (c) their suggestions for increasing civic participation. The following section describes the steps being taken and planned by Town Departments and within Lexington's schools in response to the size and growth rate of the Asian population. We then turn to the steps being taken by communities, such as Acton and Westborough with demographics similar to Lexington's, in response to the growth of their Asian populations. All of our recommendations are presented in the final section.

A note on our terminology

Although the charter, given to us by our parent committee, uses the term "Asian Americans," we prefer to use "Asian residents" as a shorthand way of referring to residents of Asian ancestry. We believe that temporary residents who come from China, India, Korea, Japan – or from any Asian country – would not refer to themselves as Asian Americans. We found that repeated use of the term "residents of Asian ancestry" is stylistically awkward, while "Asian" sounds unwelcoming, though unavoidable in some cases. In addition to "Asian residents" and, less frequently, "residents of Asian ancestry," we use "Asian population" and "Asian PTA/PTO members."

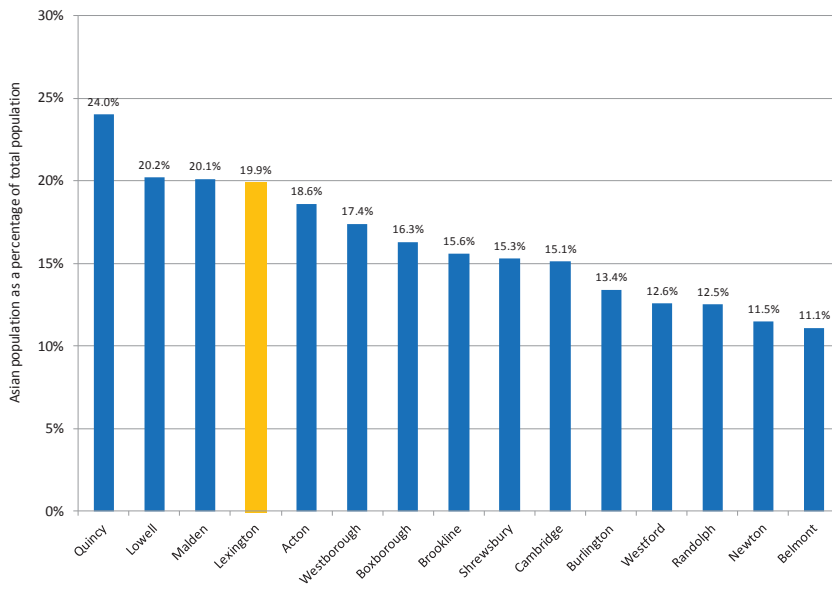
Data and information on Lexington’s Asian residents

To provide context for the work of the Subcommittee, we present data and information on Lexington’s Asian residents, drawn primarily from the 2010 US Census and the Massachusetts Department of Elementary and Secondary Education (MA DESE).

Lexington’s Asian population

According to the 2010 census, Lexington had the fourth highest percentage of Asian residents in the Commonwealth. Only Quincy, Lowell and Malden had higher percentages. The results for the 15 communities with the highest percentages of Asian residents are shown in **Figure 1**.

Figure 1 - Massachusetts communities with the highest percentages of Asian residents



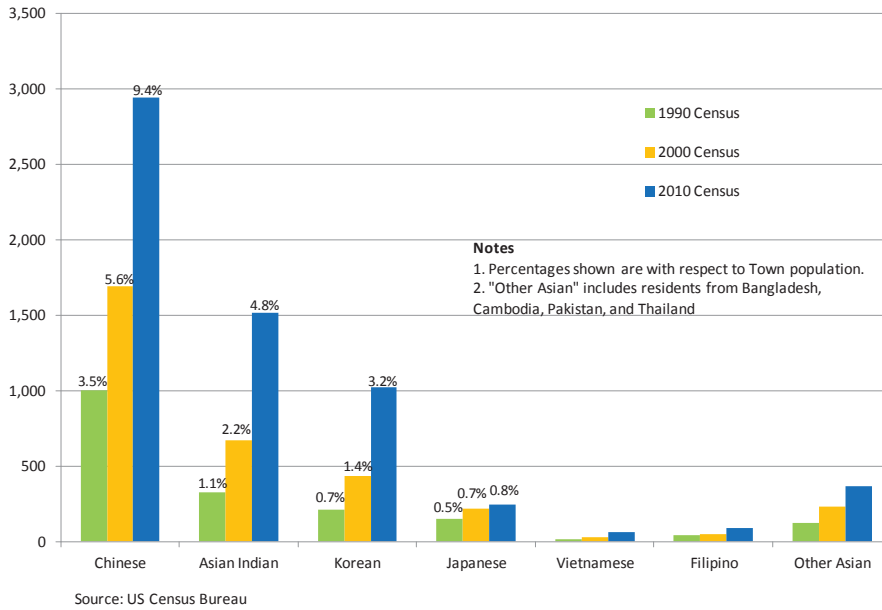
Source: Census Bureau (2010 Census SF1, Chart DP-1)

Breakdown of Lexington’s Asian population

As shown in **Figure 2**, Lexington’s Asian population is growing rapidly. In 1990, residents of Asian origin represented 6.4% of the Town’s population; by 2000, they accounted for 10.9%. Between 2000 and 2010 their numbers nearly doubled: In 2010, 19.9% of the Town’s residents were of Asian ancestry. If the overall Asian population has grown at the same rate as the number of Lexington students of Asian origin (see below), Asian residents represent approximately 22% of the Town’s population in 2013.

The Chinese residents, whose number tripled from 1990 to 2010, now account for about 50% of Lexington’s Asian population. Indian and Korean residents represent about 25% and 15%, respectively. Currently, the Indian and Korean communities are growing more rapidly than the Chinese community.

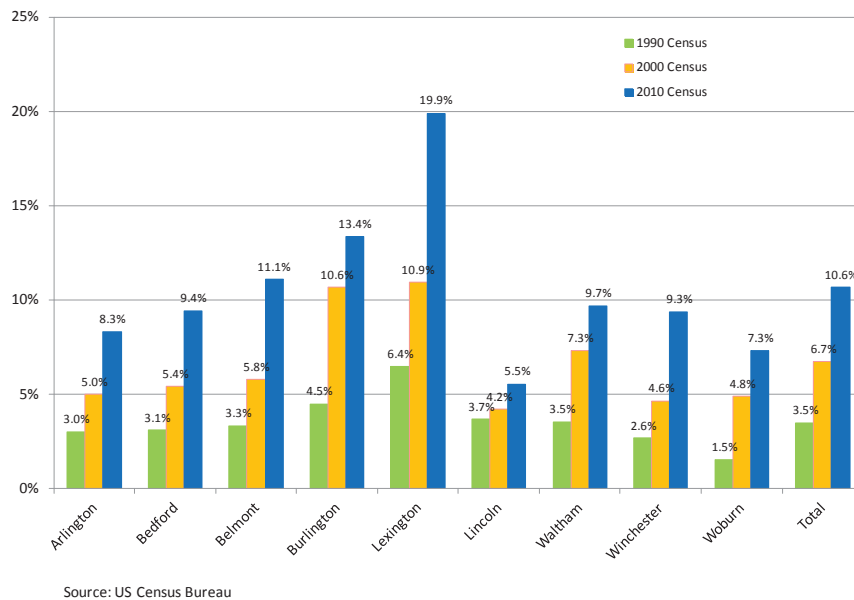
Figure 2 - Breakdown by origin of Lexington's Asian residents



Residents of Asian origins in Lexington and neighboring communities

Lexington's percentage of residents of Asian origin is growing more rapidly than that of any other neighboring community except Winchester. **Figure 3**, based on data from the past three censuses, demonstrates that all communities have rapidly growing Asian populations. Indeed, from 1990 to 2010, the Asian population in Lexington and its immediate neighbors grew by 216%.

Figure 3 - Evolution of Asian populations in Lexington and neighboring communities



Asian populations in Lexington schools and in school districts with large Asian population

Table 1 demonstrates that the percentage of students of Asian origin in Lexington’s schools has grown faster than Lexington’s total population. (The data exclude charter schools and schools offering a specialized curriculum).

Table 1 - Massachusetts school systems with the highest percentage of students of Asian origin by school year

1997-1998		2002-2003		2007-2008		2012-2013	
School System	% Asian	School System	% Asian	School System	% Asian	School System	% Asian
Lowell	30.5	Lowell	29.9	Quincy	29.8	Quincy	34.2
Quincy	19.1	Quincy	25.5	Lowell	28.7	Lexington	30.9
Malden	17.1	Malden	20.8	Acton	23.1	Lowell	29.6
Brookline	15.6	Brookline	18.9	Lexington	22.6	Acton (ES)	29.5
Lynn	13.3	Acton	17.5	Malden	21.8	Boxborough (ES)	27.9
Lexington	13.0	Lexington	16.7	Acton-Boxborough	18.9	Acton-Boxborough	23.3

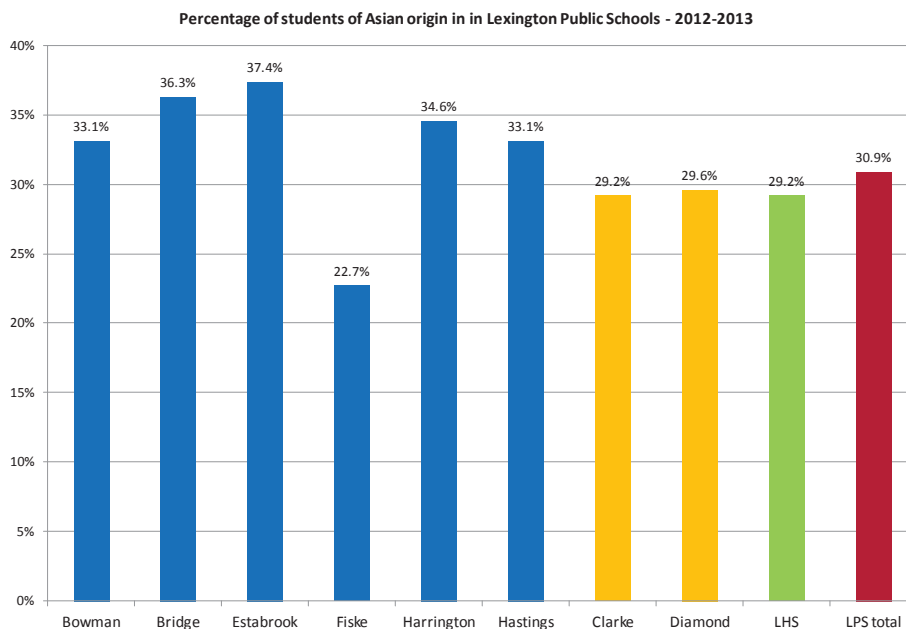
Source: MA DESE

The percentage has been increasing at approximately 1% annually since 1995. Only Quincy schools have a higher percentage.

Percentage of Asian students by school

In the 2012-2013 school year, Estabrook School had the highest percentage of Asian students – over 37% – while Fiske School had the lowest, about 23%. The middle schools and the High School had approximately 29%. **Figure 4** shows the details.

Figure 4 - Percentage of students of Asian origin in Lexington Public Schools (2012-2013)



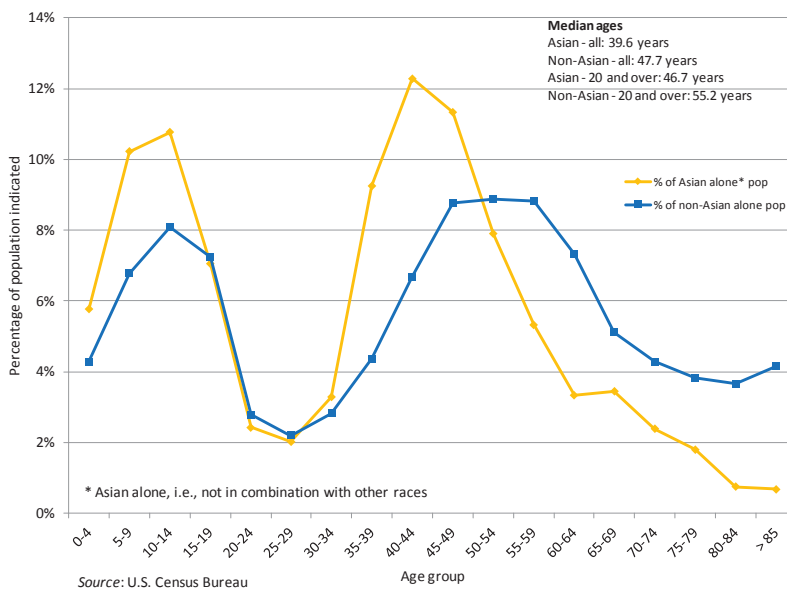
Source: MA DESE

Figures 1 - 4 and Table 1 demonstrate that Lexington's Asian population is large and growing rapidly, with the growth rate of the Asian school-age population exceeding that of the population as a whole. Next, we examine the Asian population in more detail.

Age profiles

Figure 5 shows that the current age profile (distribution by age group) of Lexington's Asian residents differs substantially from that of non-Asian residents, yet both are characterized by a peak in the school-age population that indicates that many families, Asian or non-Asian, move to Lexington as their children attain school age. The proportion of school-age children of Asian origin, an unknown number of whom were adopted by non-Asian parents, is about 28% higher. The median age of adults over the age of 20 is about 7.5 years lower, and the percentage of residents over the age of 55 is significantly lower than their non-Asian counterparts. As we shall later discuss, the differences in the age profiles may account for the limited participation by Asian residents in Town affairs.

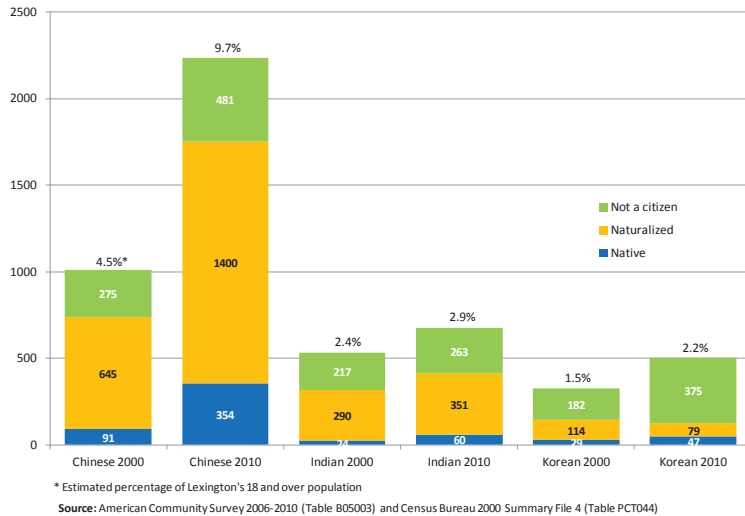
Figure 5 - Age profiles of Lexington's Asian and non-Asian residents in 2010



Citizenship and nativity

Because only US citizens may run for elected positions, and because citizenship status may affect interest in Town affairs, a low percentage of Asian residents who are US citizens could affect participation in Town committees. **Figure 6** suggests, however, that citizenship should not be a major barrier for Chinese residents: Based on the most recent Census Bureau data, about 78% of Lexington's adult (18 and over) Chinese residents hold US citizenship, either because they were born in the USA or by virtue of naturalization. For Indian residents, the corresponding figure is 61%. By contrast, only 25% of Lexington's adult Korean residents hold US citizenship.

Figure 6 - Citizenship and Nativity of Chinese, Indian and Korean residents 18 and over in 2000 and 2010



English proficiency

It is natural to expect that self-assessed proficiency in English might influence participation of Lexington's Asian residents in civic activities, whether associated with schools or with Town business.

Figures 7-9 suggest that, on the whole, only a small number of Asian residents believe they do not speak English "well" or do not speak it at all.

Figure 7 - Self-assessed English proficiency of Chinese residents over the age of five

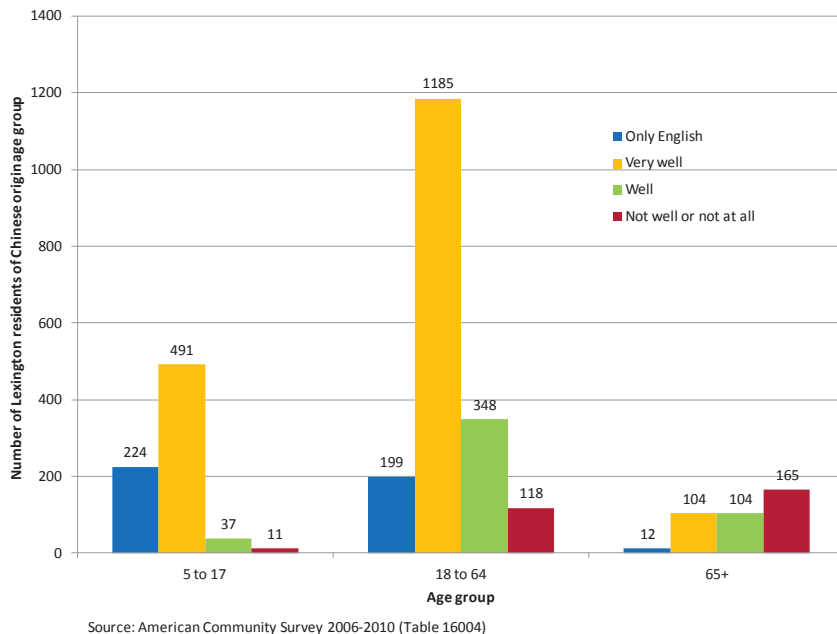
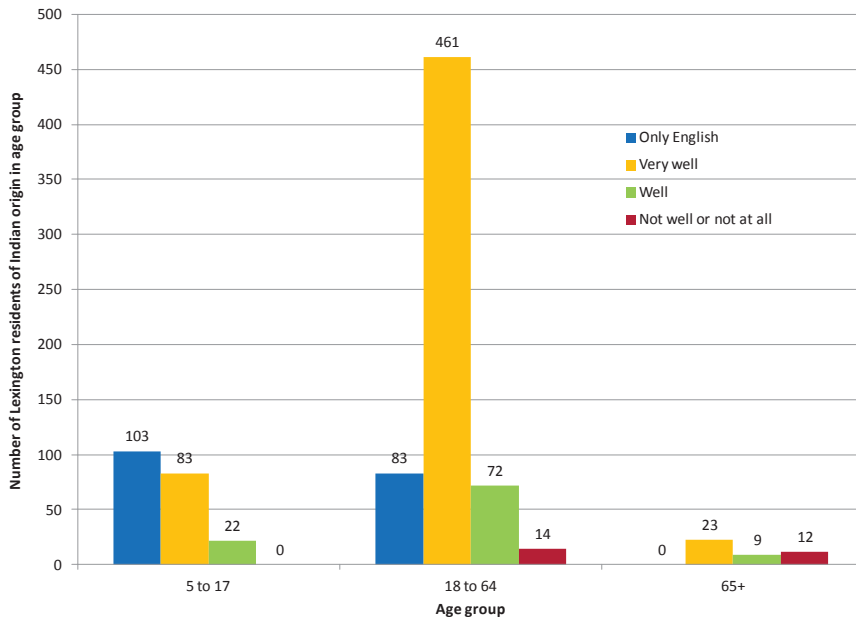
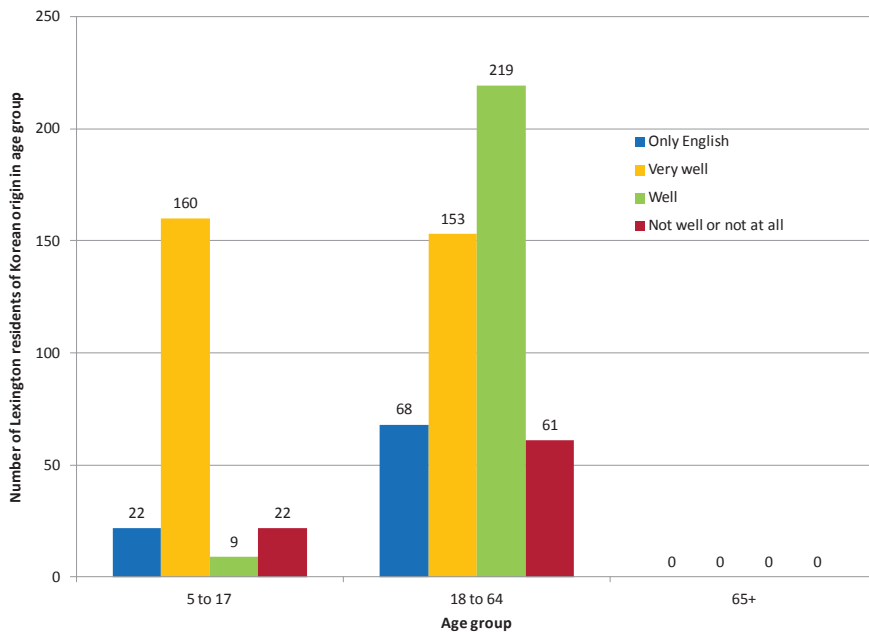


Figure 8 - Self-assessed English proficiency of Indian residents over the age of five



Source: American Community Survey 2006-2010 (Table 16004)

Figure 9 - Self-assessed English proficiency of Korean residents over the age of five



Source: American Community Survey 2006-2010 (Table 16004)

Figure 9 suggests that there are no Korean residents aged 65 or older, it is important to point out that the data are based on a sample with a margin of error of +/- 127.

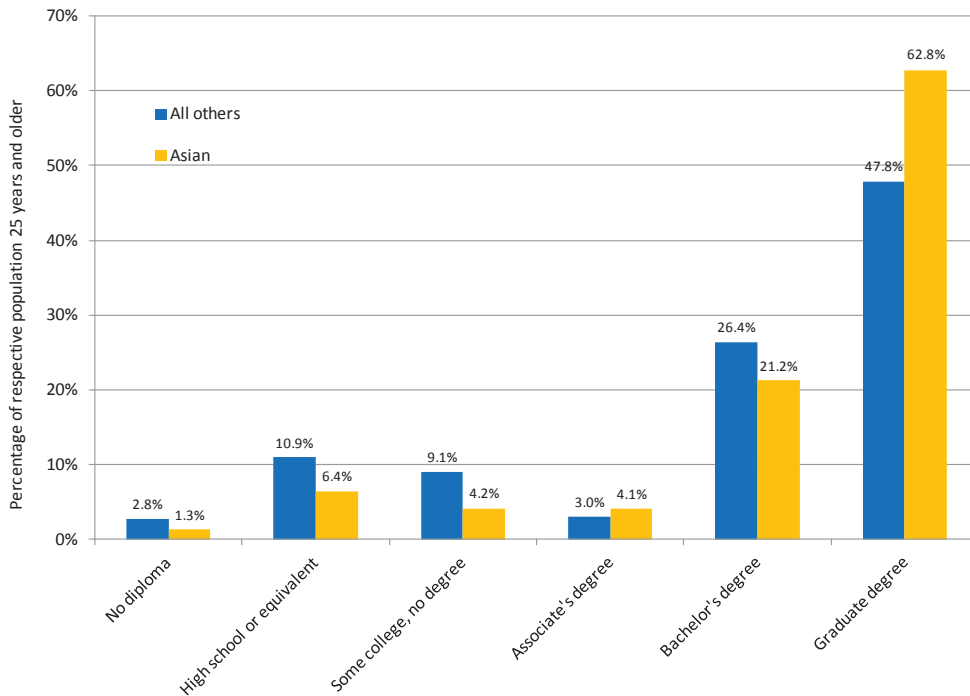
Because Indian schools teach students in English from an early age, it is not surprising that it is Indian residents who are most proficient in the language. Almost half of the school-age children speak only English, and the majority of Indian residents 65 and older speak English very well. Relatively speaking, Korean residents are less proficient in English than Chinese and Indian residents. The figures show that there are about 400 Asian residents who speak English poorly or not at all; almost half of these are Chinese residents over the age of 65.

Educational attainment and income

Figure 10 presents data on educational attainment (the highest level of schooling completed) for residents 25 years of age and older. It shows that a remarkable 63% of Lexington’s Asian residents hold advanced degrees (Master’s, Professional school degree, Doctorate degree). For the rest of the population, the comparable figure is 48%. As we shall see, the high percentage of Asian residents with advanced degrees may affect civic participation.

The high educational attainment does not appear to translate into a difference in income. According to Census Bureau data, in 2010, the median family income for Asians and Whites (the majority of the rest of Lexington’s population) was approximately \$160,000.

Figure 10 - Educational attainment for residents 25 years of age and older



Source: ACS 2009-2011, Charts B15002, B15002B

Asian community associations

Chinese American Association of Lexington (CAAL)

CAAL, formed in early 1980s, grew out of the effort to establish a Chinese school in Lexington. Its current mission is to represent Chinese-American interests in education, local politics and cultural issues. It also provides members with opportunities for involvement in the Lexington community through networking and social events.

CAAL members have been actively involved in the Lexington Fair Housing and Human Relations Committee, School Superintendent Review and Interview Committee, Estabrook School Principal Search Advisory Committee, the Lexington 2020 Vision Committee, the Lexington Education Foundation, Cary Library Foundation Board of Directors, the LexFest Lexington festival and the Lexington 300 Celebration Committee. CAAL sponsors a town-wide Chinese New Year dinner and celebration, an annual summer family picnic, a forum for candidates for School Committee and the Board of Selectmen, and a Diversity Award for the Lexington Public Schools.

In 2011, CAAL formed the Community Task Force (CTF) to encourage CAAL members to participate in civic activities, including PTAs and PTOs, and to ensure that CAAL itself participates in as many Town activities and events as reasonably possible. Stimulated by the CTF, CAAL now participates in the Martin Luther King parade, contributes to the campaign for Christmas lights, and is represented at Lexington Education Foundation's annual fundraising function. One of CTF's major goals was to have a CAAL member elected to a Town-wide office. It succeeded with the election of Weidong Wang to the Lexington Housing Authority. Its current objective is to further increase representation in Town Meeting and other elected bodies, while ensuring that the candidates run on platforms addressing Town issues, not as representatives of the Chinese community.

Despite its success, the CTF continues to struggle with getting more CAAL members involved. One major reason is lack of time to make the three-year commitment associated with Town committee membership. Many prefer specific projects, which have a clear objective and a finite duration.

Indian Americans of Lexington (IAL)

The IAL was formed in 2008 when Lexington's Indian American community had grown to about 300 families. Until then the community's main activity was the annual celebration of the cultural festival of Diwali. The founders felt the time had come to expand its purpose, to increase its visibility by contributing to the community as a whole and to establish a more formal structure.

Current activities, largely for the benefit of IAL members and their families, include the Diwali Festival; the IAL Friends Club, which serves as a support network for Indian families; seminars, discussions and dialogues between IAL members and leaders, thinkers and educators; and a program to increase the Cary Library's holdings of Indian books and other materials. The latter also serves to expose Lexington residents to Indian culture.

To increase links with the Town, the IAL has established a Public Affairs and Town Liaison Committee whose objective is to create consciousness among the members about the importance of involvement in civic affairs, and to generate visibility and contacts in those areas for the good of the members of the IAL community. As part of this initiative, the IAL has partnered with the Lexington Historical Society to host events of joint interest, and participated actively in the Town’s 300th celebrations. This year two members of IAL joined the Citizens’ Academy in town and two more joined the Cary Memorial Foundation Board.

The IAL has also formed a Community Outreach Committee to raise the Indian community’s awareness of humanitarian causes, and to motivate its members to contribute. Local beneficiaries include the Food Pantry and Friendly Independent Sympathetic Help (FISH).

Motivating IAL members to participate in Town affairs has proven to be a challenge for IAL leaders because many members do not appear to be interested in, or have time for, such activities. The members are more inclined to serve on PTAs and PTOs because they are invested in their children’s education.

IAL leaders have also recognized that the IAL finds it difficult to achieve its desired impact because the Association has not set up a formal membership structure and does not collect dues. This hinders outreach and planning. The IAL also faces the challenge that many in the Indian community feel more affinity for their regional subgroups, e.g., the Gujarathi or Tamil association and many others in which they are active. However this year, the IAL is pushing to engage the community in a more concerted, focused manner with the formation of a new executive board and a broad agenda.

There are no organizations like CAAL and IAL for Korean and Japanese residents.

Participation in Town affairs

Elected bodies and volunteer committees

Analysis of the memberships of Lexington’s elected bodies and volunteer committees in 2013, summarized in **Table 2**, reveals that only 17 Asian residents out of approximately 530 (3.2%) serve either as elected officials or as members of Town committees. Yet, according to the 2010 census Asian residents 20 years and older comprised 18.2% of Lexington’s residents in this age group. And that figure may have grown to over 20% in 2013. Whatever number is used, it is evident that Asian residents are significantly under-represented on these bodies.

Table 2 - Participation of Asian residents on Lexington's elected bodies and committees

<i>Total number of elected officials</i>	<i>Number of Asian residents on elected bodies</i>	<i>Participation of Asian residents on elected bodies</i>	<i>Total number on volunteer committees, not elected</i>	<i>Number of Asian residents on volunteer committees, not elected</i>	<i>Participation of Asian residents on volunteer committees</i>
210	7	3.3%	320	10	3.1%

PTAs and PTOs

Table 3 presents data on the participation of Asian residents on PTA and PTO boards. It demonstrates that their representation in these organizations – 13% – is much higher than it is on Town boards and committees. Nevertheless, it is less than half of the percentage of students of Asian ancestry in Lexington Public Schools.

Table 3 - Participation by Asian parents on PTA and PTO boards of Lexington's public schools (2012-2013)

<i>School</i>	<i>Percentage of students of Asian ancestry#</i>	<i>Number on Executive Board</i>	<i>Asian residents on Executive Board</i>	<i>Number on General Board</i>	<i>Asian residents on General Board</i>	<i>Source</i>
Bowman	33.1	8	0	71	9	Florencia Donaghy
Bridge	36.3	11	2	47	11	Sue Buckley Kingsbury
Estabrook	37.4	11	1	39	4	Gretchen Reisig
Fiske	22.7	8	3	40	4	Deepika Sawhney
Harrington	34.6	8	0	55	9	Kim Goldinger
Hastings	33.1	9	2	72	9	Bettina McGimsey & Becky Barrentine
Clarke Middle School	29.2	12	0	42	2	Kathleen Lenihan
Diamond Middle School	29.6	7	2	15	1	Dawn Rusnak
High School	29.2	7	1	15	4	Lori Bliss Tambone
Total		81	11	396	53	
% Asian	30.9		13.6		13.4	

#Source of percentages for each school: http://profiles.doe.mass.edu/state_report/enrollmentbyracegender.aspx

Factors attracting Asians to Lexington

Subcommittee charge

Investigate the factors that attract Asian-Americans to Lexington; estimate the proportion of Asian Americans who move to Lexington with the intention of living here indefinitely and those who are temporary residents.

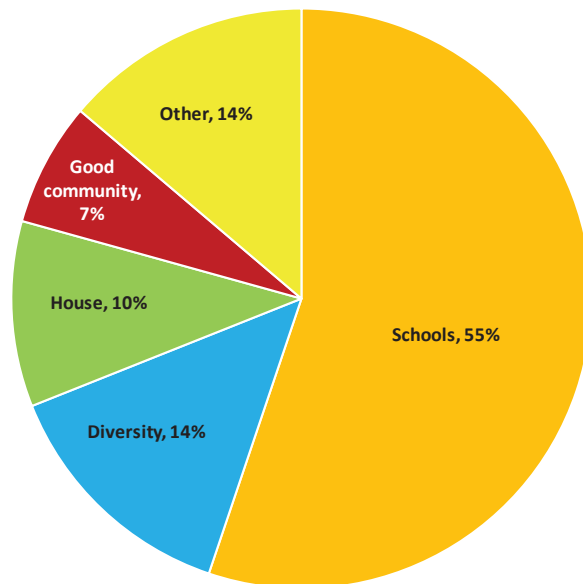
Methodology

To identify the factors that attract people of Asian ancestry to Lexington, we contacted the subjects of our interviews, described in the next section (Barriers to participation in Town affairs), and asked them the following question: “Please let us know the most important reasons that led you to move to Lexington.” To estimate the proportion of Asian residents likely to remain in Lexington indefinitely, thereby becoming potential participants in Town affairs, we combined Census Bureau data and an analysis of home purchases prepared by Diamond Hayes, a realtor and guest at our November 2012 meeting.

Factors that attract Asian-Americans to Lexington

Because we asked our question regarding the reasons for moving to Lexington without limiting the number of reasons, the responses ranged from a single reason to seven. When more than one reason was given, we assumed that the first on the list was the top reason. **Figure 11**, based on 29 responses, shows how frequently a particular top reason was cited.

Figure 11 - Top reason for moving to Lexington cited by 29 interview subjects

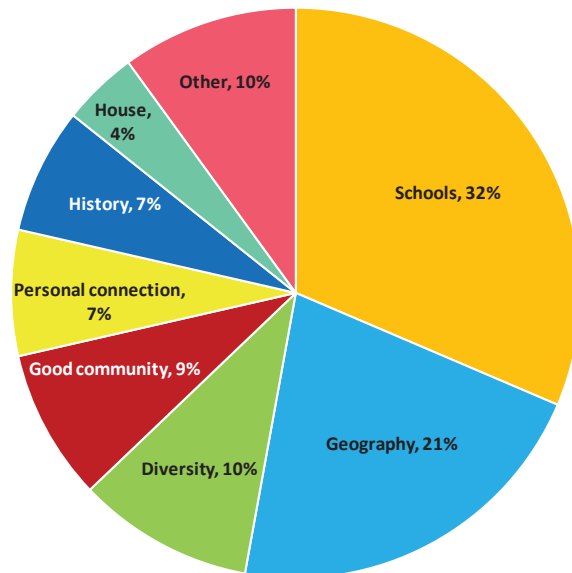


It is not surprising that more than 50% cited the quality of the schools as the top reason. Evidence of the importance of Lexington’s schools in attracting families – regardless of origin – had been noted

earlier in explaining the school-age peaks in the age profiles shown in **Figure 5**. Nearly 15% were attracted by Lexington’s diversity, suggesting that they moved here because they believed that they and their families would not be isolated or stand out. Approximately 10% simply liked the house they were shown: it was attractive, the right size or the right price. “Good community” was cited by 7% of the interview subjects without elaboration. The other reasons included having friends who lived in Town, the Town’s beauty and finding an apartment that accepted dogs.

When all the reasons cited by the interview subjects are considered, the distribution changes substantially. Schools continue to be the most frequently cited, but “geography” – proximity to work or to Boston in general – accounted for 22% of the responses. The “Other” category includes low crime rate, progressive politics and educated citizens. **Figure 12** shows the results.

Figure 12 - Percentage of all reasons for moving to Lexington cited by 29 interview subjects



It is important to note that the results shown in Figure 11 and Figure 12 are based on responses of interview subjects who have resided in Lexington from one year to 47 years. Consequently, the distribution of reasons for moving to Lexington may not correspond to the distribution of Asian residents who arrived in the last few years.

Likely permanent residents vs. transient residents

We used the data on citizenship and nativity of Asian residents, presented in Figure 6, to estimate the number of residents of Chinese, Indian and Korean origin who are likely to stay in Lexington as long as their non-Asian counterparts. If we assume that adults, 18 and over, who were either born in the USA or are naturalized citizens, will remain in the USA – and thus Lexington – we arrive at the estimates shown in **Table 4**.

Table 4 - Estimates of the percentage and number of Chinese, Indian and Korean adults likely to stay in the USA, and thus Lexington, as long as any other non-Asian adult residents

	<i>Chinese</i>		<i>Indian</i>		<i>Korean</i>	
	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>	<i>Number</i>
Likely to stay in Lexington	78%	1754	61%	411	25%	126
Perhaps transient	22%	481	39%	263	75%	375

If the estimates are correct, nearly 80% of Chinese residents will stay, but only about 60% of Indian and 25% of Korean residents will do so. Although, the estimates for the Chinese and Korean residents are plausible, the estimate for Indian residents appears to be low in light of the data on home sales provided by Diamond Hayes: In 2011, of the 283 single-family homes sold in Lexington, 19.3% were purchased by Chinese (9.4% of Lexington's population in 2010), 15.8% by Indians (4.8% of Lexington's population in 2010) and 2% by Koreans (3.2% of Lexington's population in 2010). If a home purchase is taken as evidence of a commitment to stay in Lexington indefinitely, the home purchases by Indian residents suggest that the estimate (of those likely to stay) based on nativity and naturalization – 61% – is too low. The Subcommittee believes that a better estimate of the percentage of Indian residents likely to remain in Lexington lies between 60% and 80%. On the other hand, the estimate of 25% of Korean residents likely to stay appears to be reasonable. If we assume that 70% of Indian residents are likely to stay, we estimate that 60-70% of Asian residents would be potential candidates for serving on Town boards and committees.

Barriers to participation in Town affairs

Subcommittee Charge

Identify any barriers that currently limit the participation of Town's Asian-American population in its government, boards, associations, and committees; propose and facilitate steps to making them welcome on these bodies and comfortable in participating on them.

Methodology

Before describing our methodology, we wish to point out that we recognized at the outset of our investigation that the barriers we were seeking to identify could be real or perceived. For example, otherwise well-qualified residents who speak English very poorly would face a real barrier to participation on a Town board or committee. Similarly well-qualified residents whose English is impeccable may perceive that they are not welcome on a committee in which they are interested. One can also imagine real barriers, deliberately set to exclude certain people. Suffice it to say that we encountered no examples of such barriers.

To identify the barriers, the Subcommittee conducted structured interviews of Asian residents who are serving or recently served as members of

- elected bodies (e.g., Town Meeting)
- Town committees (e.g., Communications Advisory Committee)
- parent-teacher groups (e.g., PTAs, LexFun)

In the interviews, generally conducted by one member of the Subcommittee and lasting about 45 minutes, we sought to learn

- whether the interviewee obtained the position because she was recruited or encouraged, or whether the interviewee applied for the position
- the interview subject's experiences in the position, probing for any problems that might be associated with being of Asian ancestry
- their most enjoyable experiences serving on the various committees and the benefits they derived from their service
- their assessment of the barriers to greater participation in Town affairs faced by Asian residents
- their assessment of the importance of increasing participation of Asian residents
- their suggestions for steps that could be taken by Asian communities as well as by the Town to increase the participation of Asian residents

Before conducting the interviews, we asked the interview subjects for background information that would provide the interviewers some context for the interview. For example, we requested:

- their history of participation in Lexington – positions and dates
- their history of participation in civic activities before moving to Lexington
- demographic information (e.g., ancestry, whether or not US born, number of years in the US and in Lexington)

To assure the interview subjects that we would not reveal their private opinions, we prepared a letter describing the steps that we would take to preserve their privacy and requesting their consent to the interview. The letter, signed by the Subcommittee Chair, was given to the interview subjects, and they were asked to sign two copies before the interview. One copy was retained by the interview subjects, the other was kept on file by the Subcommittee Chair.

Copies of the interview instruments (background Information, interview guide for Town “committee” members, interview guide for “PTA/PTO” members and the consent letter) are found in **Appendices B – E**.

To promote uniformity in the interviews, the Subcommittee participated in a training session conducted by Marian Cohen, PhD, a member of the parent 2020 Vision Committee and Professor of Sociology at Framingham State University. Dr. Cohen also played a major role in the design of the interview instruments.

Potential interview subjects serving on Town “committees” (elected bodies and volunteer committees) were identified by searching the “Boards and Committees” section of the Town web site and identifying members with Chinese, Indian, Japanese and Korean surnames. To identify prospective interviewees on PTAs, PTOs and LexFun, we approached Leslie Zales, Chair PTA/O Presidents Council (PPC), who, in turn asked PTA and PTO presidents to forward the names and contact information of potential interview candidates to the Subcommittee.

Interviewers were responsible for contacting their interview subjects, and then for following a process that included sending the “background” form and a personalized consent letter to the interview subject; scheduling and conducting the interview; and transmitting the interview report, completed “background” form, and signed consent letter to the Chair of the Subcommittee. (Please see **Appendix F** for details).

Information and data contained in the background form and interview report were summarized and entered into an Excel spreadsheet by the Chair of the Subcommittee. To preserve a measure of confidentiality, interview subjects were identified by a random number between 1 and 100, and a key linking the names and numbers was maintained in a separate file. Only the Chair of the Subcommittee had access to the complete spreadsheet and the key.

Findings and Analysis

Background information on the interview subjects

Table 5 presents data on the two categories of interview subjects, viz., “Town Meeting/Town committee” and “PTA/PTO.” In addition to the 34 residents whose demographic data is shown, we interviewed two subjects whom we regard as highly knowledgeable stakeholders because of their current responsibilities and experience relevant to our investigation. One was of Asian ancestry; the other was a non-Asian PTA/PTO executive board member.

Table 5 - Profile of interview subjects

	<i>Category of interview subject</i>	
	<i>Town Meeting/ Town committee</i>	<i>PTA/PTO</i>
Ancestry		
China/CAAL member	9/7	8/2
India/IAL member	7/4	4/2
Japan	-	1
Korea	2	3
Birthplace		
Outside USA	16	15
USA	2	1
Median number of years		
in the USA	28	27
to participation on first committee after moving to Lexington	12	4
Language(s) spoken at home		
English only	6	8
English plus one or more others	11	2
Chinese only	1	2
Korean only	-	2
Tamil only	-	1
Sex		
Male	14	3
Female	4	13
Age bracket		
Under 40	2	2
40 - 65	12	13
Over 65	4	-

The most significant observations are that only 3 of the 34 interview subjects were born in the United States, and that those who serve on PTA and PTO boards began to participate much more rapidly upon arrival in Lexington than those who serve on Town “committees” despite the virtually identical median years of residence in the USA. The short time to initial participation may reflect the high priority accorded to the education of the subjects’ children – the most frequently cited reason for moving to Lexington. It is also possible that serving on PTA and PTO boards is regarded as being less demanding than serving on Town committees. About half of those serving on PTAs and PTOs report that only English is spoken at home.

In proportion to their town-wide population, residents of Indian ancestry appear to more likely to be involved in Town or school affairs than other Asian residents. While this may be an artifact of our relatively small sample size, it is possible that most adult Indian residents received much of their education in English, and are thus more comfortable in situations characterized by informal discussions.

About 81% of the PTA/O board members whom we interviewed were women, while 78 % of the members of elected bodies and committees were men.

Experiences in obtaining the position and serving on the committee

With a few exceptions, interview subjects reported that they had been invited to join a committee or had been encouraged to participate. The few, who were not invited or encouraged to join, applied

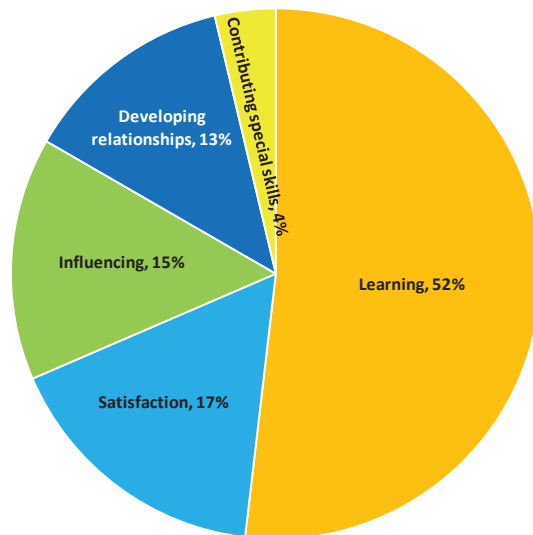
because they were interested in running for office or volunteering, and felt confident that they had skills and experiences that would be appreciated.

Almost all who are serving or who served on Town committees report that they encountered no problems that could be ascribed to their ethnic origin. Only one commented on an “entrenched mindset” and an aversion to new ideas. Likewise, the majority of those who served or are serving on PTA and PTO boards reported no problems that could be attributed to their Asian origins, but a few were concerned about “traditional thinking.” In addition, one reported being uncomfortable socializing with other PTA board members, and one reported being criticized by her own Asian community for allegedly using PTA board membership to seek special favors for her children.

Most enjoyable aspects of participation and benefits of participation

Interview subjects were asked to describe (a) what they had found most enjoyable about serving and (b) the benefits they had derived from their service. As we learned in analyzing the responses, the two categories of interview subjects gave very similar answers to these two questions. We therefore combined the responses, and organized them into five themes. **Figure 13** shows the percentage of responses, by theme, for interview subjects who served on elected bodies and committees.

Figure 13 - Percentage of responses given by interview subjects who served on elected bodies and committees to the questions: “What did you enjoy most about serving on the board/committee?” and “How did you personally benefit from serving on the board/committee?”



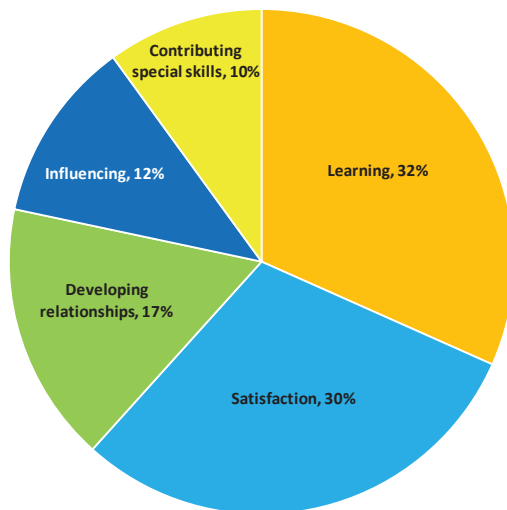
Percentage of responses of board and committee interview subjects

Below, we illustrate the responses of those who served on elected bodies and committees with a selection of (mostly) paraphrased comments. It is worth noting that, despite the fact that many on “committees” may be considered to have special expertise, the majority of their responses are associated with learning.

- **Learning**
 - Becoming aware of hurdles faced by other Asian families
 - Learning about how Town is run and money is spent
 - Learning from others who have a lot more experience
 - Learning a lot about different technical aspects of energy conservation
- **Drawing satisfaction with the work**
 - Sense of serving the Town
 - Appreciation by the rest of the committee
 - Making a difference
- **Influencing the organization**
 - Opportunity to voice concerns of Chinese community
 - Opportunity to share cultural background
 - Shaping the Committee's goals
- **Developing new relationships**
 - Meeting interesting people
 - Enjoying the camaraderie on the committee
 - Getting integrated into the Town
- **Contributing special skills to the organization**
 - Contributing my insights to important work
 - Helping the Committee execute its program

The responses of those who served on PTA and PTO boards may be classified into the same five themes. **Figure 14** shows the breakdown by theme. Once again, the most frequently given response was “learning from the experience.” However, “satisfaction” is cited almost as frequently as “learning.”

Figure 14 - Percentage of responses given by interview subjects who served on PTA and PTO boards to the questions: “What did you enjoy most about serving on the board/committee?” and “How did you personally benefit from serving on the board/committee?”



Percentage of responses of PTA/O interview subjects

Below, we list examples of their responses, mostly paraphrased, organized into the five themes.

- **Learning**
 - Learning how to help her child
 - “Learning so much through my kids – from nursery rhymes to curriculum”
 - Learning about how school systems work
 - Learning about other cultures
- **Drawing satisfaction from the work**
 - Giving back to community
 - Personal pride in doing something worthwhile
 - Sharing information about school with other Korean parents
 - Seeing kids amazed at what parents do and know via the Science Fair
 - Giving her the opportunity to be role model for her children so they will volunteer as adults
 - “My kids love it when I'm involved in the school.”
 - Personal satisfaction of introducing activities that proved to be popular
- **Developing relationships**
 - Building new friendships
 - Developing more connection to the community
 - Better understanding of the views of others
 - Getting to know teachers, her child's friends and other parents
- **Influencing the organization**
 - Policy making on Site council
 - Bringing a male perspective to an environment that is mostly women
 - Introducing Asian Arts night, which elicited wide interest from school community
 - Getting parents involved in activities, e.g., panel discussion on parents with diverse backgrounds (gay, single, extended)
- **Contributing special skills to the organization**
 - “As someone with background in management, I enjoyed problem solving and resolving issues.”
 - Making an impact on the kids through Science Club and Math Night

The lists, by virtue of their lengths and variety of reasons, could serve as recruiting material for volunteer work. They also suggest that those who served on PTA and PTO boards drew more satisfaction from their participation than those on elected bodies and Town committees. Although this tentative conclusion could be the consequence of a small sample, it could also follow from parents’ interest in their children’s activities and welfare.

Concerns regarding the low participation by residents of Asian ancestry

The interview subjects were asked if they viewed the under-representation by Asian residents on Town boards and committees as being problematic. If they believed it to be so, they were asked to provide their reasons.

By a 2:1 ratio, those who serve (or served) on Town bodies felt it was problematic. The most frequently cited reason was that lack of participation results in a negative image of the Asian population. Other reasons cited were a concern that their rights and interests would not be adequately considered, and that the Town would fail to benefit from their talents.

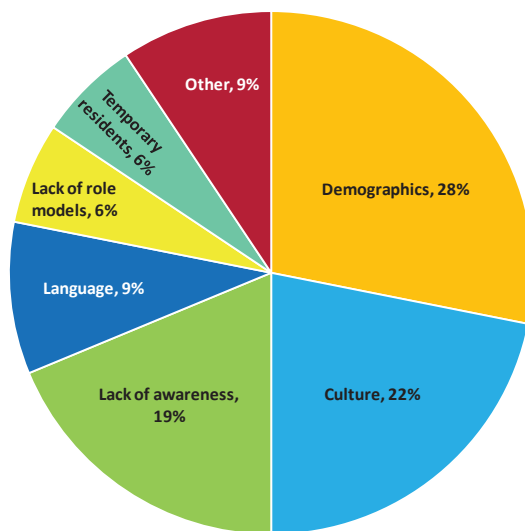
One of the interview subjects drew attention to the danger of creating a negative stereotype: “If people don't know you, they tend to stereotype you. Therefore, you need to get involved to get known and have people understand how you think.” Another stressed the need for the Asian residents to acknowledge that Lexington is their home and their responsibility: “This is our home. We’re not doing our share. We’re not being responsible. We need to keep our identity and maintain our heritage, but we can’t just take. We need to give.”

Those who serve on PTA and PTO boards were slightly more concerned about the low participation than those on Town bodies. Their concerns centered on the need to have the perspectives of the Asian communities understood. Here is how one of them expressed it: “Issues could arise in Town that might affect them, but they would have little influence.” He added: “The Town itself could benefit from their culture, perspectives and skills. Without their participation, this is more difficult.”

Barriers to participation

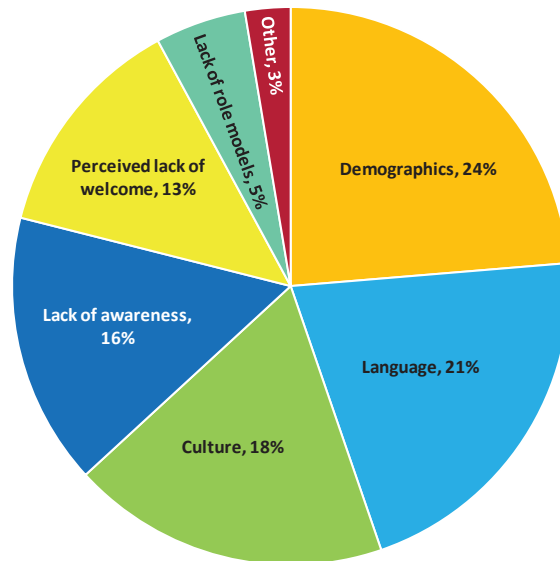
If the majority of the interview subjects believe that low participation is problematic, what barriers did they identify as preventing Lexington’s Asian residents from getting more involved in Town activities? The breakdown of barriers cited by those on Town bodies is shown in **Figure 15**, while **Figure 16** shows the breakdown for those on PTA and PTO boards.

Figure 15 - Percentage of responses given by those who served on Town bodies regarding the nature of barriers impeding civic participation by Asian residents



Percentage of responses of board and committee interview subjects

Figure 16 - Percentage of responses given by those who served on PTA and PTO boards regarding the nature of barriers impeding civic participation by Asian residents



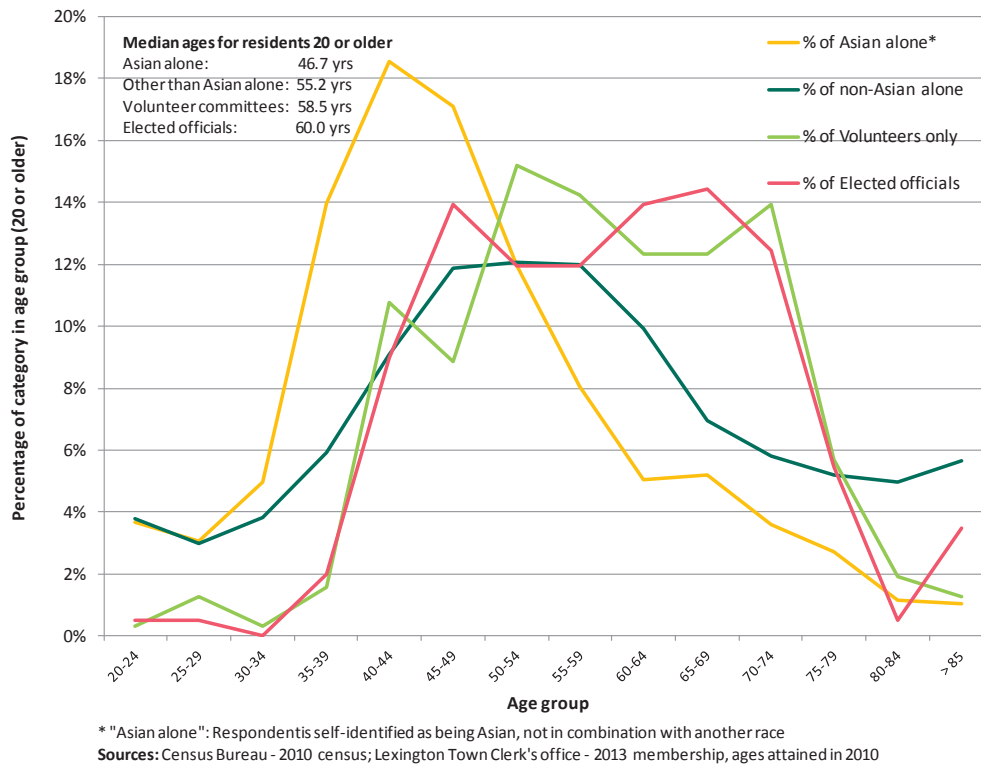
Percentage of responses of PTA/O interview subjects

The top three barriers, cited by both categories of interview subjects are discussed below:

Demographics. Typically, both parents work and, by virtue of being slightly younger than their non-Asian counterparts, may be at an earlier stage in their careers. Consequently, their remaining, limited, time tends to be devoted to their children’s activities, which often include language and cultural classes in addition to sports and music. Little time is thus left for participating in civic activities. We refer to this group as “young and busy.” Participation by Asian residents is further reduced because, as shown in **Figure 5**, there are relatively few Asian residents over the age of 55, who might have the time to serve on committees. These two factors contribute to a demographic barrier.

Figure 17 illustrates the demographic barrier using four age profiles for residents 20 years of age or older: (1) for Asian residents (“Asian alone, not in combination with another race”); (2) for all other residents; (3) for 316 residents serving on the Town’s volunteer committees, excluding staff and elected officials; and (4) for 201 residents elected to Town Meeting and other boards. (The data for profiles 3 and 4 are based on 2013 membership, but the members’ ages are calculated as of 2010 to ensure consistency with the age profiles, which are based on 2010 census data). The age profiles for volunteers and elected officials are quite similar: The majority of the participants range in age from 45 to 75. The figure shows that volunteers and elected officials are somewhat older than the Town’s non-Asian residents and considerably older than Asian residents. Thus, the percentage of Asian residents who might have time to serve on boards and committees is proportionally smaller than for non-Asians.

Figure 17 – Age profiles for “Asian alone” residents, for all other residents and for elected officials and for volunteers only (20 years and older)



Culture. Even if time were available for Town activities, there appears to be a cultural barrier.

Responses fell into three categories:

- *Lack of comfort in debating*
 - “[D]ebating opposing sides if the issue would have been considered ‘rude’ in Chinese culture.”
 - “Too shy to take on the role.”
 - “Not comfortable in the spotlight.”
- *Lack of tradition of volunteering for civic activities*
 - “[I]n Chinese culture there has been little or no parent involvement in schools.”
 - “As a (Korean) culture, we tend to keep to ourselves.”
 - “Family takes priority, not serving the Town.”
- *Concerns by intellectuals about involvement in politics*
 - An interview subject from China cited the fact that Chinese intellectuals were badly burned by politics during the Cultural Revolution. Although much time has passed, it is possible that younger generations of intellectuals – and, as demonstrated in Figure 10, many in Lexington’s Chinese community are highly educated – still don’t wish to get involved in such matters despite understanding that they now reside in the United States, not China.

Lack of awareness. Many are not aware that so much work in Lexington is performed by volunteers. The lack of awareness shows up in three ways:

- *Holders of elected office as volunteers*
 - “I didn’t know that the Board of Selectmen is an elected volunteer body.”
- *Lack of knowledge of local government*
 - “First generation doesn’t know how government works.”
 - “Not familiar with Town Government.”
 - “Koreans know very little about how the community works.”
- *Lack of information regarding opportunities to serve the Town*
 - “Lack of knowledge about committees and their work.”
 - “Friends ask friends to get involved, so it's an issue of dealing with new residents.”
 - “Level of commitment: 3-year appointment, monthly meetings.”

Those serving on PTA and PTO boards frequently identified two additional barriers.

Language. Half of the PTA/O interview subjects advanced this barrier, but they did not elaborate. The Subcommittee believes that the barrier is not the ability to understand and to speak English in a business setting, because – as shown in Figures 7, 8 and 9 – the majority of Asian residents speak English well. Rather, we believe that it refers to a lack of comfort in participating and debating effectively in an informal setting. “Language” was also identified as a potential barrier by those serving on the Town’s elected bodies and committees, but much less frequently.

Perceived lack of welcome. Although the question regarding barriers, posed during the interviews, refers to barriers to participation on the Town’s boards and committees, not PTA and PTO boards, we believe that the answers of the PTA/PTO interviewees reflect their own experiences on PTA and PTO boards. Despite the fact that many report enjoying their participation on the boards, one quarter of the PTA/PTO interviewees cited the following:

- *Lack of encouragement*
 - “Need to bridge the gap between the communities – possibly a welcome committee. They assume Asians know, but parents need to reach out and guide Asians how to participate – show them they are a valuable and useful members.”
 - “Also some Chinese people may not feel like they are part of the community.”
- *Cliquish committees*
 - “Sometimes there’s a group and it’s hard to break in.”
- *Intimidation by incumbent*
 - “Intimidation factor of people already entrenched in these positions who have a name, stature and reputation.”

These responses are consistent with some of the interview subjects’ perceptions regarding a lack of welcome to new ideas mentioned above.

The remaining barriers appearing in Figure 15 and Figure 16 are self-explanatory. The “Other” categories include the need to get acclimated in Town before devoting oneself to volunteer work, and concern over the commitment to three-year appointments and monthly meetings associated with committee work.

Suggestions offered by interview subjects for how the Asian associations could contribute to increasing participation

Interview subjects agreed that the Asian associations – CAAL and IAL – should encourage greater participation and offered the following examples:

- Identify potential candidates, whether for Town boards and committees, including Town Meeting, or for PTA and PTO boards.
- Offer to provide support and mentorship to those who volunteer.
- Set goals for participation, such as a target number to be elected to Town Meeting.
- Monitor opportunities to participate in Town events or projects.

They also suggest that CAAL and IAL adopt a variety of communication channels to create awareness among their members regarding issues and opportunities. In order to accomplish this, CAAL and IAL should

- Solicit Town leaders to keep the associations aware of opportunities.
- Maintain a list of open Town positions that might be of interest to their respective communities.

Suggestions offered by interview subjects for steps to be taken by Town leaders to increase participation

Interview subjects serving on Town boards and committees made recommendations that fall into two categories:

- *Encourage diversity.* They suggested that this could be accomplished by setting diversity targets and monitoring participation; encouraging committees to build diverse memberships; and through personal outreach to members of the Asian communities.
- *Create awareness of opportunities to serve the Town.* The interview subjects suggested that this could be done by distributing flyers; creating information packets for newcomers; and by enhancing the Town web site.

Those serving on PTA and PTO boards offered the following recommendations:

- *Be more welcoming.* Suggestions include offering assignments that make use of their skills; creating the opportunity to test their interest in a committee with a temporary or trial position; sponsoring multicultural events; participating in events sponsored by Asian communities; and by translating important Town documents.
- *Create awareness of opportunities to serve the Town.* Suggestions include providing more complete information on boards and committees, and by giving talks at PTA and PTO meetings on opportunities to serve the Town.

Assessment of our methodology regarding the identification of barriers

A potential shortcoming of our methodology is its reliance on interviews of Asian residents who have participated in civic affairs rather than interviews of Asian residents who have chosen not to participate.

While we acknowledge this potential shortcoming, we believe that we have captured opinions of some who have decided not to get involved through the interview question “Have you encouraged other members of your community to participate on this board or committee or other boards and committees?” Twenty-six of the 34 interview subjects reported that they did encourage others. When asked the follow-up question regarding the typical response (of those whom they encouraged), the most frequently cited reasons were “too busy,” “wouldn’t be good at it,” and “OK for special events; not interested in full-time commitment.” Thus the responses of those who have decided not to participate are consistent with the reasons summarized in Figure 14 and Figure 15. We believe, therefore, that our methodology leads to credible findings.

Activities or events to increase the community's inclusion of Asian-Americans

Subcommittee charge

Develop ideas regarding activities or events that will increase the community's inclusion of Asian-Americans residing here.

The ideas have been incorporated into the **Recommendations** section (p.48).

Actions taken by Town Departments and Lexington Public Schools

Subcommittee charge

Assess the steps taken by Town Departments to ensure that services, including emergency services, are effectively delivered to Town residents who do not speak English or speak it poorly.

Methodology

The Subcommittee identified eight departments or programs that might be most affected by the Town's demographic change: six Town departments (Fire, Police, Health, Human Services, Library and Recreation) and two Lexington Public School programs (English Language Learner Program and the hiring of teachers of Asian ancestry). We asked their leaders to address the following topics:

- Current services or activities stimulated by the growth in the number of the Town's Asian residents
- Steps being taken or planned, if any, in response to the demographic change
- Challenges or needs for which complete solutions have not been developed

Findings - Summary

Four departments – Fire, Police, Health and Human Services – have shared, and continue to share, a concern and responsibility for working with a group of elderly Chinese residents of the Lexington Housing Authority's Greeley and Vynebrook Villages, who speak English poorly or not at all. The deaths of two residents of Greeley Village while attempting to cross Worthen Road in the vicinity of Stop & Shop led to the installation of a talking light at the intersection of Worthen Road and Bedford Street and a crosswalk on Worthen Road near the Stop & Shop. In addition, ID cards were created for Greeley Village residents by an intern in Human Services. Meanwhile, the Fire Department is seeking to have emergency cards created for residents of Greeley and Vynebrook Villages.

The Police and Fire Chiefs and the Directors of Health and of Human Services have also drawn attention to the importance of better understanding the cultures of the Asian communities, even when the residents speak English well. Accordingly, they are seeking to arrange appropriate training sessions for their staffs. They are also considering a monthly coordination meeting, whose topics would include issues unique to the Asian communities.

The Cary Memorial Library has long held a collection of Chinese and Indian material, created with the assistance of interested Lexington residents. In addition to planned expansion of these collections, it is seeking to build a Korean collection. Two members of the Library speak Mandarin and are able to assist Mandarin-speaking patrons not only with its standard services but also with the college application process.

The Recreation Department is exploring the addition of programs of special interest to Asian residents – Bollywood Dancing, ping pong, badminton and cricket. The challenges to their introduction include limited facilities, outdoors and indoors.

From 2006 to 2013, Lexington Public Schools almost doubled the number of full-time equivalent instructors in the English Language Learner Program (ELLP) as the number of ELLP students, primarily of

Asian origin, rose by 82 percent. As the ELLP has grown, its leaders have come to recognize that the program would benefit from having native speakers as well as a psychiatrist/psychologist and a social worker to assist with cultural transition issues. In addition, the ELLP leadership would like to have access to native-speaking medical personnel, because it believes that health issues can impede learning.

The Lexington Public Schools are also trying to increase from 4.3% the percentage of teachers who are of Asian ancestry. In this effort, they are challenged by a very limited pool of candidates. To add to the challenge, the pool is effectively reduced because some candidates prefer to teach in urban schools, because these schools are regarded as offering a more interesting environment. Yet another challenge is that some candidates do not perceive Lexington to be sufficiently diverse – despite the evidence presented in this report.

Detailed Findings

The tables below provide the details for each department or program.

Table 6 – Current and planned services and challenges in the Fire Department. John Wilson, Chief

<p>Current services stimulated by growth of Asian population</p>	<p>Laminated list of translators. Fire trucks and EMS vehicles now carry a laminated card with list of translators who are available by phone. Multi-language translators are often called first.</p> <p>Assistant Chief position created to oversee training. The position was created in 2013 and filled through promotion. The current focus is certification training for EMS.</p> <p>Membership, Fire Chiefs Association of Massachusetts. The association maintains an information database. Members use it to exchange information and tips regarding communication with non-English speakers.</p>
<p>Planned Services</p>	<p>Cultural diversity training. Assistant Chief will oversee cultural diversity training for staff, which is especially needed by inspection officers who visit residents routinely. Residents may be distrustful, and officers must put them at ease.</p>
<p>Challenges/ Needs</p>	<p>Emergency information forms. Accessible, filled-in emergency forms are critical for handling medical and other emergencies when the person cannot communicate. Bilingual individuals with good handwriting are needed to enter the information for non-English speakers.</p> <p>Flash cards. When real-time translation is not available, a set of flash cards with English and Mandarin text and pictures could assist with communication.</p> <p>Coordination with Police, Health and Human Services Departments. Hold monthly coordination meetings to discuss current issues, including those dealing with Asian communities.</p>

Table 7 - Current and planned services and challenges in the Police Department. Mark Corr, Chief

<p>Current Services stimulated by growth of Asian population</p>	<p>National translation service. The Department subscribes to a translation service available by phone that facilitates communication with non-English speakers.</p> <p>Domestic Violence Service Network. When appropriate, the police can involve this Concord-based organization, which has Asian language speakers.</p> <p>On-site diversity training. Local Asian residents provide training on Chinese, Hindu, and Muslim cultures--including detailed questions and answers--to officers and staff.</p> <p>Work with Fire and Human Services Departments. The police identify at-risk elders who need medical and other services.</p> <p>Mandarin speaker. The department has one Mandarin-speaking officer. He serves Lexington residents, and the department can exchange his services with neighboring towns for the services of officers with fluency in other languages.</p>
<p>Planned Services</p>	<p>Hiring. To broaden department diversity the department plans to hire more officers with Asian language skills.</p>
<p>Challenges/ Needs</p>	<p>Civil Service. To keep pace with the rapidly growing Asian community, more diversity within the police department is a critical need. The Massachusetts civil service system puts tight constraints on Lexington’s ability to diversify. Recent requests for a list of candidates with Mandarin language have not produced results.</p> <p>Reducing fear and distrust. Asian residents, like all residents, need to be willing to call the Police and to accept Police as a positive resource. Many Asian residents come from regions where involving police is avoided at all costs. Putting them at ease with the Lexington police staff and practices is a continuing challenge.</p> <p>Coordination with Fire, Health and Human Services Departments. Hold monthly coordination meetings to discuss current issues, including those dealing with Asian communities.</p> <p>More opportunities to meet. The police department eagerly seeks as many chances as possible--events, meetings, house gatherings--to meet with people in small or large groups to talk, to answer questions, and to socialize.</p>

Table 8 - Current and planned services and challenges in the Human Services Department. Charlotte Rodgers, Director

<p>Current services stimulated by growth of Asian population</p>	<p>Evergreen Support Group (Elderly Chinese). Twice monthly, the Senior Center hosts about 50 participants. Many reside in Lexington Housing Authority villages, live on small government payments, and depend, in part, on the food pantry, which is strongly supported by CAAL. Evergreen Support Group organizes Chinese New Year festivities where they perform and invite other performers.</p> <p>Classes targeted at Asian residents. English as Second Language (ESL) and Citizenship classes (offered to all).</p> <p>Lunches. Occasional Chinese or Indian menu.</p> <p>Program translation. Senior Center program is translated into Mandarin – hourly stipend is available for these services.</p> <p>ID cards. Recent intern created ID cards for seniors in Greeley Village.</p> <p>Response to pedestrian fatalities on Worthen Road.</p> <ul style="list-style-type: none"> • Talking lights installed at intersection of Worthen Road and Bedford Street • Cross-walk installed near Stop & Shop through a collaboration with the Traffic Safety Advisory Committee • Human Services Department collaborated on a pedestrian safety training program held at Greeley Village
<p>Planned Services</p>	<p>Pedestrian safety training. Joint program with Police Department in English and Mandarin.</p>
<p>Challenges/Needs</p>	<p>Mandarin-speaking outreach/social worker. Department would like to hire a staff member with these qualifications.</p> <p>Coordination with Police, Fire and Health Departments. Hold monthly coordination meetings to discuss current issues, including those dealing with Asian communities.</p>

Table 9 - Current and planned services and challenges in the Health Department. Gerard Cody, Director

<p>Current services stimulated by growth of Asian population</p>	<p>Communicable disease case investigation. Disease prevention documents are available in a variety of languages. Case workers from the Massachusetts Department of Public Health may provide translation services for disease tracking purposes.</p> <p>Health Fair. The Lexington Health Division participates in an annual Health Fair at the Lexington Chinese Bible Church. Influenza vaccinations are available along with other health education documents on various topics including but not limited to diabetes prevention, TB, West Nile Virus (WNV), Eastern Equine Encephalitis (EEE) and Lyme Disease. A translator is available during the health fair and documents are provided in Mandarin.</p> <p>Health Education Programs. Programs on a variety of topics including but not limited to insect vectors (Lyme disease, WNV and EEE) are available in various languages. A Mandarin translator was available for two of the eight seminars that were offered about disease transmission by ticks and mosquitoes in 2013.</p> <p>Restaurant Worker education seminars. Conducted three times annually. Training videos available in Mandarin. Documents on the importance of hand washing, avoiding cross contamination during food preparation and other related topics are also available in Mandarin.</p> <p>Community Health Network Alliance (CHNA) Health Communities Survey. Available in Mandarin. Several residents completed the survey in Mandarin. Results were translated into English and were included in the survey results.</p>
<p>Planned Services</p>	<p>Health Education Programs in English and Mandarin. Topics include but are not limited to safe food preparation, diabetes prevention, TB, WNV, EEE and Lyme Disease. Through the CHNA grant the Health Department is working with partners to have an Alternative Health Faire, where non-traditional, often Eastern Medicine treatment modalities are emphasized.</p>
<p>Challenges/ Needs</p>	<p>Working with Mandarin-speaking residents. (1) Operating public influenza clinics and obtaining accurate health history information from the Mandarin-speaking resident wishing to get vaccinated. (2) Operating emergency shelters and obtaining accurate registration information from the Mandarin – speaking resident wishing to stay in the shelter.</p> <p>Coordination meetings. Health Division monthly meetings with Police, Fire and Human Services to discuss current issues, including those dealing with Asian communities.</p>

Table 10 - Current and planned services and challenges at Cary Memorial Library. Koren Stembridge, Director

<p>Current services stimulated by growth of Asian population</p>	<p>Chinese and Indian books and DVDs. Collection built with assistance from members of Chinese and Indian communities.</p> <p>Chinese newspapers.</p> <p>Chinese-speaking librarians. Two Mandarin-speaking members of the staff help to identify Chinese acquisitions, communicate with Mandarin speaking patrons and assist parents in navigating the college selection and application process.</p> <p>Conversational English for Chinese speakers. Led by English At Large, a Medford-based non-profit organization</p> <p>Indian wedding. For one day, the Library staged an Indian wedding.</p>
<p>Planned Services</p>	<p>Korean books. Selection and acquisition with assistance from John Lee of our Subcommittee.</p> <p>Indian films. Demand is growing.</p> <p>Chinese collection. Space being created to accommodate growth. Also seeking Chinese art.</p> <p>Used book store. Chinese language section to be added.</p>
<p>Challenges/ Needs</p>	<p>Strategic plan. Input sought from Chinese community</p> <p>Emergency information cards. Library wishes to assist Police and Fire Departments in distributing emergency information cards for residents with limited English capability.</p> <p>Asian culture programs. Suggestions sought for programs to help all residents learn about Asian cultures.</p>

Table 11 - Current and planned services and challenges in the Recreation Department. Karen Simmons, Director

<p>Current services stimulated by growth of Asian population</p>	<p>No programs specifically for Asian residents. Asian residents well represented among program participants and staff.</p>
<p>Planned Services</p>	<p>Bollywood dance/fitness class. Discussions with iDance Boston to provide the program</p>
<p>Challenges/ Needs</p>	<p>Facilities for sports popular with Asian residents. Ping pong tables are damaged by weather; need to be indoors. Existing competition for playing fields makes it difficult to add cricket. Possibility of badminton at High School. All programs need to be supported by fees because funding for programs and equipment does not come from taxes.</p> <p>Program suggestions. More input from Asian residents sought.</p>

Table 12 - Current and planned services and challenges in the Lexington Public Schools' English Language Learner Program (ELLP). Robyn Dowling-Grant, Coordinator

<p>Current Services stimulated by growth of Asian population</p>	<p>Assessment. English proficiency is initially assessed using the World-Class Instructional Design and Assessment (WIDA)-ACCESS Placement Test for English Language Learners. Thereafter, students are assessed annually using ACCESS, WIDA’s assessment, currently used in 28 states.</p> <p>Instruction. Students receive daily lessons based on the WIDA standards which are aligned with the goals of the Common Core. Typically, students require one to three years in the ELLP to achieve the English proficiency required to succeed in the classroom.</p> <p>Students. In 2012, 374 students enrolled in ELLP, an 82% increase since 2006. 82% of the current students are in grades K-5th. 59 % are Asian language speakers. Of the 6663 students in the district, 21% (1400) indicated that English is not their first language. The first language for 7% is Mandarin or Cantonese; for 3% it is Korean; for 1% it is Hindi, Bengali, or Marathi; and for another 1% it is Japanese.</p> <p>Staff. In 2012, thirteen English as a Second Language (ESL) instructors served students in the Lexington schools (Bowman-2, Bridge-2, Estabrook-2, Harrington-1, Hastings-1, Clarke-1, Diamond-1, LHS-1, for a total of 11.45 FTEs. This represents an increase of 94% since 2006.</p>
<p>Planned Services</p>	<p>No enhancements currently planned.</p>
<p>Challenges/ Needs</p>	<p>Support for history and science studies. Students typically encounter problems with English in history and science classes. A particular focus of the program is to enhance the academic language necessary to comprehend content, especially as the content becomes more complex. Students often lack the background knowledge to place new learning in its proper context, especially in the areas of history and English/Language Arts, where cultural knowledge is central to understanding.</p> <p>Help with cultural transition. ELLP needs native speakers as well as a psychiatrist/psychologist and social worker to assist with cultural transition issues. It would also be beneficial to have access to native-speaking medical personnel, since health issues can impede learning.</p>

Table 13 - Current and planned services and Lexington Public Schools' Human Resources. Robert Harris, Assistant Superintendent

<p>Current actions stimulated by growth of Asian population</p>	<p>Asian teachers and staff. The Lexington Public Schools (LPS) have been actively seeking to hire teachers and staff with Asian ancestry. As of September 2013, 29 of 677 teachers (4.3%) are of Asian ancestry. Of the total staff of LPS, 57 of 1572 (3.6%) are of Asian ancestry. Staff members of Asian ancestry represent the largest minority group within the school's staff</p> <p>Recruitment. Teachers are recruited using a variety of channels, including an annual job fair co-sponsored with Metro communities with demographics similar to Lexington's, e.g., Carlisle, Concord, Lincoln, Sudbury, Wellesley and Weston. The overall attendance ranges from 200 to 300, but turnout of Asian candidates has been very low.</p> <p>Recently hired Asian teachers. 2011-12: 2; 2012-13: 3; 2013-14: 5.</p>
<p>Planned actions</p>	<p>Increase diversity. Continue to seek more teachers and staff of Asian ancestry using the current channels. A Diversity Task Force, including a representative from the Chinese community, provides advice and guidance.</p>
<p>Challenges/Needs</p>	<p>Small candidate pool. The proportion of students pursuing a graduate program in education is low. At Boston College, a highly regarded source, only 24 of last year's class of 357 (6.7%) were of Asian ancestry.</p> <p>Competition for graduates. Many graduates prefer urban schools or schools with easy commuter access. Some perceive Lexington, despite its large Asian population, as not sufficiently diverse. Finally, some regard urban schools as providing a more challenging – and, perhaps, fulfilling – opportunity than an affluent community such as Lexington.</p>

Steps taken by Massachusetts communities to increase inclusion

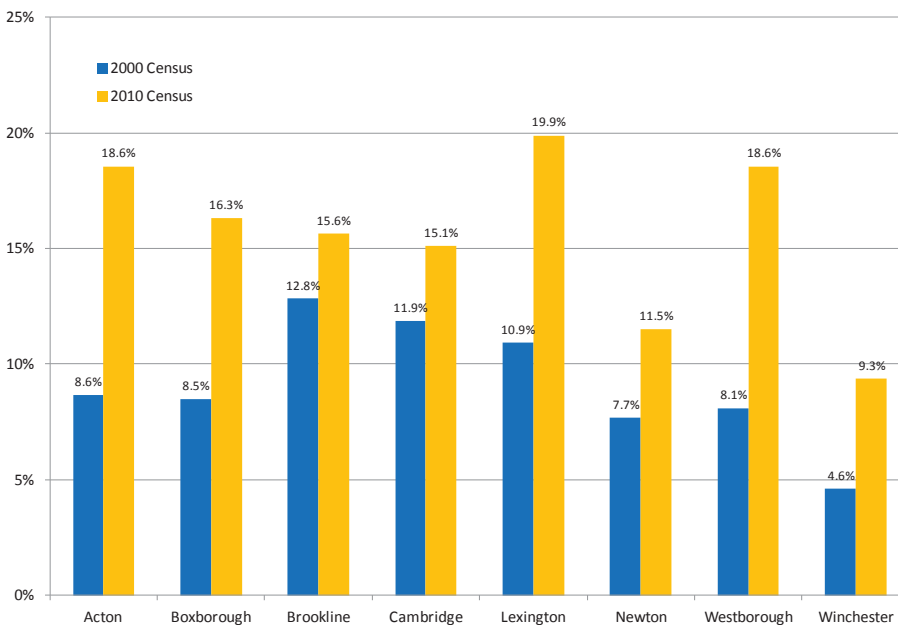
Subcommittee charge

Assess steps taken by Massachusetts communities that have experienced significant demographic changes in recent years. Determine what worked and what did not, and what could be applied in Lexington.

Methodology

The Subcommittee initially selected six communities with large and growing Asian populations: Acton, Boxborough, Brookline, Cambridge, Newton and Westborough. **Figure 18** shows the percentage of residents of Asian ancestry residing in these communities in 2000 and 2010. Lexington data are included for comparison. Winchester was added later when we learned that members of Winchester’s Chinese community had contacted CAAL to learn about the steps it had taken to promote civic participation. Although Lexington had the largest percentage in 2010, the Asian population grew more rapidly in Acton, Boxborough, Westborough and Winchester.

Figure 18 - Percentage of residents with Asian ancestry in several communities in the Greater Boston area



Source: US Census Bureau

To learn about possible steps being taken in the original six communities to increase the diversity on their boards and committees, the Subcommittee asked Town Manager Carl Valente to write to his peers – town managers and town administrators – with the request to provide the Subcommittee Chair with contact information for groups charged with missions similar to ours. Only one Town Manager responded. He reported that his community had not performed any studies along the lines that we were undertaking. Before concluding that none of the other communities had launched initiatives

similar to Lexington’s, we contacted leaders of the League of Women Voters (LWV) in these communities. To learn about activities in Newton, two members of the Subcommittee interviewed Greer Swiston, a Newton Alderman of Chinese origin. Finally, we visited the communities’ web sites to estimate the number of Asian residents serving on boards and committees. Our estimates are based on surnames only.

Findings

Table 14 summarizes our findings. Several of the communities have elected Asian residents to town-wide bodies. None of these communities, however, has launched an initiative comparable to the one undertaken by our Subcommittee to identify barriers to participation and to recommend steps that could be taken to increase civic participation.

Table 14 - Civic participation in select communities with substantial Asian populations

Community	<i>Representation by Asian residents on elected bodies September 2013</i>	<i>Initiative(s) with potential to increase civic participation by Asian residents</i>	<i>Initiatives undertaken by Asian residents to increase their civic participation</i>
Acton	<ul style="list-style-type: none"> • 2 elected 	<ul style="list-style-type: none"> • Board of Selectmen voted to permit non-citizens to serve on Town committees and boards 	<ul style="list-style-type: none"> • Chinese language school has programs for all ages; includes forums in English on topics such as how to deal with the Town
Boxborough	<ul style="list-style-type: none"> • 1 elected 	<ul style="list-style-type: none"> • No initiatives identified 	<ul style="list-style-type: none"> • No initiatives identified
Brookline	<ul style="list-style-type: none"> • 13 total • 3 elected 	<ul style="list-style-type: none"> • LWV has a program on how to run for Town Meeting; not targeted at Asian residents 	<ul style="list-style-type: none"> • No initiatives identified
Cambridge	<ul style="list-style-type: none"> • Possibly 5 • 1 elected 	<ul style="list-style-type: none"> • No initiatives identified 	<ul style="list-style-type: none"> • No initiatives identified
Newton	<ul style="list-style-type: none"> • 2 elected 	<ul style="list-style-type: none"> • Celebrated Asian culture with program in March 2013 	<ul style="list-style-type: none"> • No initiatives identified
Westborough	<ul style="list-style-type: none"> • 1, possibly 2 • None elected 	<ul style="list-style-type: none"> • No activity as of December 2012 reported by Town Manager 	<ul style="list-style-type: none"> • No initiatives identified
Winchester	<ul style="list-style-type: none"> • 2 elected 	<ul style="list-style-type: none"> • Winchester Multicultural Network sponsored a conference entitled “Winchester in Transition.” It included a segment on demographics “How is the Face of Winchester Changing?” 	<ul style="list-style-type: none"> • Chinese association in contact with CAAL regarding steps taken by CAAL to increase civic participation of Chinese residents

Recommendations

Recommendations regarding reducing barriers to civic participation by Asian residents

The Subcommittee's position on civic participation

We believe that civic participation needs to be viewed both from the perspective of Lexington's Asian communities and from the perspective of the Town as a whole.

From the perspective of the Asian communities, greater participation would ensure that the views of Asian residents are more likely to be understood and acted upon, and their cultures and norms better appreciated. It would also foster a more welcoming environment, and help Asian residents to feel comfortable living in Lexington.

From the perspective of the Town as a whole, greater participation should improve mutual understanding and avoid potential polarization between the non-Asian population and the Asian communities. It would also enrich the Town through the injection of the skills, experiences, cultures and traditions of its Asian residents.

Why we believe that civic participation by Asian residents can be increased

Earlier, we described several barriers to civic participation perceived by our interview subjects: demographics ("young and busy" and few older residents), culture, lack of awareness of the workings of Town government, language, and perceived lack of welcome in the PTA and PTO boards. However, we have data and information that suggest that barriers can be reduced and civic participation increased, perhaps substantially. Below, we present evidence to support our optimism.

Demographics

Although we have argued that **Figure 17**, showing the age profile for Asian residents, provides a demographic explanation for low participation, we expect the profile will evolve towards higher ages as the residents grow older and younger ones arrive. Of course, the evolution of the age profile is based on the assumption that many of the families will remain in Lexington after their children graduate from high school or college. Two factors support the assumption: First, because most Chinese and Indian residents are US citizens, they are likely to remain in this country. Second, because many of the families have two working parents, both in good positions, they may remain in Lexington because moving may not be an attractive option.

Evidence to support the assumption that the age profile will shift is based on a comparison of age profiles for 2000 and 2010, described in **Appendix G** – Evidence that Asian residents are staying on in Lexington after their children leave home. The analysis reveals that residents over the age of 45 represent the fastest growing segment of Lexington's Asian population. The analysis is consistent with anecdotal evidence provided by a real estate associate with extensive dealings with Chinese residents and by Chinese and Indian members of the Subcommittee. Their experiences suggest that Asian residents remain in Lexington after their children graduate from high school and college, and that their decisions to move from Lexington are based on the same considerations as their non-Asian counterparts.

Culture

Two trends support our optimism on this front. First, as demonstrated in **Table 3**, participation on PTA and PTO boards, which provides an introduction to civic affairs, is already much greater than it is on the Town's boards and committees. Most interview subjects report enjoying serving on the PTA/O boards and making new friends. Their experience and the networks they establish could motivate them to become involved in Town boards and committees despite the fact that, as shown in **Table 5**, women currently constitute the majority of Asian residents serving on PTA/O boards, whereas it is primarily Asian male residents who now serve on Town boards and committees. Second, as previously noted, CAAL and IAL have launched initiatives to encourage greater civic participation on the part of their members. Success by residents of Chinese ancestry in the 2012 elections is likely to encourage further efforts in subsequent elections and could create more role models.

English language skills of Asian residents

Admittedly, there is little that can be done about this issue in the short term. However, improvements are likely to follow the evolving demographics.

Lack of awareness (of the workings of Town government) and perceived lack of welcome on the PTA and PTO boards

We believe that these two barriers could be substantially reduced. Below, we explain how.

Recommendations for the Board of Selectmen, the Town Manager and the Town Moderator; for the PTAs and PTOs; and for CAAL and IAL

Further growth in civic participation can be achieved through the actions of Lexington Town bodies and organizations ("pull") along with complementary initiatives by the Asian communities ("push"). Our recommendations are based on: (1) the views of the interview subjects regarding the barriers to greater participation, (2) their suggestions for steps to be taken by Town leaders and by CAAL and IAL, and (3) the Subcommittee's own insights. We classify our recommendations into short-term (ST) and long-term (LT) categories. The former could be implemented by December 2014, while the latter could be in place by December 2015.

Recommendations for the Board of Selectmen

- Continue to promote inclusion of Asian residents through events such as "Diversity Day" and symposia on the immigrant experience, perhaps in collaboration with PTAs and PTOs as well as local groups such as the League of Women Voters and the Chamber of Commerce.
- Strengthen communications with CAAL and IAL beyond attendance at cultural events such as Diwali and Chinese New Year: Institute candid discussions of how to more rapidly and effectively integrate members of the Asian communities into the fabric of the Town. (ST)

Recommendations for officials with the authority to appoint board and committee members – the Board of Selectmen, the Town Manager and the Town Moderator

Modify the management of committees under their purview:

- Request that each committee clearly describe its mission; list the skills and experiences required (e.g., knowledge of finance, ability to effectively research topics of importance to the committee, ability to produce reports); and describe what is expected of committee members (e.g., attendance, responsiveness, active participation in discussions). (ST)
- Identify pathways to encourage short-term participation (e.g., on projects) that would allow residents with appropriate skills to contribute and to gain exposure to the way the Town operates. (LT)
- Develop a more open process for committees to publicize their work and to recruit residents with the skills the committees require. Currently, the process appears to be based primarily on inviting people from the personal networks of committee members or members of sponsoring bodies. (LT)

Recommendations for the leaders of PTAs and PTOs

- Establish communications with leaders of CAAL and IAL with the objective of identifying steps to encourage a larger percentage of parents of Asian ancestry to participate on PTA /O boards. (ST)
- Within each school, ask Asian board members for their advice on how to be more welcoming to Asian parents, and request their assistance in recruiting more Asian parents to serve on PTA/O boards. (ST)
- Establish a collaboration with CAAL and IAL leaders to:
 - Identify the causes of the perception that some Asian residents do not feel welcomed on PTA/O boards. (LT)
 - Implement steps that would eliminate the above perception and increase the participation of Asian parents. (LT)

Recommendations for CAAL and IAL

- Continue to encourage participation in Town and School affairs by identifying and communicating opportunities to serve, providing information on how the Town works (e.g., a mini Citizens' Academy) and how PTAs and PTOs operate, by identifying potential candidates within the community and by mobilizing support. (ST)
- Strengthen communications with Town and School leaders, and use these channels to promote greater participation by Asian residents. (ST)

Other recommendations

For the Police, Fire, Health and Human Services Departments

As we have learned, Town departments face two categories of challenges in working with some Asian residents: The first is that a small number of elderly residents speak English poorly or not at all (please see **Figure 7**,

Figure 8 and **Figure 9**). As a consequence, emergency situations may give rise to an extra level of risk for Town staff and for the resident. The second concerns cultural norms such as those described by the Fire and Police Chiefs and listed in **Table 7** and **Table 8**.

Accordingly, we endorse the suggestion for a monthly coordination meeting of the Police, Fire, Health, and Human Services Departments. In addition, we recommend that, twice a year, these meetings include representatives from the boards of CAAL and IAL.

For the 2020 Vision Committee

We recommend that the Lexington 2020 Vision Committee continue to monitor and report on demographic trends and civic participation by Asian residents. In addition, we recommend that it investigate the experiences in other US communities, with larger percentages of Asian residents and demographics similar to Lexington's.

For the Town Clerk

In light of the rapid growth in the number of Asian residents, Lexington needs more timely and complete data (than provided by the Census Bureau's decennial census) to monitor changes in its demographics and to gauge demand for services. We therefore recommend that racial origin and country of origin be added to the Town's annual census. To ensure consistency with Census Bureau data, the Town should use the wording employed by the Census Bureau and exclude college students not living in Lexington from its count.

Acknowledgments

First and foremost, we thank the 36 residents who consented to be interviewed, told us about their experiences in serving in a large variety of volunteer bodies and organizations, and shared with us their opinions regarding the barriers to greater civic engagement faced by residents of Asian ancestry. We earnestly hope that this report will lead to the lowering of those barriers.

We also thank the following for enlightening us regarding their work and how it bears on Lexington's Asian residents: Sheila Butts (Assistant Director, Recreation Department), Gerard Cody (Director, Health Department), Mark Corr (Chief, Police Department), Robyn Dowling-Grant (ELLP Coordinator, Lexington Public Schools), Robert Harris (Assistant Superintendent, Human Resources, Lexington Public Schools), Charlotte Rodgers (Director, Human Services), Karen Simmons (Director, Recreation Department), Koren Stembridge (Director, Cary Memorial Library), Hua Wang (CAAL/CTF), and John Wilson (Chief, Fire Department).

Marian Cohen, a member of the 2020 Vision Committee who earlier served on the Demographic Change Task Force, provided invaluable help with the creation of the interview guide and process, and helped to train us in conducting the interviews.

Leslie Zales, Chair of the PTA/O Presidents' Council, cheerfully and patiently served as our contact with the PTA/O presidents, who, in turn, provided lists of potential interview subjects.

Diamond Hayes, a Sales Associate with William Raveis, spoke at our November 2012 meeting and provided us with her analysis of the impact on demographic change on Lexington's real estate market and with her insights on the factors that attracted Asian residents to Lexington.

Town Manager Carl Valente introduced the Subcommittee to his peers in several communities with large Asian populations so that we could learn about any actions they are taking to integrate them into the fabric of these communities.

Candy McLaughlin, Assistant to the Town Manager, guided us on Town protocol helped us to obtain the data on Lexington's boards and committees in a format that permitted the relatively painless creation of their age profiles.

Lisa Maguire, Administrative Assistant in the Town Clerk's Office, provided us with data and technical advice that enabled us to create the age profiles for Lexington's elected officials and committee members.

Alexandra Barker, Data Dissemination Specialist in the U.S. Census Bureau enthusiastically guided us to the data needed to assemble much of the demographic foundation for this report.

Members of Lexington's 2020 Vision Committee helped us through their constant encouragement and stimulating comments and suggestions.

Finally, we thank Marian Cohen, Ben Esty (former member of the Demographic Change Task Force), Fernando Quezada (Chair of Lexington's 2020 Vision Committee) and Leslie Zales for their insightful comments on a draft of this report.

Appendix A – Subcommittee Charter (Adopted by vote of the Lexington 2020 Vision Committee on February 10, 2012)

Background

The report of the Demographic Change Task Force (DCTF), issued in March of 2010, contained two sets of recommendations. One was aimed at developing a deeper understanding of the growth of population of Asian origin and increasing its participation in Town boards and committees; the other was concerned with trends in the Town's older population.

Since the report was issued, the 2020 Vision Committee has met with representatives of the Chinese American Association of Lexington and Indian Americans of Lexington and Town Department Managers have been asked to consider how to respond to the data and recommendations presented in the report. But no other steps have been taken in response to the recommendations.

The 2020 Vision Committee now wishes to set up a subcommittee to address the recommendations of the DCTF with respect to the Asian-American population in Lexington. Its charge, timeline and membership are presented below.

Charge

The subcommittee will:

1. Assess the steps taken by Town Departments to ensure that services, including emergency services, are effectively delivered to Town residents who do not speak English or speak it poorly.
2. Investigate the factors that attract Asian-Americans to Lexington; estimate the proportion of Asian Americans who move to Lexington with the intention of living here indefinitely and those who are temporary residents.
3. Identify any barriers that currently limit the participation of Town's Asian-American population in its government, boards, associations, and committees; propose and facilitate steps to making them welcome on these bodies and comfortable in participating on them.
4. Develop ideas regarding activities or events that will increase the community's inclusion of Asian-Americans residing here.
5. Assess steps taken by Massachusetts communities that have experienced significant demographic changes in recent years. Determine what worked and what did not, and what could be applied in Lexington.

Timeline

The work of the subcommittee is to be completed by December 31, 2013. Interim reports are to be presented to the 2020 Vision Committee at two-month intervals.

Subcommittee membership (total membership to be nine)

- 3, including the chair, from the 2020 Vision Committee
- 2-4 from the Asian-American community
- 2-3 from PTAs

Appendix B – Background data collection sheet

Name: _____

1. Experience on boards or committees

Lexington experience (Please list most recent first)

<i>Organization</i>	<i>Position</i>	<i>Dates served</i>

Experience prior to living in Lexington (Please list most recent first)

<i>Organization</i>	<i>Position</i>	<i>Location</i>	<i>Dates served</i>

2. Personal data (For each question, please check the response most appropriate for you.)

- What is your ethnic origin? Chinese Indian Korean Japanese
Other Please specify _____
- Were you born in the U.S.A.? Yes No
- If you were born elsewhere, how many years have you lived in the USA? ____
- How many years have you lived in Lexington? ____
- What is the language currently spoken in your home? _____
- Do you have any children? Yes No
- If yes, how many are currently in Lexington Public Schools? ____ How many have graduated from Lexington Public Schools? ____
- How many generations of your family live in Lexington? ____
- Are you a member of CAAL? Yes No
- Are you a member of IAL? Yes No
- Are you a member of the CAAL or IAL board? Yes No
- What is the highest level of education that you have achieved? _____
- What is your occupation? _____
- What is your sex? Male Female
- What is your age? Under 40 40 – 65 Over 65

Appendix C – Interview Guide for those who are serving or have served on elected bodies or committees

Name: _____ Interviewer: _____

Date of interview: _____

3. First experience in obtaining the town board or committee position

- Were you invited to join the board or committee?
 - If “yes,” by whom?
 - If “no,” what prompted you to seek the position?

 - Did you have any concerns about accepting/seeking the position as a member of an Asian group?
 - If the response is “no,” go to next question.
 - If the response is “yes,” ask: What were your concerns?

 - What steps did you take to obtain the position?
 - Probe for details because the interview subject may be proud of the steps that he or she took
 - If the response includes involvement of the Chinese, Indian or Korean community, probe for details

4. Experience in servicing on the town board or committee

What did you enjoy most about serving on the board/committee?

- If any of these experiences are related to ethnic origin, ask for specific examples
- Did you encounter any problems while serving on the board/committee? If the response is not related to ethnic origin, move to the next section
 - If the response appears to be related to ethnic origin, probe for details (communications, left out of decision making, other)

- What steps did you take to deal with the problem encountered

5. Assessment

- Would you say that you, personally, benefited from serving on this board/committee?
 - If “yes,” ask in what way(s)?

- Would you say that the board/committee benefited from your participation?
 - If “yes,” ask in what way(s)?

- Would you say that your participation in Town affairs had an effect on the Chinese/Indian/Korean community?
 - If “yes,” ask in what way(s)?

- Those of us studying participation of Asian-Americans in Town affairs noticed that there aren’t many Chinese/Indian/Korean residents serving on the Town’s boards and committees.
 - Why do you think this may be so?

 - Is underrepresentation, by their proportion of our Lexington population, by Asians on Town boards and committees something that you view as problematic? If “yes”, in what way(s) do you think this is a problem?

 - If “yes”, ask the following questions:
 - Have you encouraged other members of your community to participate on this board or committee or other boards and committees? Yes

 - If “yes”, what is the typical response that you receive?

 - Should the Chinese/Indian/Korean community encourage greater participation on Town boards and committees? If yes, what steps or actions could they take to encourage greater participation?
 - Should the leaders of Town boards and committees encourage greater participation of the Chinese/Indian/Korean residents? If yes, what steps or actions could they take?

- **Only for those who no longer serve on a board or committee:** I notice that you are no longer active on a Town board or committee. Would you please tell me why?
 - If no comments made that pertain to Asian ancestry, probe: Did your ethnic origin play a role in your decision to end your participation?

 - If “yes”, what role did it play?

Appendix D – Interview guide for those who are serving or who have served on PTAs, PTOs and LexFun

Name: _____ Interviewer: _____

Date of interview: _____

3. First experience in obtaining the committee position

- Were you invited to join the committee?
 - If “yes,” by whom?
 - If “no,” what prompted you to seek the position?
 - Did you have any concerns about accepting/seeking the position as a member of an Asian group?
 - If the response is “no,” go to next question.
 - If the response is “yes,” ask: What were your concerns?
 - What steps did you take to obtain the position?
 - Probe for details because the interview subject may be proud of the steps that he or she took
 - If the response includes involvement of the Chinese, Indian or Korean community, probe for details

4. Experience in serving on the committee

- What did you enjoy most about serving on the committee?
 - If any of these experiences are related to ethnic origin, ask for specific examples
- Did you encounter any problems while serving on the board/committee? If the response is not related to ethnic origin, move to the next section
 - If the response appears to be related to ethnic origin, probe for details (communications, left out of decision making, other)
- What steps did you take to deal with the problem encountered

5. Assessment

- Would you say that you, personally, benefited from serving on this committee?
 - If “yes,” ask in what way(s)?

- Would you say that the committee benefited from your participation?
 - If “yes,” ask in what way(s)?

- Would you say that your participation in school affairs had an effect on the Chinese/Indian/Korean community?
 - If “yes,” ask in what way(s)?

- Those of us studying participation of Asian-Americans in Town affairs noticed that there aren’t many Chinese/Indian/Korean residents serving on the Town’s boards and committees.
 - Why do you think this may be so?

 - Is underrepresentation, by their proportion of our Lexington population, by Asians on Town boards and committees something that you view as problematic? If “yes”, in what way(s) do you think this is a problem?

 - If “yes”, ask the following questions:
 - Have you encouraged other members of your community to participate on this board or committee or other boards and committees?

 - If “yes”, what is the typical response that you receive?

 - Should the Chinese/Indian/Korean community encourage greater participation on Town boards and committees? If yes, what steps or actions could they take to encourage greater participation?
 - Should the leaders of Town boards and committees encourage greater participation of the Chinese/Indian/Korean residents? If yes, what steps or actions could they take?

- Would you consider serving as the president of your PTA/PTO?
- Would you consider serving on a Town board or committee?
-
- **Only for those who no longer serve on a board or committee:** I notice that you are no longer active on a committee. Would you please tell me why?
 - If no comments made that pertain to Asian ancestry, probe: Did your ethnic origin play a role in your decision to end your participation?
 - If “yes”, what role did it play?

Appendix E – Letter of consent

Date _____

Name/Address _____

Dear Name,

I am writing to you on behalf of Lexington’s 20/20 Vision Committee’s Subcommittee on Demographic Change (“subcommittee”). It is charged with exploring the participation of the Town’s Asian-American residents in Town government (e.g. , committees, boards, associations) and in other volunteer activities (e.g. PTAs, Lexington Educational Foundation). And we need your help.

One way the subcommittee wishes to gather this information is to interview current and former members of these volunteer bodies because they can speak from direct experience. Since you currently serve as a member of the **XXX**, we would like to interview you.

To that end, we would like to set up a 30- to 45-minute session with you, at your convenience, with **YYY**, one of the members of the subcommittee. The interview includes questions regarding your initial decision to participate in Town affairs, your experience on your first committee, and your perspective regarding participation by other members of the **Chinese/Indian/Korean** community. Prior to the interview, **YYY** will ask you to provide some demographic data, (e.g., your birthplace, years of residence in Lexington as well as the names of the bodies that you now serve on or have served on).

To ensure your privacy, any information or opinions you provide will remain **strictly confidential**. I will be the only one with access to the raw data.

After conducting about 20-30 interviews, the subcommittee will analyze the data and publish its report. The document will present statistics on the interviewees’ responses and will offer recommendations. To add richness and detail to the report, the subcommittee may want to quote some of the interviewees, and to attribute the quote to them by name. **Before doing so, we will seek your permission.**

I sincerely hope that you will agree to the interview. Before conducting it, **YYY** will ask you to sign two copies of this letter, signifying your agreement with the interview terms. One will be for you, and the subcommittee will keep the other.

Yours truly,



Dan Krupka
Chair, Subcommittee on Demographic Change

I have read this letter, understand it and consent to its terms and conditions.

Signature _____ Name _____ Date _____

Appendix F – Process for interviewers

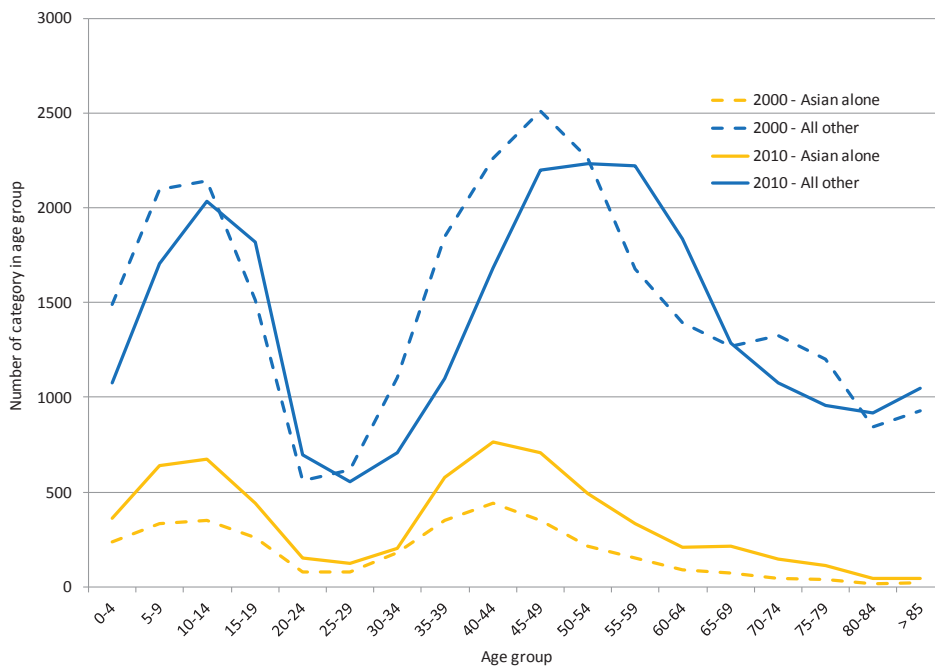
1. Contact interviewee
 - a. Explain objective (use confidentiality/consent letter as guide)
 - b. Describe interview process (use confidentiality/consent letter as guide)
 - c. After obtaining agreement, alert interviewee that Committee Chair will send the confidentiality/consent letter and that interviewer will send Part I of the interview (demographic information)
 - d. Request that interviewee return Part I to interviewer in advance of the interview
 - e. Arrange date/time/place for interview (The Library is very convenient as it has many small rooms suitable for interviews. They can be booked through the Reference Desk. Library number: 781-862-6288.
2. Ask Committee Chair to send the confidentiality/consent letter to interviewee. Please provide interviewee's email address.
3. Committee Chair sends confidentiality/consent letter to interviewee with request to hand it to interviewer at the interview
4. Review Part I before the interview
5. Conduct interview
 - a. Obtain signed confidentiality/consent letter
 - b. Fill in Part II. Enter responses below the questions. Handwritten is OK.
 - c. Request permission to follow up if necessary
6. Send thank you note to interviewee
7. Send a copy of the signed consent letter and the completed Parts I and II to Committee Chair

Appendix G – Evidence that Asian residents are staying on in Lexington after their children leave home

The age profiles shown in **Figure 5** and **Figure 17**, based on data from the 2010 census, show that Asian residents are younger than non-Asians and that there are relatively few Asian residents over the age of 55. This might be taken as evidence that residents move from Lexington very soon after their children leave home. However, Census Bureau data from 2000 and 2010, described below, suggests that the pool of older Asian residents is actually growing quite rapidly. However, the data do not allow us to demonstrate that they are staying on in the same proportions as non-Asian residents.

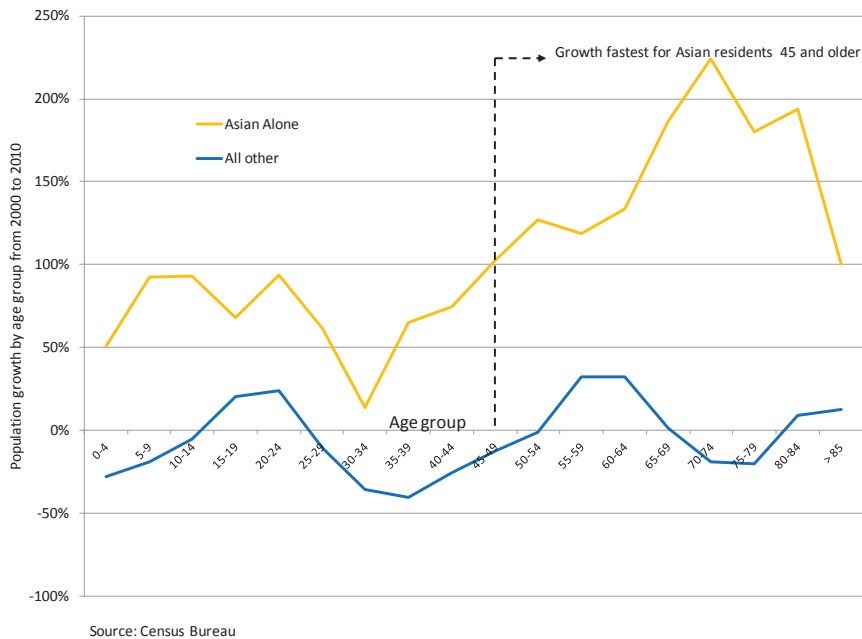
Figure G1 shows age profiles for “Asian alone” and “All other” for 2010 and 2000. In contrast to **Figure 5** and **Figure 17**, which show profiles based on percentages of the two categories, **Figure G1** shows the absolute numbers. The figure indicates that the number of Asian residents approximately doubled over this period and that the non-Asian population has dropped slightly and has grown older. To obtain more quantitative insight, we calculated the percentage difference between the 2010 and 2000 data by age group. **Figure G2** shows the results.

Figure G1 – Age profiles for “Asian alone” and “All other” for 2000 and 2010



Source: Census Bureau

Figure G2 – Percent population growth from 2000 to 2010 by age group for “Asian alone” and “All other”



The plot reveals that, from 2000 to 2010, the fastest growing segment of Lexington’s population consisted of Asian residents over the age of 45. The number in the 45-49 age group grew by 100%, while the number in the 65 – 84 range grew by approximately 200% (tripled). Meanwhile the non-Asian population grew slightly in the 15 – 24 and 55 – 64 age ranges, while dropping in the 25 – 54 age range.

It is unlikely that the increase in the number of older Asian residents can be attributed simply to immigration. Some of the increase does arise from the arrival of grandparents brought to Lexington to look after grandchildren. Most is likely to be the consequence of Asian residents choosing to remain in Lexington after their children leave home. If this trend continues, the number of candidates for Town boards and committees would continue to increase, not only reflecting the growth in the number Asian residents between the ages of 45 and 74 – the age group most prevalent on the Town’s boards and committees – but also because these Asian residents would speak English well, having worked in positions requiring effective communication in English. Moreover, after living in Lexington for 10 to 20 years they would have acquired some familiarity with how the Town operates, the issues it faces and – possibly – motivation to become involved.