



## *Town of Lexington, Massachusetts*

### **Board of Selectmen FY2016-2017 Goal Setting Public Services Building Wednesday, July 1, 2015**

#### Agenda

***Meeting Objective:***

*Seek consensus on Board's goals and work plan for FY2016-17*

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

**8:30 a.m. Introduction** (*Joe Pato*)

- 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 FY2015-2016 Goals** (*Carl Valente*)

- Identify existing goals to be continued

**9:20 a.m. Discuss Proposed Goal Topics** (*Joe Pato*)  
[Break 10:00 – 10:10 a.m.]

- Within each of the 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, Senior Management Team, Representative Group of Middle Managers

**Board of Selectmen  
FY2015-FY2016 Goal Setting  
Status Report June 2015**

Topic Area	Next Steps	Lead	Status
<b>Priority Goals</b>			
		Full Board	
Public Safety Facilities (Police and Fire)	<ul style="list-style-type: none"> <li>• Bring a proposal to Town Meeting</li> <li>• Evaluate options for a joint Police/Fire facility</li> </ul>	Peter	underway; no site decision
Center Vitality; Parking	<ul style="list-style-type: none"> <li>• Consider options for encouraging business diversity</li> <li>• Support pedestrian-friendly Center</li> <li>• Move forward with Parking Management Plan</li> <li>• Determine role of Planning Board in Center vitality</li> </ul>		underway
Center Streetscape	<ul style="list-style-type: none"> <li>• Desire for more Board discussion on design proposals</li> </ul>	Joe, Michelle	underway
Facilities Master Planning	<ul style="list-style-type: none"> <li>• Integrate revised School needs based on School Master Plan Present new plan</li> </ul>	Pat	underway; summit planned 7/14
Complete Streets	<ul style="list-style-type: none"> <li>• Explore policies but not a specific certification (yet)</li> <li>• Pursue policies and implementation of Complete Streets approach</li> </ul>	Maryann, Engineering	TM accepted statue for grant funds
Capital Planning and Projects	<ul style="list-style-type: none"> <li>• Need for early planning on capital projects, particularly CPA projects</li> <li>• Selectmen to give charge to Permanent Building Committee and Sustainable Lexington Committee on how to better integrate their missions</li> </ul>	Full Board	1. on hold  2. in process
<b>Priority Goals on Hold</b>			
Financial Data Presentation	<ul style="list-style-type: none"> <li>• Need to educate the community on Prop 2 ½</li> <li>• Communication with public during debt exclusion discussions</li> </ul>	Joe	on hold

Noise Committee	<ul style="list-style-type: none"> <li>• Reconstitute, redefine charge</li> <li>• Selectmen to identify potential members</li> </ul>	Michelle	<ol style="list-style-type: none"> <li>1. on hold</li> <li>2. in process</li> </ol>
Empty Buildings and Space	<ul style="list-style-type: none"> <li>• Stone, Hosmer House, Muzzey</li> </ul>	Norman, Michelle	on hold
<b>New Goals</b>			
Sidewalks	<ul style="list-style-type: none"> <li>• Possible revision of policy and approach (will require coordination with other committees, e.g. TSAC)</li> </ul>	Michelle	on hold
Affordable Housing Production	<ul style="list-style-type: none"> <li>• Possible working group to be formed with representatives from the BOS and Planning Board regarding affordable housing and senior housing</li> </ul>	Joe and Michelle to develop a draft plan for moving forward	Planning Board has initiated community housing discussion
Bylaw Review	<ul style="list-style-type: none"> <li>• Identify a process for addressing obsolete and/or redundant sections of bylaws</li> </ul>	Joe	on hold
<b>Continuing Goals</b>			
Tourism Strategic Plan; Visitors Center	<ul style="list-style-type: none"> <li>• Determine whether to approach tourism as a major component of economic development strategy</li> </ul>	Full Board	underway; ED staff assigned to Tourism program in FY16
Improved collaboration between Town and School departments	<ul style="list-style-type: none"> <li>• Future agenda item for discussion with School Committee. Issues to include: <ul style="list-style-type: none"> <li>○ Sustainability of buildings</li> <li>○ Pedestrian and vehicle access at Schools</li> <li>○ Community access to Schools</li> </ul> </li> <li>• One-on-one relationship building</li> </ul>	Chair	underway
<b>Staff Presentations</b>			
Town service goals for FY2016 budget		Carl, Rob (Full Board) in process	completed
Long-term capital spending plan	<ul style="list-style-type: none"> <li>• Balance our needs with our capacity</li> <li>• Model capital financing/debt service options for future capital projects (e.g. public safety buildings, school facilities)</li> </ul>	Carl, Rob (Full Board) in process	completed

Minuteman Regional High School	<ul style="list-style-type: none"> <li>Board to consider Intergovernmental Agreement for current Minuteman members wishing to withdraw &amp; non-member communities</li> </ul>	Carl	completed; new regional agreement accepted by Lexington
Streets Maintenance / Sidewalks	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Bill – November <i>Update</i>	completed; additional funding in FY16 budget
Future status of firing range at Hartwell Avenue Compost Site	<ul style="list-style-type: none"> <li>PIR for feasibility study</li> <li>Dependent upon proposed solar project review</li> </ul>	Chief Corr, Carl, Bill H.	feasibility funding in FY16 budget
Facilities Database	<ul style="list-style-type: none"> <li>Pursue a master facilities database for scheduling the use of Town and School spaces</li> </ul>	Pat	on-hold
TIF Policy	<ul style="list-style-type: none"> <li>Develop educational and marketing materials</li> </ul>	Melisa T. (Joe, Michelle)	on-hold
Land protection; Stormwater bylaw regulations	<ul style="list-style-type: none"> <li>Future agenda item for Conservation Commission on maintenance of streams</li> </ul>	Karen M. (Peter)	underway
Town Website	<ul style="list-style-type: none"> <li>Add a citizen input component to planning phase</li> </ul>	Candy, Kathy S., Donna	underway
Regional Collaboration	<ul style="list-style-type: none"> <li>Hanscom Air Force Base</li> <li>Middlesex 3 Coalition</li> </ul>	Chief Corr, Bill	underway
		Carl, Melisa T	Town a member of Middlesex 3
Wireless Internet	<ul style="list-style-type: none"> <li>Consider adding Wi-Fi to Town facilities</li> </ul>	Dorinda	underway
<b>No BOS Action Necessary</b>			
OPEB	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>		
Recreation Field Capacity			
Funding for Facilities Maintenance	<ul style="list-style-type: none"> <li>Possible policy regarding presentation of building renewal efforts in budget process (present as Capital Improvement Projects?)</li> </ul>		
Economic Development strategy; Infrastructure improvements; Business			

growth interests			
Hartwell Avenue	<ul style="list-style-type: none"> <li>• Implement TMOD</li> </ul>		
Multi-Modal Transportation; Senior Transportation	<ul style="list-style-type: none"> <li>• Support alternative modes of transportation (biking, walking, and public transit), including options for residents age 60+. Status of Toole Report?</li> </ul>	Planning, Transportation	On-going
Community Center development	<ul style="list-style-type: none"> <li>• Continue to support work of AhCCAC subcommittees</li> </ul>		committee work largely completed
Changing demographics; Multicultural participation; Committee support and process	<ul style="list-style-type: none"> <li>• Work with 20/20 Vision Committee to determine ways to implement recommendations of demographic change subcommittee report</li> </ul>	Joe	continuing
Board/Committee/Citizen Communications; Town Meeting Communications; Email distribution lists	<ul style="list-style-type: none"> <li>• Consider setting standards for citizen outreach and notification methods</li> </ul>	Candy, Kathy S.	underway
Tobacco purchase age limit	<ul style="list-style-type: none"> <li>• 2015 Annual Town Meeting: amend bylaws</li> </ul>	Gerry C.	completed

# Board of Selectmen Preliminary Goals Framework for FY2016-17

June 26, 2015

Doc

Potential Topic Areas

Proposed Selectmen Goals

Proposed Selectmen Policies

Source Rank #

## Financial and Budget Issues

1	Enrollment Growth and School Budgets	Hold expense growth in anticipation of greater pressure on operating budget as school enrollment grows		Joe SC	1	12
2	Affordability for the Residents	Develop a process for evaluating what is an appropriate amount of a tax increase, given the need for a debt exclusion for schools. Define ways to mitigate impact on vulnerable citizens	Define policy, seek agreement from policy makers, define "correct" amount for capital debt exclusion for all projects before the Town. Define circumstances for which we would consider an operating override. Send clear policy signals and set expectations regarding when BOS would or would not support an operating override	Michelle	1	
3	Property Taxes		No operating overrides	Peter	1	

## Capital Planning and Projects

4	Long-term capital spending plan	Understand the Capital needs of building program and correlate with existing debt-service schedule; understand competing needs for funds. Overall facilities plan		Joe, Michelle, Norman CEC	1	3
5	School Building Project	Develop a responsible project to address needs without overbuilding. Review all existing space.		Peter SC	2	12
6	Public Safety facilities	Determine location(s) for Fire and Police facilities		Joe, Peter	3	
7	Sustainability; standards and process for building projects	Integrate sustainability design into building projects (have PBC and SLC, with any needed input from the energy committee, develop a model for integrating sustainability design requirements at the beginning of project specification; specify requirements in the context of a recognized design framework (e.g., LEED)) Expand upon LEED requirements to incorporate concepts around Healthy Buildings, energy efficiency, and other stretch goals not yet captured in LEED. Improve process for working with multiple committees to reduce consultant costs, increase understanding of outcomes, reduce design delays, incorporate community objectives	Adopt a "Better Building" policy - continuous improvement of our standards for building "health" and sustainability - when embarking on construction or renovation projects. Develop clearly defined policy objectives for new or renovated municipal buildings. Clarify committee role PBC, and DPF. Clarify Boards Goals regarding Sustainable Building Design	Joe, Michelle ECC, CEC	4	4, 17
8	Battle Green Master Plan and Visitor Center	Complete Battle Green plan and integrate with Center Streetscape. Complete the design, build and funding for the Visitors Center project		TC	5	14
9	Vacant Buildings	Develop plan for reuse of vacant buildings. Stone Building arts center?		Michelle, Norman LCA	6	8

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Potential Topic Areas	Proposed Selectmen Goals	Proposed Selectmen Policies	Source	Rank	#	
<b>Economic Development</b>						
10	Address storefront, street-level zoning	Explore limitations on types of uses allowed at storefront / street level	Develop policies on how to make Lexington Center more business-friendly	Michelle, Norman	1	
11	Business Growth	Actively seek out and support growth opportunities in all business zones		Peter PC	2	11
12	Center Diversity & Article 53 Bank Moratorium	Complete review of "Bank Moratorium" - work with Planning Board & Center Committee to complete a target policy / zoning changes for the Center w.r.t. businesses that more directly operate like offices rather than consumer engaging retail. Develop plan that is property owner friendly for limiting the number of banks and other non merchandising uses of ground floor CB spaces		Joe, Peter PB	3	10
13	Tax burden on small retailers	Explore RE Tax exemption program for small retailers.		Michelle	4	
14	Tourism	Begin transition to staff-run programs		Joe TC	5	14
15	Business incubators	Research what other communities may offer to the private sector and consider creating a space that would foster innovation in one of our vacant buildings.	Develop policies that could translate into an RFP for vacant building reuse by private sector at minimal cost	Michelle	6	
<b>Transportation</b>						
16	Road and Sidewalk maintenance	Improve Pavement Condition Index (PCI rating)	Develop policy on what rating we want for the community	Michelle CEC	1	3
17	Complete Streets	Provide safer passage for all modes of transportation - with a focus on expanding accommodations to non-automobile modes of transportation. Complete workable plans for Center Streetscape and East Lexington projects. Educate Public on Complete Street concept, and respond to TM warrant article. Bicycle/pedestrian safety	Safe passage for all modes of transportation is our highest priority - higher than aesthetics - Pass a policy so Town can participate in 90-1	Joe, Michelle PB, TAC, LBAC	2.5	10 13 7, 1
18	Sidewalks & Article 42 - Sidewalk Surface	Continue to improve upon how we set priorities and public process for requesting a sidewalk. Decide how to move forward with Art. 42 resolution on surface treatments		Michelle, Norman CEC, GCC	2.5	3, 1
19	Public Transportation Use	Encourage ride sharing of shuttle buses, public transit and private services to connect to our business district. Expand school bus ridership		Peter TAC	4	13
20	Town Meeting Safety Resolution - Article 45	Provide report on safety initiatives to Annual Town Meeting		Joe LBAC, GCC, SC	5	7, 1 12

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Potential Topic Areas	Proposed Selectmen Goals	Proposed Selectmen Policies	Source	Rank	#
<b>Planning &amp; Land Use</b>					
21	Land for municipal use	Find additional sites for municipal uses (education, recreation fields, public safety, etc.)	Joe, Norman	1	
22	PILOP	Develop / finalize PILOP- policy for payment in lieu of parking	Norman, Peter	2	
23	Parking requirements in zoning by-law	Provide direction, feedback and support to the Planning Board regarding parking requirements. Continue Center parking management	Michelle, Norman PB	3	10
24	Planning for Growth	Engage with 20/20 Vision and Planning Board on the effects of regional population growth. How do we accommodate greater demand for services (e.g., schools) while maintaining much of the Town's existing character. Can we reach a common vision for change without presuming we freeze the Town in its current state? Funding for Comprehensive Plan	Joe PB	4	10
25	Affordable housing/Housing Production Plan	Affirm commitment to tracking growth of market-rate housing with 10% growth in affordable housing; develop plan for creating a "pipeline" for new housing units. Explore mechanisms to entice development of senior housing. Do this in cooperation with Planning Board's re-consideration of the Comprehensive Plan. CPC funding for community housing - Leary, new site.	Joe CEC, LHP	5	3, 9 19 20
26	Tear-down housing phenomenon	Consider review of mansionization in Lexington	Peter	6	
27	Revisit institutional use zoning bylaw proposal	Provide direction, feedback and support to the Planning Board	Michelle	7	
28	Conservation Land management	Support implementation of plans for Leary, Cotton, Wright	CC	8	2
29	Stormwater bylaw	Adopt regulations for enforcement of stormwater bylaw	PB	9	10



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Potential Topic Areas	Proposed Selectmen Goals	Proposed Selectmen Policies	Source	Rank	#
<b>Other</b>					
30	Public Information & Communication Work with CIO to make information more accessible to citizens. Centralize emergency notifications	Develop policy, standard communication and outreach plan to be applied in different types of situations.	Michelle, Norman CAC, PB, SMT	1	1, 10, 23
31	Public service impacts of changing demographics, diversity Adopt 20/20 Vision demographics subcommittee recommendations on engaging minority residents in town activities (esp. with regard to committee/board appointments)		Joe, Norman 20/20, SMT	2	16, 21
32	Youth Issues Support efforts of the School Committee to develop Youth Coalition and provide staffing and funding to support the work. Formalize and enhance role of Youth Service Council		Norman SC, SMT, HSC	3	12, 24, 6
33	Board Effectiveness Evaluate how to be strategic about work plan, and work collaboratively to advance complex projects and how we can better support staff efforts.		Michelle	4	
34	Build Capacity through 20/20 Vision and other groups to be able to survey the community to get a representative sample of public opinion Similar to Mass. Inc. and other State level organizations. Lexington needs a clearer picture of public opinion	Determine a policy for when polling/surveying should ideally be proactively sought	Michelle, Peter	5	
35	Committee support and process Institute a rolling reporting to BOS model for committees - at least once a year per committee. Evaluate which committees need to be Town-appointed and which might be better served as citizens' groups; Develop requirement for annual committee officer selection; Explore guidelines for membership or role term limits.		Joe SMT	7	22
36	BOS Agenda Planning BOS Agenda - select a time certain on agenda for annual budget presentation		Suzie	7	
37	Annual Town Meeting - Public Presentation Consider standard presentation format, timelines for review by BOS, TM and BOS role as champion		Suzie	7	
38	Wireless communication Explore greater use of Town property for wireless communications	Consider policies and regulations affecting service providers' ability to construct or augment facilities	CAC	9	1
39	Community Preservation Committee Strategy Work with CPC to update its long term vision for use of funds with an eye towards how the Town can be supporting CPA initiatives	Set policies & procedures for providing adequate staff support to advance complex CPA projects	Michelle CEC	10	3
40	Annual Town Meeting - Warrant Consider by-law change for delivery of warrant		Suzie	11	
41	Shared Vision Board's articulation of its vision for Lexington (modeled on 20/20 Vision and Comprehensive Plan)		Joe	12	
42	Annual Town Meeting - Position Report Consider BOS position report on Town Meeting Articles		Suzie	13	
43	ATM - Article 44 Resolution Fossil Fuel		ATM	13	

# DOCUMENT 1

Town of Lexington  
Communications Advisory Committee

Contributions to Selectmen's Annual Goal Setting

June 2015

**I. Improving Wireless Communication**

**Issue:**

Wireless communication, both voice and data, has become an increasingly important part of everyday life. Not only do many Americans have smartphones, tablets, and other devices today that rely on cellular communications from wireless service providers, but some have "cut the cord," discontinuing traditional landline or cable phone and Internet service and becoming "wireless only" households, depending entirely on wireless service providers.

Wireless communication has become indispensable, not only during winter storms and power outages, and for on-the-road mishaps, but for many aspects of daily life. For example, more and more residents work from home and rely on their cell phones and wireless Internet access. However, we increasingly hear of wireless communication "coverage" problems in parts of Lexington, where voice calls drop or cannot be connected, and where data service is slow, intermittent, or nonexistent. For many, these coverage problems seem to have worsened as wireless services are more and more heavily used.

The Communications Advisory Committee has heard from one wireless service provider that Lexington's regulations regarding siting of wireless communication facilities inhibit the construction of new facilities that could enhance coverage. Yet, residents express concerns about the external appearance of such facilities, and some, in the past, have been concerned about possible health effects of radio frequency emissions.

**Goal:**

Examine Lexington's regulations and policies regarding wireless communications and revise them appropriately to better meet the needs of residents and businesses going forward.

- Consider, especially, those regulations and policies that affect wireless service providers' ability to construct new facilities or augment existing ones to meet demonstrated needs.
- Explore greater use of Town-owned property for wireless communications, for example by leasing suitable sites to wireless providers and generating revenue for the Town.

**Suggested approach:**

- Involve appropriate Town Departments, Boards and Committees in reviewing existing policies and regulations, and obtain input from residents and businesses in revising them. This should include review of the Town's existing zoning bylaw governing wireless communications facilities, which was written in 1998 and last revised in 2009.

- Reach out to the major wireless communication providers serving the Town and engage with them to learn about the issues they face in improving service within Lexington.

This work should take into account the changing needs for and uses of wireless communication services, as well as changes in technology and the wireless industry, and changes in regulation at the State and Federal levels (for example, new rulemaking by the Federal Communications Commission that limits municipalities' ability to restrict wireless facilities siting).

## **II. Improving Emergency Notifications**

### **Issue:**

The Town of Lexington currently has various notification systems for emergencies, general information, and for the public schools. It is difficult (even impossible, in some cases) for residents to select which types of notifications they receive, or to select the method or methods of notification for each type. This can lead to multiple calls to a cell phone for non-critical general information, emails for other types of notifications, and so on, and can result in misdirected or even missed notifications.

### **Goal:**

- Centralize all types of Town notifications, and enable residents to sign up and select the types of notifications they receive, and the channel or channels by which they receive them, in a rational and standardized way. For example, a resident may choose to receive emergency notifications by text and email, school notifications by email only, and to opt out of general notifications completely.
- Any resident should be allowed to sign up for any type of notification; grandparents or day care providers may wish to sign up for school notifications, for example.

### **Suggested approach:**

Encourage relevant Town and public schools departments to work together to develop a plan to centralize or consolidate notification systems and enable residents to choose and configure the notifications they receive.

Any solution should accommodate residents with a wide range of technical understanding and capabilities. For example, the sign-up mechanism should not be limited in a way that requires Internet access, or familiarity with web browsers.

# DOCUMENT 2

June 15, 2015

TO: Board of Selectmen

FR: Conservation Commission

RE: FY 2017 Goal-Setting Session

In addition to its regulatory permitting responsibilities, the Conservation Commission is responsible for managing and caring for more than 1,400 acres of town-owned conservation land. These open spaces provide a refuge from our busy life styles and are heavily used in all seasons by Lexington residents and others for walking, bicycling and the opportunity to observe nature. These lands are valuable town assets, and, as with any other valuable asset, maintaining and caring for them should be a priority.

To provide such care and maintenance, the Commission requests the Board of Selectmen's support of the following conservation goals for FY 2017:

- Continue and increase ongoing land maintenance activities. This requires the purchase of supplies and equipment necessary to keep our lands open and safe for public access. Those materials support the very active volunteer land stewards who assist the conservation department by providing the manual labor required to implement the department's numerous land maintenance projects, such as installing and repairing boardwalks.
- Implement the Land Management Plans recently prepared and approved by the Conservation Commission for the three recent CPA acquisitions: Leary, Cotton Farm, and Wright Farm. The plans involve construction of access ways, parking lots, and new trails, including boardwalks and a viewing platform, and management of invasive species and meadows. The plan for the Wright Farm will not be complete until the barn portion of the lot is transferred to the Commission. (See below.)
- Improve the Community Gardens by relocating the Dunback Meadow community gardens to a better location in order to eliminate current adverse wetland impacts and to provide a greater number of gardens, with improved access and services for the gardeners.
- Finalize and begin implementation of the Wright Farm Land Management Plan. That land management plan will be completed upon the acquisition of the Wright Farm residential lot and the transfer of the barn portion of the lot to the Conservation Commission. Initial implementation of the plan will require support for a needs assessment to determine the feasibility of using the barn for future environmental educational programming and the scope of renovation required.

**Document - 2**

# **DOCUMENT 3**

## **Capital Expenditures Committee (CEC) Input to the Board of Selectmen's Goal Setting for Fiscal Years (FYs) 2016 & 2017**

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 goals for FYs 2016 & 2017.

1.) **Overall Capital Planning (CEC's Highest Priority).** The Board should establish an overall Facilities Master Plan, with projected funding requirements in then-year dollars, as soon as practical. While the Final Report of the Ad hoc Townwide Facilities Master Planning Committee provided an important input to the Board, that serves only as a starting point for an overall Plan. We are pleased that the Working Group has been formed to prepare and integrate information on all the major capital projects and ongoing needs being contemplated by the Town in, at least, the next five years. The urgent need to address near-term School Facilities capacity-related projects points up how an overall Plan provides the context in which projects must be judged, prioritized, and accommodated with funding.

2) **Increased Funding for Extraordinary Maintenance of Town Facilities & Infrastructure.** While the currently projected use of the Capital Stabilization Fund—and the aggressive funding into it—is focused on its Debt Service Reserve purpose because of the School Facilities capacity-related projects, the Town must not revert to insufficient funding to maintain our investment in municipal and schools infrastructure or we will again see an increasing backlog of maintenance. Although it represents a huge challenge in light of those near-term Schools Facilities projects, we urge that incremental building-renewal efforts continue to 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) Considering the range of funding options presented by the Town's consultant (currently Fay, Spofford & Thorndike [FST]) in its latest analysis of the roads and PCI Report, select a funding plan to achieve that target 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.**

a. The same 3-part approach proposed above for our roads should be formalized for our residential sidewalks. 1) Routinely update the Sidewalk Condition Index (SCI) for existing sidewalks 2) Establish a target, average SCI (recognizing that we have a backlog in extraordinary maintenance already identified); 3) Select a funding goal to achieve both the target SCI and allowing for expansion of our sidewalk network. As acknowledged by the Board, the FY2016 appropriation of \$600,000 was not sufficient even to sustain the last-calculated SCI for those sidewalks existing, as doing so was projected to require \$750,000. Further, as \$120,000 was used toward the creation of two new residential sidewalks, that left a \$270,000 shortfall against projected required funding. (This Committee appreciates that the late timing of a decision regarding those two new sidewalks created what the Board considered a necessary decision to have them funded from within the already planned total funding for work on the then-existing sidewalks.)

b. The Board should establish a policy that, as already done for funding for non-residential sidewalks, a separate funding request should be included in the recommended budget for any expansion of the residential sidewalks network.



**Capital Expenditures Committee (CEC) Input to the Board of Selectmen's Goal  
Setting for Fiscal Years (FYs) 2016 & 2017**

c. As cited above with regard to our roads, 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 and the proposed policy provide a basis against which to measure each year's proposed funding.

**5) Community Housing Policy.**

a. The Housing Element of Lexington's 2003 Comprehensive Plan is due for review and revision. Based on current local data, and with public input, the Board should use this opportunity to create a coherent Town-wide community housing policy/plan to support the Town's housing goals. The Planning Department has identified 21 Town-owned parcels that may be suitable for scattered-site community housing. Suitability should be confirmed, and data on confirmed lots included in the Town's community housing plan.

b. In light of the very large demands against levy funds projected for the next ten years, the Community Preservation Fund would appear to be the most reliable source of funding for affordable housing; however, since the CPA was adopted in 2006, allotments for community housing have greatly lagged those for historic preservation and open space. The Town should seek additional sources of assistance in creating affordable housing, particularly public/private partnerships and leveraged opportunities, that may bring financial investment as well as technical assistance. Once the practicality of increased production is established, the Board should consider whether to support the creation of a community housing trust to receive annual funding from the CPF as well as from other sources.

c. For the near and middle term, the Board should actively support LexHAB's production of community housing units, including: (1) prompt action to construct the housing units approved for the Busa land on Westminster Avenue (funded at the 2014 Annual Town Meeting), (2) completion of plans for affordable housing on the Leary land on Vine Street (set aside for housing at the time of the Town's purchase at the 2009 Annual Town Meeting), and (3) completion of plans for the renovation of the farm house on the Wright land on Grove Street (set aside at the 2015 Annual Town Meeting).

**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.

**8) Capital Project Submission Process:** Endorse continuous improvement in the Capital Improvement Projects (CIPs) submissions and their updates, including timely notification of withdrawals, following the submissions initially presented to this Committee.

# **DOCUMENT 4**

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

- Approve the proposed Lexington Green Building Standard as required for any capital building project implemented by the Town and the Permanent Building Committee
- Charter an energy summit committee to meet annually consisting of representatives of the following committees – Sustainable Lexington, Permanent Building Committee, Energy Conservation Committee, Capital Expenditure Committee, Appropriations Committee
- Continue implementing solar generated electricity at town and school facilities as well as open land as opportunities arise
  1. Recommend a collaborative effort be directed between the Energy Conservation Committee and Sustainable Lexington to leverage the experience gained by implementing the current municipal solar model to be promoted and applied to commercial and institutional facilities (e.g. churches and private schools)
- Ensure the Department of Public Facilities has necessary support to develop shovel ready projects which would allow them to more effectively apply for and be granted monies from grant providing agencies
- Support the Sustainable Lexington committee and their residential and commercial energy savings initiatives, notably
  1. Encourage residents of Lexington to take advantage of the utility-sponsored efficiency programs
  2. Encourage residents of Lexington to participate in programs such as Solarize Lexington and other renewable energy programs
  3. Recommend providing green energy and carbon footprint training sessions for businesses and residents
- Promote energy efficiency and set energy reduction goals for the town's building, including
  1. Providing green energy and carbon footprint training sessions for town's employees
  2. Providing incentives to town departments as a percentage of reduction suggestions implemented

# **DOCUMENT 5**



## Town of Lexington, Massachusetts

### Greenways Corridor Committee

KEITH OHMART, CHAIR  
KEVIN BREUNIG  
ALEXANDRA DOHAN  
MARGARET ENDERS  
EILEEN ENTIN  
DONALD GRANT  
ROBERT HAUSSLEIN  
PAUL KNIGHT  
MICHAEL TABACZYNSKI

TEL: 781-698-4580

FAX: (781) 863-9468

To: Board of Selectmen

Date: May 20, 2015

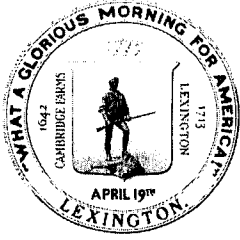
Re: Goal Setting Information Request

The Greenways Corridor Committee (GCC) would first like to express its appreciation to the Board of Selectmen and Town Government for its ongoing support for the development of the *ACROSS Lexington: Rick Abrams Memorial Trail Network*. Funding support authorized in 2013 from the Community Preservation Committee will enable the eventual completion of over 40 miles for this network, 17 of which have been completed to date. Support received from the various Town departments and committees for this project has been outstanding to date.

As an integral part of its work, the GCC strongly endorses the following efforts within the Town to develop a more comprehensive approach to the subject of pedestrian and bicycle safety:

- We support the implementation of Warrant Article 45, adopted by Town Meeting this spring, asking the Board of Selectmen to address town-wide bicycle and pedestrian safety needs and to develop a plan of action.
- We request the installation of street crossings where needed for the ACROSS Lexington route system.
- We support the ongoing efforts to expand the Town's sidewalk system.
- We endorse the recommendation made during the presentation of Warrant Article 45 that the Town create a staff position charged with responsibility for bicycle and pedestrian safety and education programs, including but not limited to a sustained program for school-age children.

The GCC also seeks the assistance of the Board of Selectmen and Town Manager in creating a management/oversight system for tracking and monitoring public access to parcels of Town open space via either land that is owned by the Town or where easements have been granted providing public access. This tends to be more of a problem for properties without a defined use, which are managed by departments other than the Conservation Department. With the pace of aggressive development throughout the town, once an access point has been inadvertently or intentionally landscaped by a developer or property owner, re-



## Town of Lexington, Massachusetts

### Greenways Corridor Committee

KEITH OHMART, CHAIR  
KEVIN BREUNIG  
ALEXANDRA DOHAN  
MARGARET ENDERS  
EILEEN ENTIN  
DONALD GRANT  
ROBERT HAUSSLEIN  
PAUL KNIGHT  
MICHAEL TABACZYNSKI

TEL: 781-698-4580

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establishing the right of public access can become very problematic. As the GCC continues to expand its route network, the committee is discovering more and more instances where access to easements of this nature would be beneficial but have been foreclosed due to neglect in maintaining these points of access on the part of the Town.

Thank you for your consideration of these measures in your task of goal setting for fiscal years 2016 and 2017.

(Signed)

Keith Ohmart, Chair

**Document - 5**

# **DOCUMENT 6**



## Human Services Department

TO: Lexington Board of Selectmen  
Carl Valente, Town Manager

FROM: Human Services Committee  
Lea Gardner Elkin and Gail Fields, Co-Chairs

RE: Selectmen's Goal Setting

DATE: June 3, 2015

The Human Services Committee met on May 19<sup>th</sup> and discussed goals for the next year and wish the following goals to be noted by the Selectmen:

1. Support the plan to conduct a parent needs assessment – use the results (data) to undertake the planning and develop services that meets of families and potentially at-risk youth that does not duplicate existing services.
2. Support the development of program models for the Community Center that can facilitate the delivery of high quality recreation and human services.
3. Develop a plan to market Human Services Committee and Youth Services Council coordination efforts to provide services to the broader community and target groups.
4. Recruit new members with an eye toward diversifying the Human Services Committee membership.

**Document - 6**



# **DOCUMENT 7**

**Lexington Bicycle Advisory Committee**  
Input to Selectmen Annual Goal Setting  
May 2015

The Bicycle Advisory Committee was unanimous in its support of the Spring Town Meeting resolution that asked the Board to "...address town-wide bicycle and pedestrian safety needs" and to report to Town Meeting next year with "a plan of action and possible budget requirements." The Committee stands ready to advise and help the Board as it develops a comprehensive approach to pedestrian and bicycle safety and asks that you consider the following as an action plan is developed:

**Appoint a staff person to serve as Lexington's bicycle/pedestrian program coordinator**<sup>1</sup>. There are a number of staff people in various Town departments who have taken responsibility for some aspect of work related to bicycle and pedestrian transportation. However, the Town lacks a focal point – a program manager, someone with formal authority and a budget line – to do more than address issues as attention is drawn to them. Such a staff person (or persons) would, for example:

- Manage and augment the existing bicycle parking inventory on both town and school property and develop standards for bike parking within the Town; and monitor compliance with commercial development zoning governing bike parking;
- Work with the Recreation, School and Police departments, as well as with the Bicycle Advisory Committee, to develop an effective and sustainable bicycle and pedestrian education and safety program for school children and adults;
- Work with the Police department and the Transportation Advisory Group to improve the collection, analysis, and sharing of bicycle and pedestrian accident data;
- Advise the Town on bicycle and pedestrian best practices elsewhere in all areas listed above;
- Serve as liaison to the Bicycle and Greenways Corridor Committees.

Until such an individual is identified or hired, the Committee recommends that the Board:

- Support the long-standing request of the Bicycle Committee to provide pedestrian crossing stanchions on the Minuteman Bikeway intersections

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<sup>1</sup> A good outline of the role and responsibilities of such a staff position is available at:

[http://www.advocacyadvance.org/site\\_images/content/why\\_bike\\_ped\\_staff\\_april\\_2010.pdf](http://www.advocacyadvance.org/site_images/content/why_bike_ped_staff_april_2010.pdf)

at Revere, Hancock, Meriam, and Woburn Streets. (A stanchion had been approved by TSAC and placed at Hancock Street last fall, but the DPW declined to replace it this year, saying that budgetary considerations precluded their ability to do so.)

- Ask the Police and Planning departments and TSG to work together to improve the collection, analysis, and sharing of information related to all transportation accidents in Lexington, involving cars or not, and including accidents on the Bikeway. We understand that the Police are in the process of purchasing new public safety software; we recommend that key Town staff and decision makers work with the Police to develop the best accident data reporting system possible.
- Support the long-standing requests of the Bicycle Committee to the DPW to replace much needed bicycle parking in the Town Center that have been removed at certain locations, including behind the Depot and along the south side of Mass Ave.
- Direct the DPW to develop a plan and timetable for expediting safety improvements to the Minuteman Bikeway, including the implementation of intersection safety upgrades, 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.
- Request that the Police increase presence and patrols of both the Town Center and the Minuteman Bikeway.

Submitted by Peggy Enders  
on behalf of the Bicycle Advisory Committee

May 29, 2015

**Document - 7**

# **DOCUMENT 8**



## LEXINGTON COUNCIL FOR THE ARTS

artscouncil@lexingtonma.gov ▪ [www.facebook.com/ArtsLexington](http://www.facebook.com/ArtsLexington)

Board of Selectman's Annual Goal Setting

*The content of this document of goal setting by the Lexington Council for the Arts (LCA) for the Lexington Board of Selectmen (BOS) is a summary of input collected from conversations with residents over the past year, and from the LCA Community Input Survey initiated this spring.*

### 1) Identify the issue that is of concern. What is the problem?

#### Items of importance that need attention:

- A clear voice is needed for the arts community in Lexington.  
The public is not often aware of events, or confused about who is doing what.
- Performance and exhibit space (with option to sell work) is needed.  
Artists and residents alike note a dearth in exhibit space, and performance space (note, that many of the existing spaces are for members only, are small, or require a fee)
- Public art.  
Is missing, and desired. Very much desired.
- Maintenance of community cultural and music performances  
Many existing events are enjoyed (e.g., free summer music concerts, Cary lecture series) and new ones are met with delight and enthusiasm (e.g., Hidden Treasures Arts Walk)
- Support of art in the schools  
It seems that residents feel that support of art in the schools is needed (note, more specific survey details of this are not available, but a meeting is currently being scheduled with the LCA Chairperson and Sean Hagan, K-12 Coordinator of Visual Arts, to investigate this further).

### 2) Identify a goal

#### a. What specifically would you like to see accomplished

- *For establishing a "clear voice" and better communication and visibility:* LCA umbrella website of quarterly arts and cultural events in Lexington; continued "reaching out" to Lexington residents, groups, and committees
- *For maintenance of existing arts and culture:* Better funding ability for arts and cultural events; continued "reaching out" to community members for engagement in the arts
- *To support and encourage artists (and by extension for cultural vitality to town):* Opportunities, and space for the arts to flourish and be enjoyed by residents

#### b. What part of this is something that the Board can do (or facilitate)

- The town can match state funds with municipal funds (though more would not be discouraged).

In the past several years, the LCA has only been able to fund about a quarter of the monies requested by grantees (in 2015, Lexington received \$4350, as compared to \$7156 in 1986). As a result, some of the grant applicants were unable to bring their talents to Lexington, or in some cases, reduced their commitment. This modest increase in funding will help to realize the goals set forth above.

*continued next page*

- The BOS can work with the LCA to revive the Stone Building as an Arts Center  
Engage in discussions about how the Stone Building's heritage lends itself to public use as an Arts Center, and how this venue can promote economic development and cultural enrichment as it helps to fill needs mentioned earlier in this document.

**3) Identify a policy**

- a. What is the general approach you'd like the Board to take on this issue and/or others like it (i.e., how would you like the issue addressed).**
- The BOS can help guide LCA in securing matching municipal funds.
  - The BOS can appoint an ad hoc steering committee to develop a plan for the Stone Building's use as an arts center.

Document - 8

# **DOCUMENT 9**



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From: Melinda Walker, Chair  
Lexington Housing Partnership

To: The Board of Selectmen  
Town of Lexington

Date: June 9, 2015

Re: Suggestions for Selectmen's Annual Goal Setting Process

The Lexington Housing Partnership recommends the Board of Selectmen take the following actions:

1. Make an application to the Community Preservation Committee before 11-1-2015 for funds for design and construction drawings for community housing on the Leary parcel in accord with the recommendation of the BOS-appointed Ad Hoc Committee.
2. Make an application to the Community Preservation Committee before 11-1-2015 for \$750,000 to be available to purchase a site in Town for use for a community housing project similar to the LexHAB project on Fairview Avenue or the one on the BUSA land, each of which the BOS has approved.
3. Request that the Planning Department develop approaches for affordable housing on several Town-owned sites already identified by that Department.
4. Propose an annual allocation of levy funds for affordable housing purposes.

The rationale for these proposals is as follows:

A. Lexington is affordability-challenged. Evidence abounds. Both median and average home sale prices have risen above \$1,000,000. The unending replacement of modest homes has exacerbated related rising housing costs. And the market rate rents for apartments in Lexington are also rising rapidly. In mid-May of this year, rents for two-bedroom apartment ranged from \$2,200 at the Battle Green Apartments to \$2,635 at Captain Parker Arms (Avalon), to \$2,930 at Lexington Ridge (Avalon), to \$2,340 to \$2,520 at Katahdin Woods with some units at Lexington Hills (Avalon) renting for above \$4,000. Only half of the housing units counted in determining the Town's compliance with Chapter 40-B are actually affordable; 665 units are not affordable. There are generally long waiting lists for affordable units both at private-owned developments and in units owned by LexHAB and the Lexington Housing Authority.





B. The 2002 Comprehensive Plan provides: "Lexington seeks to have a socially and economically diverse community, both over the whole of the community and within its neighborhoods. In support of that fundamental social goal, a basic housing goal is to provide housing opportunities supportive of the population diversity we seek." The 2020 Vision Statement includes the following "striving . . . to maintain a range of affordability." It is evident from the facts set forth in A (above) and the Town's statements of core values that Town officials and entities should pursue available approaches to increasing affordable housing with vigor.

C. A request for funding for design at the Leary site at the 2016 ATM will come 7 years after the 2009 ATM set aside about 6 percent of this 14 acre parcel for housing and 4 years after the BOS-appointed committee reported ideas for housing there. The Town should act without further delay.

D. There are several distinctions between the Leary, Fairview and Busa parcels. Town Meeting identified a housing parcel on the Leary land whereas on the Busa site, Town Meeting did not specify uses for the land. The committee appointed to identify the housing plan for the Leary land favored substantial housing on the site whereas the committee charged with making recommendations to the Board of Selectmen on the Busa parcel supported only minimal housing. Vine Street is not a "cut through" street, whereas abutters to the Fairview parcel expressed concerns about cut through traffic. In contrast to the Busa land on Lowell Street, Vine Street does not have a high volume of fast-moving traffic. The three sites are of different size. The Leary site, at about 29,000 square feet, is larger than Fairview Avenue (25, 200 square feet) and the Busa site (20,190 square feet).

E. We can determine from LexHAB's plans for Fairview Avenue and BUSA parcels (approved by the Board of Selectman), that competing with developers for the purchase of lots offers a cost-effective method of creating a substantial number of apartments, which are much needed and of a construction type consistent with Town sustainability goals.

F. Town Meeting has recognized the need to support affordable housing. During the 2014 ATM, 78 percent of those voting supported use of \$1,250,000 for housing on the Busa site, after 3-4 years of considerable opposition to housing on that site.

G. As of March 1, 2015, the amounts appropriated to the four CPA categories were as follows: Recreational Resources, \$4,202,392; Community Housing, \$7,797,857; Open Space, \$13,932,015, and Historic Resources: \$33,983,629. Recreation's position is attributable to original CPA provisions, which have been revised to expand the reach of recreation funding. The Town now has an aggressive 5-year plan for seeking CPA funding for recreation projects. The partnership hopes to see a more aggressive approach to CPA funding for community housing as well.

# **DOCUMENT 10**



*Town of Lexington*  
**PLANNING BOARD**

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

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

**MEMORANDUM**

Date: June 3, 2015  
To: Board of Selectmen  
From: Charles Hornig, Planning Board Chair  
Re: Goal Setting

At its meeting of June 3, 2015 the Planning Board discussed the items that they would like to see the Board of Selectmen consider as it sets its goals for the next two years. Many of these are carried over from prior years. The Board suggests you consider the following:

**NEW**

- **Bank Moratorium** – The Planning Board, Center Committee, Board of Selectmen, and staff should come together to outline a process to address the 1 year moratorium on banking and related uses in the center business district.
- **Comprehensive Plan** – The Planning Board requests the support of the Selectmen for a Program Improvement Request in the FY17 budget for long-range planning.
- **Transportation Policy, Planning, and Safety** – Continue to look at opportunities to for safe and effective multi-modal transportation policies and infrastructure including support for traffic calming and other measures in all parts of the community.
- **Improve Outreach** – Continue to improve the town's outreach methods to ensure not only more participation, but also a higher quality of public engagement.

**ONGOING**

- **Implementation Plan for the Hartwell Ave TMOD** – Continue work to advance this project on Bedford/Hartwell/Wood while undertaking more immediate projects that can be done by the Town.
- **Center Parking Management** – Continue the implementation of parking management plans for the center.
- **Stormwater Bylaw** – Adopt the proposed Stormwater Bylaw Regulations in order to enable enforcement of the Stormwater Bylaw as passed by Town Meeting in 2008.

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

# **DOCUMENT 11**

**Linda Vine**

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**Subject:** FW: Selectmen's Annual Goal Setting

**From:** Lorain [REDACTED]  
**Sent:** Friday, June 12, 2015 11:48 PM  
**To:** Cathy Severance  
**Subject:** Re: Selectmen's Annual Goal Setting

Hi Cathy,

I don't have any experience with this kind of thing, so I may be way off.

I would like the Town to have a program to "reward for longevity". There are so many people in this town that have been here for many years and are being forced out because of taxes. I know there are a couple of things to get some help, but I don't think residents that have been here 40+ years should have to struggle to stay in this town.

We take pride in Lexington being high in the number of volunteers that take major parts in governing the Town. There is so much wealth in knowledge and experience and many of these people cannot afford to stay here and have to give up their positions. I would like to see real estate taxes frozen when people reach and certain age and have been in town for a certain number of years regardless of income. (70 years old & 40 years in Town)

Also, I would like to see more small businesses in Town. The ones we have are being forced out because of high rents. I don't know if the Town has any control in regard to who rents, so again, I may be way off. There seem to be some small towns in resort areas that do not have "chain" businesses. I don't know how the do it.

As far as the "Town Celebrations Committee", we are working to find fresh ideas and to involve town people in our activities. Again, there is a wealth of knowledge in our Town. We need to find them and honor them during our parade events. Mostly military people.

We are working on finding ways to promote our activities and involving more residents.

I'm not sure this is what you were looking for, but these are my thoughts.

Lorain Marquis  
Co-Chair, TCC

**Document - 11**

# **DOCUMENT 12**



# Lexington Public Schools

146 Maple Street ♦ Lexington, Massachusetts 02420

Jessie Steigerwald  
*Lexington School Committee*

(781) 254-2525  
email: [jsteigerwald@sch.ci.lexington.ma.us](mailto:jsteigerwald@sch.ci.lexington.ma.us)  
fax: (781) 863-5829

**TO:** Joe Pato, Chairman, Board of Selectmen  
Carl F. Valente, Town Manager

**FROM:** Jessie Steigerwald, School Committee Chair

**DATE:** June 12, 2015

**RE:** Board of Selectmen Goal Setting

Dear Joe,

Please find attached the School Committee's adopted goals for 2015-2016. We ask for the Selectmen to work with us in support of these goals, specifically goals 2C, 3A, 4A, and 5A.

**Goal 4A: Ensure Infrastructure that Supports School & District Needs**

We appreciate the ongoing close communication and strong support from the Board in our work to develop plans for school facilities that address outdated facilities at Hastings elementary school and the need to add capacity at the prekindergarten level, at multiple elementary schools and also at our middle schools. These projects have become increasingly urgent due to rapidly rising enrollment at the primary and middle school level. We believe a new and larger Hastings should be built as soon as possible, and we support expanding capacity for the prekindergarten program, additional expansion at the elementary level in addition to the Hastings project, and also additional space at the middle school level. We will recommend a space plan that we believe fits our educational mission, and we ask for your support.

**Goal 3A: Improve Safety for All Students and Staff**

We continue to make progress on our multi-year plan to improve safe arrivals and dismissals and to mitigate traffic-related challenges on school property and the neighborhoods surrounding our schools. Ms. Crocker suggests that quarterly joint meetings on the subject of transportation could help improve traffic safety and mitigation around schools and also address pedestrian and bicycle safety for the entire community (not only through Safe Routes to School).

**Goal 2C: Develop systemic structures to work in collaboration with municipal officials, the community and families to support student social and emotional wellness both in and out of school**

We appreciate the initial steps taken this spring to explore a coalition approach to supporting Lexington youth and hope you will join us in continuing this work. Working with your representatives Norman Cohen and Suzie Barry, we have a tentative date for a community-wide priority setting meeting (October 7) and a follow-up "launch" meeting (October 21). We would appreciate your commitment to work together to keep momentum and establish the coalition. At the June 2<sup>nd</sup> meeting, several priorities were suggested, including improved mental health for youth. Statistics on suicide ideation, marijuana use, alcohol use, and information shared by our staff and parents indicate that there are many areas where youth need support and that the

school system can't provide the solutions without partnership from the community. Another concern that has been highlighted in recent weeks is the need for additional before-school and after-school childcare. We are currently exploring this subject.

**Goal 5A: Support smooth transition to new Superintendent**

We invite you to join us as we welcome Dr. Mary Czajkowski on July 1<sup>st</sup>, and hope you will each spend some time with her over this summer to help her settle in Lexington. Sharing your perspective with Dr. Czajkowski will be helpful as we continue working together to support excellent public schools for our community.

Finally, one note that is not included in our 2015-2016 goals, but that I would like to raise: future needs at Lexington High School. Your support of the recent modular additions to Lexington High School has been very helpful. Still, I ask you to continue to keep Lexington High School's ongoing facilities needs on the town's list of important priorities as we plan debt financing strategies for the next 5-15+ years. In their Master Plan work, SMMA provided several concepts to address current and long-term needs at LHS, including a brand new facility that could be built by the existing track. As an alternate approach, they presented a set of projects that could be done in sequence, beginning with a 3-story STEAM wing that, when completed, could connect the Foreign Language building and Commons/Music areas. Please keep these concepts in mind as we work to structure (and time) community spending and debt for projects we hope to complete in the next five years, and pay for over multiple decades. Our long-term plan for LHS will influence our decisions around short- and mid-term maintenance.

Sincerely,

Jessie Steigerwald

**Document - 12**



## SCHOOL COMMITTEE GOALS for 2015-2016

### **1. Academic Excellence – Providing supports for enriching learning opportunities for every student**

- A. By June 2016, have a homework policy in place with input from all stakeholders
  - Promote dialogue at each school level, including student, family and staff input
  - Review feedback from 2014-2015 Homework Policy hearings, gather additional feedback, review input from Ad hoc Committee for Youth at Risk 12/2014 report
- B. Support, through providing resources, professional learning to align with district goals
  - Monitor by requesting reports on
    - Staff access to professional learning
    - Staff use of tuition reimbursement funds
    - Total expenditures for professional learning
- C. Provide materials to support each student's learning needs

### **2. Promote Social & Emotional Wellness**

- A. Through a survey, identify reasons for staff and student stress
- B. Use survey results to prioritize actions to reduce unhealthy stress
- C. Develop systemic structures to work in collaboration with municipal officials, the community and families to support student social and emotional wellness both in and out of school

### **3. Improve Safety for All Students and Staff**

- A. Monitor progress on safety and traffic mitigation issues
  - Quarterly updates on progress of safety training
  - Quarterly updates on progress of traffic mitigation issues

### **4. Ensure Infrastructure that Supports School & District Needs**

- A. Further develop 5 Year Capital Plan
  - Continue to work collaboratively with Board of Selectmen, Appropriation Committee, Capital Expenditure Committee, Permanent Building Committee and the community to address rising enrollment issues and capital needs
  - Address short-term over-crowding
  - Evaluate redistricting options
- B. Develop a 3 Year plan of operational needs
  - a. Study enrollment projections
  - b. Analyze operating expense projections
- C. Work with Interim Finance Director to revise budget reporting to School Committee
  - a. Review warrant approval procedures

b. Review and analyze administrative procedures on finance

**5. Transition to new Superintendent and new Administrators**

- A. Support smooth transition to new Superintendent and new Administrators
- B. Workshop with School Committee/Superintendent about entry
- C. Participate in joint School Committee/Administrator retreat
- D. Develop communication norms and plan

# **DOCUMENT 13**

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 2016 and 2017  
Date: June 12, 2015

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

1. Support resources for a new community bus to be used by residents of all ages for congregate transportation programs, e.g., services from schools to Community Center, student field trips, COA field trips, point-to-point Recreation, Human Services, and/or other Town programs.
2. Take the necessary steps to establish a taxi stand in Lexington center. (NOTE: A taxi company is currently interested in providing this service.)
3. Incorporate transportation-related infrastructure and policies to advance implementation of Complete Streets initiatives, e.g., shelters at bus stops, public transportation information kiosks at key locations, first and last mile bicycle and pedestrian connections.
4. Support transportation-related legislation that will continue and/or expand funding for MBTA bus routes and the Suburban Transportation Program.
5. Seek alternative revenue resources for public transit that may not currently be available for operating expenses.

# **DOCUMENT 14**



*Town of Lexington*  
Tourism Committee

Dawn McKenna, *Chair*

(781) 696-4585

MEMORANDUM

TO: Board of Selectmen  
FROM: Lexington Tourism Committee  
DATE: June 18, 2015  
RE: Selectmen Goal Setting FY2016  
CC: Carl Valente, Town Manager

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The Lexington Tourism Committee discussed our FY2016 goals at the meetings of May 8 and June 4, 2014. In priority order they are:

1. Town Manager, Economic Development Director, and Tourism Committee working together as partners to hire and transition a new tourism staff position approved by Town Meeting for FY2016. This would include:
  - a. Assisting in the development of a job description
  - b. Participating in screening recipients
  - c. Serving as an integral part of the interview team
  - d. Training new hire in current operations
  - e. Ensuring that this position remain primarily focused on tourism and not diverted to other economic development projects
2. Continue the transition of tourism operations to town staff expeditiously.
3. Visitors Center – complete the design, build and funding for the Visitors Center project. Of particular concern is ensuring that the Exhibit Designer architectural services (a specialized expertise available through most architectural firms) that was funded by Town Meeting be included in the project from initial design. We raise this concern as it was not part of the RFP for design services for the project.
4. Work with staff to complete following capital projects:
  - a. Battle Green Master Plan Phase I and II (approved in 2011 and funded)
  - b. Battle Green Master Plan Phase III funding
  - c. Battle Green Master Plan integration with Center Streetscape

**Document - 14**

# **DOCUMENT 15**

**Linda Vine**

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**Subject:** FW: Selectmen's Annual Goal Setting: Tree Committee.

**From:** John W Frey [REDACTED]  
**Sent:** Thursday, June 11, 2015 5:22 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.

With the anticipated increase in the number of public projects over the next five years, the Tree Committee strongly encourages the Board of Selectmen to maintain and increase the tree canopy throughout the Town. We would appreciate being made aware, in a timely manner, of any projects which will affect, positively or negatively, the Town tree canopy.

We look forward to your support in the future.

Sincerely,

John Frey, Chairman, Lexington Tree Committee

**Document - 15**



# **DOCUMENT 16**

**Linda Vine**

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**Subject:** FW: Input for BOS goal setting

----- Forwarded Message -----

From: Fernando Quezada [REDACTED]  
To: Cathy Severance <cseverance@lexingtonma.gov>  
Sent: Thu, 11 Jun 2015 20:23:09 -0400 (EDT)  
Subject: Input for BOS goal setting

Dear Cathy,

Pursuant to your request for input to the BOS goal setting, I have received the following statement from one of our 20/20 Vision Committee members. I am pleased to submit this on behalf of our Committee as a whole.

"By 2020, residents of Asian origin are likely to represent 25 percent of Lexington's population. In light of this development, the Board of Selectmen should:

1. Establish and maintain a relationship of trust and mutual respect with the leaders of the Chinese, Indian and Korean communities, which represent the majority of Lexington's Asian population.
2. Collaborate with other Town Leaders, including the PTA/O Presidents Council, in identifying ways for all Lexington to benefit from the presence of a large, highly talented community that has yet to be fully included in the life of Lexington.
3. Work assiduously in the short term to get Asian residents involved in Town affairs, e.g., by making it easy for them to select and join committees to which they can contribute and through which they can expand their personal networks and become increasingly invested in Lexington."

Thank you for your consideration.

Fernando Quezada

**Document - 16**

# **DOCUMENT 17**

**Linda Vine**

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**Subject:** FW: Better Building Goals

**FYI...SUSTAINABLE BUILDING DESIGN**

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**From:** Jon Himmel [REDACTED]  
**Sent:** Wednesday, June 10, 2015 11:27 PM  
**To:** Carl Valente  
**Cc:** Patrick Goddard  
**Subject:** Better Building Goals

Dear Carl,

I am writing this email to you because I will be out of the country when the Better Building Goals are slated to be presented to the Selectman.

The DPF and PBC have been managing building projects consistent with the intent of the Board of Selectman Policy entitled "Sustainable Design Process."

The Process calls for LEED Silver. While LEED is a unusual process "providing" "points" for some odd project attributes, it has become an industry standard. Since it is an industry standard, I recommended that the sustainability proponents use that as their basis and expand the requirements in the area of Energy, Health, and redundancy. I got the impression we were going in that direction at the meeting that you attended with Joe P, Mark S, Dan V, Pat, Shawn, and me. Subsequent to that meeting, Pat created a straw man document that I thought was the right direction; Pat edited the current BoS "Sustainable Design Process" Policy. The straw man document was discussed at the next meeting that I was unable to attend. I get the impression that the process, however, is now drifting back into a more aggressive posture, but I may be wrong.

The DPF and PBC could/would deliver projects with the Ultimate LEED criteria, but that is not what we have been asked to do, nor have the budgets or timelines been sufficient to do that.

The concept of "Better Building Goals" is interesting, but I have to wonder what it is that we have been delivering up to now. While the term/phase "Better Building Goals" is catchy, I find it a bit aggressive and would suggest that the following be considered instead.

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**BOARD OF SELECTMEN POLICY**

***SUSTAINABLE DESIGN PROCESS:*** [REDACTED]

I get what Mark S is trying to achieve and endorse it in concept, but he loses me when he indicates that it will not cost more [first cost] money. I outlined a process at the meeting reference above, that established goals at the project outset and a budget to match. I also get the impression that Mark and company expect to be more involved in the day to day workings of the project rather than being involved in proposing criteria specific to a project and then taking on a verification role thereafter.

I am more interested in being impressed with what the consultant team achieves and not disappointed that the consultant team could not achieve the ultimate standard we "set."

I would be interested in knowing if you and Pat think I am off base.  
Take care,  
Jon

**BOARD OF SELECTMEN POLICY**

***SUSTAINABLE DESIGN PROCESS***

Date Approved by BOS:

September 19, 2005

Signature of Chair:

*Jeanne K. Krieger*

I. PURPOSE

A sustainable design process policy addresses, to the extent possible, the impacts of construction and operation of the built environment, on human health and well-being, on the natural environment, and social cost over the life of the asset. Setting appropriate goals for sustainability during the beginning of any facility project provides the opportunity to optimize the design for the specific project. Areas of optimization will include, but not be limited to, energy efficiency, on site renewables, health, and resiliency.

II. APPLICATION

1. The Town of Lexington shall incorporate sustainable principles into the design, construction, and operation of all town facilities, to the level which is economically viable.
2. Designers selected for all capital projects should be qualified to design and implement sustainable design. The design team should include LEED<sup>TM</sup> accredited professionals.
3. New facility projects over 5,000 square feet shall model achieving all LEED points for two categories, Energy and Atmosphere (includes renewables) and for Indoor Environmental Quality. The modelling will include life cycle costing analysis. An integrative design process will review and model variations of design elements to identify potential for achieving "Platinum", "Gold" and/or "Silver" level performance for these two categories. The second phase of the integrative design process will incorporate the goal LEED points from Energy and Atmosphere and for Indoor Environmental Quality and determine an appropriate project LEED goal.  
New facility projects over 5,000 square feet shall model options that achieve LEED Silver plus all achievable LEED points for two particular categories, Energy and Atmosphere (includes renewables) and Indoor Environment Quality. This will be accomplished by the A/E team. The modeling exercise will have two phases which can be characterized as brainstorming and goal setting. During the brainstorming phase, Phase 1, an integrated design process will create, review, and model various designs to identify potential for

achieving "Platinum", "Gold" and/or "Silver" levels performance for the two above referenced categories. During the goal setting phase, the second phase, the integrative design process will establish an achievable LEED strategy for the project inclusive of first and life cycle costs. It is understood that attaining downstream savings may entail spending upfront, first costs. In general, life cycle costs with a seven year payback or less may be considered.

4. For renovations and/or additions to buildings (over 10,000 square feet) the same process shall be followed as in 3. above for review and modelling variations of design elements to determine options for goal performance. At the end of this process, when the appropriate goals are determined, a cost/benefit analysis will be documented that identifies the gap between the planned scope of work and the scope of work that would be required to achieve LEED Silver and determine an appropriate project LEED goal.
5. For new buildings less than 5,000 square feet and for renovations and/or additions less than 10,000 square feet, the Project team will perform life cycle costing on the systems identified in 3.0 above
6. Resiliency will be incorporated in the projects consistent with the Town requirements.
7. The Department of Public Facilities, under the direction of the Town Manager, will administrate this process and include opportunities for public input (including members of the Permanent Building Committee, Energy Conservation Committee and Sustainable Lexington Committee). It is anticipated that a project goal will be determined early in the process, at the conclusion of the study phase or early in the schematic phase. The goal shall be clearly identified in the request for design funds.
8. The application for LEED™ certification can remain optional, subject to available funding and the discretion of the implementing board or committee.
9. Projects should be budgeted to accomplish implementation of this policy.
10. The Board of Selectmen strongly encourage development in the private sector within the Town of Lexington undertake a similar policy.

### III. BACKGROUND

The US Green Building Council has identified the following benefits of sustainable design:

#### Environmental benefits:

- Enhance and protect ecosystems and biodiversity
- Improve air and water quality
- Reduce solid waste
- Conserve natural resources

#### Economic benefits:

- Reduce operating costs
- Enhance asset value and profits
- Improve employee productivity and satisfaction
- Optimize life-cycle economic performance

Health and community benefits:

- Improve air, thermal and acoustic environments
- Enhance occupant comfort and health
- Minimize strain on local infrastructure
- Contribute to overall quality of life

These benefits can be achieved by many design and construction initiatives. They can include items such as:

- effective use of natural daylight and ventilation
- recycling of demolition building components and materials
- recycling of construction waste
- use of construction materials made from or containing recycled materials
- use of materials that are recyclable
- materials that do not require significant natural resources to manufacture
- use of materials that do not contain materials that are harmful to humans or the environment
- site planning measures that are sensitive to the natural environment
- strategies to maximize water efficiency to reduce the burden on the municipal water supply and waste water systems
- strategies to minimize storm water run off
- strategies to enhance energy conservation and efficiency
- incorporation of renewable energy resources such as: wind, solar and geothermal
- commissioning of engineering systems
- proper operation of the buildings once occupied

The items noted above are just some of the opportunities available for projects. The Leadership in Energy and Environmental Design™ (LEED™) rating system was developed by the US Green Building Council (USGBC). The USGBC was formed in 1993 to accelerate the adoption of green building practices, technologies, policies, and standards. The USGBC developed LEED™ to help stimulate green building market transformation.

LEED™ is a third party certification system designed for rating new and existing commercial, institutional, and high-rise residential buildings. The use of LEED™ helps to establish minimum performance levels, create a common design and construction practices framework, and allows owners to measure its sustainable building performance.

CHPS stands for the Collaborative for High Performance Schools criteria and best practices, which were developed initially for California based on LEED standards, but were specifically tailored for k-12 schools. Massachusetts has adopted the CHPS guidelines and has modified them to better suit Massachusetts standards, codes, climatic conditions and environmental priorities. The Massachusetts Technology Collaborative, a

quasi-state agency charged with growing the state's innovation economy, has managed Massachusetts' Green Schools Initiative in partnership with the Massachusetts Department of Education since 2001. Part of that effort included development of MA-CHPS.

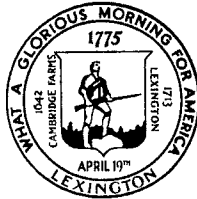
#### IV. REFERENCES

See [www.masstech.org](http://www.masstech.org) for more details on the Green Schools Initiative and on MA-CHPS.

This document includes language from the USGBC web site and the City of Portland Oregon's Green Building Policy.



# **DOCUMENT 18**



## MEMORANDUM

**TO:** Carl Valente, Town Manager

**FROM:** David Kucharsky, Planner

**DATE:** June 24, 2015

**SUBJECT:** Plan of Action Framework to address Town-wide Bicycle & Pedestrian Safety Needs

**Reorganization to further improve coordination of bicycle and pedestrian safety and accessibility efforts**

**Recommendation:** Dissolve both the Bicycle Advisory and Sidewalk Committees in order to create a joint Bicycle-Pedestrian Advisory Committee (BPAC). Staff have had initial conversations with both of the Committee Chairs who are in favor of this approach. The Sidewalk Committee currently oversees the New Sidewalk Request Process – moving forward this should be administered by the Transportation Safety Group (TSG) which currently does include representatives from the Bike and the Sidewalk committees and should continue to maintain representatives from a new combined committee.

**Additional Steps:**

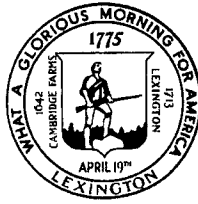
- Develop a new charge for the combined committee that is agreed upon by both the Bicycle and Sidewalk Committees.
- New Sidewalk Request Process would need to be revisited and revised accordingly to be overseen by TSG.
- Revise TSG charge to reflect changes.

**Education to further improve public awareness of bicycle and pedestrian safety issues as well as promotion of ongoing programs, projects and other associated initiatives**

**Recommendation:** The Sidewalk Committee is also responsible for overseeing the Safe Routes to School program which is currently housed as a sub-committee and administered by volunteers. Determine if this program should be managed by a staff person as well as consider if this role should be expanded to oversee the coordination of town-wide bicycle and pedestrian programs (see Bicycle Advisory Committee input to Board of Selectmen Goal Setting for further details). Committee members have made similar requests in the past to have these responsibilities assigned to staff. However, existing staff from both the School and Town Departments are unable to take on additional tasks at this time. Having a clear understanding of the role and responsibilities of this position is needed to help determine the feasibility of this request.

**Additional Steps:**

- Determine role and responsibilities (full or part time position; staffing location)
- Identify funding sources (explore possible funding opportunities including future PTDM agreements as well as state and federal grants)



## MEMORANDUM

### **Augment Crash Data Collection to Improve Decision Making**

**Recommendation:** Aspire to use capabilities of new Police/Fire Dispatch System to improve collection of crash information as it pertains to bicyclists and pedestrians. Requires coordination with Planning, Engineering and Police Departments.

#### **Additional Steps:**

- Short term - determine if police could extract any crash details from existing reporting system
- Long term - determine capabilities of new software and feasibility of using it for this purpose

### **Improve Safety Request Tracking & Communication with Public**

**Recommendation:** Continue to improve the intake and tracking of safety requests as well as the implementation of recommendations. Aspire to use technology to facilitate future improvements. Requests and any subsequent work orders should be tracked electronically and notifications, indicating work has been completed, should be submitted as such. Requires coordination with Planning, Police, Engineering and Highway Departments.

#### **Additional Steps:**

- Determine capabilities of existing Town software which processes work orders
- Determine if recently purchased tablets can be used by DPW staff in the field for this purpose
- Revisit and revise Traffic Calming Policy to designate TSG as the main evaluator of traffic calming issues and determine if additional changes are necessary by evaluating the process and outcomes associated with recently implemented traffic calming measures.

### **Prioritize Funding for Bicycle & Pedestrian Safety Needs**

- Consider seeking additional capital funds at Town Meeting which would not only be allocated to existing sidewalk maintenance but would also cover costs associated with any surveying/feasibility analyses, as well as the design and construction of new sidewalks.
- Establish fund for TSG to implement traffic mitigation studies and other work orders that are recommended by the working group.

Document - 18

# **DOCUMENT 19**



## Regional Housing Services Office

*Serving Acton, Bedford, Burlington, Concord, Lexington, Sudbury and Weston*

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141 Keyes Road  
Concord MA 01742  
(978) 287-1090

[info@RHSHousing.org](mailto:info@RHSHousing.org)

Date: June 23, 2015  
To: Carl Valente  
From: Liz Rust  
CC: Aaron Henry  
RE: Lexington HOME-funded Tenant Based Rental Assistance Program (TBRA)

Carl,

We are exploring implementing a rental assistance program with the Town's HOME funds, modeled after a similar program in Waltham.

In this program, the Town of Lexington would offer rental assistance to income qualified residents, providing assistance in the form of security deposits and first month rent, with the intention of assisting households in obtaining and retaining permanent housing, helping to reduce and eliminate housing barriers.

The program is designed to meet HOME Program requirements and will utilize Lexington's annual HOME Program Allocation, currently \$34,600. With an estimated budget of \$4,000 per case, this may translate to approximately 8 cases per year. The assistance provided is in the form of a grant, with no repayment due to the Town.

From a detail perspective, the Program will serve low income (60% AMI) households with security deposit and first month's rent for apartments at affordable rent limits. These apartments must pass housing quality standards and must be rented at low, affordable rents. It is likely that the Program will be used for units that are already restricted as affordable. The program will operate on a first come, first served basis as long as funding is available.

This is an appropriate use of HOME funds, and allows Lexington to expend their funds in the community in the 15 month 'exclusive use period', after which the funds transfer to the Consortium-level pool.

This program requires approval from the Selectmen (as it is a substantial change to the Annual Action Plan) with a public hearing. We are prepared to implement the program in the fall providing the Town approves the plan this summer.

Thank you,

Elizabeth Rust

# **DOCUMENT 20**



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Concord MA 01742  
(978) 287-1090

[info@RHSOhousing.org](mailto:info@RHSOhousing.org)

See Section – Resale and Income Restrictions

April 14, 2015

To: Carl Valente

From: Liz Rust

CC: Aaron Henry

Re: LexHAB as Monitoring Agent, and the Town role - DRAFT

I am writing in response to your inquiry from Pat Nelson that was referred to you by Selectman Norman Cohen on the role of the Town in the units where LexHAB is either the Monitoring Agent (Muzzey) or the Owner. I have described our findings and included some possible next steps for your consideration. We await your direction before proceeding.

In November 2014, LexHAB asked the Town to clarify how the Town wanted to handle evictions where LexHAB is the property owner, and residency violations at Muzzey, where LexHAB is the Administrator.

LexHAB (Lexington Housing Assistance Board) was created through special legislation of the ACTS of 1983, Chapter 521 AN ACT ESTABLISHING A NONPROFIT HOUSING CORPORATION FOR THE TOWN OF LEXINGTON. The Board was subject to the supervision of the Board of Selectmen, which included Selectmen appointment of board members, Selectmen approval for contracts, land interests, and other business matters. LexHAB was to obtain its own insurance, and have annual audits performed with reports filed with the Town. LexHAB is tax-exempt and can arrange for Payment-in-Lieu of real estate taxes with the Assessor's Office.

LexHAB enjoys the general Town support as the 'preferred' affordable housing developer, and Town meeting regularly appropriates funds (more recently through CPA) to LexHAB.

Through the years since its charter, LexHAB has developed and acquired 64 units of affordable housing which it manages as a single portfolio. Most of these units (37, 58%) are 'counted' on the State's 40B SHI inventory, and twelve (12) of the SHI units are restricted through a recorded Regulatory Agreement. The Regulatory Agreements more formally obligate the Town to monitor the units, specifically requiring an annual certification that the units are in full compliance with the State's affordable housing program. In general, there may also be an inference that recording the units on the State's SHI makes assumptions on the unit's eligibility. Irrespective of the SHI, all units are subject to Mass General Laws, including Fair Housing Laws.

**LexHAB as Property Owner:** As property owner of the 64 units of affordable rental housing in Lexington, LexHAB is responsible for all leasing functions in accordance with all applicable laws and regulations. These functions include maintaining the units, selecting new tenants from waiting lists, certifying existing tenants on an annual basis as Eligible Tenants, and collecting rents in accordance with the lease and agreements. The RHSO performed basic monitoring of these functions for the units restricted through Regulatory Agreements for the first time in 2014, and plan to continue annual monitoring.

**Eviction Process:** In terms of rent collections, LexHAB is very generous in its rent subsidies, and rents are initially set at 30% of a tenant's actual income, irrespective of LexHAB's maintenance costs. If the tenant gets behind on their rent, LexHAB works with the tenant to devise a (long) payment plans to make up for the rent arrears. They work closely with tenants, and allow the tenant to generate the payment plan. This process goes on for at least 2 years. After that, LexHAB (through their retained attorney) sends a stern letter, but does not start the formal eviction process (issuing a Notice to Quit).

Like the Town, LexHAB is concerned about evicting tenants with children in the school system other special situations. All parties want it to be as least disruptive as possible, given a difficult situation.

The questions raised by LexHAB to the Town were:

- Who in the Town should be notified?



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- At what stage in the process?
- Will Town counsel handle the notice to quit and legal process?

After thoughtful discussion, LexHAB proposed that, in the event of an eviction situation, they would retain and pay for proper counsel (litigation counsel), and manage the process. The Town (through the Town Manager) would be notified when and if this occurs and would be copied on any Notice to Quit, or other legal proceedings. LexHAB will not notify Town Counsel directly, and Town Counsel will not otherwise take charge.

**LexHAB as Muzzey Administrator:** The Muzzey School was converted to condominiums in 1984. The requirements for governing the units are identified in the Quitclaim Deed, the Land Disposition Agreement, the Master Deed, the Declaration of Trust documents. The Muzzey School was approved by Town Meeting, with the intent to provide moderate income housing opportunities – with moderate defined as households earning between 80% and 120% of Area Median Income, as inferred from the Town's 1983 Annual Report and the Town's planning's policy at the time.

There are 71 total units, of which 59 are owned by moderate income households, and 12 are owned by LexHAB to be rented as part of their portfolio.

Throughout those documents, LexHAB is named as the Administrator named for all 71 condominium units at the Muzzey School.

**Residency Requirement:** The units owned by individual qualified unit owners are required to be owner occupied. Several units have been leased from time to time without LexHAB or town approval.

LexHAB has posed the following similar questions to the Town:

- What is the protocol for handling this situation?
- Is LexHAB authorized to send an initial demand letter?
- Will Town counsel take over? At what stage in the process?
- Should we be sending notification to the Town? To the Town Manager? To the Selectmen? At what stage in the process?

Approval by the Condominium Board is needed for any owner to lease a unit out except for the Town of Lexington or in the case of a mortgage foreclosure. In addition, the approval of the Muzzey Administrator is required. The Condo Board is authorized (Declaration of Trust on page 7 Section 5.1 (m)) to levy fines of \$5.00 per violation per day. The Muzzey Administrator, though, has no enforcing power identified, and would need to litigate to enforce the violation.

The following steps can be taken to *start* to address the situation of unapproved renters.

One: Communicate with the Condominium Board to explore their willingness to impose the financial penalty when a residency violation is discovered.

Two: Communicate with the owners requiring residency certification. This is a standard task of the RSHO, require owners to certify that their unit is their primary residence. This communication educates the owner and establishes a communication. The letter would come under the LexHAB direction.

**Resale and Income Restrictions:** The other item to review at Muzzey is the resale price methodology and the effect over the thirty years that the units have been in existence. While there is a restriction on the sales price for the Muzzey units as well as a restriction on the income of the buyers, these may not be serving the original intent of the Town.





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The current Muzzey resale procedure calculates a maximum resale price, using a formula that assumes 5% appreciation per year. [This was changed from 4% to 5% in 1992 through a Board of Selectmen vote, and an amendment to the Deed.] The maximum household income is then determined based on the maximum sales price and a multiplier [found in the Deed].

We can use the recent sale of unit 351, which sold on 11/25/14, to illustrate the figures.

The maximum resale price was calculated at \$295,011 (\$289,843.64 plus \$5167.37 of approved capital improvements for new windows), and the maximum income was \$196,770 (or 250% of the AMI). It was listed for \$287,000 and sold for \$290,000. The buyer had a household income of 107% of the Area Median Income, well within the moderate income range.

In summary, the current requirements do not restrict the Muzzey units for moderate income households, defined as households earning 80% - 120% of the Area Median Income though at times, the buyer does meet those income limits. Additionally, as the unit prices increase, the 5% appreciation factor will generate higher and higher prices.

We have informally discussed possible remedies including revising the deed restriction to implement restrictions on buyer income and to redefine the maximum resale price. This could be implemented in many ways, keeping the level of affordability the same, standardizing the level of affordability to 120%, or any of the above. We would start with a legal review of the controlling documents to see how new restrictions could be implemented in a phased approach – only at resale – and then go from there. This project would include communication to the owners, the condominium board and involve both the Town and LexHAB.

# **DOCUMENT 21**

## Senior Management Team Recommended Goal to the Board of Selectmen – Diversity

In December of 2013, Lexington 2020 Vision Committee's Subcommittee on Demographic Change completed a report entitled *Civic Participation by Asian Residents of Lexington: Experiences, Findings, and Recommendations*. The report included suggestions for how the Town could improve efforts to reach, engage, and involve members of Asian community. Below are some of the ways in which departments have been acting on the report's suggestions. Some items are "of the moment" responses to neighborhood or societal concerns, others are ongoing efforts meant to strengthen existing relationships and foster new ones.

- In December 2014, the Lexington Police Department and IAL convened a meeting for the Indian community after a spate of burglaries at residences belonging to Indian residents.
- Human Services Department – Sponsors the "Evergreen Group," an information and support group for Chinese seniors.
- The Fire Department received a Dana Home Foundation grant to teach fire and cooking safety. The Human Services Department's grant from the Executive Office of Elder Affairs provided the funding for a translator at programs for Chinese residents who live in the public housing villages.
- CAAL and the Cary Library hosted a Day of Chinese Culture for the community with a full day of events at the Library and LHS.
- LPD is currently recruiting for cadets with Mandarin language skills. Many departments have stepped up their efforts to recruit diverse staff.
- Interfaith Clergy Association hosted a Conversation on Race (April 30, 2015) which was attended by Town staff. This meeting reinforced the importance of hosting regular community dialogs on the topic of what it means to make Lexington an inclusive community.
- CAAL and IAL invited increased participation on the part of Town Selectmen and staff, responding to their members requests for more information about Town services, government structure, and opportunities to get involved.

### Follow-up suggestions for Board of Selectmen:

- Consider hosting (or co-hosting) a quarterly series of community conversations based on some of the conversations generated by the Interfaith Clergy Association's recent public meeting.
- Consider providing small "diversity grants", possibly through the Fund for Lexington, that can be applied for by departments or community groups who need a small amount of funding to cover room fees, food, or translation services for public events.

Submitted by: Koren Stembridge & Chief Mark Corr

June 2015

# **DOCUMENT 22**

**Senior Management Team Recommended Goal to the Board of Selectmen - Board & Committee Action and Communication**

Board and Committee goals and priorities, decisions and action taken, actively undertaken on behalf of the community, shall be within the scope of the identified charge and openly communicated to allow for public understanding and participation, i.e., greater transparency.

1. Appointing authority identifies standard/commonly established communication systems to guide Chairs in their role;
2. Appointing authority seeks Board/Committee review of 'charge', at least every five years which shall be brought forward for appointing authority reaffirmation and/or amendment;
3. Responsibility for creation of board/committee meeting minutes are clearly assigned, minutes approved in timely manner and forwarded electronically for archiving with the Town Clerk/Archives;
4. Reports and board/committee records are forwarded electronically for archiving with the Town Clerk/Archives;
5. Annually reaffirm the retention practices of each Board/Committee;
6. Required conflict of interest and open government/public records procedures are fulfilled by committee members;
7. Public Records requests of Boards/Committees shall be immediately forwarded to assigned department staff and Town Clerk for timely response, with identified procedures

Submitted by Donna Hooper  
June 2015

**Document - 22**

# **DOCUMENT 23**

## **Senior Management Team Recommended Goal to the Board of Selectmen Goal – Communication**

Develop a more robust plan for communicating with residents and other stakeholders

### Issues:

- How to get emergency and non-emergency information out consistently and in timely manner
- How get people to pay attention
- How coordinate getting the word out on events - Is there an application that aggregates multiple calendars?
- Need plan, central point of coordination
- Need comprehensive process for identifying information needs and posting:
  - Proactive
  - Reactive

### Ideas:

- Share communications person with schools, or other towns?
- At least annually – through schools, newcomers, tax bill inserts - remind people of the Town's communication mechanisms
- Review, revise and assign subscription lists - List-servs need care and feeding
- Use ticklers to schedule coordinated information release
- Short video based on Citizens' Academy
- Mini-PSAs – LexMedia? LHS?
- Periodically survey the community

Submitted by: Candy McLaughlin – June 2015

# **DOCUMENT 24**



## Senior Management Team Recommended Goal to the Board of Selectmen – Youth Services

### Background information:

In its report to the Selectmen in 2004, the Youth Task Force reported that “Lexington has a wide variety of services for youth but lacks coordination”. The report went on to recommend the hire of a Youth Services Coordinator, funding of the School Resource Officer position and the formation of a Youth Services Council to address the coordination of youth and family services in Lexington.

In 2008, the Social Services Department was reorganized to include a more robust Youth and Family Services division and the creation of a Youth Services Council (YSC). The YSC meets monthly and its mission is to bring together Municipal, School and Community leaders with the major role of identifying unmet needs, planning and coordinating programs. The YSC facilitates interdepartmental collaboration and community participation.

Today, the Youth Services Council has Town, School and Community members that includes the Board of Selectmen, School Committee, Town Departments, Cary Library, PTA/PTO leaders, School Guidance and Counseling, community and student members. The Human Services Department connects residents with information, referrals, counseling services, crisis intervention and support and collaborates with the public schools, library, recreation and community program department, community groups, private therapists and non-profits. The Recreation and Community Programs Department and Cary Library provide thousands of hours of programming for youth every year.

In 2013, the Lexington Youth Risk Behavior survey noted that our youth continue to struggle with high levels of stress and academic pressure, with 95% of the students reporting being under some stress. Rates for alcohol and drug use are trending slightly down, with 67% of students reporting that they have had at least one drink. *Of note is that 15% of students (n=247) reported that they had seriously considered suicide in the last 12 months. This number is up from 13% in 2011.*

In February 2014, the Lexington School Committee formed the Ad hoc Committee for Youth at Risk. This committee has made several recommendations to the School Committee and Selectmen to address youth issues. Many of these recommendations are in place, and include: Stress Reduction Programs, Media Violence and the Effect on Children, Cyberbullying, Community-wide discussions on Underage Drinking and Marijuana and Youth and the CHNA 15 funded Mental Health First Aid initiative. We have recommended that the report of the Ad hoc Committee for Youth at Risk be referred to the Youth Services Council so that the identified needs can be addressed.

We ask that the Selectmen consider the following for the 2016-2017 Goal Setting session:

- Enhance the role of the Youth Services Committee,
- Agree that providing services for youth and families must include the joint efforts of Schools, Town and Community, *including parents and legal guardians*,
- And clarify the role of municipal government in providing services to at risk youth and their families in the Town of Lexington. (Town of Natick model, see below)
  - Build partnerships with Community leaders, groups and organizations
  - Create a strong “safety net”
  - Develop programs, services and initiatives our residents feel are important
  - Maximize access to services through Town wide information and materials

Submitted by: Charlotte Rodgers, Karen Simmons, Koren Stembridge – June 2015

**Document - 24**



MEMORANDUM

TO: Board of Selectmen

FROM: Linda Vine, Deputy Town Manager

DATE: June 26, 2015

SUBJECT: Senior Management Team Organizational & Interdepartmental Initiatives

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For information purposes we have provided a copy of the organizational goals and interdepartmental initiatives that Senior Manager's and staff will be focused on for the coming year.

## FY2016-17 SMT Organizational Goals

#	Strategic Issue/Goal Area	Objective	What	Who
1	Community Center Planning	Continue to develop policies & procedures, establish programming objectives, confirm governance model	Design a comprehensive intergenerational, multicultural community center for Lexington	Charlotte, Karen, Linda
2	Organizational Communication Plan & Protocols	Expand public communication – develop comprehensive and coordinated plan for communicating with and engaging the community	<p>~ensure effective organizational coordination of public communication</p> <p>~maintain consistent Town look and feel while encouraging individual style and message</p> <p>~regularly assess usability and effectiveness of public communication tools and programs</p> <p>~Coordinate handling of “wicked” situations</p>	Carl, Donna, Candy
3	Succession Planning	Share departmental practices and engage mid-level managers in organizational decision-making in order to retain institutional knowledge and prepare the organization for leadership turnover.	<p>~Pass on institutional knowledge;</p> <p>~Recruit, select, train, coach and promote the best people</p> <p>~ Share department practices; Identify opportunities for mid-level managers</p>	Carl, Linda,
4	Technology Collaboration	Promote culture of shared technology applications and practices, governed by sound organizational policies and procedures and oriented toward meeting both specific and general needs.	<p>~ensure maximum use of organizational applications for both common and specific department purposes (Munis, Laserfiche, ViewPermit, GIS, Electronic Board Documents)</p> <p>~Use agile approach to adopting mobile technology</p> <p>~regularly assess cost-benefit of existing and new technology</p> <p>~adopt portfolio project management perspective when considering new technology</p> <p>~promote “desktop” technology literacy</p>	Donna, Candy, John
5	Culture of Diversity	Work to ensure that municipal services address the needs of Lexington’s culturally diverse community.	<p>~Continue progress to build relationships with all departments, attend CAAL Board Meetings, upcoming Police &amp; Fire</p> <p>~ Continue the appointment of diverse residents to Boards and Committees</p> <p>~involve in community center programming.</p>	Koren, Candy

			~Interfaith Clergy work on race relations assist with further discussions and initiatives in this area.	
6	Internal Controls	Analyze the organizational assets that are vulnerable to abuse; revise existing policies and develop any new policies that may be necessary to ensure the protection of those assets.	~SMT reviewing list of assets that require safeguarding,	Rob, Mark, Bill, Denise

## Interdepartmental Initiatives FY16-17

Lead	Project*	Other Depts.
1. Candy	ViewPermit - implement software to provide a comprehensive electronic permit management and tracking system.	Building, Fire, Planning, Zoning, ED, Conservation
2. Linda	Land Use Re-organization - Recruit and hire position. Consider integration issues and plan team building for the divisions under ATM for Development.	Bldg. Planning, Conservation, ED, Health?
3. ATM Dev.	Design Review Team (DRT) - evaluate process and increase collaboration	Planning, Ec.Dev., Police, Fire, Eng. DPW, Building, Con.
4. John	Emergency Planning Updates - COOP & CEMP	SMT - all departments
5. Melisa	Pilot in lieu of Parking (PILOP) policy development	Planning Dept. Carl, ATM - Dev
6. Melisa	Parking Management - implement phase 1 of parking management/parking meter plan	Planning Dept. Police Staff
7. Melisa / Aaron	Center Business Diversity - banking moratorium	Zoning, Planning Dept.
8. John, Mark, Donna	Public Safety Software	Police, Fire, IS
9. Denise	Comprehensive Benefits database	Finance, School, IS
10. Denise	Develop Municipal Human Resource Manual	Schools, Finance
11. David K.	Transportation Safety - TSG timely response to requests, advance bicycle and pedestrian safety in keeping with TM resolution, advance recommendation identified in the Parking Management & Implementation Plan	Police, Engineering, Schools
12. John L.	Center Streetscape Project	ED, Planning
13. Charlotte	Interdepartmental communication / protocol for responding to at-risk populations	SMT

\* ***SMT will provide quarterly updates to the group***