

SELECTMEN'S MEETING
Tuesday, June 19, 2018
Estabrook Hall, Cary Memorial Building
8:00 AM

AGENDA

ITEMS FOR INDIVIDUAL CONSIDERATION

- | | |
|--|------------|
| 1. Approve Sale of Bond Anticipation Notes (5 min.) | 8:00 a.m. |
| 2. FY2019-2020 Goal Setting | 8:05 a.m. |
| <ul style="list-style-type: none">• 8:05 a.m. Introduction (Suzie Barry)• 8:10 a.m. Review Status of FY2018-2019 Goals (Carl Valente)• 8:25 a.m. Discuss Proposed Goals, FY2019-2020 | |
| 3. Recess for Lunch Break (45 min.) | 11:30 a.m. |
| The meeting will recess for approximately 45 minutes for a lunch break. When it resumes the Board will enter executive session. | |

EXECUTIVE SESSION

- | | |
|--|---------------|
| 1. Exemption 3: Collective Bargaining Update - Library Union (25 min.) | 12:15
p.m. |
| 2. Exemption 3: Collective Bargaining Update - DPW Union (15 min.) | 12:40
p.m. |

ADJOURN

- | | |
|----------------------------|---------------|
| 1. Anticipated Adjournment | 12:55
p.m. |
|----------------------------|---------------|

The next regularly scheduled meeting of the Board of Selectmen is scheduled for Monday, June 25, 2018 at 6:30 p.m. in the Selectmen's Meeting Room, Town Office Building, 1625 Massachusetts Avenue.

*Hearing Assistance Devices Available on Request
All agenda time and the order of items are approximate and
subject to change.*



AGENDA ITEM SUMMARY

LEXINGTON BOARD OF SELECTMEN MEETING

AGENDA ITEM TITLE:

Approve Sale of Bond Anticipation Notes (5 min.)

PRESENTER:

Carolyn Kosnoff, Assistant Town
Manager for Finance

ITEM NUMBER:

I.1

SUMMARY:

A vote is requested for this agenda item.

The Board will be asked to approve the sale of Bond Anticipation Notes.

SUGGESTED MOTION:

See attached vote.

FOLLOW-UP:

Finance.

DATE AND APPROXIMATE TIME ON AGENDA:

6/19/2018

8:00 a.m.

ATTACHMENTS:

Description	Type
<input type="checkbox"/> Vote	Backup Material
<input type="checkbox"/> BAN results	Exhibit
<input type="checkbox"/> BAN purposes	Exhibit

VOTE OF THE BOARD OF SELECTMEN

I, the Clerk of the Board of Selectmen of the Town of Lexington, Massachusetts (the "Town"), certify that at a meeting of the Board held June 19, 2018, of which meeting all members of the Board were duly notified and at which a quorum was present, the following votes were unanimously passed, all of which appear upon the official record of the board in my custody:

Voted: to approve the sale of \$12,116,855 3.00 percent General Obligation Bond Anticipation Notes of the Town dated June 21, 2018 and payable February 15, 2019 (the "Notes") to J.P. Morgan Securities LLC at par and accrued interest plus a premium of \$113,777.27.

Further Voted: that in connection with the marketing and sale of the Notes, the preparation and distribution of a Notice of Sale and Preliminary Official Statement dated June 6, 2018, and a final Official Statement dated June 13, 2018, each in such form as may be approved by the Town Treasurer, be and hereby are ratified, confirmed, approved and adopted.

Further Voted: that the Town Treasurer and the Board of Selectmen be, and hereby are, authorized to execute and deliver a significant events disclosure undertaking in compliance with SEC Rule 15c2-12 in such form as may be approved by bond counsel to the Town, which undertaking shall be incorporated by reference in the Notes for the benefit of the holders of the Notes from time to time.

Further Voted: that we authorize and direct the Treasurer to establish post issuance federal tax compliance procedures in such form as the Treasurer and bond counsel deem sufficient, or if such procedures are currently in place, to review and update said procedures, in order to monitor and maintain the tax-exempt status of the Notes.

Further Voted: that each member of the Board of Selectmen, the Town Clerk and the Town Treasurer be and hereby are, authorized to take any and all such actions, and execute and deliver such certificates, receipts or other documents as may be determined by them, or any of them, to be necessary or convenient to carry into effect the provisions of the foregoing votes.

I further certify that the votes were taken at a meeting open to the public, that no vote was taken by secret ballot, that a notice stating the place, date, time and agenda for the meeting (which agenda included the adoption of the above votes) was filed with the Town Clerk and a copy thereof posted in a manner conspicuously visible to the public at all hours in or on the municipal building that the office of the Town Clerk is located or, if applicable, in accordance with an alternative method of notice prescribed or approved by the Attorney General as set forth in 940 CMR 29.03(2)(b), at least 48 hours, not including Saturdays, Sundays and legal holidays, prior to the time of the meeting and remained so posted at the time of the meeting, that no deliberations or decision in connection with the sale of the Bonds or the Notes were taken in executive session, all in accordance with G.L. c.30A, §§18-25, as amended.

Dated: June 19, 2018

Clerk of the Board of Selectmen

Town of Lexington, Massachusetts

\$12,116,855 General Obligation Bond Anticipation Notes

Sale Date: 6/14/2018
Dated Date: 6/21/2018
Delivery Date: 6/21/2018
Due Date: 2/15/2019
Days Per Year: 360
Day Count: 234
Bank Qualified: No
Rating: MIG-1



Bidder	Underwriter	Principal	Coupon Rate	Premium	Interest	Net Interest	NIC	Prorata Premium	Prorata Interest	Award	Reoffering Yield
J.P. Morgan Securities LLC	•	\$12,116,855	3.00%	\$113,777.27	\$236,278.67	\$122,501.40	1.5554%	\$113,777.27	\$236,278.67	\$12,116,855	
Eastern Bank	•	\$12,116,855	2.25%	\$45,444.26	\$177,209.00	\$131,764.74	1.6730%				
TD Securities	•	\$12,116,855	3.00%	\$101,539.24	\$236,278.67	\$134,739.43	1.7108%				
Oppenheimer & Co., Inc.	•	\$12,116,855	2.75%	\$72,638.00	\$216,588.78	\$143,950.78	1.8277%				
Century Bank		\$5,001,855	2.45%	\$10,004.00	\$79,654.54	\$69,650.54	2.1423%				
Award Totals								\$113,777.27	\$236,278.67	\$12,116,855	

Weighted Average Net Interest Cost: 1.5554%

MUNICIPAL PURPOSE LOAN

Town of Lexington, Massachusetts

\$12,116,855 General Obligation Bond Anticipation Notes

Sale Date: 6/14/2018
 Dated Date: 6/21/2018
 Delivery Date: 6/21/2018
 Due Date: 2/15/2019
 Bank Qualification: No



Purpose	Vote Date(s)	Reference	Article Number	Amount Authorized	Previous Issues	Bonds, Grants, and/or Paydowns	Renewal This Issue	New This Issue	Total This Issue	Balance Unissued	Original Issue Date	Prorata Interest	Gross Prorata Premium	
Dam Repairs (Old Res) Planning	4/9/2014	7(7)	10I	\$150,000	\$0	\$148,656	\$0	\$1,344	\$1,344	\$0	6/21/2018	\$26.21	\$12.62	EXEMPT
Middle Schools - Additions and Remodeling	3/21/2016	7(1)	2B	\$62,197,200	\$0	\$54,549,000	\$0	\$2,500,000	\$2,500,000	\$5,148,200	6/21/2018	\$48,750.00	\$23,475.00	
Storm Drain Improvements	4/11/2016	7(1)	10D	\$340,000	\$0	\$150,000	\$0	\$190,000	\$190,000	\$0	6/21/2018	\$3,705.00	\$1,784.10	
Culvert Replacement	4/11/2016	7(1)	10I	\$390,000	\$0	\$121,935	\$0	\$220,000	\$220,000	\$48,065	6/21/2018	\$4,290.00	\$2,065.80	
Fire Ladder Truck	4/11/2016	7(1)	10R	\$875,000	\$0	\$869,615	\$0	\$5,385	\$5,385	\$0	6/21/2018	\$105.01	\$50.57	
Wastewater System Improvements	5/9/2016	7(1)	12A	\$968,000	\$0	\$0	\$0	\$968,000	\$968,000	\$0	6/21/2018	\$18,876.00	\$9,089.52	
Pump Station Upgrades	5/9/2016	7(1)	12B	\$800,000	\$0	\$250,000	\$0	\$250,000	\$250,000	\$300,000	6/21/2018	\$4,875.00	\$2,347.50	
LPS Technology Capital Request	3/29/2017	7(9)	15B	\$1,331,900	\$0	\$926,900	\$0	\$405,000	\$405,000	\$0	6/21/2018	\$7,897.50	\$3,802.95	
LHS Guidance Space Mining	3/29/2017	7(1)	16H	\$230,200	\$0	\$0	\$0	\$230,200	\$230,200	\$0	6/21/2018	\$4,488.90	\$2,161.58	
Equipment Replacement	4/5/2017	7(1)	12C	\$1,063,000	\$0	\$800,000	\$0	\$263,000	\$263,000	\$0	6/21/2018	\$5,518.50	\$2,657.37	
Sidewalk Improvement	4/5/2017	7(1)	12H	\$800,000	\$0	\$500,000	\$0	\$300,000	\$300,000	\$0	6/21/2018	\$5,850.00	\$2,817.00	
Dam Repair	4/5/2017	8(24)	12I	\$760,000	\$0	\$0	\$0	\$350,000	\$350,000	\$410,000	6/21/2018	\$6,825.00	\$3,286.50	
Bikeway Bridge Renovations	4/5/2017	7(1)	12M	\$249,426	\$0	\$0	\$0	\$249,426	\$249,426	\$0	6/21/2018	\$4,863.81	\$2,342.11	
Westview Cemetery Building Design	4/5/2017	7(7)	12O	\$270,000	\$0	\$200,000	\$0	\$70,000	\$70,000	\$0	6/21/2018	\$1,365.00	\$657.30	
Center Track and Field Reconstruction	4/4/2018	7(1)	10	\$3,340,000	\$0	\$0	\$0	\$300,000	\$300,000	\$3,040,000	6/21/2018	\$5,850.00	\$2,817.00	
Lexington Children's Place Construction	4/9/2018	7(1)	12	\$11,997,842	\$0	\$0	\$0	\$2,250,000	\$2,250,000	\$9,747,842	6/21/2018	\$43,875.00	\$21,127.50	EXEMPT
45 Bedford Street Fire Station Replacement	4/9/2018	7(1)	13	\$18,820,700	\$0	\$0	\$0	\$2,000,000	\$2,000,000	\$16,820,700	6/21/2018	\$39,000.00	\$18,780.00	EXEMPT
Lexington Police Station Rebuild- Design	4/9/2018	7(7)	14	\$1,862,622	\$0	\$0	\$0	\$150,000	\$150,000	\$1,712,622	6/21/2018	\$2,925.00	\$1,408.50	
Public Facilities Electrical System Replacement	4/9/2018	7(1)	20I	\$544,500	\$0	\$0	\$0	\$544,500	\$544,500	\$0	6/21/2018	\$10,617.75	\$5,112.86	
Visitors Center Design and Construction	4/2/2018	7(1)	22	\$4,375,000	\$0	\$0	\$0	\$150,000	\$150,000	\$4,225,000	6/21/2018	\$2,925.00	\$1,408.50	
LPS Technology Program	4/9/2018	7(9)	19	\$1,715,300	\$0	\$0	\$0	\$700,000	\$700,000	\$1,015,300	6/21/2018	\$13,650.00	\$6,573.00	
Totals				\$113,100,690	\$0	\$58,516,106	\$0	\$12,116,855	\$12,116,855	\$42,467,729		\$236,278.67	\$113,777.27	

AGENDA ITEM SUMMARY

LEXINGTON BOARD OF SELECTMEN MEETING

AGENDA ITEM TITLE:

FY2019-2020 Goal Setting

PRESENTER:

Board Discussion

ITEM NUMBER:

I.2

SUMMARY:

No vote is requested for this agenda item.

This is the Board's annual goal-setting session for the coming two fiscal years. Goals identified during this process will be used by the Town Manager and staff in preparing the FY20 budget recommendations.

Senior staff will be in attendance to hear the Board's discussion and answer questions. Middle managers will also attend as part of the Town's management sustainability plan.

SUGGESTED MOTION:

NA

FOLLOW-UP:

TMO will update the Board's goals, based on the discussion. In past year's, the Board had an additional discussion to prioritize goals and assign a lead selectman to each goal.

DATE AND APPROXIMATE TIME ON AGENDA:

6/19/2018

8:05 a.m.

ATTACHMENTS:

Description	Type
☐ BOS Goal Setting Agenda 6-19-18	Backup Material
☐ Goal Status FY18 - FY19	Backup Material

- Ranked Goals FY19 - FY20
- Committee Input
- SMT Goals
- References

- Backup Material
- Backup Material
- Backup Material
- Backup Material



Town of Lexington, Massachusetts

**Board of Selectmen
FY2019-2020 Goal Setting
Estabrook Hall
Tuesday, June 19, 2018**

Agenda

Meeting Objective:

Seek consensus on Board's goals and work plan for FY2019-20

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

8:00 a.m. Introduction (*Suzie Barry*)

- 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

8:35 a.m. Review Status of FY2018-2019 Goals (*Carl Valente*)

- Identify existing goals to be continued

8:45 a.m. Discuss Proposed Goal Topics (*Suzie Barry*)

- 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.

12:00pm Adjourn

Participants: Board of Selectmen

Staff: Town Manager, Senior Management Team, Representative Group of Middle Managers

Status Report: Update on Board of Selectmen FY 2018-2019 Goals

	Topic Areas	Proposed Selectmen Goals	Proposed Selectmen Policies	Status
1	Public Safety Facilities	<p>Establish design plans and determine location for swing space and permanent Fire and Police facilities.</p> <p>Action Items:</p> <ol style="list-style-type: none"> 1. Review conceptual design for Fire Station. Schedule for Town Meeting vote. 2. Continue to evaluate the mitigation that might be necessary to alleviate service impacts of temporary Fire and Police swing space. 		<p>Town Meeting approved Fire Station construction as well as approved construction for temp swing space at 173 Bedford St. Construction began at 173 Bedford St in May. BOS approved police station design, to be at its current location. The 2018 ATM approved design funding for the police station project.</p>
2	Affordability for the Residents	<p>Revisit residential tax-exemption and other options to help vulnerable residents. Develop a process for evaluating what is an appropriate amount of a tax increase, given the need for a debt exclusion. Will school enrollment growth impact budgets; if so School Committee should inform BOS immediately. Collect additional data on the impacts of tax increases to low-income households.</p> <p>Action items:</p> <p>Mr. Pato has created a working group to consider:</p> <ol style="list-style-type: none"> 1. Update target early fall/2017 for revisiting tax exemption for vulnerable residents. 2. Consideration of residential tax exemption and other programs to help keep seniors in their homes. The Real Estate Residential Exemption may shift some of the tax burden from smaller-valued homes to larger-valued homes. The effect of the residential exemption may make the real estate tax more progressive - with the result that living in an existing smaller home becomes more affordable, and larger homes are taxed at a higher relative premium. 3. Increase the awareness of senior housing issues and collaborate with existing Town committees. 4. Explore innovative housing options with Lexhab, Lexington Housing Authority, Lexington Housing Partnership 5. Review the Sudbury Tax Relief Special Legislation 	<p>The need for program cutbacks may eventually be considered. Expand communication with the School Department and School Committee during budget season. Identify sustainable funding sources for new projects.</p> <p>Action Items:</p> <ol style="list-style-type: none"> 1. Define policy, seek agreement from policy makers on the "correct" amount for capital debt exclusion for all projects before the Town. 2. Define circumstances for which Selectmen would consider an operating override. Send clear policy signals and set expectations regarding when BOS would or would not support an operating override. 3. Evaluate the impact of reducing the CPA surcharge during the period when exempt debt services is placing pressure on property taxes. 	<p>Town Meeting approved Section 5C 1/2 at ATM, doubling the value of certain statutory property tax exemptions. A working group, led by Mr. Pato, has been evaluating the residential exemption option.</p>

3	<p>Capital Planning</p> <p>a. Adopt a Town-wide Facilities Master Plan, preferably with projected funding requirements in then-year dollars, as soon as practical. Include 30-year bonding and financial planning for Lexington High School renovation or replacement in all modeling. Provide a range of models for each project to help evaluate true costs and cumulative effects as part of decision-making process. (This plan must be integrated with the School Master Facilities Plan.) A Town-wide Facilities Master Plan would allow a benchmark against which we can both mark progress and evaluate Capital options.</p> <p>b. Develop and adopt a model "Capital-Project Matrix/Timeline" template to be used and maintained for each major Capital Project. At this time, it is not clear when or if each of the stakeholders in a Capital Project (e.g., the Town's Boards, Committees & Commissions, the public, etc.) should be brought in to participate on any major Capital Project. While exceptions may be made, having such a "roadmap" for each Capital Project would provide a basis for consistent actions across the spectrum of major Capital Projects. c. Continued discussion regarding expanding capacity at school facilities.</p>		<p>At a planned Summit on June 14, the School Committee will be recommending moving forward with a new School Master Planning study. Based on the outcome/findings of this Master Plan, Finance staff will begin preparing options for funding the Plan.</p>
4	<p>Recreational Marijuana Zoning</p> <p>Work with Town Counsel to explore options of opting out and/or rezoning. BOS needs to determine its position.</p> <p>Action items:</p> <ol style="list-style-type: none"> 1. Submit STM article for Fall/2017 		<p>STM 2017-3 approved Marijuana Moratorium for zoning and ban of recreational marijuana sales (by law). Zoning bylaw will now need to be revised, proposed for the Fall STM, to be consistent with changes in State law regarding recreational marijuana.</p>
5	<p>Comprehensive Plan</p> <p>Provide guidance during comp plan development. Assign Selectmen liaison to committee. Consider a Bicycle Plan for the Town of Lexington as part of the forthcoming comprehensive transportation planning process. Collaborate with the Planning Board to help evaluate potential impacts of Plan outcomes.</p>		<p>Comprehensive plan development is underway. Panels that cover housing, transportation, and other important topics are being scheduled.</p>

6	Planning/Housing	<p>Balanced Housing and Public Benefit Development Housing Bylaw: Consider whether the intent of these two bylaws should be combined since we see more Balanced Housing developments, which create 'smaller' units, but do not create affordable units, and few Public Benefit developments, which, if approved, result in the creation of affordable units. Action Items:</p> <ol style="list-style-type: none"> 1. Clarify/strengthen Town's policy on requiring affordable units in consideration for denser development (zoning relief). 2. Joint meeting with Planning Board to develop article for ATM 2018 	No density increase without affordable units.	Balanced housing articles were referred to BOS by Town Meeting. The Selectmen and Planning Board have developed a charge for a committee to study balance housing zoning. Further, consultants to support this effort will be selected.
7	New Revenue Sources	<p>Action Items:</p> <ol style="list-style-type: none"> 1. Review cemetery design options at schematic level. Explore options of constructing family gathering room on site at cemetery to establish new source of revenue. 2. Consider betterments or other revenue streams for sidewalk project. 3. With increasingly stringent federal mandates, it is anticipated that stormwater management costs will escalate in coming years, with an impact on the Town's operating budget. The Town should continue its evaluation of alternative funding options for stormwater management costs, recognizing that: (a) the addition of or increases in fees have an equal or greater financial impact on residents than increases in taxes, but (b) a fee structure may allow better matching of payments with user burdens on the system and the establishment of positive incentive structures. 4. Explore public/private partnerships for Community Center expansion. 	Evaluate new revenue sources to support the budget, particularly the capital budget. A potential source is a Stormwater Management Utility with abatement options.	<p>The Cemetery design will be presented at STM 2018-1. A fee-supported funding plan for this project has been adopted by the Board. Staff continue to work on a stormwater management fee plan. Community Center expansion was not approved at ATM.</p>

<p>9</p> <p>Public Information & Communication</p>	<p>Work with CIO to make information more accessible to citizens. Centralize emergency notifications, consider survey tools to get a representative sample of community opinion. Action Items:</p> <ol style="list-style-type: none"> 1. Work with staff to establish a protocol to continually put out the same, need-to-know, public information on website and social media. 2. Work with staff to set up information tables at flu clinics and public pools. 3. Work with staff to provide basic translation services on the Town's website. <p>Recruit qualified volunteers to assist.</p> <p>Identify steps to take by the Board, given staff workload/availability to continue to connect with residents. Need to look at cutting edge cost effective solutions to connect with residents; ongoing effort to get info out there</p> <p>Action items:</p> <ol style="list-style-type: none"> 1. Look at creating an "Actions Taken by the Selectman" Report as an easy way to convey BOS decisions to the public. 2. Consider engaging outside firm (through PIR in FY19 budget) to establish engagement plan for both municipal and school. 	<p>General goal to identify community engagement models.</p> <p>Develop policy, standard communication, outreach and polling plan to be applied in different types of situations.</p> <p>Action Items:</p> <ol style="list-style-type: none"> 1. Determine if interest exists for collaboration with the School Department to improve communication with residents and the broader community and how. 2. Explore local professional resources for strategies and best practices towards crafting a municipal communication plan. 3. Improve transparency on key municipal and school issues. 	<p>Town meeting approved the FY 2019 budget which included the creation of a Public Information Officer position. Working with the 20/20 Vision committee and other stakeholders, this position will be created and recruitment for hire starting after July 1, 2018.</p>
<p>10</p> <p>Complete Streets</p>	<p>Provide safer passage for all modes of transportation - with a focus on expanding accommodations to non-automobile modes of transportation. Complete workable plans for the Center Streetscape project.</p> <p>Action Items:</p> <ol style="list-style-type: none"> 1. Continue to educate public on Complete Street concept and apply for state grants to help fund a Complete Streets initiative. 2. The Hartwell Avenue area TMOD Plan is a priority for the Planning Board, especially if the Selectmen are interested in additional economic development activity in the area. 3. An increased emphasis on bicycle safety education and on renewing our bicycle friendly status (and perhaps improving from bronze level to silver) has been requested by the Bicycle Committee to be considered as part of complete streets. 	<p>Safe-passage for all modes of transportation as a priority - higher than aesthetics. Support the incorporation of transportation-related infrastructure along with policies that advance implementation of Complete Streets initiatives.</p> <p>Examples include shelters at key bus stops, transportation information kiosks at key locations, and first & last mile bicycle and pedestrian connections. TAC suggests that bus shelters for key Center locations, similar to the one recently installed in front of Beth Israel on Bedford Street, be added to the Center Streetscape plan and that non-intrusive ways of providing the type of transportation information suggested in this goal be provided at these locations.</p> <p>Add a specific policy to Complete Streets incorporating current best practices for identifying tree planting locations and planting practices for street trees.</p> <p>Implement the new 20/25 mph guidelines adopted by Town Meeting and BOS.</p>	<p>Complete Streets policy approved by BOS. The new 25 mph speed limit has been implemented. Hartwell TMOD plan update has been funded by Town Meeting.</p>

11	Road and Sidewalk Maintenance	Improve Pavement Condition Index (PCI rating). Board to review draft of staff sidewalk request ranking system. Need to add an element of the sidewalk ranking to include speed and volume on a road and bring to Board for approval as a new policy. More clearly identify target PCI for both roads and sidewalks. Contract with PathVu to measure the current smoothness and vibration of walkways.	For future public pedestrian pathways, consider the purchase of special equipment that measures smoothness/vibration, fully adopt the new standard for vibration, and integrate the assessment of sidewalk vibration into the Town's workflow protocols for design, installation, inspection, and maintenance. Consider a betterment policy for sidewalks.	An update to the pavement condition index was presented to the Selectmen. A sidewalk pavement condition index is being prepared.
12	Transportation-related	Work with TSG to review, clarify and update existing policy on traffic calming and traffic calming implementation.	Provide TSG with direction regarding the phasing of traffic calming options when petitioners request that more aggressive options be implemented in the initial phase. Review options for one way streets, time-restricted passage	No further action has been taken on this item
13	Youth Issues	Monitor work of the Youth Coalition. Action item: 1. Joint meeting with School Committee and Human Services Committee to discuss Town/School roles/responsibilities in mental health services.	Need to reevaluate Town's role(s) with youth in Lexington. Assess possible overlaps in Town committees (Human Services, Youth Services Council, Lexington Youth Commission) and School Committees (SHAC).	BOS/School Committee have been actively engaged in joint meetings since September 2017 to discuss and create recommendations on enhancing the Town's mental health programs and services. Final recommendations and implementation plan to be discussed at June 18 joint meeting of the two boards.
14	Vacant Buildings	Find uses for empty buildings: Muzzey Condo Space, Hosmer House, Ellen Stone Building, Carriage House at Community Center Action: 1. Create volunteer committee to study use options and report to BOS.		Committee charge for the re-use of the Stone building approved at May 21 Selectmen's meeting.
15	Parking Requirements in Zoning Bylaw	Continue Center parking management initiative. Action Items: 1. Provide direction, feedback and support to the PB regarding parking requirements.		No further action has been taken on this item

16	Investigate a reduction in the CPA surcharge	Form a small working group (3-5 members) to study impact and track any updates from the State House.	In light of the potential increase in residential taxes due to upcoming debt exclusion votes, and also because there is a likelihood of a reduced state match of CPA funds, should the town consider reducing the CPA surcharge from the current 3%. This would financially help our residents who are on fixed incomes.	Mr. Pato has been working with working group on evaluating this matter.
17	CPC Projects	Evaluate the CPA project requests early in the budget process as the CPC can be delayed in forming recommendations on applications before it, while waiting for the Board of Selectmen to take a position on the proposed projects. This, in turn, delays pertinent information reaching the Finance Committees and can result in time wasted vetting projects that ultimately are not brought forward.		Staff presented proposed CPA projects to the Selectmen early in the FY19 capital planning process.
18	Public service impacts of changing demographics , diversity	Adopt 20/20 Vision Demographics Subcommittee recommendations on engaging minority residents in town activities. Action Items: 1. Work with staff to recruit residents with dual-language skills to assist in translation for publication materials. 2. Consider training for retail establishments. 3. Town should offer short term projects with regard to Committee and Board appointments. 4. BOS representative should attend civic/ethnic/racial organizations that are active in the Town.	Encourage linguistic diversity among Town staff when hiring. Recruit new members with an eye toward diversifying Committee membership, representing Lexington across the lifespan. Action: 1. Investigate staff learning basic language skills. 2. Investigate universal visual signs, on-line translation services.	Town Manager and Superintendent of Schools created a Diversity Advisory Task Force in Spring of 2018. Mission/charge and goals for committee identified and the Task Force is in the process of determining its work plan for the coming year. Initial meeting with retailers has taken place. Board and staff continue to attend meetings of various civic, ethnic and racial organizations in Town.
19	Annual Town Meeting - Warrant	Consider by-law change for delivery of warrant. Action Items: 1. Should/needs to come to fall STM; Bring to the Fall STM so that we are clear for the next ATM		While Town Meeting did not approve changes to delivery of Annual Town Meeting Warrant, the Selectmen did implement separating the election Warrant from the Town Meeting Warrant.

20	Ad Hoc Committee - HISTORIC DISTRICT COMMISSION ON transition to 40C enabling legislation	Create an ad hoc committee to evaluate changing Historic district commission from special legal authority to MGL authority.		Ad hoc committee had an article at ATM in the spring. It was referred back to their committee as it wasn't in final form. Will be taken up a future TM.
21	Noise Bylaw	Provide guidance and direction to the noise committee to pursue quiet landscaping equipment and/or bylaw development for use of blowers & mowers; assist and support the noise committee in pursuing highway sound barriers from MassDOT/Federal Highway.		No further action has been taken on this item.

	Sorted Priorities	Averages
1	Capital Planning	1
2	Town Manager Recruitment	1
3	Zoning changes	1.2
4	Public Safety Facilities	1.2
5	Affordability for the Residents	1.2
6	Public Information & Communication	1.2
7	Staff Support	1.2
8	Planning/Housing	1.4
9	Lexington Housing Support	1.4
10	Hartwell Zoning	1.4
11	Sustainability; Standards and Process for Building Projects	1.4
12	Lexington Sustainable Design Policy	1.4
13	Community Center Support	1.4
14	Public service impacts of changing demographics, diversity	1.4
15	Onboarding Superintendent	1.4
16	Evaluate Organizational Behavior	1.5
17	Comprehensive Plan	1.6
18	Complete Streets	1.6
19	Sustainable Lexington Support	1.6
20	Reduce Debt load for within-levy and excluded debt	1.6
21	Lexington Community Center (LexCC) Expansion	1.6
22	Community Housing Policy	1.8
23	Road and Sidewalk Maintenance	1.8
24	New Revenue Sources	1.8
25	CPC Projects	2
26	Disability Accessibility Support	2
27	Youth Issues and Mental Health Initiative	2
28	Human Rights Committee Support	2
29	Humans Services Committee Support	2
30	Vacant Buildings	2.2
31	Parking Requirements in Zoning Bylaw	2.2
32	Engage in Needs Assessment for Year 1 of Age Friendly Initiative for Lexington (Livable Lexington)	2.2
33	Building Dept. Regulations	2.25
34	Achieve League of American Bicyclists Silver Bicycle Friendly Community status.	2.4
35	Visitor Center Support	2.4

36	Compost	2.4
37	Transportation- related	2.4
38	Citizen Engagement	2.4
39	Recreation Committee Support and Parks and Open Space Opportunities and Stakeholder Committee	2.5
40	Sidewalks	2.6
41	Fundraising	2.6
42	Multigenerational Programming	2.6
43	Recreation ID System and Grant Requests	2.6
44	ACROSS Lexington Network	2.8
45	OPEB	2.8
46	LexMedia Support	2.8
47	Use of Discretionary Funds	2.8
48	Ad Hoc Committee - HISTORIC DISTRICT COMMISSION transition to 40C enabling legislation	2.8
49	Noise Bylaw	2.8
50	Reduce municipal construction costs	3
51	Transportation Services	3
52	Battle Road Scenic Byway Support	3

Board of Selectmen Ranked Preliminary Goals FY 2019-2020					
	Topic Areas	Proposed Selectmen Goals	Proposed Selectmen Policies	Comments	Source
High priority					
1	Capital Planning	Must be an integrated one - municipal and schools a. Adopt a Town-wide Facilities Master Plan, preferably with projected funding requirements in then-year dollars, as soon as practical. Include 30-year bonding and financial planning for Lexington High School renovation or replacement in all modeling. Provide a range of models for each project to help evaluate true costs and cumulative effects as part of decision-making process. (This plan must be integrated with the School Master Facilities Plan.) A Town-wide Facilities Master Plan would allow a benchmark against which we can both mark progress and evaluate Capital options. b. Develop and adopt a model "Capital-Project Matrix/Timeline" template to be used and maintained for each major Capital Project. At this time, it is not clear when or if each of the stakeholders in a Capital Project (e.g., the Town's Boards, Committees & Commissions, the public, etc.) should be brought in to participate on any major Capital Project. While exceptions may be made, having such a "roadmap" for each Capital Project would provide a basis for consistent actions across the spectrum of major Capital Projects. c. Continued discussion regarding expanding capacity at school facilities.		Also see #13	Carryover, SMT, BOS
2	Town Manager Recruitment	Recruiting/hiring/transitioning a new Town Manager			BOS
3	Zoning changes	Continue to support zoning changes to increase commercial/industrial tax base		Also see # 10	AC

4	Public Safety Facilities	<p>Establish design plans and determine location for swing space and permanent Police facility.</p> <p>Action Items:</p> <ol style="list-style-type: none"> 1. Continue to evaluate the mitigation that might be necessary to alleviate service impacts of temporary Fire and Police swing space. 2. Priority for funding police station replacement-advance design and funding 			Carryover - updated
5	Affordability for the Residents	<p>Revisit residential tax-exemption and other options to help vulnerable residents. Develop a process for evaluating what is an appropriate amount of a tax increase, given the need for a debt exclusion. Will school enrollment growth impact budgets; if so School Committee should inform BOS immediately. Collect additional data on the impacts of tax increases to low-income households.</p> <p>Town Meeting approved Section 5C 1/2 at ATM, doubling the value of certain statutory property tax exemptions.</p> <p>An ad-hoc committee is working to evaluate the Residential Exemption and make recommendations to the BOS in June 2018.</p> <p>Action items:</p> <p>Mr. Pato has begun analysis on the CPA surcharge with a small working group:</p> <ol style="list-style-type: none"> 1. Update target early fall/2017 for revisiting tax exemption for vulnerable residents. 2. Consideration of residential tax exemption and other programs to help keep seniors in their homes. The Real Estate Residential Exemption may shift some of the tax burden from smaller-valued homes to larger-valued homes. The effect of the residential exemption may make the real estate tax more progressive - with the result that living in an existing smaller home becomes more affordable, and larger homes are taxed at a higher relative premium. 3. Increase the awareness of senior housing issues and collaborate with existing Town committees. 4. Explore innovative housing options with Lexhab, Lexington Housing Authority, Lexington Housing Partnership 5. Review the Sudbury Tax Relief Special Legislation 6. Form a small working group (3-5 members) to study impact of a reduction in CPA surcharge and track any updates from the State House. 	<p>The need for program cutbacks may eventually be considered. Expand communication with the School Department and School Committee during budget season. Identify sustainable funding sources for new projects.</p> <p>Action Items:</p> <ol style="list-style-type: none"> 1. Define policy, seek agreement from policy makers on the "correct" amount for capital debt exclusion for all projects before the Town. 2. Define circumstances for which Selectmen would consider an operating override. Send clear policy signals and set expectations regarding when BOS would or would not support an operating override. <p>Consider changing the income threshold to 120% of Area Median Income (~\$124,000 for a family of four) to qualify for low/moderate income housing.</p> <ol style="list-style-type: none"> 3. Evaluate the impact of reducing the CPA surcharge during the period when exempt debt services is placing pressure on property taxes. 4. In light of the potential increase in residential taxes due to upcoming debt exclusion votes, and also because there is a likelihood of a reduced state match of CPA funds, should the town consider reducing the CPA surcharge from the current 3%. This would financially help our residents who are on fixed incomes. 	combined investigate reduction in CPA surcharge to this goal	Carryover; AC, SMT, TCC

6	Public Information & Communication	<p>1. Hire the new Public Information Officer and direct his/her efforts toward developing effective communication systems, not only to provide Town information to citizens, but also to support robust communications in both directions between citizens and Town as well as communications among citizens and civic organizations that can nurture a strengthened sense of community connection and engagement. Work with PIO to make information more accessible to citizens. Centralize emergency notifications, consider survey tools to get a representative sample of community opinion.</p> <p>2. Work with staff to establish a protocol to continually put out the same, need-to-know, public information on website and social media.</p> <p>3. Work with staff to set up information tables at flu clinics and public pools.</p> <p>4. Work with staff to provide basic translation services on the Town's website; Recruit qualified volunteers to assist. Identify steps to take by the Board, given staff workload/availability to continue to connect with residents. Need to look at cutting edge cost effective solutions to connect with residents; ongoing effort to get info out there</p> <p>Action items:</p> <p>1. Look at creating an "Actions Taken by the Selectman" Report as an easy way to convey BOS decisions to the public.</p> <p>3. Improving communications with the public on municipal and school district activities, goals and actions.</p>	<p>General goal to identify community engagement models. Develop policy, standard communication, outreach and polling plan to be applied in different types of situations.</p> <p>Action Items:</p> <p>1. Determine if interest exists for collaboration with the School Department to improve communication with residents and the broader community and how.</p> <p>2. Explore local professional resources for strategies and best practices towards crafting a municipal communication plan.</p> <p>3. Improve transparency on key municipal and school issues.</p>	Carryover - Updated, SC, SMT, 20/20
7	Staff Support	<p>Provide robust training; Support professional development; Work with staff to codify institutional memory, memorialize procedures, facilitate knowledge transfer, and establish best practices</p>		BOS

8	Planning/Housing	<p>Balanced Housing and Public Benefit Development Housing Bylaw: Consider whether the intent of these two bylaws should be combined since we see more Balanced Housing developments, which create 'smaller' units, but do not create affordable units, and few Public Benefit developments, which, if approved, result in the creation of affordable units. Action Items:</p> <ol style="list-style-type: none"> 1. Clarify/strengthen Town's policy on requiring affordable units in consideration for denser development (zoning relief). 2. Joint meeting with Planning Board to develop article for ATM 2019. 	No density increase without affordable units.	Also see # 9	Carryover - updated
9	Lexington Housing Support	<ol style="list-style-type: none"> 1) Encourage the Assistant Town Manager for Development's office to monitor new funding opportunities from Mass Housing for the planning, design and construction of affordable housing units. 2) Provide support to LexHAB as they begin the design and construction process for the completion of affordable housing units on the Leary parcel. 3) Consider making a regular (annual) application to the Community Preservation Committee for funding to be set aside for future acquisition of land suitable for development of diverse housing types. 4) Monitor the progress of the Special Permit Residential Development (SPRD) Zoning Bylaw Amendment Ad Hoc Committee to assure the work of the committee is completed in a timely fashion. 		Also see # 8 and # 22	LHP
10	Hartwell Zoning Initiative	To attract future tenants and employees to ensure the viability of Hartwell Ave commercial district, and to encourage commercial development that could help ease the residential tax burden.		Also see # 3	BOS, SMT

11	Sustainability; Standards and Process for Building Projects	<p>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.</p> <p>Action Items:</p> <ol style="list-style-type: none"> 1. Continue coordination between the Sustainable Lexington, Permanent Building Committee, Energy Conservation Committee, Capital Expenditures Committee, and Appropriation Committee. 2. Support development of a communications and publicity program aimed at informing Lexington's residents of the energy conservation initiatives and accomplishments. 3. Continue installing solar panels at town and school facilities, as well as open land, as opportunities arise. Opportunities include car ports, Hastings and Diamond Middle School. Pursue all available federal, state and utility funding for any conservation measures. 	<p>Action Items:</p> <ol style="list-style-type: none"> 1. Consider 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. 2. Clarify committee role, PBC, and DPF. 3. Clarify Boards Goals regarding Sustainable Building Design. 4. Adopt a Sustainable Design Policy as proposed by the PBC, Sustainable Lexington Committee and Energy Conservation Committee. 5. Consider Sustainable Lexington's energy-savings initiatives for residents and commercial business. 6. Support the "Getting to Net Zero" effort. 	Also see # 12 and # 19	Carryover
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12	Lexington Sustainable Design Policy		<p>Ensure and enforce Lexington Sustainable Design Policy that</p> <ol style="list-style-type: none"> 1. New building should have a pre-design meeting to document energy stakeholder input on design criteria specific to each building's programmatic options, design, and operation. i.e., public safety, education, and/or municipal. 2. All building designs should meet or exceed last town capital building project's ZEPi (Zero Energy Performance Index) score whenever possible. If not possible, explain why with ROI or cost-benefit analysis. 3. Require support for the capability for peak-demand limitation and load shifting in all buildings, including necessary technology, internal operating policies, and contractual arrangements from renters and other affected parties. 4. All future building designs should incorporate area or space to accept battery storage for demand limiting. 	Also see # 11 and # 19	ECC, TCC
13	Community Center Support	<ol style="list-style-type: none"> 1. Work with the Recreation Committee and other boards to advance Community Center Expansion in the 5 year Capital Plan. 2. Investigate possibilities for Public Private partnerships to support Community Center expansion. 3. Explore alternate funding sources for programming, including but not limited to grant opportunities. 		Also see # 21	CCPAC

14	Public service impacts of changing demographics, diversity	Adopt 20/20 Vision Demographics Subcommittee recommendations on engaging minority residents in town activities. Action Items: 1. Work with staff to recruit residents with dual-language skills to assist in translation for publication materials. 2. Consider training for retail establishments. 3. Town should offer short term projects with regard to Committee and Board appointments. 4. BOS representative should attend civic/ethnic/racial organizations that are active in the Town.	Encourage linguistic diversity among Town staff when hiring. Recruit new members with an eye toward diversifying Committee membership, representing Lexington across the lifespan. Action: 1. Investigate staff learning basic language skills. 2. Investigate universal visual signs, on-line translation services.		Carryover
15	Onboarding Superintendent	Work together with the Board of Selectmen and School Committee to create a smooth transition and productive working partnership with the new Superintendent and Town Manager.			SC
16	Evaluate Organizational Behavior	With all of the simultaneous retirements/departures, is there some other way we should be organizing staff or departments to maximize efficiency. Use the opportunity of staff turnover to consider best practices.			BOS
17	Comprehensive Plan	Provide guidance during comp plan development. Consider a Bicycle Plan for the Town of Lexington as part of the forthcoming comprehensive transportation planning process. Collaborate with the Planning Board to help evaluate potential impacts of Plan outcomes.		Also see # 18	Carryover - updated

18	Complete Streets	<p>Provide safer passage for all modes of transportation - with a focus on expanding accommodations to non-automobile modes of transportation. Complete workable plans for the Center Streetscape project.</p> <p>Action items:</p> <ol style="list-style-type: none"> 1. Continue to educate public on Complete Street concept and apply for state grants to help fund a Complete Streets initiative. 2. The Hartwell Avenue area TMOD Plan is a priority for the Planning Board, especially if the Selectmen are interested in additional economic development activity in the area. 3. An increased emphasis on bicycle safety education and on renewing our bicycle friendly status (and perhaps improving from bronze level to silver) has been requested by the Bicycle Committee to be considered as part of complete streets. 4. Complete the design and fund the Battle Green Master Plan in advance of the 250th anniversary of Patriots Day 	<p>Safe-passage for all modes of transportation as a priority - higher than aesthetics. Support the incorporation of transportation-related infrastructure along with policies that advance implementation of Complete Streets initiatives. Examples include shelters at key bus stops, transportation information kiosks at key locations, and first & last mile bicycle and pedestrian connections. TAC suggests that bus shelters for key Center locations, similar to the one recently installed in front of Beth Israel on Bedford Street, be added to the Center Streetscape plan and that non-intrusive ways of providing the type of transportation information suggested in this goal be provided at these locations.</p> <p>Add a specific policy to Complete Streets incorporating current best practices for identifying tree planting locations and planting practices for street trees.</p> <p>Implement the new 20/25 mph guidelines adopted by Town Meeting and BOS.</p>	Also see # 23 and # 34	Carryover - updated
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19	Sustainable Lexington Support	<p>1) Establish the role of Sustainability Director to drive initiatives identified in the Sustainable Action Plan.</p> <p>2) Developing a Sustainable Building Policy</p> <p>3) The creation a Net Zero Emissions Roadmap</p> <p>4) Continuing long-term projects such as, Lexington Energy Challenge and Solar Task Force.</p> <p>5) Ensuring that the Town considers climate change (mitigation and resilience) and that the lifecycle costs and benefits of all the Town's options are compared in all appropriate decisions and planning processes.</p>		Also see # 11 and # 12	SLC
20	Reduce Debt load for within-levy and excluded debt	<p>Ensure that projects are first placed on the five-year capital plan. Insist on separate reviews and Town Meeting appropriations for all the normal project phases: feasibility & schematic design, then design development, then construction documents & bid documents & construction. Select project on need vs. want; levy debt no to exceed 5% capital rate. Cash capital should be used for within-levy projects. Continue to build capital stabilization reserves for upcoming high school.</p>			AC
21	Lexington Community Center (LexCC) Expansion	<p>Establish a position on how and with what prioritization any expansion of the LexCC should be addressed.</p> <ul style="list-style-type: none"> • Work with Capital committee to develop a viable plan to present to Town Meeting • Create a timeline • Coordinate, schedule, and staff new and existing recreational programming to be held at the Community Center. • Continue to strive to be self-sustaining through its management and operations each year. • Continue to provide a comprehensive, ongoing training program for all staff and volunteers at the Community Center (in service and professional development opportunities). • Collaborate and partner with Human Services, other Town departments and community service organizations. 		Also see # 13	CEC, RC

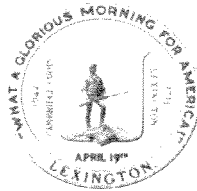
Medium Priority

22	Community Housing Policy		(a) Establish community housing now on the Vine Street parcel (formerly of Leary) acquired by the Town in the 2009 Annual Town Meeting (Article 12) for that purpose. Begin by supporting a Lexington Housing Assistance Board (LexHAB) request for funding to begin final design of that housing. (b) Explore innovative housing strategies with LexHAB, the Lexington Housing Authority, and the Lexington Housing Partnership, including: <ul style="list-style-type: none">• Opportunities for the Town to acquire parcels of land suitable for clusters of smaller and/or affordable housing units;• Potential public/private partnerships to finance and manage the construction of new housing units, including the use of private and State grants; and• Creation of a new staff position to assist LexHAB in managing its housing portfolio, applying for funding, and pricing and constructing new housing in compliance with public bidding requirements.	Also see # 9	CEC
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23	Road and Sidewalk Maintenance	<p>Improve Pavement Condition Index (PCI rating). Board to review draft of staff sidewalk request ranking system. Need to add an element of the sidewalk ranking to include speed and volume on a road and bring to Board for approval as a new policy. More clearly identify target PCI for both roads and sidewalks. Contract with PathVu to measure the current smoothness and vibration of walkways. 1. To be vigilant to meet the needs of the community in terms of providing sidewalks and crosswalks that are smooth physically and visually. 2. Building awareness about the importance of accessibility as being integral to the priorities and values of our community.</p>	<p>For future public pedestrian pathways, consider the purchase of special equipment that measures smoothness/vibration, fully adopt the new standard for vibration, and integrate the assessment of sidewalk vibration into the Town's workflow protocols for design, installation, inspection, and maintenance. Consider a betterment policy for sidewalks.</p>	Also see # 18	Carryover, COD
24	New Revenue Sources	<p>Action Items: 1. Review cemetery design options at schematic level. Explore options of constructing family gathering room and crematorium on site at cemetery to establish new source of revenue. 2. Consider betterments or other revenue streams for sidewalk project. 3. With increasingly stringent federal mandates, it is anticipated that stormwater management costs will escalate in coming years, with an impact on the Town's operating budget. The Town should continue its evaluation of alternative funding options for stormwater management costs, recognizing that: (a) the addition of or increases in fees have an equal or greater financial impact on residents than increases in taxes, but (b) a fee structure may allow better matching of payments with user burdens on the system and the establishment of positive incentive structures. 4. Explore public/private partnerships for Community Center expansion.</p>	<p>Evaluate new revenue sources to support the budget, particularly the capital budget. A potential source is a Stormwater Management Utility with abatement options.</p>		Carryover - updated

25	CPC Projects	Evaluate the CPA project requests early in the budget process as the CPC can be delayed in forming recommendations on applications before it, while waiting for the Board of Selectmen to take a position on the proposed projects. This, in turn, delays pertinent information reaching the Finance Committees and can result in time wasted vetting projects that ultimately are not brought forward. Support CPA funding for eligible Byway projects.			Carryover, BRSBC
26	Disability Accessibility Support	<ol style="list-style-type: none"> 1. To embrace inclusion in its policies and procedures. 2. To invite the Commission's involvement in all matters that affect those with disabilities, including working community committees. 3. To take a pro-active stance to integrate accessibility and inclusion into all plans, policies and decision-making. 			COD
27	Youth Issues and Mental Health Initiative	Monitor work of the Youth Coalition.	Need to reevaluate Town's role(s) with youth in Lexington. Assess possible overlaps in Town committees (Human Services, Youth Services Council, Lexington Youth Commission) and School Committees (SHAC).	Also see # 29	Carryover - updated, SC, SMT-mental health goal and crisis planning
28	Human Rights Committee Support	<ol style="list-style-type: none"> 1. Anti-bias, anti-racism, and cultural competency training for all personnel. 2. Change recruiting and hiring practices to improve diversity of town personnel at all levels. 3. Encourage all departments to use the resources of Not In Our Town to address human rights incidents. 4. Provide public and fiscal support for LHRC to lead Lexington's journey to becoming a Gold Star City. 			HRC

47	Use of Discretionary Funds	Prioritize, with public input, how the Board should allocate during the annual budget process, including interim opportunities during the year, available discretionary funding (including Free Cash) among the potential recipients including, but not necessarily limited to, Unallocated, the Fund for OPEB, the Pension Fund, the General Stabilization Fund, the Specified Stabilization Funds, and pay-down of Bond Anticipation Notes.		Also see # 45	CEC
48	Ad Hoc Committee - HISTORIC DISTRICT COMMISSION transition to 40C enabling legislation	Support the ad hoc committee to update Historic district commission special legal authority.			Carryover - updated
49	Noise Bylaw	Provide guidance and direction to the noise committee to pursue quiet landscaping equipment and/or bylaw development for use of blowers & mowers; assist and support the noise committee in pursuing highway sound barriers from MassDOT/Federal Highway.			Carryover
50	Reduce municipal construction costs	Engage State Representatives to advocate for reducing municipal construction costs. With upcoming municipal and school projects, advocate for changes in state procurement rules/prevaling wages in order to ensure bids.			AC
51	Transportation Services	1. Support integrated transportation services that meet the needs of Lexington residents of all ages and abilities and support the infrastructure needed to facilitate the use of those services. 2. Develop a sound plan to fund The Rev, the Alewife/Hartwell Avenue commuter shuttle, that does not unnecessarily deplete TDM funds that are needed for other services.		Also see # 32	TAC
52	Battle Road Scenic Byway Support	1. Support Fall 2018 Outreach to Stakeholders and public on goals, web presence, and signage. 2. Provide funding for signage project, including Depot Kiosk. 3. Build in staff support allocation and funding for Web and ongoing projects.			BRSBC



MEMORANDUM

TO: Chairperson of the following:

School Committee	Appropriation Committee
Capital Expenditures Committee	Planning Board
Recreation Committee	Board of Health
Council on Aging Board	Conservation Commission
Center Committee	Energy Conservation Committee
20/20 Vision Committee	Economic Development Adv. Comm.
LexHab	Community Preservation Committee
Human Rights Committee	Transportation Advisory Committee
Bicycle Advisory Committee	Human Services Committee
Tree Committee	Tourism Committee
Housing Partnership Committee	Commission on Disabilities
Sustainable Lexington Committee	Town Celebrations Comm.
Greenways Corridor Committee	Comm. Center Program Adv. Comm.
Communications Advisory Comm.	Permanent Building Committee

CC: Senior Management Team

FROM: Suzie Barry, Chairman, Board of Selectmen
Carl F. Valente, Town Manager

DATE: April 19, 2018

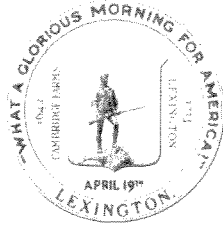
RE: Selectmen's Annual Goal Setting

The Board of Selectmen will be meeting in June 2018 to begin discussing its goals/work plan for fiscal years 2019 and 2020. We are asking your committee to provide input into this process.

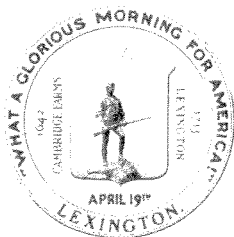
While the Selectmen cannot address every committee goal and suggestion identified, your input will assist the Board in prioritizing its work plan for the coming two years.

Please complete the attached fillable form and return via email to Kelly Axtell at kaxtell@lexingtonma.gov by Friday, June 1, 2018.

Thank you for your time and thoughtful responses.



1. **Greenways Corridor Committee (GCC)**
2. **Appropriation Committee**
3. **Lexington Bicycle Advisory Committee (LBAC)**
4. **Battle Road Scenic Byway Committee (BRSB)**
5. **Tourism Committee (TC)**
6. **Human Rights Committee**
7. **Comm. Center Program Adv. Comm.**
8. **Council on Aging Board (COA)**
9. **Communications Advisory Committee**
10. **Capital Expenditures Committee (CEC)**
11. **Energy Conservation Committee (ECC)**
12. **Recreation Committee**
13. **Human Services Committee**
14. **Lexington Housing Partnership (LHP)**
15. **Sustainable Lexington Committee**
16. **Town Celebrations Committee**
17. **Transportation Advisory Committee (TAC)**
18. **Commission on Disabilities**
19. **20/20 Vision Committee**
20. **School Committee**
21. **Board of Health**
22. **Conservation Commission**
23. **Center Committee**
24. **Econ. Dev. Adv. Comm.**
25. **Community Preservation Committee**
26. **Permanent Building Committee**
27. **Tree Committee**
28. **LexHab**
29. **Planning Board**



Town of Lexington, Massachusetts

Greenways Corridor Committee

KEITH OHMART, CHAIR
MALCOLM CRAWFORD
ALEXANDRA DOHAN
MARGARET ENDERS
EILEEN ENTIN
DONALD GRANT
ROBERT HAUSSLEIN
SUSAN KENYON
MICHAEL TABACZYNSKI

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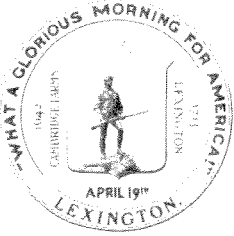
To: Board of Selectmen
Re: Goal Setting Memorandum
Date: May 21, 2018

As has been reported in previous years, technical and material support for the work of the Greenways Corridor Committee from Town departments and committees, including but not limited to Public Works, Public Facilities, Conservation Commission, and Recreation, continues to be outstanding. Our Goal Setting recommendations for 2018 repeat our primary recommendation from last year's memorandum, which remains outstanding, as well as the inclusion of one new recommendation.

- We urge the Town to establish and fund an annual trail maintenance plan to be administered by one Town Department covering all off street portions of the ACROSS Lexington network. Portions of the ACROSS network traverse properties maintained by Recreation, Schools and general Town property via unimproved and un-maintained foot paths in addition to maintained trails on the Town's Conservation properties.

Unlike streets and sidewalks, off street trails require annual maintenance in order to keep them passable. A prime example was discovered during last year's installation of ACROSS Route H, which incorporates a neighborhood trail through the forested portion of the Bridge School property. This trail is served by a public trail easement at the rear of Coppersmyth Way and was improved some years ago by the Bicycle Advisory Committee with boardwalks through wet areas to provide walking access to the Bridge School for the neighborhood along Marrett Road in the vicinity of Coppersmyth Way. Regular trail maintenance has not been performed subsequent to these trail improvements with the result that the trail is periodically overgrown with vegetation. Regular trail maintenance is critical to encouraging the public's use of the Town's walking and bicycling trail network.

Our recommendation is that the responsibility for off street trail maintenance be assigned to the Conservation Department with adequate additional staff funding. The bulk of the ACROSS network utilizes the existing Conservation trail network, and the Conservation Department already manages an efficient annual trail maintenance program through paid staff supplemented by the volunteer efforts of the Conservation Stewards. Expanding this responsibility with a modest additional budget amount would seem to offer the most efficient means of realizing this objective.



Town of Lexington, Massachusetts

Greenways Corridor Committee

KEITH OHMART, CHAIR
MALCOLM CRAWFORD
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In support of this recommendation please refer to Section 8, of the 2015 Open Space and Recreation Plan:

Goal 5: Enhance access to and connectivity between open space and recreation areas.

*Objectives – Expand, publicize and **maintain** the ACROSS Lexington network of trails, walkways and bike paths.*

- Our second recommendation is a request for support from the Board of Selectmen during the planning process for the recently acquired Pelham Road property to provide provision for a future trail connection linking this property with the Community Center and the abutting Upper Vine Brook Conservation property. Creation of this off road trail link will provide a direct connection for users of both the Community Center and the planned Lexington Children's Place facility to the ACROSS Lexington trail network, which traverses the Upper Vine Brook property, as well as direct access to the environmental resources of both the Upper Vine Brook property and the adjoining Cotton Farm property, with its apple orchard and planned access to its pond via a planned dock. The recreational and ecological education opportunities that will be provided to the entire spectrum of Lexington's residents from seniors to our youngest members by establishing such a connection are many and varied.

Thank you for your consideration of these recommendations.

Submitted by Keith Ohmart, Chair

Board/Committee Name: Appropriation Committee

A) Please list any policy issues or project goals that you think the Board of Selectmen should consider when discussing and deciding on its workplan for 2019-2020.
1) See attached list of issues and goals prepared by AC Member Andrei Radulescu-Banu.
2) This list was reviewed with and discussed by the AC but represents Mr. Radulescu-Banu's
3) personal suggestions and not necessarily a consensus of the Committee as to goals and
4) priorities.
5)
B) Please list any projects and goals that your committee is working on that you would like the Board of Selectmen to be aware of.
1)
2)
3)
4)
5)

Contact Person: Name: John Bartenstein
 Email: john.bartenstein@verizon.net

Input to 2018 Board of Selectmen goal-setting process

1. Focus on budget expense items that grow faster than the General Fund

In FY19, these budget expenses include: LPS Salary and Wages (5.5% increase), LPS Expenses (10.9%), Minuteman Reg. School (27.29%), Shared Expenses - Health Insurance (actual costs projected to increase 5.5%), within levy debt (5% after Debt Stabilization mitigation).

2. Find ways to reduce debt load for both within-levy and excluded debt

Ensure that projects are first placed on the five-year capital plan. Insist on separate reviews and Town Meeting appropriations for all the normal project phases: feasibility & schematic design, then design development, then construction documents & bid documents & construction.

Select projects that are a need instead of a want. Find ways to move part of projects' excluded debt within levy, without causing within levy debt to increase at a higher than 5% capital rate. Find ways to move part of the within-levy projects to cash capital.

Continue to build capital stabilization reserves in view of the upcoming need for renovation or new construction of the high school.

3. Continue to support zoning changes to increase commercial and industrial tax base

In the last decade, the commercial/industrial share of real estate values has shrunk in relation to residential values, resulting in a shift that increased residential real estate taxes. Changes in zoning at Hartwell Ave and in other commercial/industrial zones designed to promote more and higher-value commercial/industrial development, with careful attention to traffic and other quality-of-life impacts, could help relieve pressure on residential real estate taxes.

4. Find ways to reduce the real estate tax burden on seniors

Continue to promote use of already-available tax breaks and deferrals for seniors. Work with the State Legislature to adopt additional tax breaks tailored to the socio-economic reality of seniors living on fixed income in Lexington.

5. Engage our State Representatives to advocate for reducing municipal construction costs

In view of upcoming school & municipal construction projects, advocate for changes in state procurement rules and prevailing wages laws to ensure a larger number of bids are received for each project, resulting in reduced municipal construction costs.

As data background for this advocacy, compare municipal construction costs with private construction costs for similar projects. Track the construction cost inflation for the past 15-20

years, as well as the number of bids received and the bid spread for small, medium and large municipal construction projects.

6. Continue to explore Residential Exemption

Continue to examine whether this available mechanism has the potential to relieve pressure on senior households and otherwise make property tax allocations more equitable

7. Update OPEB funding policy

Consider whether the current policy on OPEB funding should be revised and tightened to provide clearer guidance on: a target date for full funding; the process to determine annual funding; accounting for variability and increases in health care premiums, active employee and retiree headcount; potential redirection of funds currently allocated to pension funding when pension fund becomes fully funded; and the potential to make retiree health care payments out of the OPEB Fund instead of Shared Expenses (budget line 2130).

5/18/2018

Andrei Radulescu-Banu*

Member Appropriation Committee

**Bicycle Advisory Committee:
Input to Selectmen's Annual Goal Setting 2019-2020**

Policy Issues or Project Goals the Selectmen should consider
1) Set a goal to achieve League of American Bicyclists Silver Bicycle Friendly Community status. Suggested actions to achieve that goal include:
2) Develop a Bicycle Transportation Plan as part of the 2019 Comprehensive Plan. The plan should set the vision for a more bikeable Lexington as well as provide the framework for developing a network of true Complete Streets. Such a plan should have as its guiding principle the goal of enabling people of all ages and abilities to bike safely and comfortably throughout Lexington.
3) Develop safe and effective roadway accommodations for bicyclists that go further than sharrows or simple bike lanes. Protected or separated bicycle accommodations should be a goal for roads heavily travelled by bike riders.
4) Include in the town budget a regular allowance for bicycle (and pedestrian) promotion and safety – including a robust education and information program for all ages, hands-on skill-building events for children, regular reporting of bicycle incidents, zoning requirements to encourage bicycling, etc. A staff member should be identified to manage this effort.
5) A policy issue that will require Board attention in the near future: the increasing presence of electric and electric-assist bicycles on the Minuteman Bikeway and other town pathways. What does it mean to be a “motorized vehicle?”

Projects and goals that the Bicycle Committee is working on
1) We are working with the Police Department to improve the data collection and reporting of all types of bicycle crashes, utilizing the capability of the new ProPhoenix software.
2) We are collaborating with a few town partners to commemorate and celebrate the 25 th Anniversary of the Minuteman Bikeway. A tri-town celebration is planned for Saturday, September 29.
3) We are researching best practices for automating counting of bicycle and pedestrian traffic, both on the bikeway and on streets.
4) We work with Public Works staff to monitor and improve the maintenance of trails, particularly the Bikeway, as well as to review the maintenance of and increase in bicycle accommodations on town streets.
5) We are continuing to promote the improvement of bicycle safety information and education for all ages in Lexington.
6) The Bicycle Advisory Committee will need to identify a new committee chair in the near future.

Submitted by: Peggy Enders
Email: peggyenders@gmail.com
Date: 29 May 2018

Board/Committee Name: Battle Road Scenic Byway Committee

A) Please list any policy issues or project goals that you think the Board of Selectmen should consider when discussing and deciding on its workplan for 2019-2020.

1)
Support Fall 2018 Outreach to Stakeholders and public on goals, web presence, and signage

2)
Provide funding for signage project, including Depot Kiosk

3)
Build in staff support allocation and funding for Web and ongoing projects.

4)
Support CPA funding for eligible Byway projects

5)

B) Please list any projects and goals that your committee is working on that you would like the Board of Selectmen to be aware of.

1)
Implementation of Battle Road Byway web on Lexington Town website this Summer

2)
Design and Implementation Plan for Byway signage FY2018-2019

3)

4)

5)

Contact Person:

Name: Richard Canale

Email: Richard.Canale@gmail.com

MEMORANDUM

TO: Board of Selectmen
FROM: Lexington Tourism Committee:
DATE: May 31, 2018
RE: Selectmen Goal Setting FY2018
CC: Carl Valente, Town Manager

The Tourism Committee thanks the Board of Selectmen, Town Economic Development Staff, and Town Meeting for supporting the construction of the new Visitors Center.

Having a new facility in place before the upcoming historic celebrations will assure that Lexington will showcase our community and its history while also taking full advantage of the resulting economic opportunities an increase in tourism will provide. The 250th anniversary of the Battle of Lexington in 2025 will, of course be the highlight of these events. Leading up to and following 2025, we can also expect an increase in visitation from the upcoming 400th anniversaries in Plymouth 400th in 2020, Quincy in 2025, Salem in 2026, and Boston in 2030. At a recent meeting of HATS, Superintendent Dunn of the Minute Man Historical National Park noted that historically, major celebrations have established a new plateau for visitation. Lexington has a similar experience of growing visitation numbers in several year increments. In Lexington, 2025 will likely create a new benchmark for tourism growth. Our marketing and infrastructure work in the next several years will determine the magnitude of visitor-based economic growth that will be achieved.

With this in mind, the Tourism Committee voted goals at its meeting on May 31, 2018. Our target for FY2020 is to make Lexington “the” place to visit in a way that honors our traditions of excellence and inclusion. These goals are:

1. **Marketing Plan**

- a. ***Marketing Professional:*** The Committee recommends engaging professional marketing expertise to develop a five-year marketing plan for consistent print and online marketing. Approval of this FY2020 budget request will assure that our marketing strategy will be in place as visitors plan their travels to Massachusetts for the upcoming anniversary celebrations. Cities and towns in Massachusetts with 5-year marketing strategies include: Provincetown, Dedham, Gloucester, Cambridge, New Bedford and Salem.
- b. ***Tourism website:*** A vibrant, enticing website is key to an effective marketing strategy. The Town has taken an important step in hiring a Public Information Officer to improve our municipal website. However, an exciting tourism website is required to engage visitors. Compare Lexington’s tourism website: www.tourlexington.us with one or more of these municipal-sponsored tourism websites: Salem (saalem.org), Gloucester (www.discovergloucester.com), New Bedford (destinationnewbedford.org), Provincetown (provincetowntourismoffice.org) or Cambridge (www.cambridgeusa.org). They stand alone from their city’s municipal website and have a very different “feel.” That is what Lexington needs to entice visitors to spend their time and money here.

Requested Selectmen Action: Fund marketing professional and website development in FY2020 budget.

2. Project Collaborations

Town staff is currently working to complete several Tourism Committee initiated projects that have been in the pipeline. The Tourism Committee will continue to provide feedback, support and assistance where appropriate:

a. *Visitors Center*

Assist the PBC and staff to ensure consistency of the interior and exterior design elements in the Construction Documents with the approved program and Design Development plan as well as the Battle Green Master Plan. Also providing feedback on possible swing space options.

Requested Selectmen Action: Support CPA funding request for qualified work. Provide assistance as requested for fundraising activities. Monitor project readiness to break-ground in late April 2019.

b. *Antony Park*

Support DPW as requested and track work plan for completion of all elements.

Requested Selectmen Action: Extend formal invitation to Antony Town Officials when project is deemed ready.

c. *Battle Green Master Plan*

(www.lexingtonma.gov/sites/lexingtonma/files/uploads/battlegreenapprovedfinalreport3-14-11.pdf)

- i. **Integrate with Center Streetscape before work undertaken** – Assure design alignment of both the Battle Green Master Plan and the Center Streetscape Plan before proceeding with construction.
- ii. **Phases I and II (approved in 2011 and funded)** – Proceed with expected construction schedule to commence in June 2018. Work cooperatively with Selectmen, Visitor Center design team and the Tourism Committee on key design decisions.
- iii. **Phase III (traffic study funded)** - includes the landscaping and pathways in the area of the Visitors Center. Work collaboratively with staff to ensure the Visitors Center work will flow seamlessly into the Phase III planned improvements so both projects will meet the spring 2020 completion goal.

Requested Selectmen Action: Prior to bringing the Center Streetscape to Town Meeting, ensure that the overlapping elements of the Battle Green Master Plan are at 25% for a coordinated look from Harrington Road to Woburn Street. Place appropriate funding articles on the ATM 2019 warrant to complete the Master Plan.

3. Visitor Services Staffing Reorganization

When the Town acquired management of the Visitors Center and expanded the Economic Development staff to include the visitors-based economy, the initial focus was on assuming operations and building on the foundation that had been built in this sector. With some experience, ways to improve operations of 7 days a week enterprise are being considered by staff. The Tourism Committee encourages this discussion and will continue to provide feedback as recommendations for an improved staffing structure are developed.

Requested Selectmen Action: Be aware of this identified need and a possible associated funding request as plans develop.

Board/Committee Name: Human Rights Committee

A) Please list any policy issues or project goals that you think the Board of Selectmen should consider when discussing and deciding on its workplan for 2019-2020.
1) Anti-bias training for all personnel
2) Active anti-racism training for all personnel
3) Cultural competency training for all personnel
4) Change recruiting and hiring practices to improve diversity of town personnel at all levels
5)
Encourage all departments to use the resources of Not In Our Town to address human rights incidents
Provide public and fiscal support for LHRC to lead Lexington's journey to becoming a Gold Star City
B) Please list any projects and goals that your committee is working on that you would like the Board of Selectmen to be aware of.
1) Training groups across Lexington to be active bystanders. Library staff has taken advantage of this 2-hour workshop.
2) Working with local non-profit to train housing discrimination testers - 2018 goal
3)
4)
5)

Contact Person: Name: Sean Osborne
 Email: sosborne@osd-ec.com

Board/Committee Name: Community Center Program Advisory Committee

A) Please list any policy issues or project goals that you think the Board of Selectmen should consider when discussing and deciding on its workplan for 2019-2020.

1)
Work with the Recreation Committee and other boards to advance Community Center Expansion in the 5 year Capital Plan

2)
Investigate possibilities for Public Private partnerships to support Community Center expansion

3)
Explore alternate funding sources for programming, including but not limited to grant opportunities

4)

5)

B) Please list any projects and goals that your committee is working on that you would like the Board of Selectmen to be aware of.

1)
Increasing use of the outdoor spaces through outdoor programming and facility enhancements

2)
Supporting stakeholder discussions to expand community engagement and reduce duplication of service

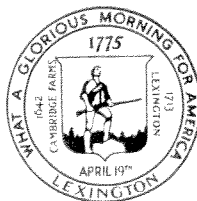
3)
Reaching out to other communities for sharing of current trends and best practices

4)
Working to increase awareness of the full scope of Community Center services and offerings and advocating for expansion

5)

Contact Person: Name: Nancy Shepard

Email: _____



MEMORANDUM

TO: Lexington Board of Selectmen
Carl Valente, Town Manager
Kelly Axtell, Assistant Town Manager

FROM: Julie Ann Shapiro COA Board Co-Chair
Betty Borghesani COA Board Co-Chair

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

DATE: June 1, 2018

The Council on Aging Board met on May 2, 2018 to discuss and prioritize the following goals for the next year.

1. Engage in Needs Assessment for Year 1 of Age Friendly Initiative for Lexington (Livable Lexington) and develop work plan based on needs assessment findings:

- Identify two Board members who will champion this goal
- Work with UMass Boston Gerontology Institute to develop Needs Assessment and overall work plan for Year 1 (specific areas of focus should be on transportation/parking, housing, mental health, caregiving)
- Identify stakeholders whose input and engagement will be crucial to this initiative
- Find synergies with Comprehensive Plan, Regional Transportation Study, and other bodies of work to avoid duplication of efforts

2. Multigenerational Programming: Identify opportunities for unique and appealing programming that includes multiple generations:

- Expand on what is working in the area of technology
- Explore other ideas that move beyond youth serving seniors through researching other COAs, looking at the Community Service program at the high school

3. Develop an ongoing bereavement group for seniors that meets at regular intervals

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

Board/Committee Name: Communications Advisory Committee

A) Please list any policy issues or project goals that you think the Board of Selectmen should consider when discussing and deciding on its workplan for 2019- 2020.

- 1) Cable TV "PEG" (Public-Education-Government) revenue to the Town ("tax" on cable bills) is beginning to level off as subscriber "cord-cutting" gathers steam. It's possible that, within two to three years, such revenues may no longer support LexMedia at current funding levels, and the Town will have to consider either a reduction in funding for LexMedia's services (tracking decreasing cable revenues) or supplementing with other Town funds to retain current service levels.

As an alternative, the Town may also wish to explore joining with other towns in a shared cable access organization based on LexMedia.

- 2) The Town's current contract with LexMedia expires in June 2020. In FY2020, the Town will need to conduct an RFP and contract negotiation process for a new "Cable Access Agreement" to replace the existing contract.

B) Please list any projects and goals that your committee is working on that you would like the Board of Selectmen to be aware of.

- 1) RCN Cable TV license renewal, due by the end of June 2019.
- 2) Continued careful tracking of Cable TV PEG revenues and expenditures for PEG services (i.e., LexMedia).
- 3) During FY 2019, start of the three-year process for renewal of Verizon's Cable TV license.

Contact Person: Name: Kenneth T. Pogran

Email: pogran@alum.mit.edu

**Capital Expenditures Committee (CEC) Input to the Board of Selectmen's
Goals Setting for Fiscal Years (FYs) 2019 & 2020
Prepared May 28, 2018**

A. Inputs:

These are our two, highest, priorities:

1) **Overall Capital Planning** *[Note: This goal was accepted, verbatim, as the Board's #3 goal for FY2018–FY2019. The only change for this submission is the separation, and expansion, of what had been the 2nd sentence in part "a". This year, the duration of financing deserves to be an independent element and listed first as it can, and should, be accomplished before achieving the other element of the "Overall Capital Planning" goal.]*

(a) Establish a policy with regard to the durations of financing for capital projects not funded completely with cash (e.g., use of one or more, sequential, Bond Anticipation Notes, a not-longer-than default term of bonding, and the circumstances under which a longer-than-default term would be warranted.

(b) Adopt a Town-wide Facilities Master Plan, preferably with projected funding requirements in then-year dollars, as soon as practical. Provide a range of models for each project to help evaluate true costs and cumulative effects as part of decision-making process. (This plan must be integrated with the School Master Facilities Plan.) A Town-wide Facilities Master Plan would allow a benchmark against which we can both mark progress and evaluate Capital options.

(c) Develop and adopt a model "Capital-Project Matrix/Timeline" template to be used and maintained for each major Capital Project. At this time, it is not clear when or if each of the stakeholders in a Capital Project (e.g., the Town's Boards, Committees & Commissions, the public, etc.) should be brought in to participation on any major Capital Project. While exceptions may be made, having such a "roadmap" for each Capital Project would provide a basis for consistent actions across the spectrum of major Capital Projects.

2) **Use of Discretionary Funds:** Prioritize, with public input, how the Board should allocate during the annual budget process, including interim opportunities during the year, available discretionary funding (including Free Cash) among the potential recipients including, but not necessarily limited to, Unallocated, the Fund for Other Post-Employment Benefits (OPEB), the Pension Fund, the General Stabilization Fund, the Specified Stabilization Funds, and pay-down of Bond Anticipation Notes.

The following continuation of our list is presented in a non-ranked order.

3) **Sidewalks:** Formally establish the practice that a separate funding request is to be included in the recommended budget for any expansion of the sidewalks network—with separate requests for residential, non-residential (excluding central business district), and central-business-district expansions. (The annual sidewalks request is to remain for the extraordinary maintenance of existing residential sidewalks and any, concurrent, incidental creation of missing segments.)

4) **Community Housing Policy**

(a) Establish community housing now on the Vine Street parcel (formerly of Leary) acquired by the Town in the 2009 Annual Town Meeting (Article 12) for that purpose. Begin by supporting a Lexington Housing Assistance Board (LexHAB) request for funding to begin final design of that housing.

**Capital Expenditures Committee (CEC) Input to the Board of Selectmen's
Goals Setting for Fiscal Years (FYs) 2019 & 2020
Prepared May 28, 2018**

(b) Explore innovative housing strategies with LexHAB, the Lexington Housing Authority, and the Lexington Housing Partnership, including:

- Opportunities for the Town to acquire parcels of land suitable for clusters of smaller and/or affordable housing units;
- Potential public/private partnerships to finance and manage the construction of new housing units, including the use of private and State grants; and
- Creation of a new staff position to assist LexHAB in managing its housing portfolio, applying for funding, and pricing and constructing new housing in compliance with public bidding requirements.

5) **Lexington Community Center (LexCC) Expansion:** Establish a position on how and with what prioritization any expansion of the LexCC should be addressed.

B. CEC Projects and Goals (without prioritization):

1) **Lexington Community Center Expansion:** Established discussion with the Director of the Recreation and Community Programs Department. There is a standing offer to have further discussions to provide feedback as they “regroup” to better define a possible scenario for moving forward that our Committee hopes it could support.

2) **Town-wide Capital Planning:** Advised both the Chair of the Permanent Building Committee and the Director of the Department of Public Facilities that this Committee is looking forward to their attending one or more of our meetings to discuss and, where possible, contribute to the document(s) they’ll be submitting to the Board as the basis for the policy and procedures for the development and funding of Capital projects.

3) **Capital Improvement Projects (CIPs) Process:**

(a) Work with the Town’s Finance Department to help ensure the FY2020 Capital Manual and, to the extent the software permits, adds more specifics on the format for the CIPs. Included will be considerations of additional specificity items that Mark Andersen had originally recommended under his 2018 Annual Town Meeting Article 35 that we believe have merit and utility, and

(b) Have internal discussions with all our Committee members before our reviews of the FY2020–FY2024 departmental CIPs to share the knowledge of other members and “lessons learned” from prior reviews. Goal is to foster a more thorough and consistent focus of our reviews—including how individual projects fall within the process, and to enhance the value of the feedback to the departments during each review, to the Appropriation Committee, the Town Manager and the Assistant Town Manager for Finance, and the Board of Selectmen.

Contact Person: Charles W. Lamb, Chair
E-mail: charles.lamb@gmail.com

Board/Committee Name: Energy Conservation Com

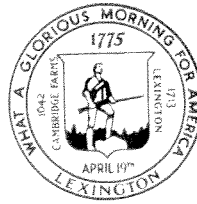
A) Please list any policy issues or project goals that you think the Board of Selectmen should consider when discussing and deciding on its workplan for 2019-2020.
1) Ensure and enforce Lexington Sustainable Design Policy that new buildings should have a pre-design meeting to document energy stakeholder input on design criteria specific to each building's programmatic options, design and operation. i.e public safety
2) Ensure and enforce Lexington Sustainable Design Policy that all building designs should meet or exceed last town capital building project's zEPI (Zero Energy Performance Index) score whenever possible. If not possible, explain why with TOI or cost-benefit.
3) Ensure and enforce Lexington Sustainable Design Policy to require support for the capability for peak-demand limitation and load shifting in all buildings, including necessary technology, internal operating policies, and contractual arrangements from renters.
4) Ensure and enforce Lexington Sustainable Design Policy that all future building designs should incorporate area or space to accept battery storage for demand limiting.
B) Please list any projects and goals that your committee is working on that you would like the Board of Selectmen to be aware of.
1) Continue support for installing solar panels at town and school facilities, as well as open land, as opportunities arise
2) Support the Sustainable Lexington committee and their residential and commercial energy-savings initiatives
3) Continue coordination between the Sustainable Lexington, Permanent Building Committee, Energy Conservation Committee, Capital Expenditure Committee, and Appropriation Committee with a goal for them to jointly meet annually.
4) Support an initiative to reduce energy consumption in Town-owned buildings through more efficient energy usage during off-hours and through optimization of HVAC system settings.
5)

Contact Person: Name: Joe Musacchia
Email: musacchia@verizon.net

Recreation Committee

FY 2019 / FY 2020 Goals

1. Increase the Park and Recreation facility inventory to include additional playing fields and pocket parks.
2. Community Center Expansion Priority
 - Work with Capital committees to develop a viable plan to present to Town Meeting
 - Create a timeline
 - Coordinate, schedule, and staff new and existing recreational programming to be held at the Community Center.
 - Continue to strive to be self-sustaining through its management and operations each year.
 - Continue to provide a comprehensive, ongoing training program for all staff and volunteers at the Community Center (in service and professional development opportunities).
 - Collaborate and partner with Human Services, other Town departments and community service organizations.
3. Pursue and obtain Parks and Open Space opportunities in conjunction with Economics Development through commercial real estate and other opportunities.
4. Continue to hold quarterly Stakeholders meetings with town and community-wide service organizations that offer educational, social, cultural and recreation programming, classes, special events and activities for pre-school, youth, adult and senior populations in Lexington. The meetings will serve as an opportunity to share what each organization does, who we serve, brainstorm and possibly work in collaborative effort to identify service gaps, new programs opportunities, and expansion of current services for the benefit of the Lexington Community.
5. Continue to develop a plan for instituting an ID membership system for use by participants at Recreation programs and facilities.
 - Old Reservoir
 - Lexington High School Field House
6. Research potential local, state, and federal grants that could assist with program costs and capital improvement projects.
 - Continue to apply for grants that could be applied to new and existing programs and special events for youth, teens, and families.
 - Apply for grants that could go towards FY 2018 and FY 2019 operations (programs) and capital improvement projects.



Human Services Department

TO: Lexington Board of Selectmen
Carl Valente, Town Manager
Kelly Axtell, Assistant Town Manager

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

RE: Selectmen's Goal Setting

DATE: June 1, 2018

The Human Services Committee discussed goals for the next year and wish the following goals to be noted by the Selectmen:

1. To address identified unmet needs in the Lexington community as trends indicate increasing requests for mental health and preventive programs including **counseling, education and prevention programs and a possible referral service.**
2. To document the current services provided by the Human Services Department; to show evidence for, and make recommendation for additional staffing to meet the increasing demands on the Human Services department for mental health, education and prevention services.
3. To provide advocacy and support the Town's efforts to improve access to mental health services for residents of all ages.

June 1, 2018

To: Kelly Axtell
Assistant Town Manager

From: Melinda Walker
Chair, Lexington Housing Partnership

Re: Selectmen's Annual Goal Setting June 2018

The Lexington Housing Partnership's suggestions for the Selectmen's work plan for fiscal years 2019 and 2020 are listed below. I am sending our response in a word document because I was unable to navigate the 'fillable' PDF form. I apologize for any inconvenience this might cause as you compile the responses from the boards and committees.

"Please list any policy issues or project goals that you think the Board of Selectmen should consider when discussing and deciding on its work plan for 2019-2020."

- 1) Encourage the Assistant Town Manager for Development's office to monitor new funding opportunities from **Mass Housing** for the planning, design and construction of affordable housing units.
- 2) Provide support to **LexHAB** as they begin the design and construction process for the completion of affordable housing units on the Leary parcel.
- 3) Consider making a regular (annual) application to the Community Preservation Committee for funding to be set aside for future acquisition of land suitable for development of diverse housing types.
- 4) Monitor the progress of the Special Permit Residential Development (SPRD) Zoning Bylaw Amendment Ad Hoc Committee to assure the work of the committee is completed in a timely fashion.

"Please list any projects and goals that your committee is working on that you would like the Board of Selectmen to be aware of."

- 1) Collaborate with the Lexington Housing Foundation to develop new strategies for providing financial support for affordable housing advocacy endeavors.
- 2) Monitor the progress of special permit applications for developments that have potential for diverse residential development. (i.e., 188 Bedford Street)
- 3) Continue to advocate for projects, both public and private, that meet the housing needs of our current and future residents.

Board/Committee Name: Sustainable Lexington Committee

A) Please list any policy issues or project goals that you think the Board of Selectmen should consider when discussing and deciding on its workplan for 2019-2020.
1) Establish the role of Sustainability Director to drive initiatives identified in the Sustainable Action Plan, which provides a framework for the committee's recommendations, including:
2) Sustainable Building Policy, which has been a top priority of our committee for several years,
3) Net Zero Emissions Roadmap, which describes the long-term direction for town activities, and
4) Ongoing programs such as Community Choice, Lexington Energy Challenge and Solar Task Force.
5) A Sustainability Director is necessary to ensure that the Town considers climate change (mitigation and resilience) and that the lifecycle costs and benefits of all the Town's options are compared in all appropriate decisions and planning processes.
B) Please list any projects and goals that your committee is working on that you would like the Board of Selectmen to be aware of.
1) The Sustainable Building Policy is critical to ensure that current and future building programs:
2) Receive an appropriate level of input from stakeholders early in the process;
3) Ensure that the Town's values of health, energy efficiency, zero emissions, and resilience are considered in building decisions;
4) Recognize that Town buildings are a key element of emergency preparedness; and
5) Ensure that lifecycle costs and benefits of options are considered, along with all relevant incentives and rebates, using a consistent set of assumptions so that the Town can build high performance buildings with the most efficient use of capital.

Contact Person: Name: Mark Sandeen

Email: mark.sandeen@sustainablelexington.org

Board/Committee Name: Town Celebrations Committee

A) Please list any policy issues or project goals that you think the Board of Selectmen should consider when discussing and deciding on its workplan for 2019-2020.
1) All of our energy needs - residential, commercial, municipal on clean energy
2) Curb side pick up for all compost
3) Restaurants to composte waste.
4) Affordable housing for long time residents who need to downsize.
5)
B) Please list any projects and goals that your committee is working on that you would like the Board of Selectmen to be aware of.
1) An alernate plan for Patriots' Day in case of cancellation.
2) Rethink the whole Patriots Day program. I don't think we get enough people to justify the work that goes into it.
3) It would be nice to change the date and have it differnt from the marathon, but there is no other time that owrks.
4)
5)

Contact Person:

Name: Lorain Marquis
Email: ljmarquis@verizon.net

Board/Committee Name: Transportation Advisory Committee

A) Please list any policy issues or project goals that you think the Board of Selectmen should consider when discussing and deciding on its workplan for 2019-2020.
1) Support integrated transportation services that meet the needs of Lexington residents of all ages and abilities and support the infrastructure needed to facilitate the use of those services. This could involve new services or the reallocation of existing services; Complete Streets initiatives and the Center Streetscape plans should incorporate such infrastructure.
2) Develop a sound plan to fund The Rev, the Alewife/Hartwell Avenue commuter shuttle, that does not unnecessarily deplete TDM funds that are needed for other services.
3)
4)
5)
B) Please list any projects and goals that your committee is working on that you would like the Board of Selectmen to be aware of.
1) TAC will focus on the Tri-Town Transportation Study over the coming year.
2)
3)
4)
5)

Contact Person: Name: William Levison

Email: wlevison@comcast.net

Board/Committee Name: Commission on Disability - 2019-2020 Goals

A) Please list any policy issues or project goals that you think the Board of Selectmen should consider when discussing and deciding on its workplan for 2019-2020.
1) To embrace inclusion in its policies and procedures.
2) To invite the Commission's involvement in all matters that affect those with disabilities, including working community committees.
3) To be vigilant to meet the needs of the community in terms of providing sidewalks and crosswalks that are smooth physically and visually.
4) To take a pro-active stance to integrate accessibility and inclusion into all plans, policies and decision-making.
5)
To support the Commission in building awareness about the importance of accessibility as being integral to the priorities and values of our community.
B) Please list any projects and goals that your committee is working on that you would like the Board of Selectmen to be aware of.
1) Addressing race and disability disparities in discipline, expectations and achievement in the Lexington Public Schools with the Human Rights Committee.
2) Reviewing new private and municipal buildings being proposed, especially retail projects in the Center and school projects, to ensure full accessibility.
3) Increasing awareness, by making sure that other groups, committees and organizations are aware of the Commission's work.
4) Realizing that the Commission needs to advocate for the rights of those with disabilities whether or not they are endorsed by the Board of Selectmen.
5)
Integrate the best practices identified in the work of the Commission for the Blind relative to urban design considerations,
such as prioritizing safety over speed in all street geometry redesigns, switching diagonal curb ramps to perpendicular ones,
and making sure there is contrast on the edges of outside steps such as in front of Cary Hall and Town Hall

Contact Person: Name: Victoria Buckley, Chair
 Email: vbuckley@rcn.com

Board/Committee Name: Lexington 20/20 Vision Committee

A) Please list any policy issues or project goals that you think the Board of Selectmen should consider when discussing and deciding on its work plan for 2019-2020.

- 1) The 20/20 Vision Committee recommends that the Selectmen set a goal for the coming year to expeditiously hire the new Chief Information Officer and direct her efforts toward developing effective communication systems, not only to provide Town information to citizens, but also to support robust communications in both directions between citizens and Town as well as communications among citizens and civic organizations that can nurture a strengthened sense of community connection and engagement. The need for such improved multi-directional communication capacity was a strong message from the recent town wide survey and focus groups.
- 2) A second recommendation is that the Board of Selectman endorse at least four trials of small block parties, modeled on the practice of Cupertino, California, and authorize the Town Manager to devote some of the time of a qualified Town employee to facilitate the above-mentioned trials.

B) Please list any projects and goals that your committee is working on that you would like the Board of Selectmen to be aware of.

- 1) Formation of the 20/20 Vision Subcommittee on Communications.
- 2)
- 3)
- 4)
- 5)

Contact Person: Name: Fernando Quezada

Email: "2020 Vision Committee" <2020visioncmte@lexingtonma.gov>

Board/Committee Name: School Committee

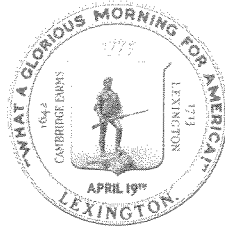
A) Please list any policy issues or project goals that you think the Board of Selectmen should consider when discussing and deciding on its workplan for 2019-2020.
1) Work together with the Board of Selectmen and School Committee to create a smooth transition and productive working partnership with the new Superintendent and Town Manager
2) Continue working jointing with the School Committee in conjunction with municipal and school staff to address the mental health needs of residents of all ages
3) Improving communications with the public on municipal and school district activities, goals and actions
4)
5)
B) Please list any projects and goals that your committee is working on that you would like the Board of Selectmen to be aware of.
1) Participation by BOS and town committees in the School Master Planning Committee
2) LPS development of an educational/building plan for Lexington High School with the intention of submitting an SOI to the MSBA in April 2019
3) Continued collaboration with municipal departments on school safety
4) Continued work on addressing issues of diversity, equity and inclusion in the schools, as well as with the municipal and community partners

Contact Person: Name: Eileen Jay
 Email: ejay@lexingtonma.org

Board/Committee Name: Conservation Commission

A) Please list any policy issues or project goals that you think the Board of Selectmen should consider when discussing and deciding on its workplan for 2019-2020.
1)
2)
3)
4)
5)
B) Please list any projects and goals that your committee is working on that you would like the Board of Selectmen to be aware of.
1) Wright Farm Land Planning, Environmental Programming and Barn Rehabilitation.
2) Land Acquisition Proposal for Fall Town Meeting.
3) Buffer Zone Performance Standards Regulation Amendments
4)
5)

Contact Person: Name: Philip Hamilton
 Email: Conservationcomm@lexingtonma.gov



Senior Management Team Recommendations

- 21. Comprehensive Plan Update**
- 22. Revenue Enhancements**
- 23. Community Response Protocol**
- 24. Hartwell Ave Zoning**
- 25. Capital Plan**
- 26. Communications**
- 27. Technology**

Recommendation for Board of Selectmen Goal Setting consideration:

Comprehensive Plan Update

The Comprehensive Plan Advisory Committee (CPAC) was appointed by the Planning Board on December 13, 2017 and the CPAC Orientation meeting was held January 30, 2018. To prepare and inform the CPAC, the Planning Board, and the public to undertake the Lexington Comprehensive Plan, six education panels were presented on Transportation, Housing and Economic Development February through May 2018. A facilitator is under contract to guide the community through the process, starting with a June 4 “community vision” exercise at 7:00pm in Battin Hall.

Staff is in the processing of preparing brief trend reports on Lexington’s economic development, demographics, housing, historic resources, a build-out analysis and other plan areas. A review and summary of prior studies and reports is underway. Online community surveys and stakeholder interviews are planned for June and July 2018. Phase II begins in September 2018, with detailed steps expected from the Facilitator, to be under contract in June.

A Comprehensive Plan is the long-term plan for a community’s physical development, including the inter-related areas of land use, transportation, economic development, housing, open space and recreation, natural resources, historic resources, and public facilities. The quality and success of a Comprehensive Plan relies on broad public engagement, including 1) outreach and input on existing conditions, including data and trends, 2) discerning the community’s vision for meeting its future needs and responsibilities, and 3) helping the community set goals to realize that vision. Lexington’s last update was completed over well over a decade ago.

**Recommended Goal for Board of Selectmen Consideration:
Revenue Enhancements**

The Town will be implementing large capital projects over the next few years. There are other projects that are important to the operation of the Town and staff is evaluating revenue enhancements to help offset the cost of these other projects which include a new cemetery building, continued operation of the Hartwell Avenue Compost Site, implementation of the new stormwater regulations and sidewalk construction.

Strategic Issue or Goal Area:

To evaluate revenue enhancements or new revenue sources in order to meet the funding requirements of capital projects and operating programs.

Objective 1: Revenue Enhancements of Cemetery Fees - Complete

- The cemetery building at Westview is in need of replacing. It does not currently meet the needs of staff for effective operation, storage and maintenance. The space is also not inviting and does not meet the needs of patrons and also lacks a privacy area.
- The new building is estimated to cost approximately \$3,000,000.
- Funds for the new building will be requested at the 2018 Fall Town Meeting.
- Fees have not been raised at Westview Cemetery since 2005.
- Staff reviewed cemetery fees from several communities to see where Lexington ranked. Based on the data Lexington fees were lower than those of other communities.
- Staff presented the findings to the Board of Selectmen and presented options for increasing fees in order to fund the new building without additional tax levy support.
- The BOS voted to adopt a new fee structure and the new fee schedule was implemented in July 2017.
- As per the BOS approved schedule the fees will be increased by 2.5% in July 2018.

Objective 2: Revenue Enhancements for the Hartwell Avenue Compost Site – Complete

- With the addition of solar at Hartwell Avenue the operation plan was reworked and other revenue sources were researched in order to fully fund the compost operation.
- Staff has implemented producing and selling bark and leaf mulch and has rented space to vendors. Other items are still being investigated.
- In order to meet the sites capital needs (new building, new screener) and the operating budget compost site revenue needed to be increased.
- Staff reviewed permit fees and materials fees from other vendors and communities in the area.
- Staff compiled and evaluated the information and made a presentation to the BOS in September 2017.

- The BOS approved the fee increases and they were implemented in March 2018.
- Fees will be reviewed on an annual basis.

Objective 3: Fund a Stormwater Utility – In Process: Targeting a Fall 2018 Presentation to the Board

- The new NPDES Stormwater Permit will be effective on July 1, 2018. The permit has been reviewed by the Engineering Division.
- The permit will require the Town to perform inspections, maintenance and capital improvements to ensure proper stormwater mitigation.
- Currently the Town budgets approximately \$1,120,000 in the Capital budget for various stormwater related projects.
- Meeting the new permit will require additional staff time and new maintenance procedures which are currently not funded in the operating budget.
- Staff is in the process of developing cost estimates for the implementation of the permit.
- Staff is reviewing what other communities are doing to meet the permit requirements.
- Staff is reviewing other communities who have established a stormwater utility.
- Staff has conducted and will conduct additional interviews with key town staff, decision makers and members of the public to gather information on what people know about stormwater and their views on funding to ensure our compliance.
- Staff will continue to research establishing a stormwater utility and will update the BOS in the Fall of 2018 to determine if it is feasible to move forward.

Objective 4: Sidewalk Betterments – On Hold

- Staff is waiting for direction from the BOS.
- The BOS needs to develop a policy that covers items such as type of betterment (funding mechanism) and when it applies (size of sidewalk, new vs. existing, etc.).
- Once a direction is given staff will evaluate programs in other communities and research the implications of instituting a program in Lexington (i.e. Additional staff, etc.).

Recommendation for Board of Selectmen Goal Setting consideration:

Developing a Community Response Protocol for At Risk/Crisis Situations

Multiple Town departments are dealing with complex mental health issues that impact the community such as hoarding, substance abuse, parenting issues, risky behaviors and self-harm/neglect. These goals address the need to provide coordinated municipal response and communication using established best practice models used in similar communities.

Strategic Issue/Goal Area:

Develop and define an interdepartmental Community Crisis Response Team to promote collaboration, communication and enhance the response of public and private agencies that address residents at risk, in crisis or dealing with complex mental health issues across the lifespan.

Update: One of the key considerations/recommendations from the Mental Health Summit is to create a *“Sustainable Municipal/School Leadership Team for Mental Health Programs and Services”*. This effort is being supported by the work of the CHNA 15 Best Practices in Mental Health Response grant.

Objectives:

- Identify the Town/School departments and staff that are critical to the success of this team
 - **Update:** Town and School staff participated in a 4 part Suicide Symposium in the Fall of 2017 – this was an opportunity to identify the key staff members from the municipal and school departments. The HSD and Health Department wrote a CHNA 15 multi year impact grant, that was awarded to fund a planning year + 3 years of implementation funds.
- Develop a unified interdepartmental response and communication protocol for addressing crisis situations
 - **Update: In process.** Expanding the current At Risk team (municipal staff) to include Library staff, LPS Guidance, Counseling and Nursing staff.
- Determine the appropriately-scaled level of municipal service and support interventions that residents feel are important
 - **Update: In process.** Public comment on 5/23/18, BOS/SC recommendations on 6/18/18
- View mental health and wellness programming, suicide prevention efforts and drug and alcohol education as essential to the scope of this team
- Acts in an advisory capacity to local community partners and facilitates access to informational materials

- Form a Suicide Prevention Task Force that addresses best practices in suicide prevention and postvention
 - **Update:** The current work of the CHNA 15 Best Practices in Mental Health Response team has identified that the staff working group is titled the “**Lexington Mental Health and Wellness Task Force**”
 - Suicide Prevention will be an initiative of this task force, however, the staff are seeking to focus on a broad range of prevention and wellness initiatives,

Strategic Issue/Goal Area: (Updated)

Adopt and support recommendations for multi-year plan to strengthen mental health programs and services.

Objectives:

- Evaluate the mission of existing Town committees that focus on youth initiatives (Human Services Committee, Youth Commission, Youth Services Council) and make recommendations for change if needed
 - **Update:** This should be part of the multi-year plan to strengthen mental health programs and services
- Identify a model for coordinating community mental health and wellness programming and determine the leadership structure of the Town.
 - **Update:** Staff have identified the need to create a sustainable Municipal/School Leadership Team, this team will be responsible for implementing the programs and services
 - **CHNA 15 funding:** The multi – year impact grant will play a role in helping to fund recommended programs and services

Recommendation for Board of Selectmen Goal Setting consideration:

Hartwell Zoning Initiative

The Planning Board, Board of Selectmen, professional architect/urban designer, real estate market analyst and staff worked for the past year to develop a vision for a possible re-imagining of Hartwell Avenue from a 1960s suburban office park with static rents to a mix of contemporary uses and forms of development that would reflect current market interest. This vision would take advantage of the recreational opportunities for walking and bicycling nearby and would increase the development area where wetlands and the Hanscom flight easements least restrict further development. This vision is intended to attract future tenants and employees to ensure the viability of the Town's most important commercial district in the decades to come, and to encourage commercial development that could help ease the residential tax burden.

Staff met with stakeholder groups in the spring. A public input event on the vision for Hartwell was held in May. The traffic analysis and the fiscal analysis are expected this month. A contract will soon be issued for a zoning consultant to begin drafting a zoning bylaw amendment for the Town's consideration. The next step would include ways to address input to date, as well as an additional public event in the early fall 2018.

Recommendation for Board of Selectmen Goal Setting consideration:

Capital Planning

Goal: Update the Town's financing plan for significant capital projects (e.g. candidates for debt exclusion) with the goal of prioritizing major capital projects on a timeline that meets program needs and achieves consensus amongst stakeholders.

Objectives:

- Update bonding and debt service schedules for all authorized and future projects, both within levy and excluded debt.
- Identify all major capital projects in the pipeline and establish a realistic prioritization and timeline for moving them forward including the following (design and construction phases):
 - Police Station
 - Community Center Expansion
 - Center Streetscape
 - Automated Meter Reading System (AMR)
 - Implementation of Projects Identified by School Master Planning
 - Lexington High School Reconstruction
 - Continuing Programs (roads, sidewalks, water/sewer mains, building envelope, town wide roofing, school technology)
 - Recreational /Athletic fields
 - Other TBD projects
- Identify appropriate funding sources for each project including new revenues and joint funding sources.
- Consider projects for future debt exclusion referendums and establish timing.
- Review and reaffirm/ update policies and guidelines for annual capital planning and budgeting including use of cash capital; annual debt service increases; debt limits; bonding terms and capital reserve fund contributions and uses (draw down).
- Update the model projecting the impact of excluded debt on taxpayers.

Recommended Goal for Board of Selectmen consideration:
Improving Community Communications

Each department in the Town has a variety of needs for effectively communicating with Town residents. These are for many different reasons, and employ a wide range of tools and media.

Strategic Issue or Goal Area:

To better understand and specifically define the communications challenge we are trying to address as a public service organization.

Activity on this Goal Area:

- Three members of SMT (Carol Kowalski, Tom Case, and Koren Stembridge) met with several selectmen (ongoing) to gain an understanding of where communication gaps impact their work for the Town. Areas identified for study:
 - Need a clear process for multi-department communications around major issues and crisis situations
 - Website as center for Town info. Need for continuous improvement on the site.
 - Need for communications to reach diverse communities (many community organizations have great networks in place – how do we tap in to them to get information to the widest possible audience)
 - Opportunities for citizens to opt in to systems that push information of interest (eg. weekly town news digest w/ links to more info on website)
- The creation of a new Public Information Officer position was recommended by the Town Manager and approved during Annual Meeting. Recruitment will begin in the fall.
- The 20/20 Vision Committee's Townwide Survey results indicated that communication/engagement between the Town and residents was an area for improvement. The committee established subcommittee (ECiL) to further define the issues raised by the community and to research best practices in the area of government communications.

**Senior Management Team FY '19 Goal Setting
IT – Technology Collaboration**

Every department in the Town has a variety of organization wide as well as department level technology systems and solution needs.

Strategic Issue or Goal Area:

Actively promote and foster a culture of technology collaboration throughout the Town's various departments.

Objective:

Continue to maximize the value of our current "enterprise" systems

- Complete the implementation and operational handoff of ProPhoenix Safety system
- Implement new MUNIS modules and functionality (Finance / Human Resources)
- Continue efforts to scan and post departmental and Committee/Boards information and records into Laserfiche
- Continue to expand application and use of Geographic Information Systems (GIS).

Focus on the future of technology deployments for the Town

- Embrace a "Cloud First" position when investigating new or enhanced software and applications
- Migrate ViewPermit application to ViewPoint Cloud
- Implement Workiva WDesk application for collaborative budgeting
- Initiate investigation of cloud based replacement for Microsoft Exchange/Outlook
- Implement the core data network engineering and design changes as specified in the comprehensive network assessment
- Focus on process automation and paperwork reduction wherever possible (e-signature + automated workflow opportunities)
- Continue to develop roadmap to migrate IT infrastructure (compute, storage) to the cloud

Continue to focus on collaborative planning and engineering with the Schools Education Technology team

- Implement new firewalls and related security rule sets in conjunction with Schools IT
- Upgrade shared primary Internet connection to 5Mbps

Tom Case
Chief Information Officer
May 2018

Comparisons of Importance and Performance

Lexington Town-wide Survey Spring 2017

The following charts compare responses on expressed importance of individual items and perceived performance with regard to each of the items.

The blue lines represent the expressed importance of the item. This was measured using the following:

- 1=Extremely
- 2=Very
- 3=Somewhat
- 4=Not very
- 5=Not at all

The red lines represent the evaluation of performance with respect to the item. This was measured using the following:

- 1=Excellent
- 2=Very good
- 3=Good
- 4=Fair
- 5=Poor

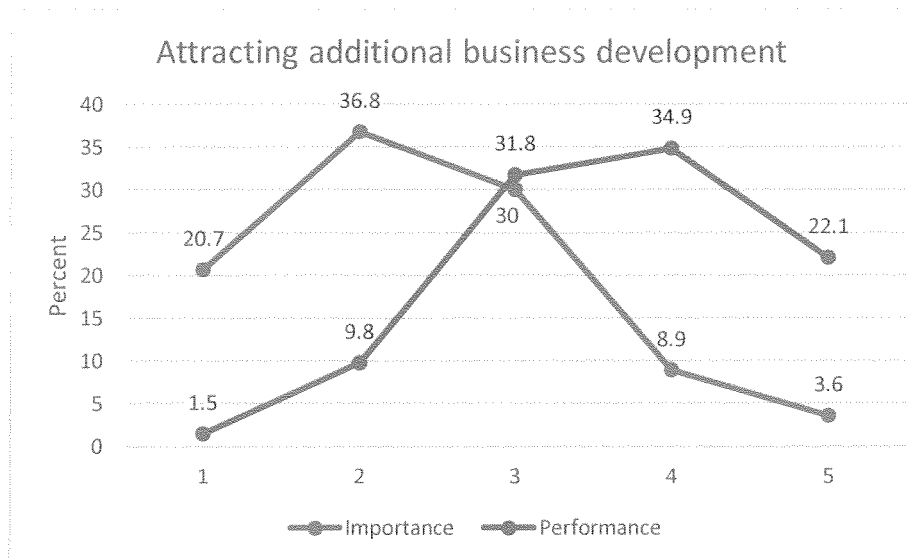
('Don't know' responses were treated as 'missing' data and removed from statistical calculations.)

The measure of association (strength of the relationship between the variables) and the statistical significance (likelihood of a finding being due to chance) are indicated below each chart.

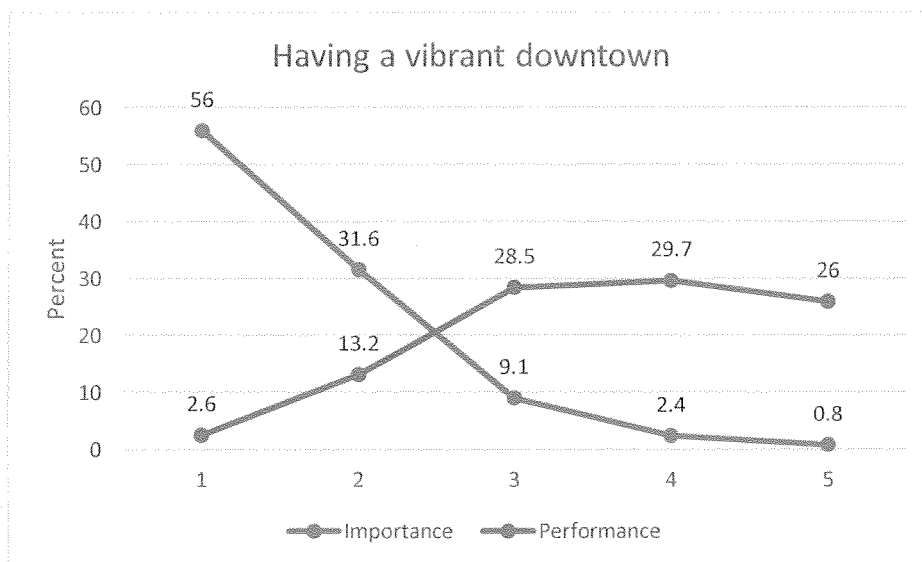
Findings as presented are grouped by the broader categories in which they were listed in the survey.

Economic Development	Pages 2-4
Public Education	Pages 5-9
Environment	Pages 10-13
Physical Character	Pages 14-16
Population Diversity	Pages 17-19
Town Government	Pages 20-24
Town Services	Pages 25-29
Availability of Public Information	Pages 30-32
Methods of Communication	Pages 33-36

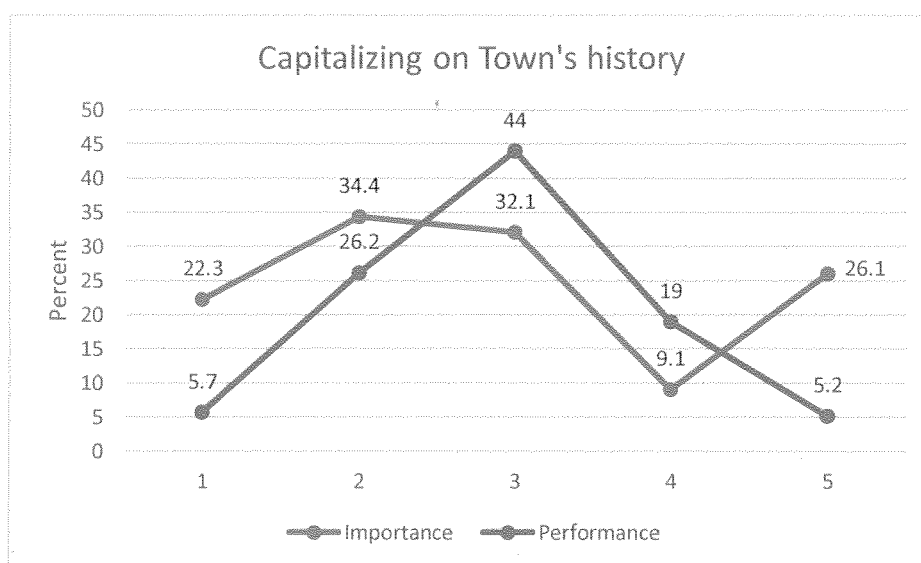
Economic Development



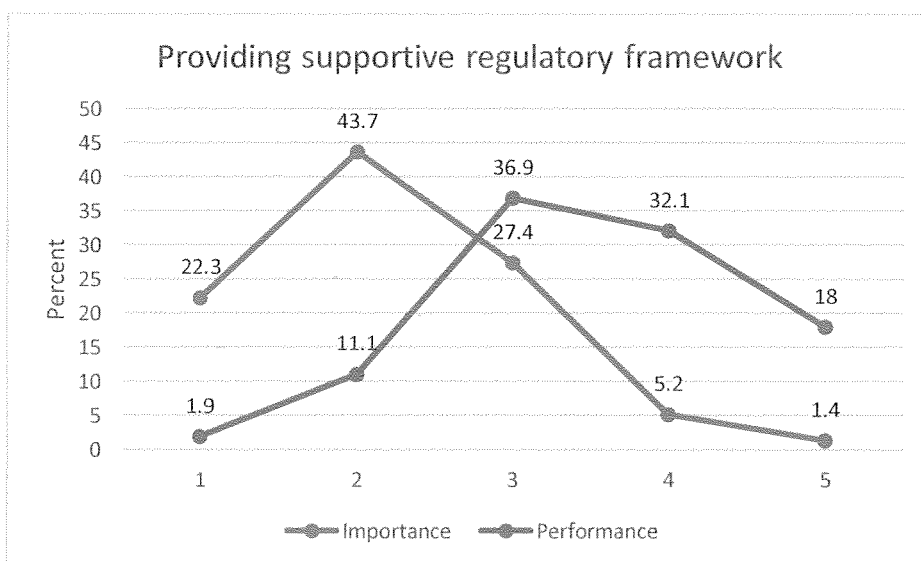
V=.151; p=.000



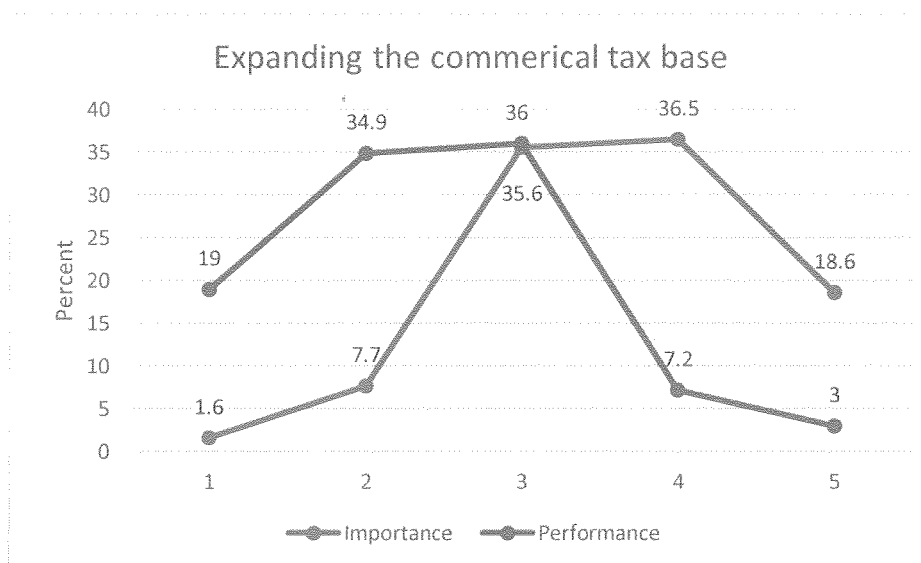
V=.137; p=.000



$V=.116; p=.000$

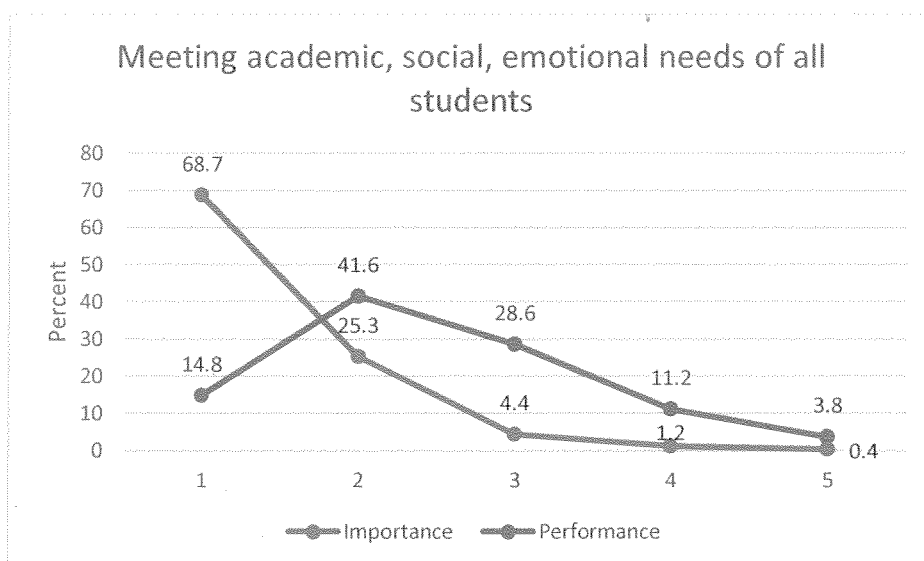


$V=.173; p=.000$

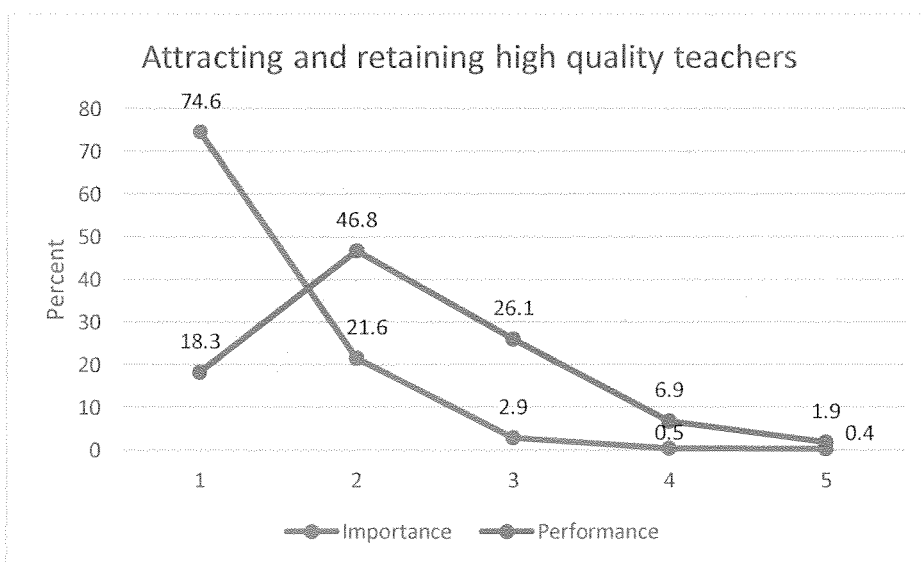


V=.206; p=.000

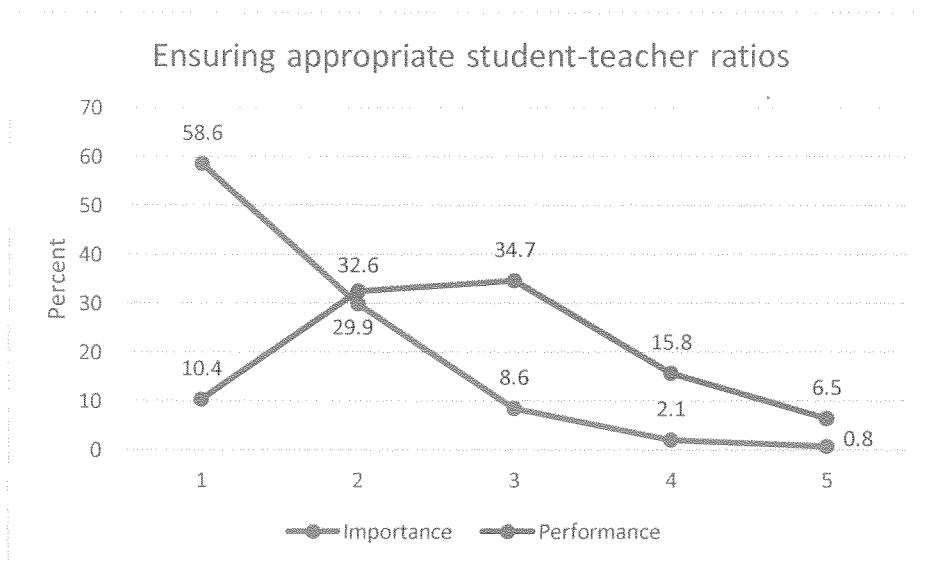
Public Education



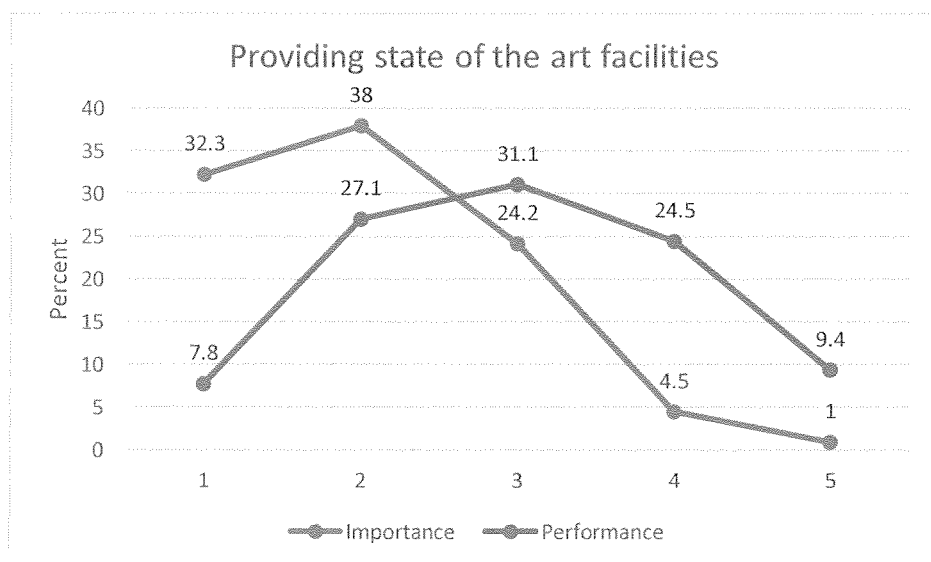
V=.113; p=.000



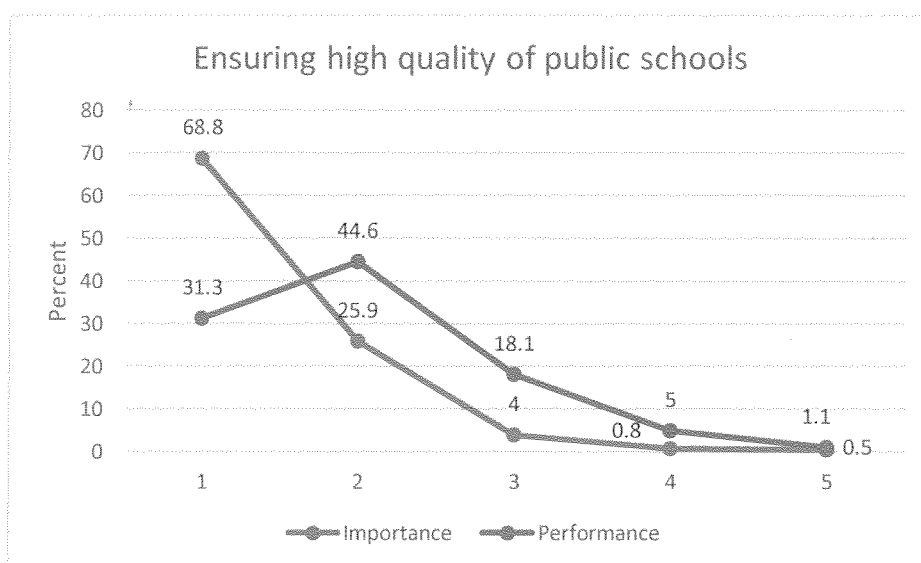
V=.174; p=.000



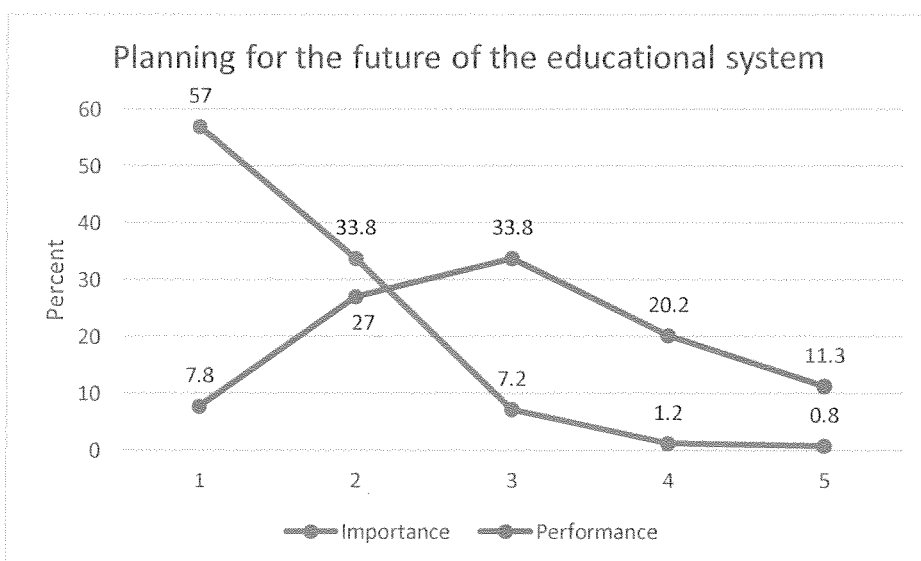
$V=.116$; $p=.000$



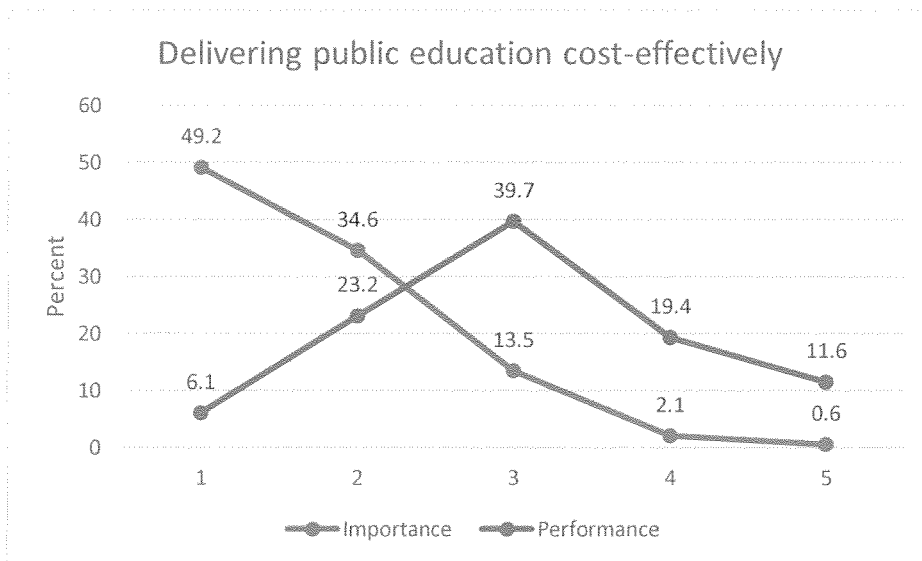
$V=.098$; $p=.000$



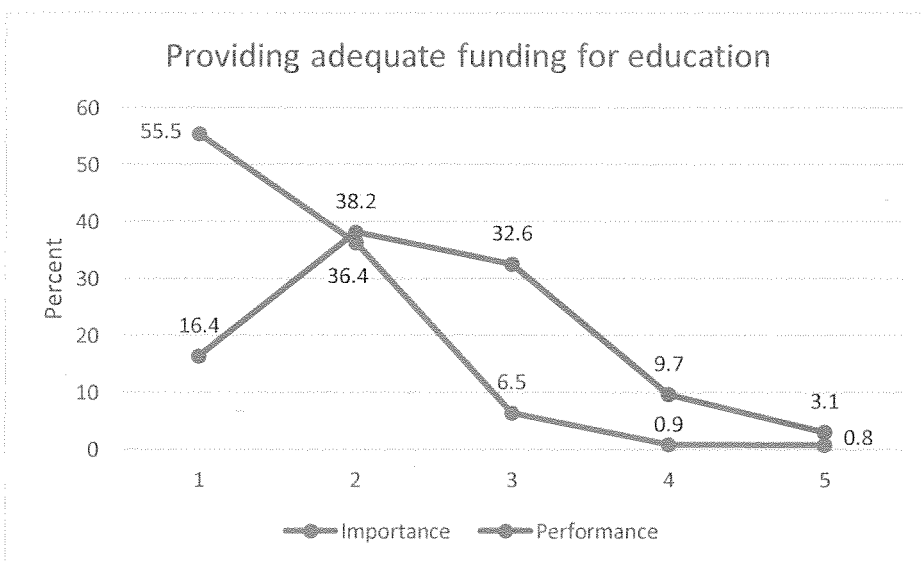
$V=.217; p=.000$



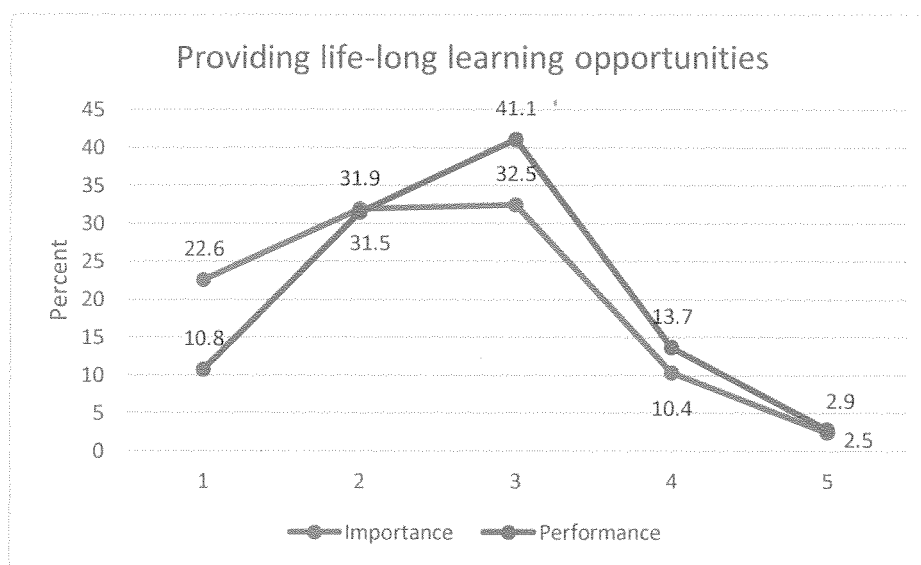
$V=.084; p=.000$



V=.131; p=.000

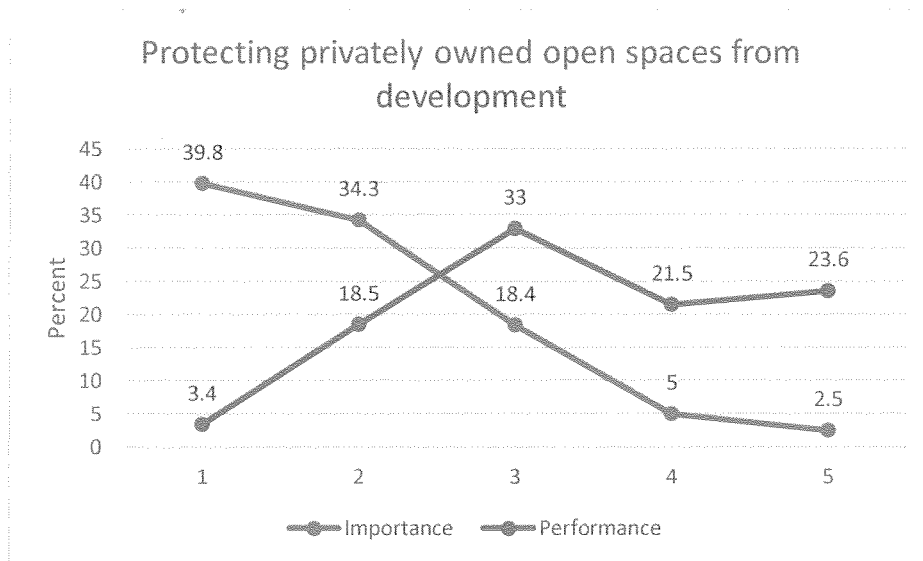


V=.138; p=.000

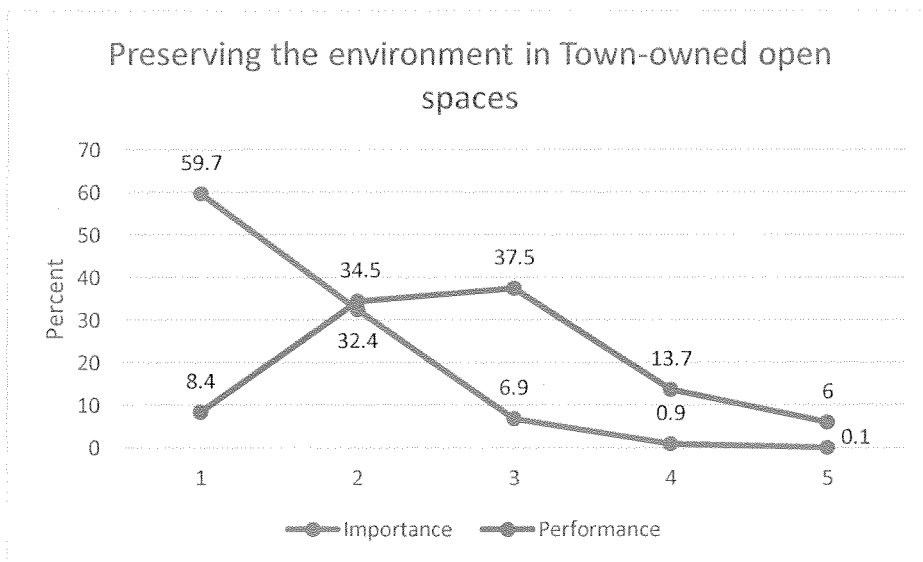


$V=.149$; $p=.000$

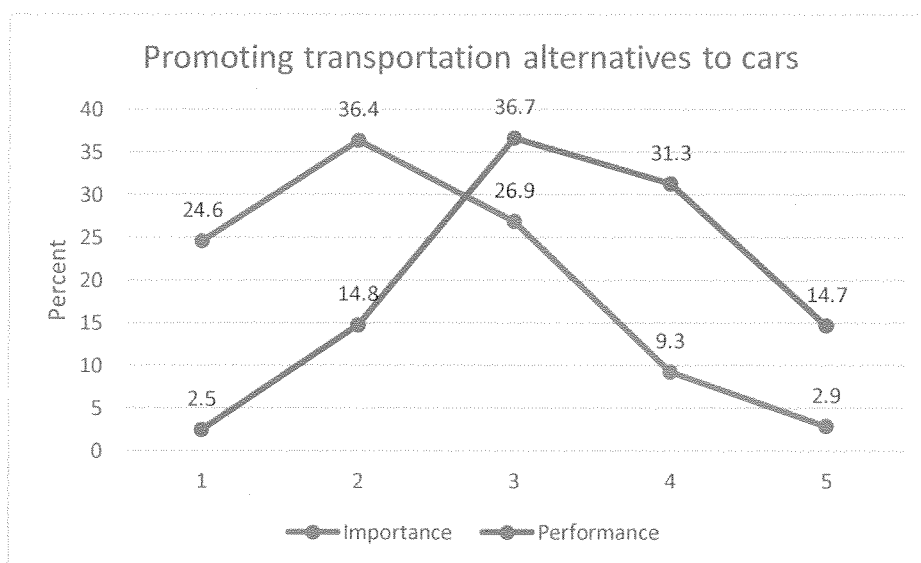
Environment



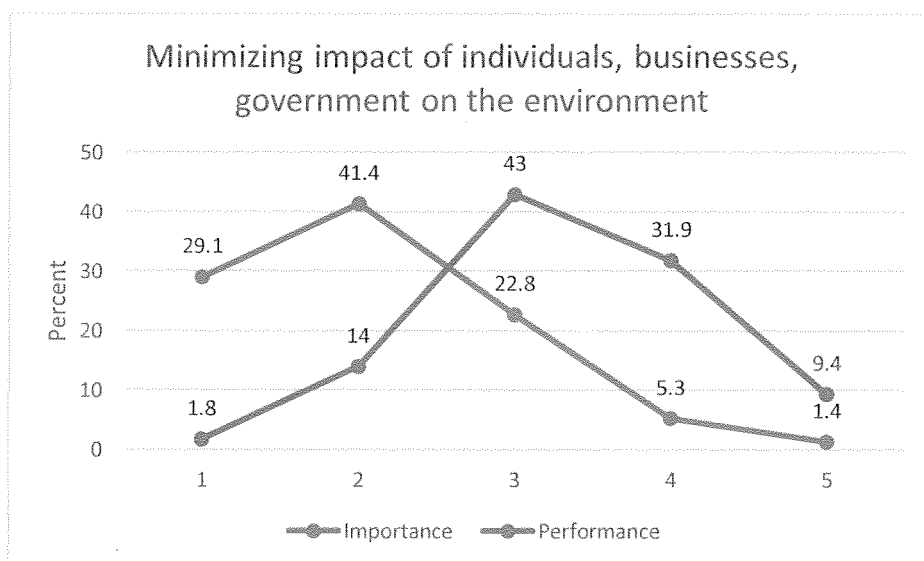
V=.153; p=.000



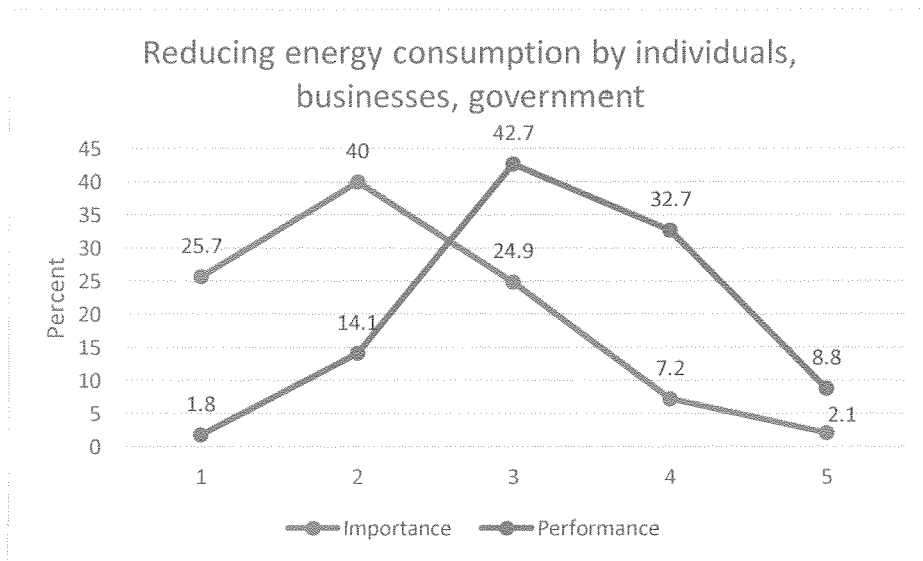
V=.114; p=.000



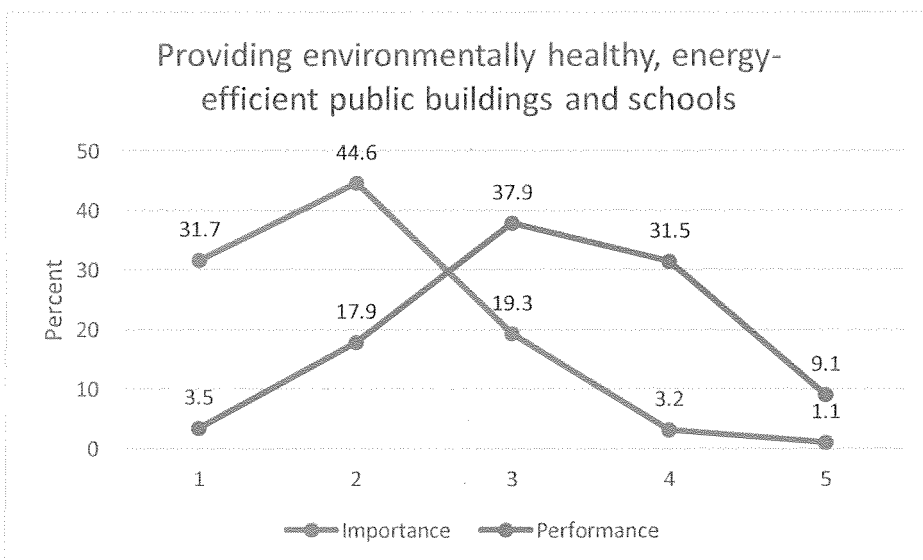
$V=.210$; $p=.000$



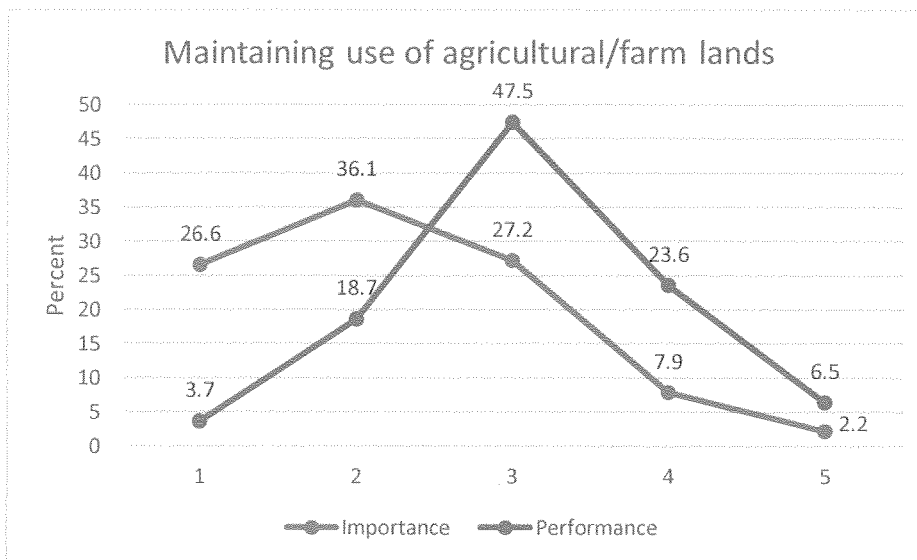
$V=.118$; $p=.000$



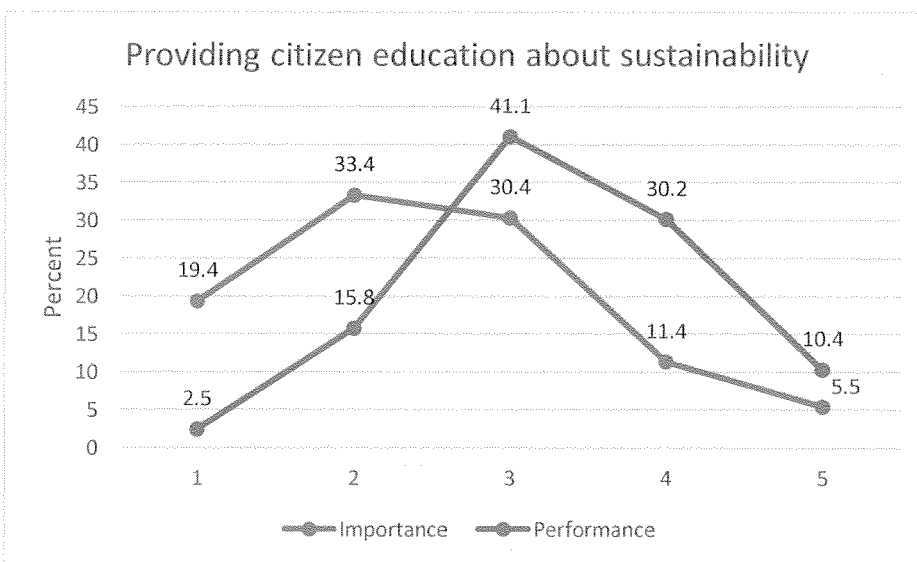
$V=.068$; $p=.324$ (this finding is NOT statistically significant)



$V=.077$; $p=.049$

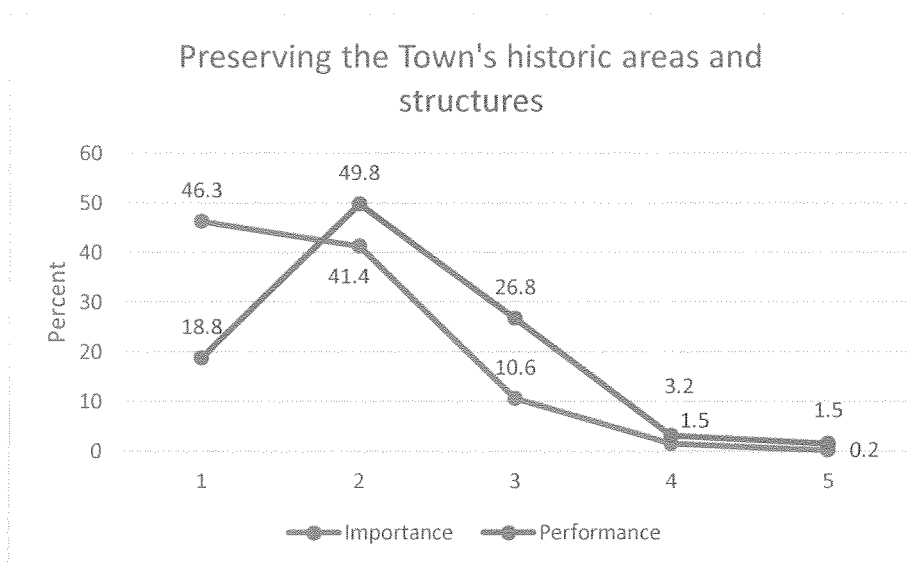


$V=.115$; $p=.000$

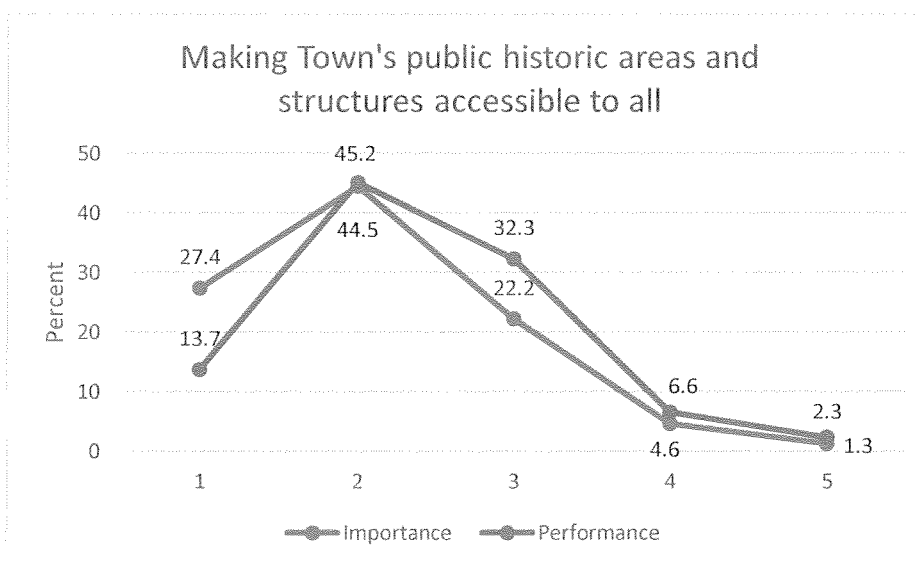


$V=.096$; $p=.001$

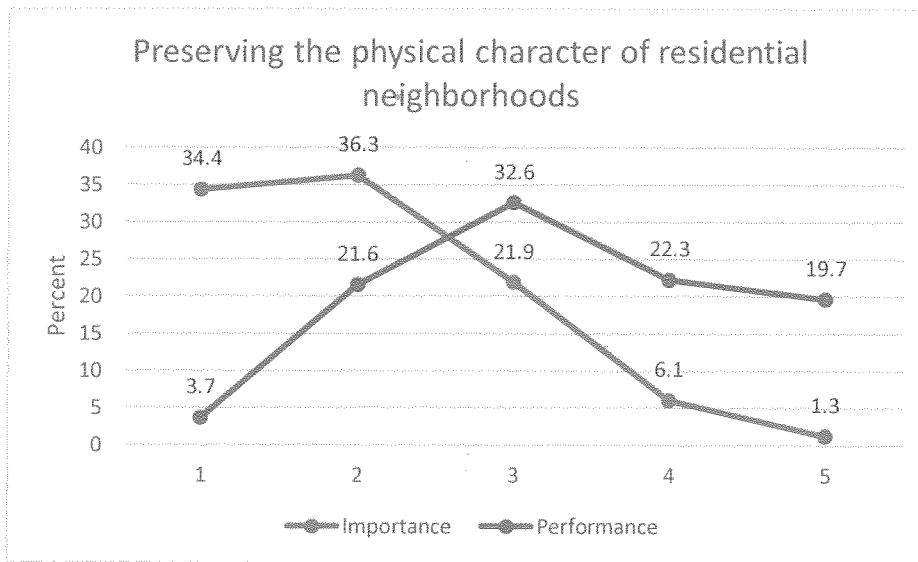
Physical Character



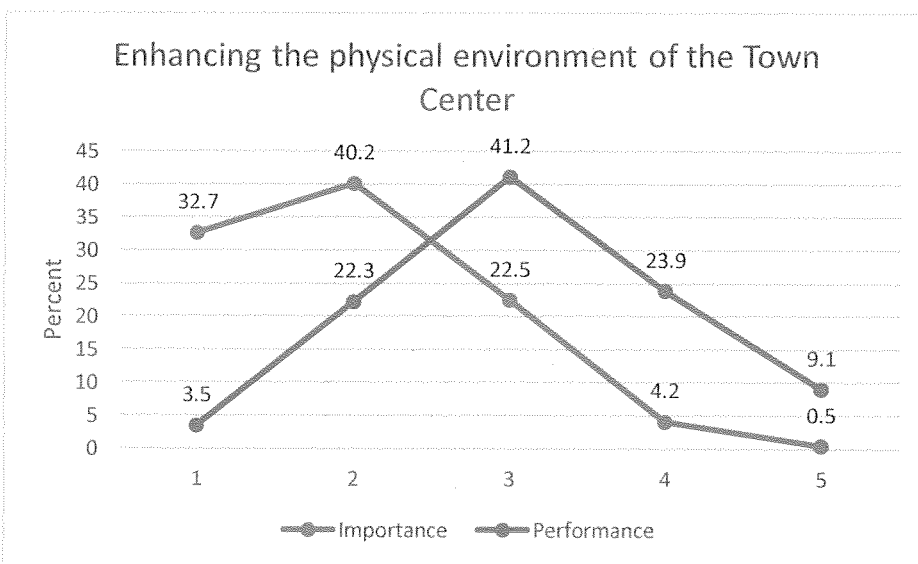
V=.127; p=.000



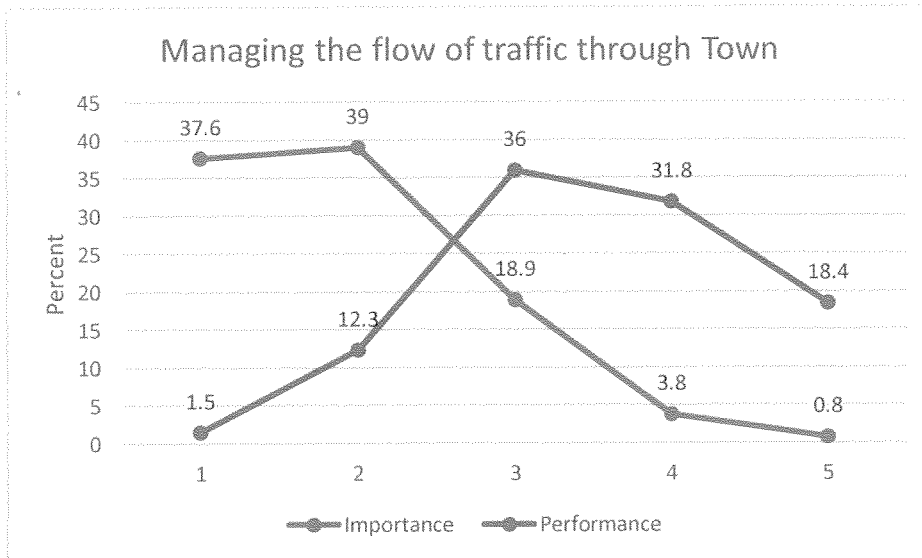
V=.127; p=.000



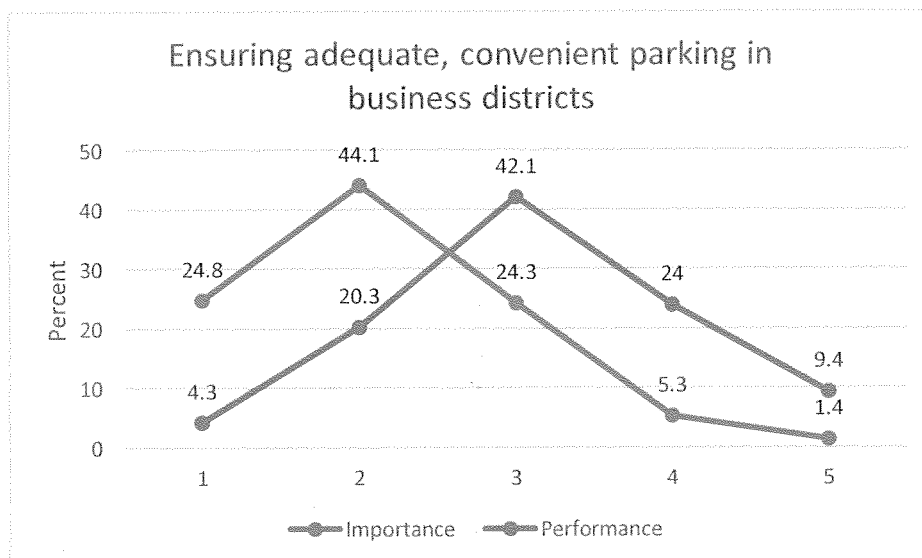
$V=.180$; $p=.000$



$V=.145$; $p=.000$

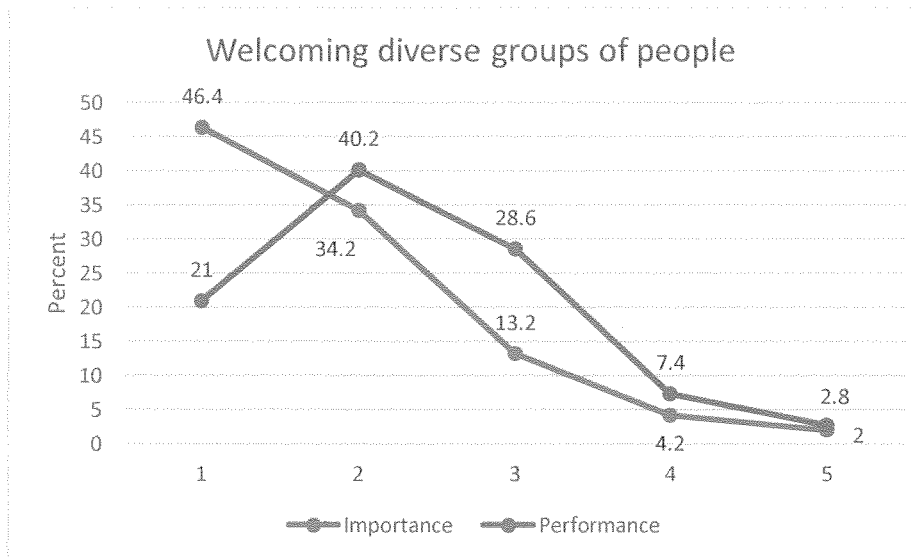


$V=.192; p=.000$

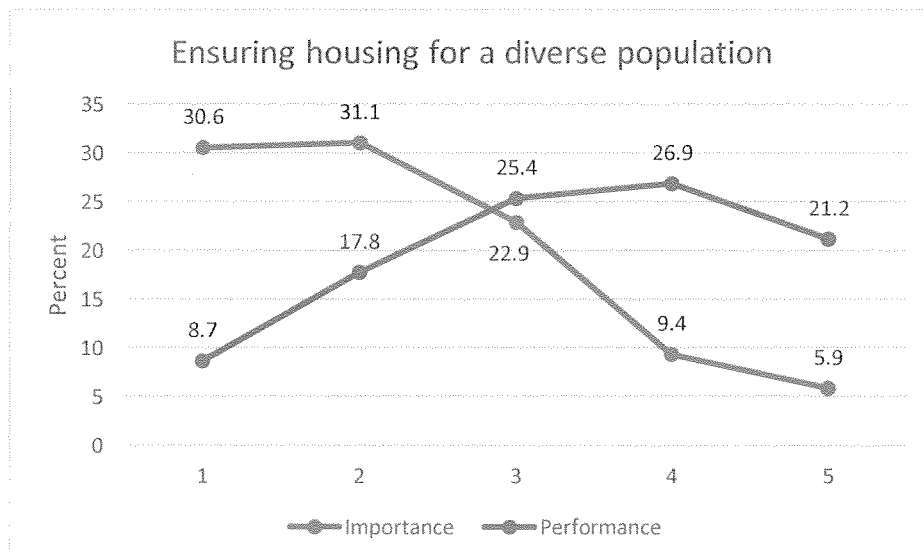


$V=.198; p=.000$

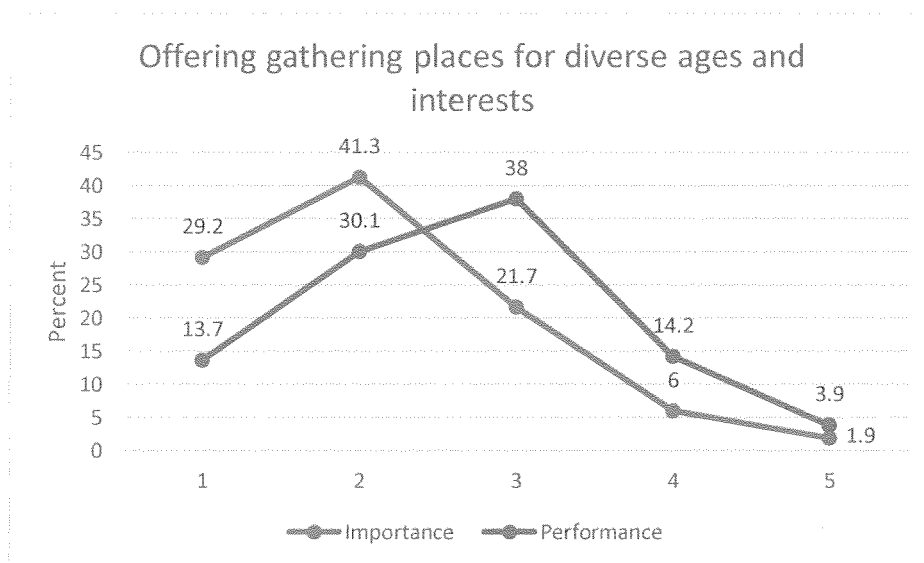
Population Diversity



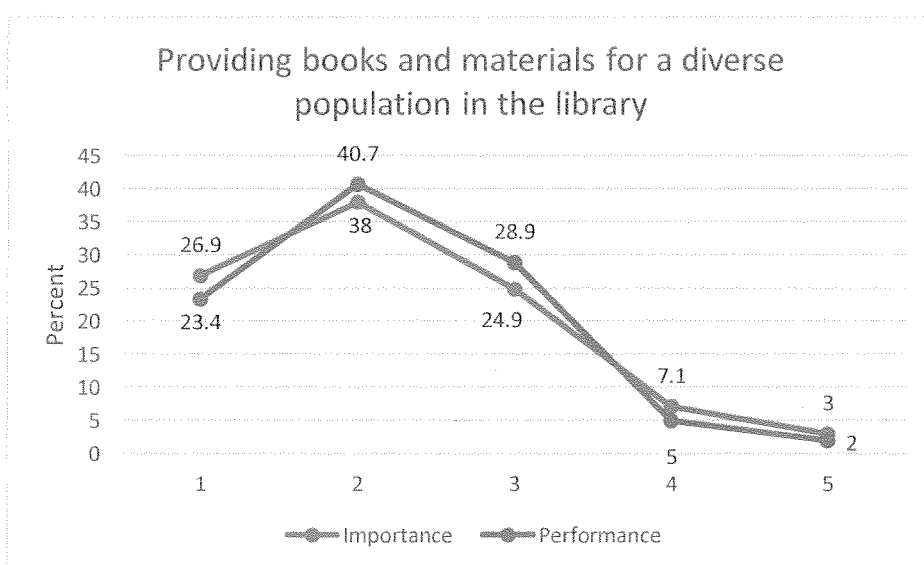
$V=.092$; $p=.000$



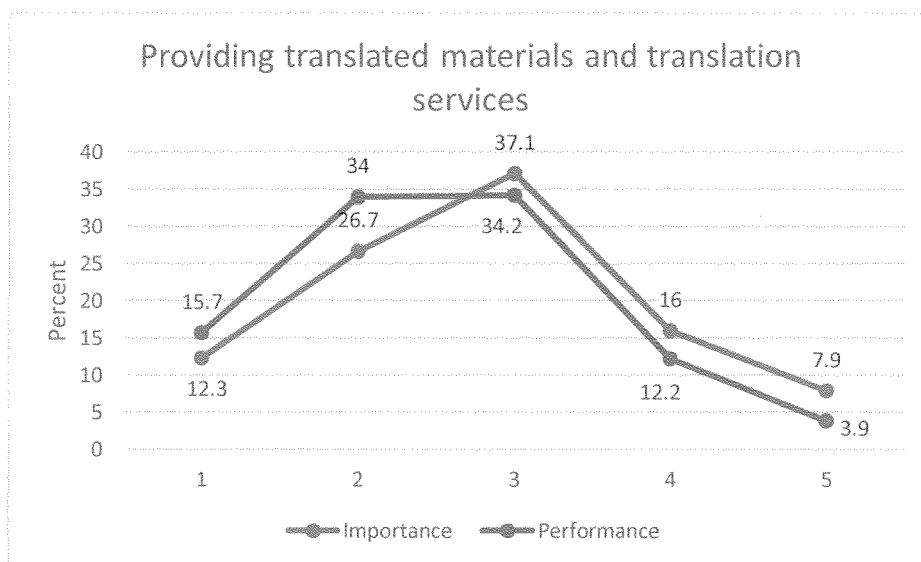
$V=.267$; $p=.000$



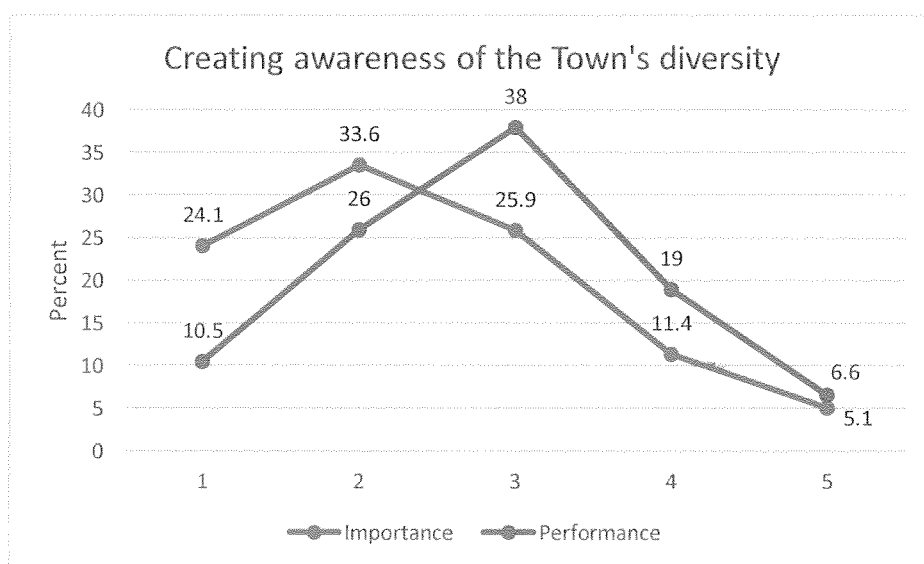
$V=.097$; $p=.000$



$V=.108$; $p=.000$

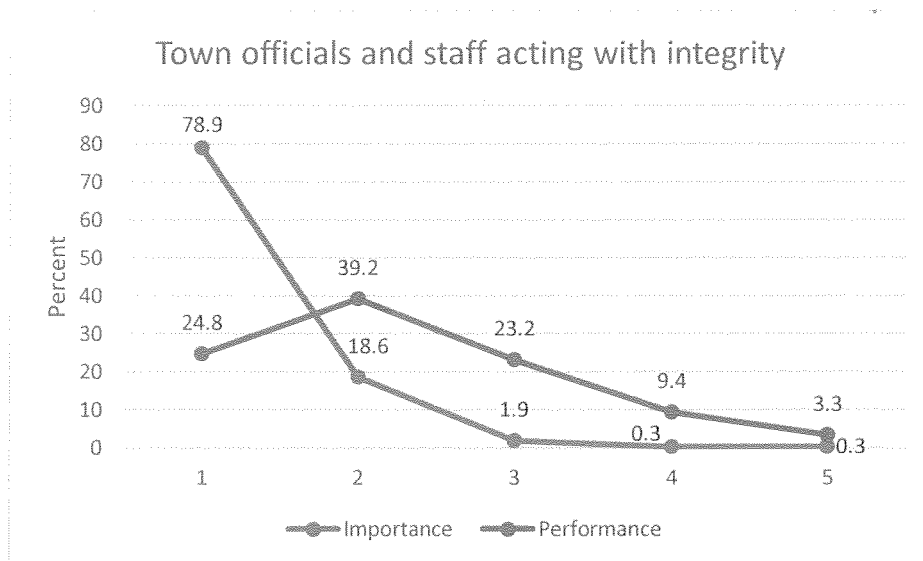


$V=.142$; $p=.000$

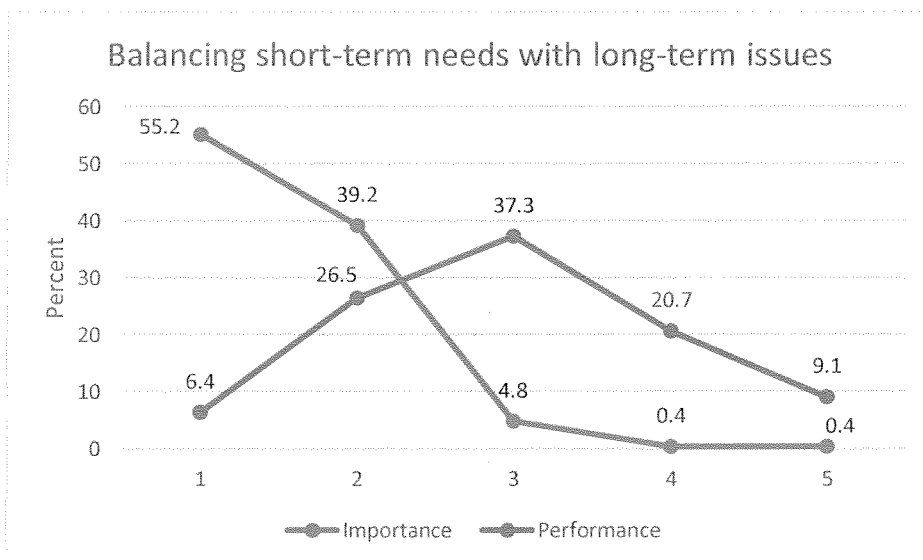


$V=.141$; $p=.000$

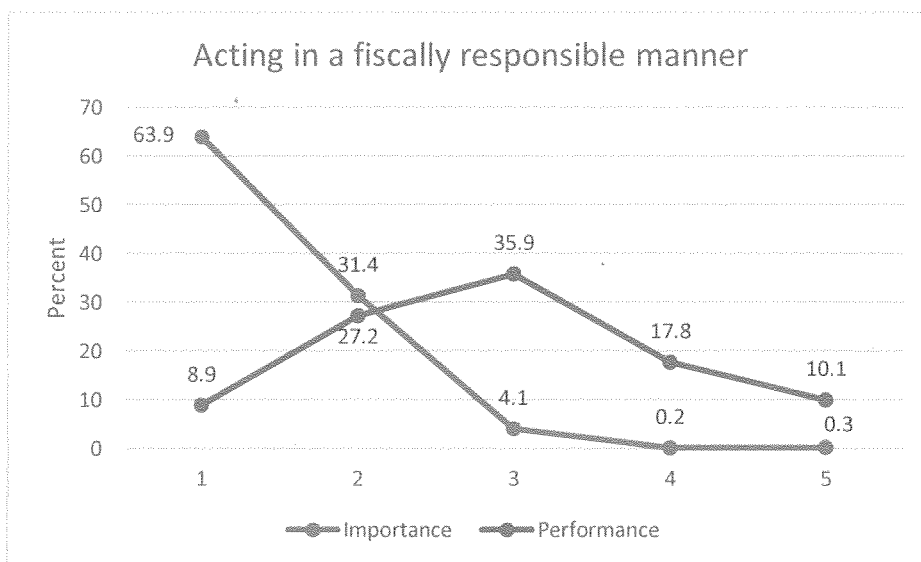
Town Government



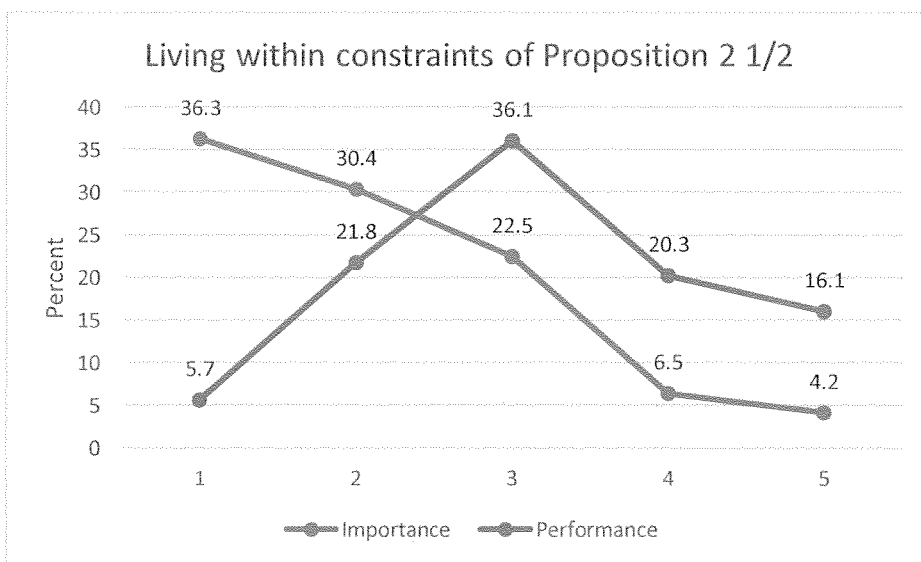
V=.163; p=.000



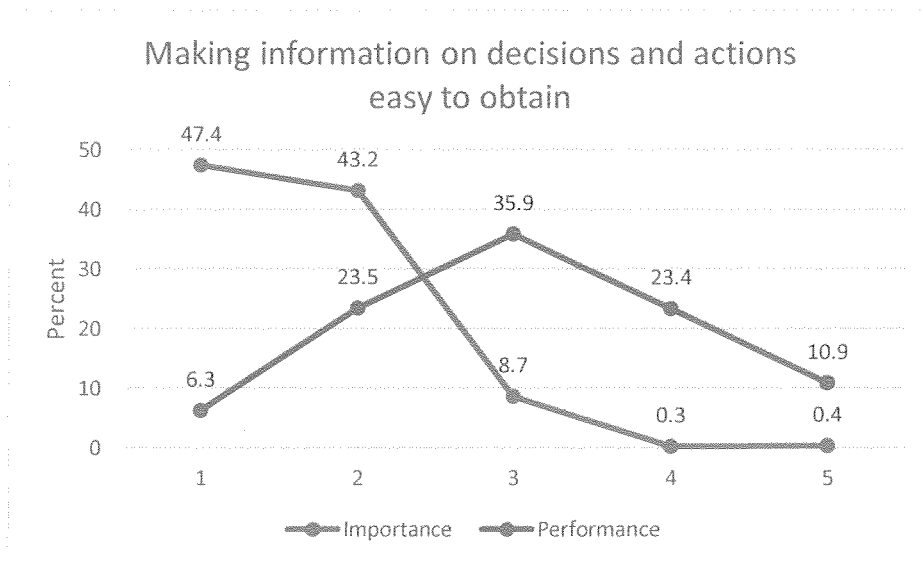
V=.150; p=.000



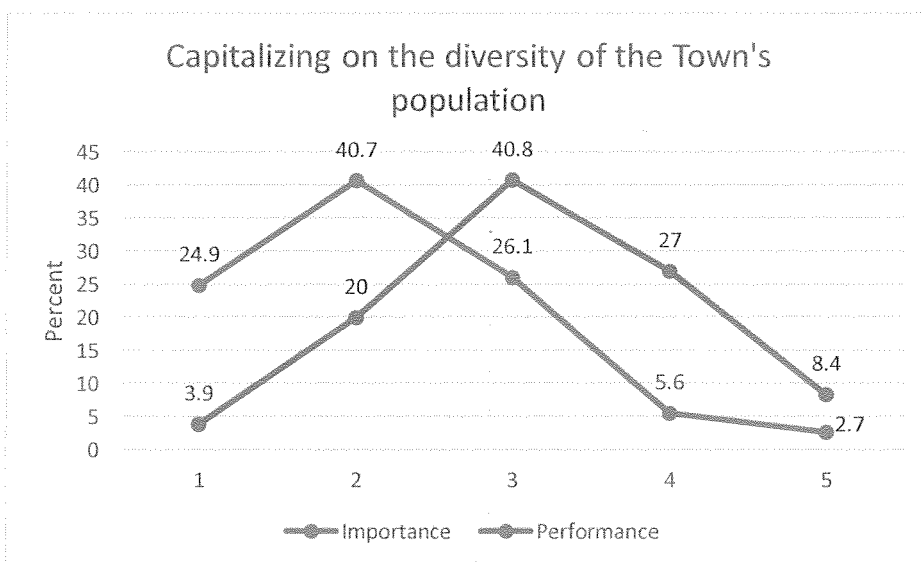
$V=.146$; $p=.000$



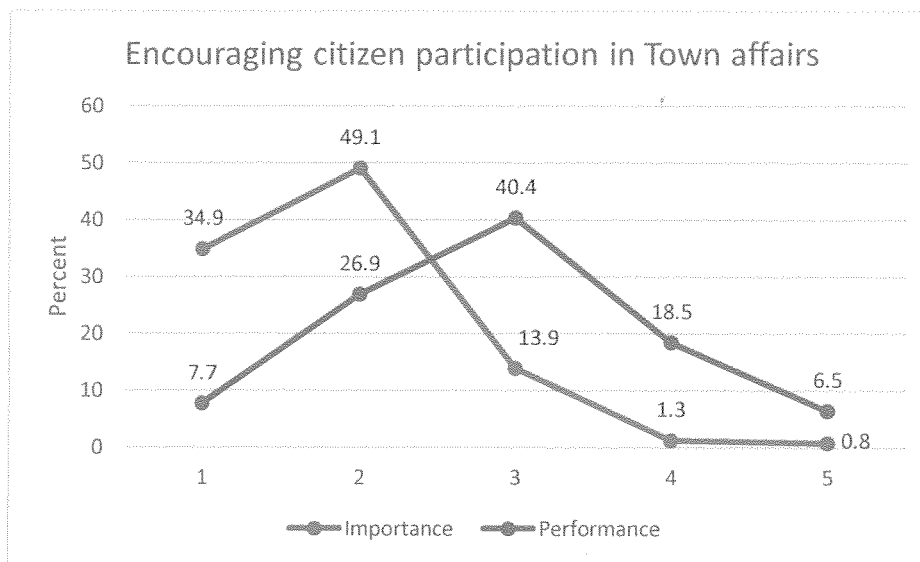
$V=.219$; $p=.000$



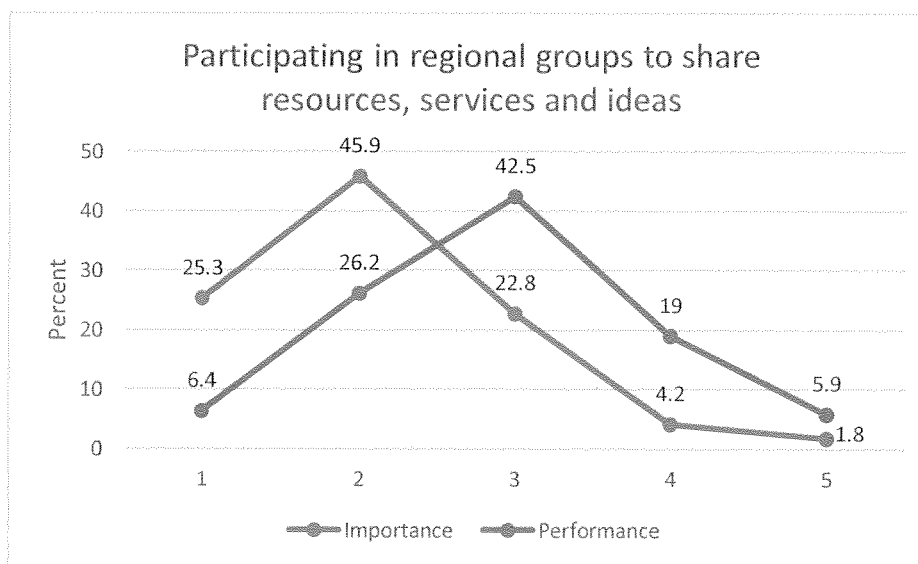
$V=.140$; $p=.000$



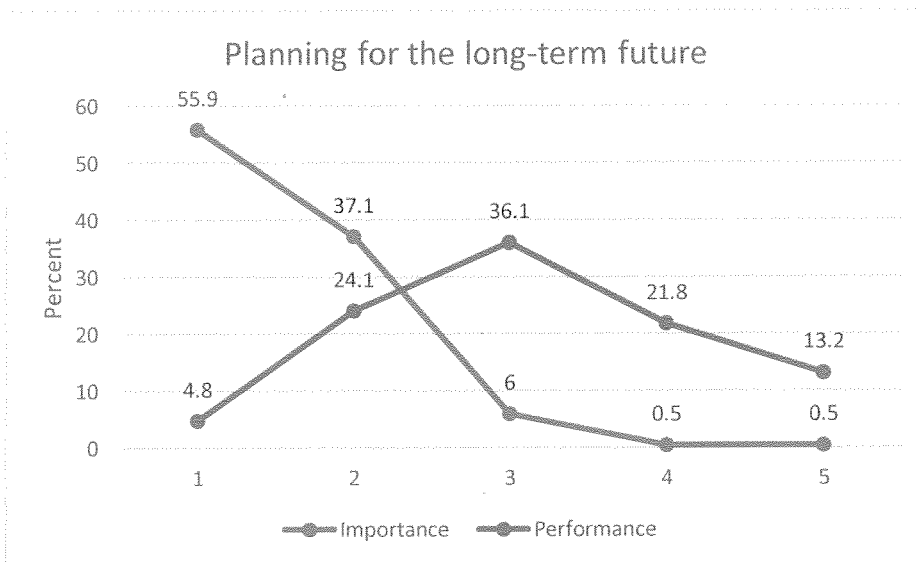
$V=.141$; $p=.000$



$V=.144$; $p=.000$

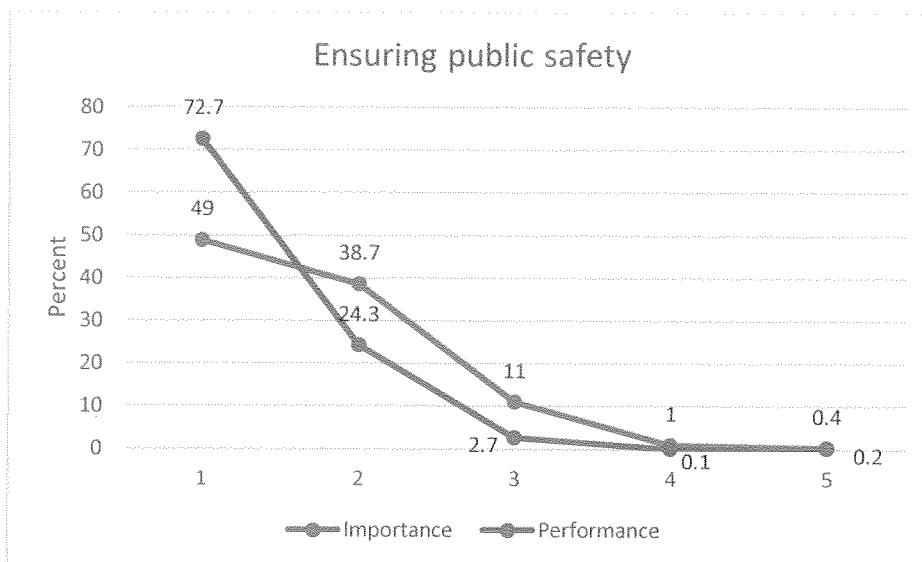


$V=.170$; $p=.000$

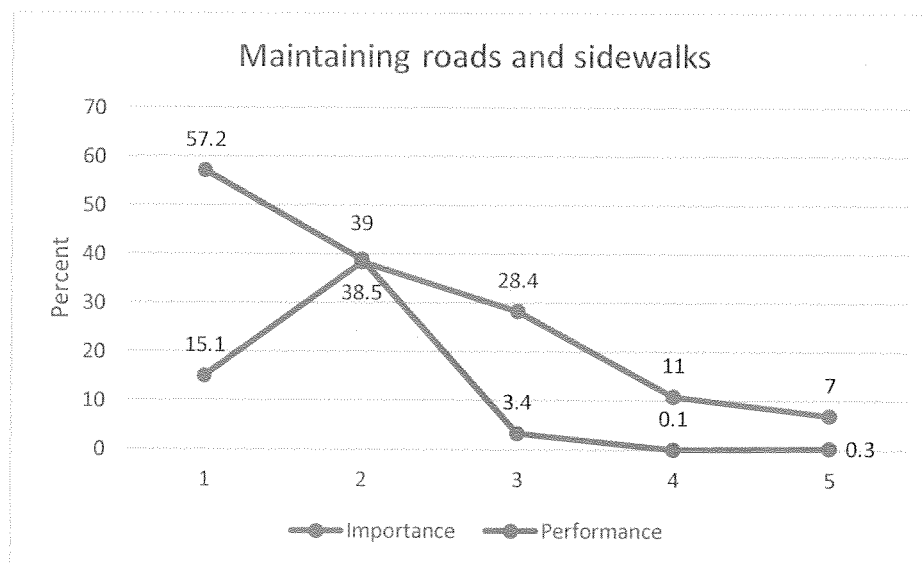


V=.125; p=.000

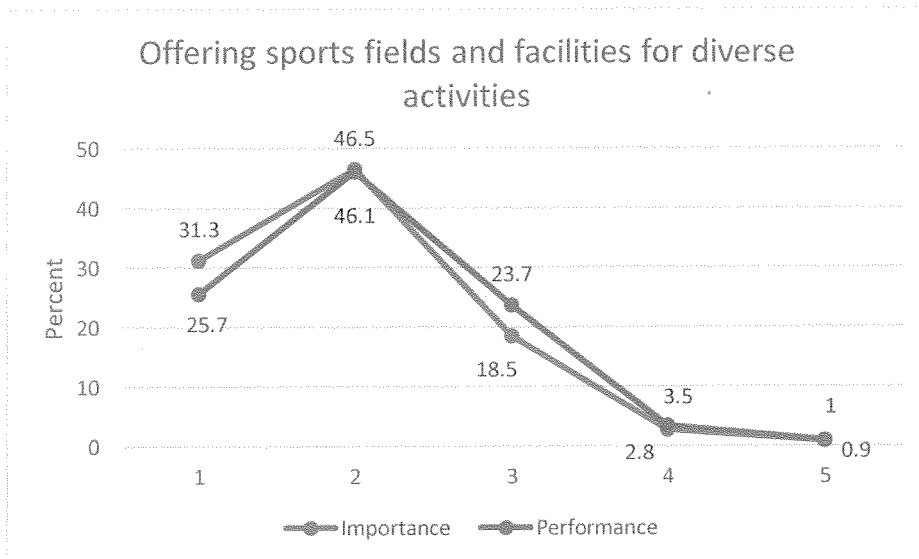
Town Services



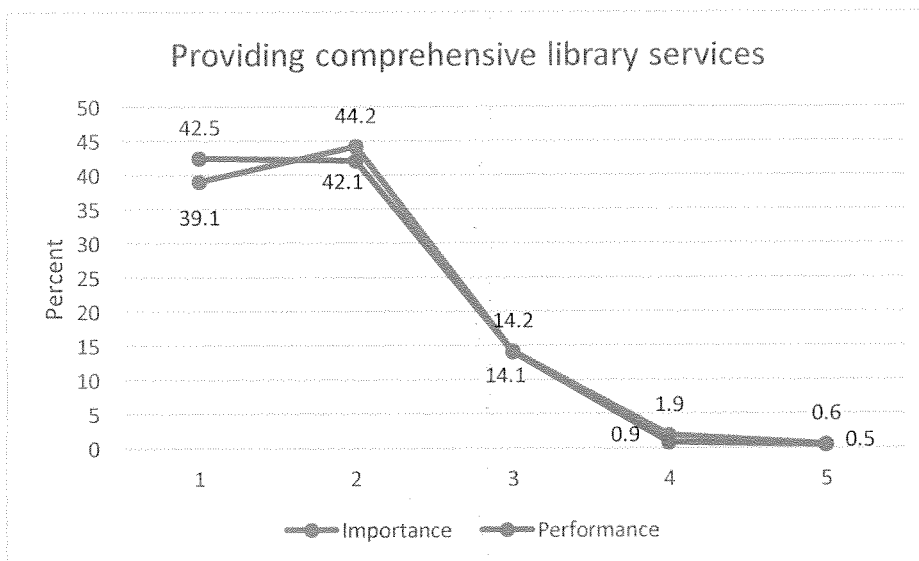
$V=.189$; $p=.000$



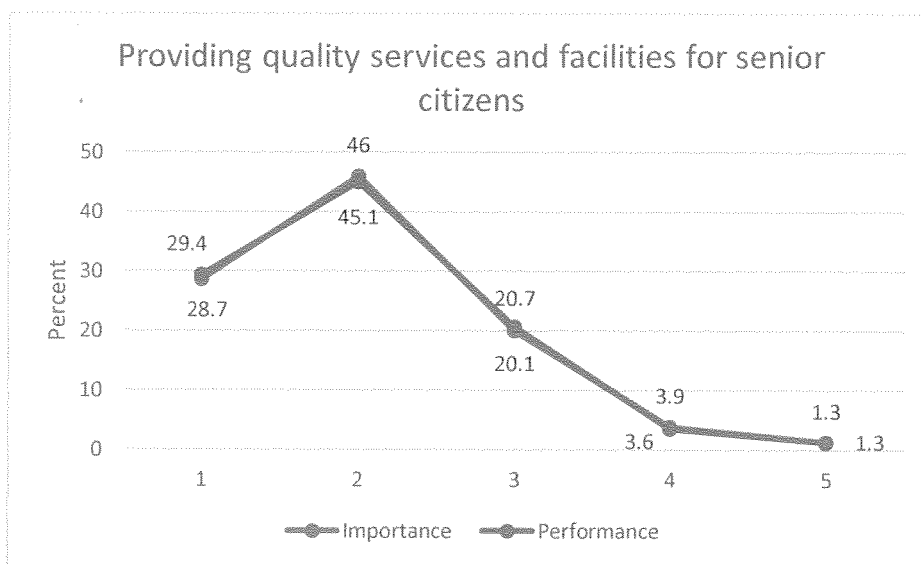
$V=.103$; $p=.000$



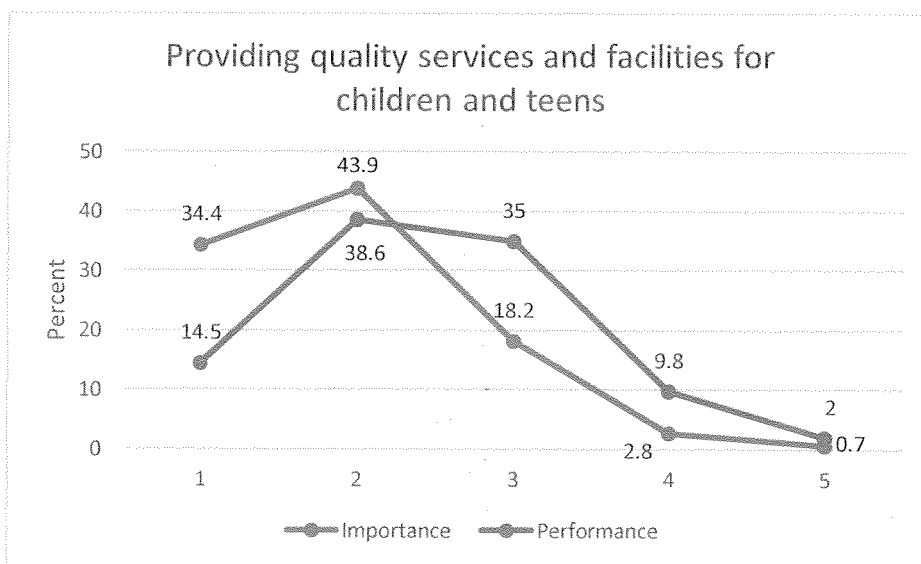
$V=.124$; $p=.000$



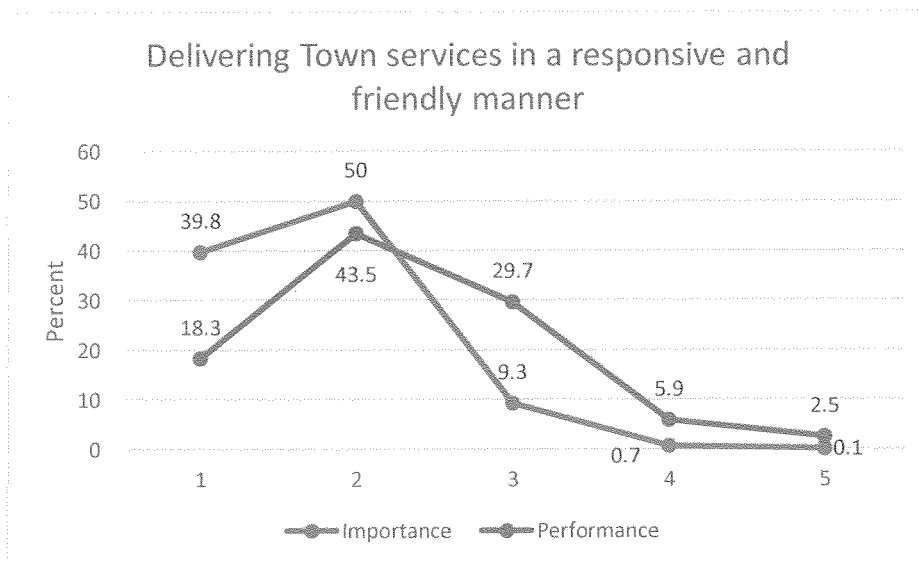
$V=.202$; $p=.000$



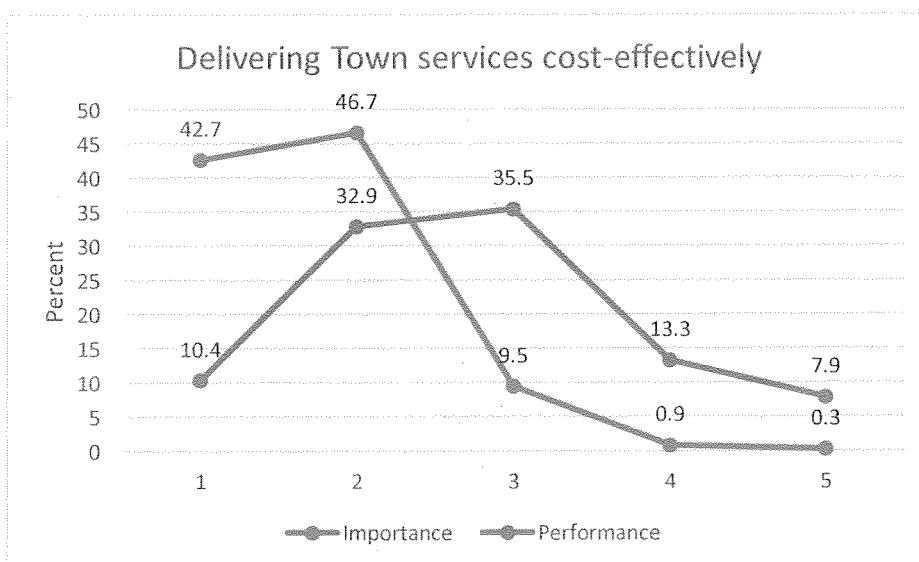
$V=.148$; $p=.000$



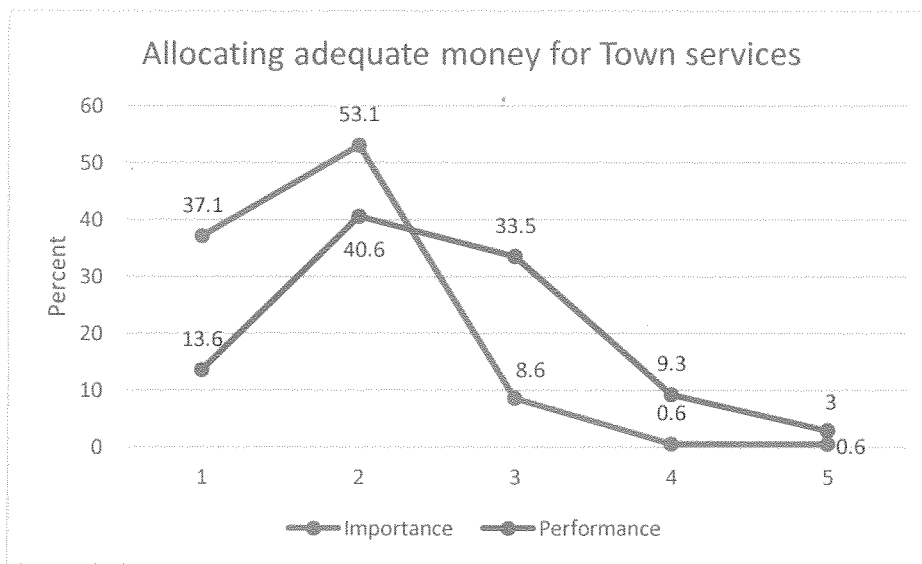
$V=.100$; $p=.000$



V=.174; p=.000

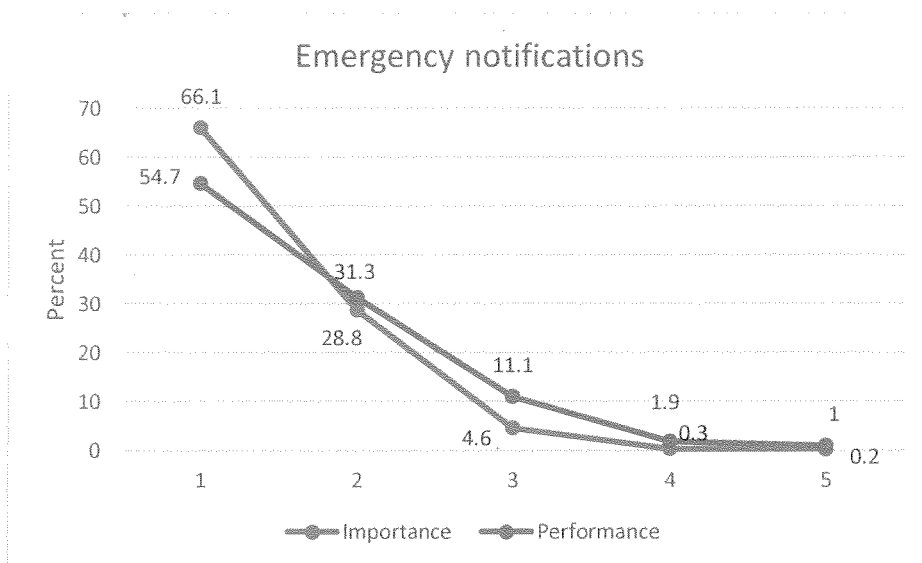


V=.177; p=.000

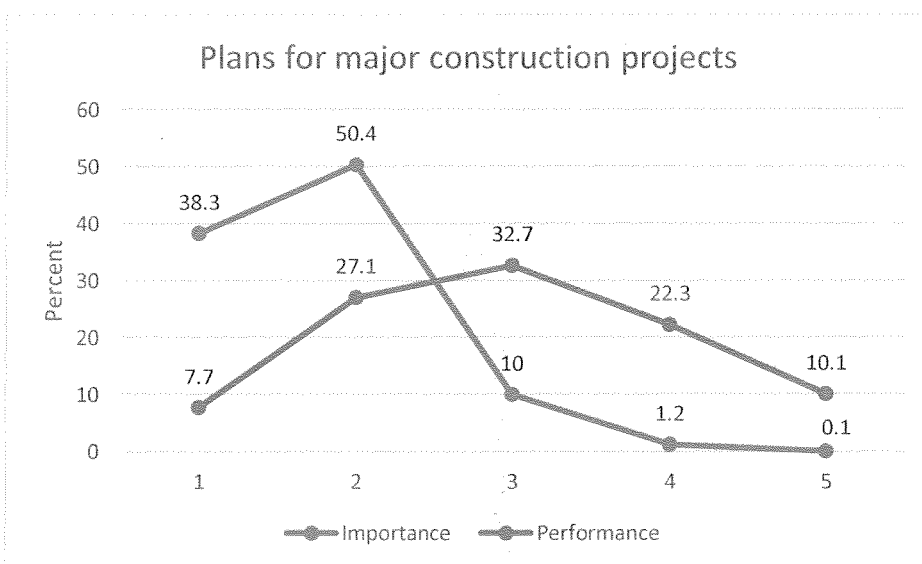


$V=.173$; $p=.000$

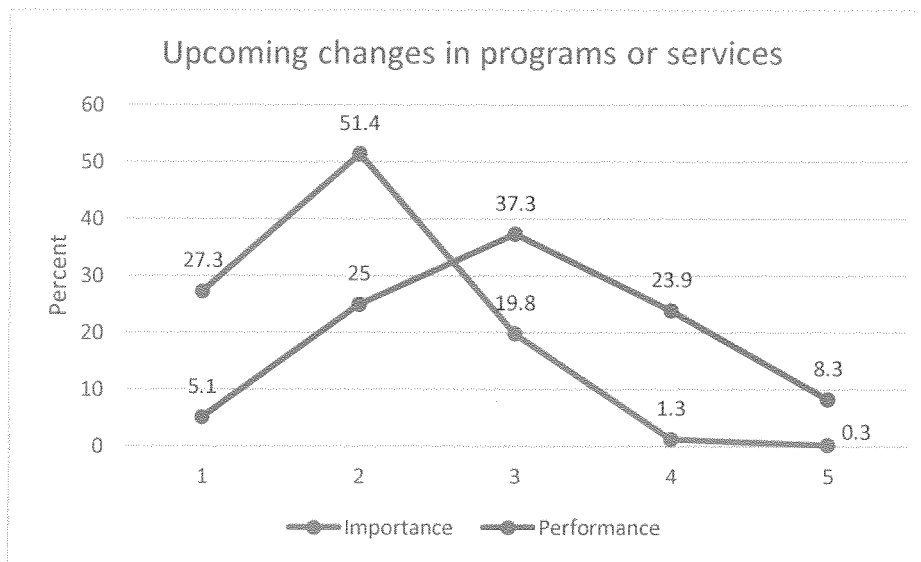
Availability of Public Information



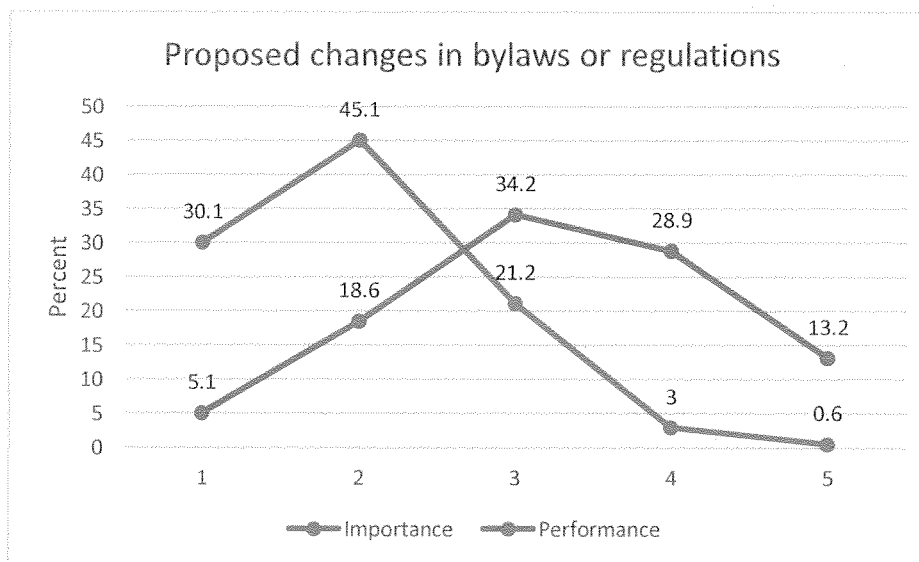
V=.165; p=.000



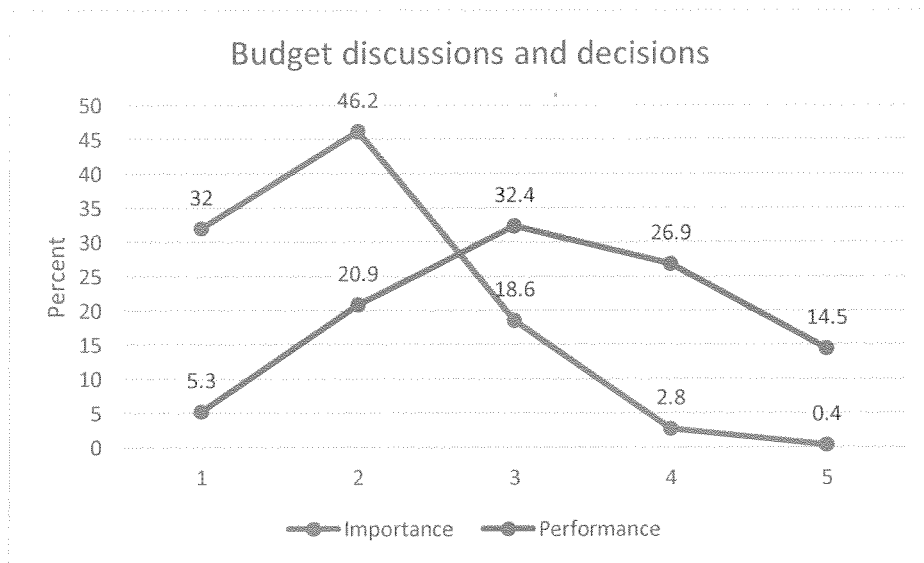
V=.133; p=.000



$V=.124; p=.000$

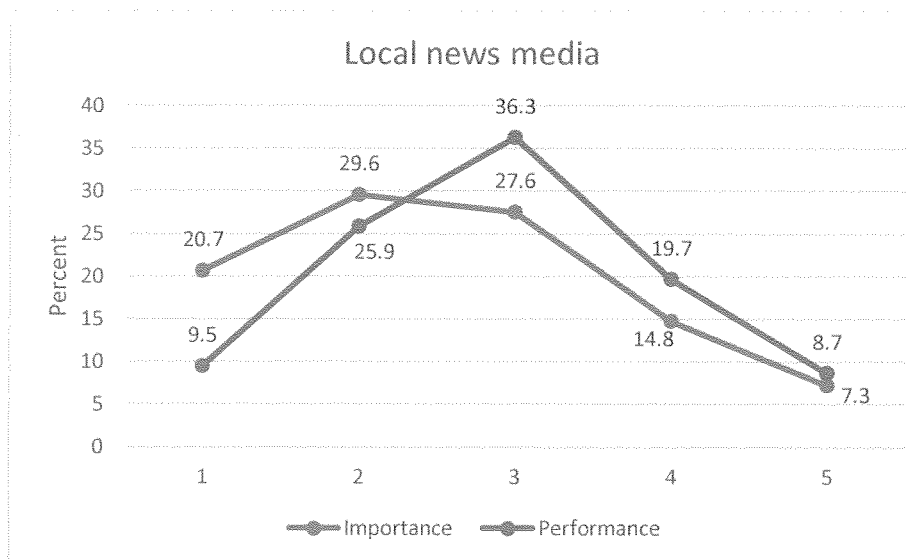


$V=.154; p=.000$



V=.145; p=.000

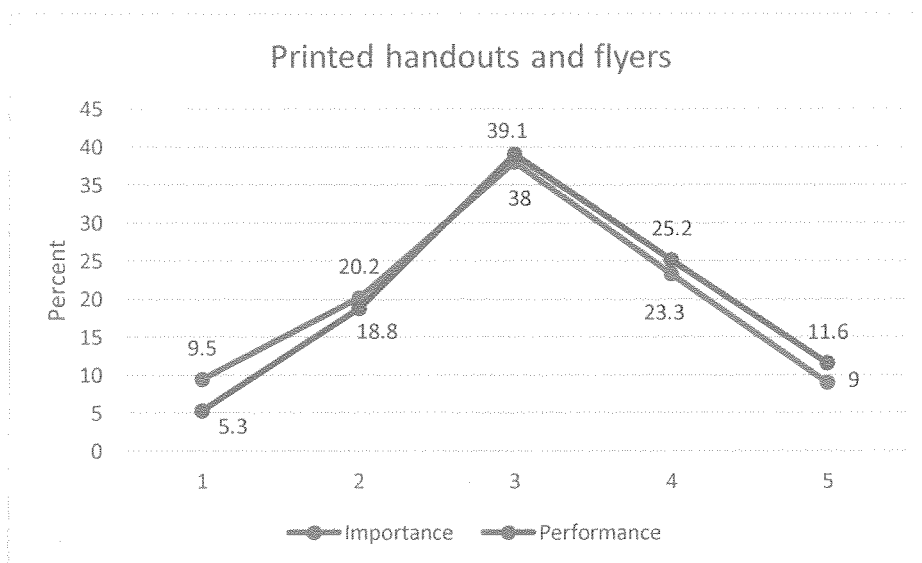
Methods of Communication



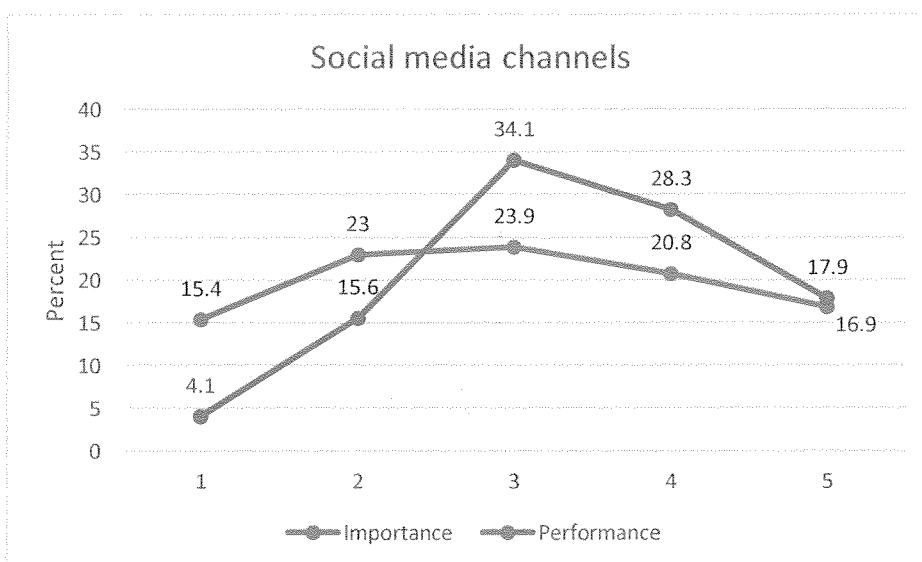
$V=.228; p=.000$



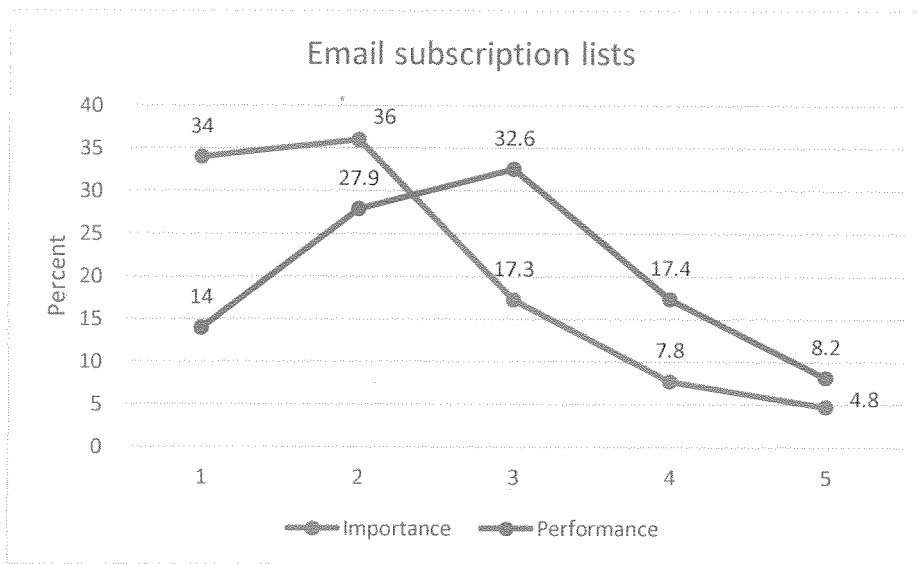
$V=.169; p=.000$



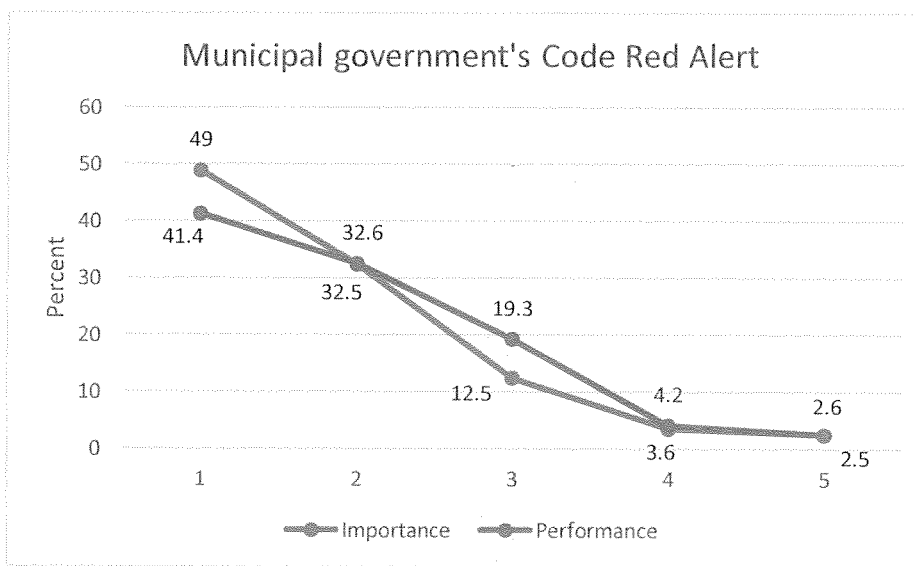
$V=.175$; $p=.000$



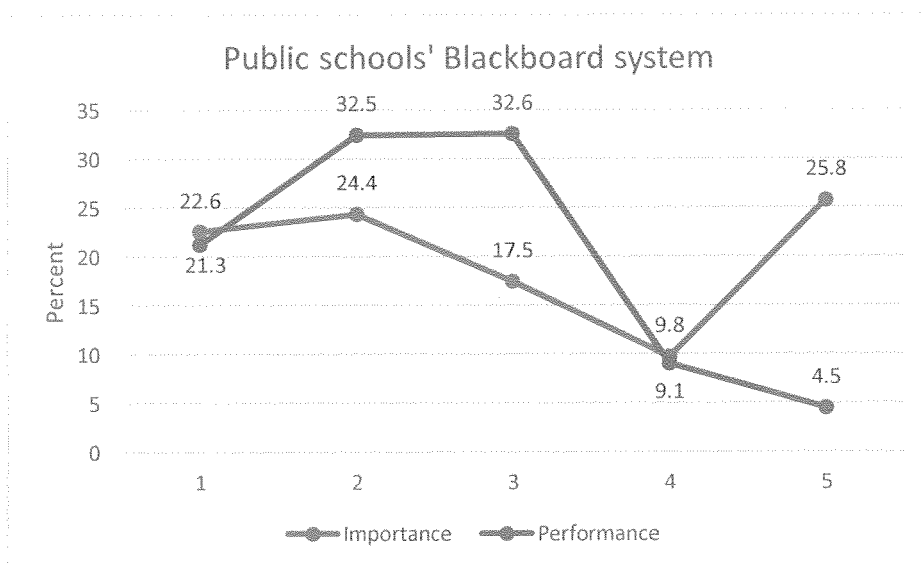
$V=.182$; $p=.000$



$V=.228; p=.000$

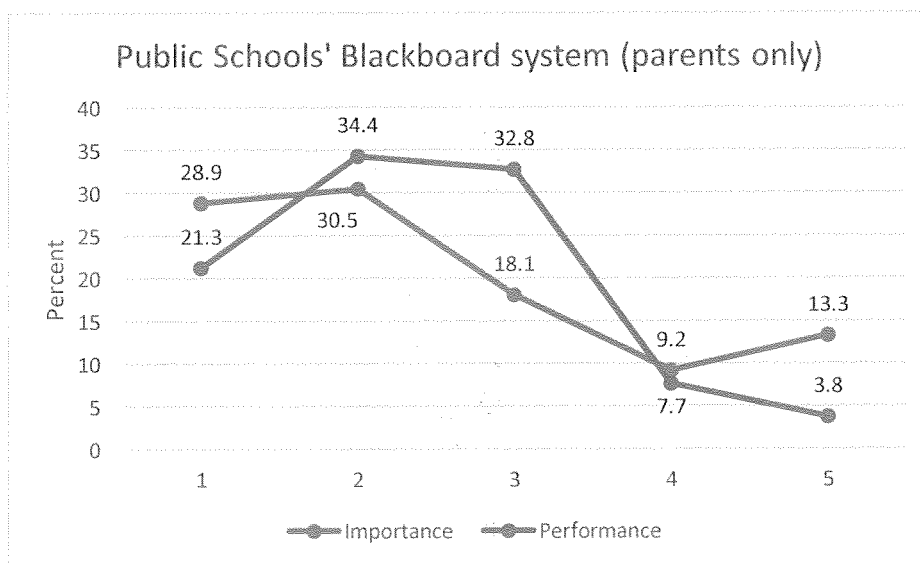


$V=.379; p=.000$



$V=.361; p=.000$

When this last item was analyzed just with respect to those respondents who have children currently attending Lexington Public Schools or Minuteman Technical High School, the results were as follows:



$V=.346; p=.000$

AGENDA ITEM SUMMARY

LEXINGTON BOARD OF SELECTMEN MEETING

AGENDA ITEM TITLE:

Exemption 3: Collective Bargaining Update - Library Union (25 min.)

PRESENTER:

Carl F. Valente, Town Manager

ITEM NUMBER:

E.1

SUMMARY:

Suggested motion for Executive Session: *Move to go into Executive Session to discuss strategy with respect to collective bargaining related to the Library Union and to reconvene in Open Session only to adjourn. Further, as Vice Chairman I declare that an open meeting discussion may have a detrimental effect on the bargaining position of the Town.*

Update and discussion of strategy for Library Union negotiations.

SUGGESTED MOTION:

NA

FOLLOW-UP:

TMO

DATE AND APPROXIMATE TIME ON AGENDA:

6/19/2018

12:15 p.m.

AGENDA ITEM SUMMARY

LEXINGTON BOARD OF SELECTMEN MEETING

AGENDA ITEM TITLE:

Exemption 3: Collective Bargaining Update - DPW Union (15 min.)

PRESENTER:

Carl F. Valente, Town Manager

ITEM NUMBER:

E.2

SUMMARY:

Suggested Motion for Executive Session: *Move to go into Executive Session to discuss strategy with respect to collective bargaining related to the Public Works Union and to reconvene in Open Session only to adjourn. Further, as Vice Chairman I declare that an open meeting discussion may have a detrimental effect on the bargaining position of the Town.*

Update and discussion of strategy for DPW Union negotiations.

SUGGESTED MOTION:

NA

FOLLOW-UP:

TMO

DATE AND APPROXIMATE TIME ON AGENDA:

6/19/2018

12:40 p.m.