

SELECT BOARD MEETING

Friday, October 17, 2025

Select Board Meeting Room, 1625 Massachusetts Avenue, Lexington, MA 02420 - Hybrid Participation*
11:00 AM

AGENDA

PUBLIC COMMENTS

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

SELECT BOARD MEMBER CONCERNS AND LIAISON REPORTS

1. Select Board Member Announcements and Liaison Reports

TOWN MANAGER REPORT

1. Town Manager Weekly Update

CONSENT AGENDA

1. Approve: One-Day Liquor License - Lexington Housing Assistance Board, 130 Waltham Street
 - 'Home' Fundraiser - Thursday, October 23, 2025
2. Accept: Select Board Committee Resignation
 - Lexington Center Committee: Richard Brown
3. Approve: Select Board Committee Appointments
 - Housing Partnership Board - Christopher Herbert
 - Lexington Center Committee - Stephen Jackson
 - Lexington Council for the Arts - Jeanne McDermott
 - Semiquincentennial Committee - Kerry Dunne
 - Sustainable Lexington Committee - Kavita Ravi
 - Tree Committee - Alicia Morris
4. Approve: Proclamation Requests
 - National First Responders Day
 - Lexington Daughters of the American Revolution (DAR) 130th Birthday

ITEMS FOR INDIVIDUAL CONSIDERATION

1. Public Hearing: FY2026 Water and Sewer Rates 11:10am
2. Update: Lexington Housing Goals 11:25am
 - Lexington Housing Partnership Board Priorities and Strategies
 - Lexington Affordable Housing Trust Proposed FY2026 Goals
3. Special Town Meeting - Presentation 2025-2 - Article 7: Accept General Laws, Chapter 59, Section 5, Clause 22L (Hero Act) 11:55am

4. Special Town Meeting 2025-2 - Select Board Article Presenters and Positions 12:05pm
5. Discussion: Select Board and Town Manager Goals for FY2026 12:10pm

EXECUTIVE SESSION

1. Exemption 3: Collective Bargaining - To Discuss Strategy with Respect to Collective Bargaining (Police Superior) 12:25pm

ADJOURN

1. Anticipated Adjournment 12:45pm

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

*Members of the public can attend the meeting from their computer or tablet by clicking on the following link at the time of the meeting:
<https://lexingtonma.zoom.us/j/82013535294?pwd=mGvKYC9PHOT8ByUHHa0a18jNRhRXpf.1>

Phone +1 646 876 9923
Meeting ID: 820 1353 5294
Passcode: 848540

An Act Relative to Extending Certain State of Emergency Accommodations:
<https://www.mass.gov/the-open-meeting-law>

The next regularly scheduled meeting of the Select Board will be held on Monday, November 3, 2025 at 6:00pm via hybrid participation.

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


Recorded by LexMedia

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Select Board Member Announcements and Liaison Reports

PRESENTER:

Jill Hai, Select Board Chair

ITEM NUMBER:

LR.1

SUMMARY:

Under this item, Select Board Members can provide verbal updates, make announcements, as well as comment on any additional points or concerns.

SUGGESTED MOTION:

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

10/17/2025

ATTACHMENTS:

Description	Type
 10172025_Select_Board_Announcements_and_Liaison_Reports	Backup Material

Select Board Announcements and Liaison Reports – October 17, 2025

Jill Hai, Chair

The Massachusetts Municipal Association on Thursday 10/9, released a report on fiscal pressures being faced by municipalities, attached below. It is a data driven report, conducted in collaboration with the Tufts Center for State Policy. It outlines the way in which local municipal budgeting has changed over the past 12 years and compares it with State Aid trends as well as National averages, focusing on drivers and impacts. There will be a second phase of the report released later this fall which will focus on possible solutions.



A Perfect Storm: Cities and Towns Face Historic Fiscal Pressures

An Analysis of Fiscal Pressures on Massachusetts Municipalities

OCTOBER 2025





Cities and towns across Massachusetts provide many of our most essential public services, including everything from clean water and safe streets to high-quality schools and dependable emergency services. These are the quality-of-life services that impact the lives of residents every day.

Offering these vital services requires substantial expertise, consistent leadership, and adequate funding. But funding has become an especially acute challenge for municipalities all across Massachusetts, caught as they are between inflation-driven increases in costs and binding constraints on their ability to raise new revenue.

Fixing what ails Massachusetts municipalities, and creating the conditions for municipalities to thrive, requires an honest assessment of the challenges, along with careful attention to the distinct needs and capacities of different locales.

Virtually all cities and towns in Massachusetts face budgetary challenges, but the challenges confronting rural towns can be quite different from what you find in gateway cities or Boston suburbs.

The Massachusetts Municipal Association partnered with the Center for State Policy Analysis at Tufts University to plumb the key factors shaping municipal budgets and to identify the most effective, targeted solutions.

We found that:



Rising costs and sluggish state aid are putting enormous pressure on local budgets across Massachusetts.



A prohibition against local sales and income taxes, combined with a 2.5 percent cap on property tax increases, prevent municipalities from raising adequate revenue on their own to respond to community needs.



Different municipalities are being affected in very different ways. For example, rural towns have been forced to curtail spending in key areas, like education. By contrast, gateway cities have boosted education spending, thanks to an infusion of targeted state aid, but are falling behind in virtually all other areas of local spending.

What follows is a fuller exploration of these core findings, including background on municipal finance in Massachusetts, and a detailed presentation of the different issues facing rural, urban, and suburban locales.

THE MANY RESTRICTIONS ON MUNICIPAL FINANCE

Massachusetts has a strict set of rules for how cities and towns fund fire departments, public schools, and other core services. Chief among them is that cities and towns don't get to set their own strategies for raising revenue.

Local income taxes are prohibited, and local sales taxes are restricted to very limited levies on hotels and meals. Motor vehicle excise taxes are a core part of local revenues, but they are subject to minimal growth and economic volatility.

This leaves the property tax as the overwhelming source of revenue for all Massachusetts municipalities. And even here there are strict limits put in place by a 1980 ballot question called Proposition 2½.¹ As the name suggests, the cardinal rule is that property tax revenue cannot increase by more than 2.5 percent from year to year (allowing for adjustments to reflect new and upgraded buildings).

There is a limited exception, where a city or town can raise property taxes by more than 2.5 percent in a given year to fund vital investments in things like new school buildings or to fill short-term budget shortfalls. But the relief is temporary and it requires a costly and uncertain public referendum.

A comparison with cities and towns in other states highlights this constraint. Between 2010 and 2022 (the most recent year available), real, inflation-adjusted spending on current operations in Massachusetts municipalities grew at just 0.6 percent per year, which is slower than the U.S. average for local spending growth. It's also vastly slower than the growth in real spending through the state budget, which has risen at roughly 2.8 percent per year.

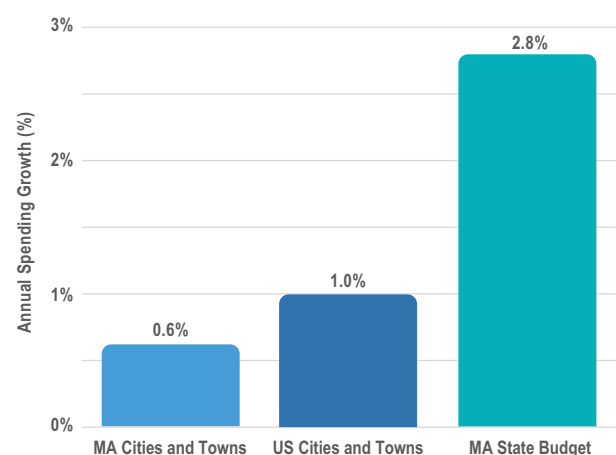
Proposition 2½ was intended to limit local spending, but real spending growth of 0.6 percent per year suggests the constraints may be too restrictive. This austere growth in spending has made it extremely difficult for cities and towns to attract staff, repair roads, and generally fund the essential services their residents demand.

Real, inflation-adjusted spending on municipal operations grew at just 0.6 percent per year — far slower than the U.S. average.

FIGURE 1

Massachusetts Municipalities Have Been Frugal

Annual change in total operating spending, 2010-2022



U.S. Census Bureau, MassBudget's Budget Browser, CSPA calculations

1. See Appendix for more on this law.

One way cities and towns have sustained core services is with help from state lawmakers. For decades, the state has proved a vital ally and essential backstop for municipal needs, offering several invaluable streams of support, including for public schools, roads, and other government services.

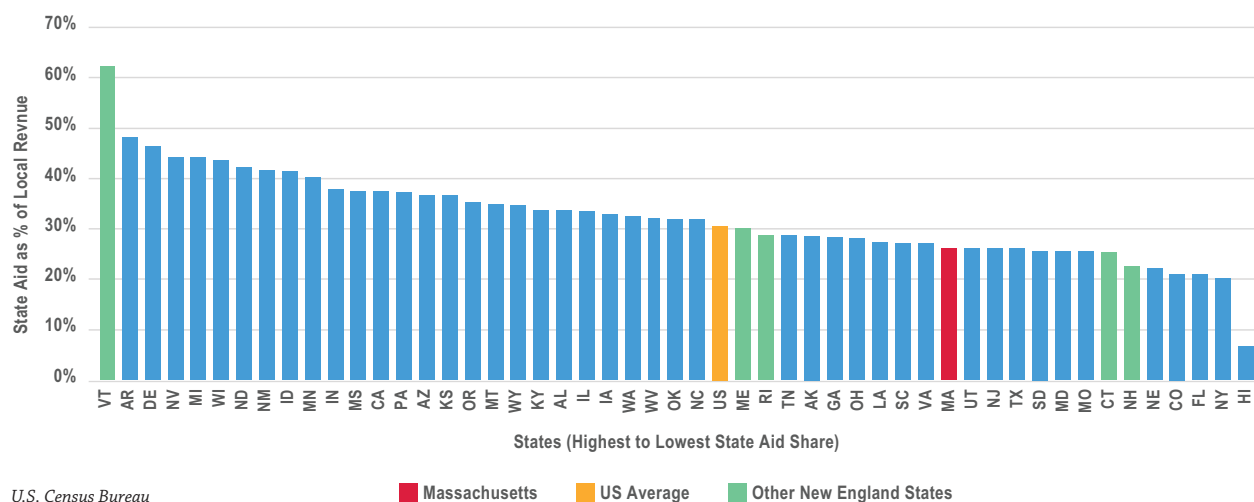
State aid has been a lifeline for cities and towns. But it's also true that, compared to other states, state aid in Massachusetts doesn't stand out as particularly generous.

Nationwide, cities and towns get about 31 percent of their revenue via state aid. Here in Massachusetts, it's 26 percent.

FIGURE 2

State Aid as Share of Local Revenue by State

Percentage of local government revenue from state government



Also, a lot of the state money comes with its own restrictions, making it hard to flexibly deploy. That leaves one substantial but falling source of unrestricted state support, which gets the guttural shorthand UGGA, for Unrestricted General Government Aid.

A Tightening Vice

Beyond the core structural challenges facing cities and towns in Massachusetts — state aid that doesn't quite compensate for revenue restrictions imposed by state law — there are two key reasons that municipal budgets face particular strains right now:

- **Inflation** — The 2.5 percent cap on annual property tax increases doesn't include any kind of adjustment for inflation. Obviously a 2.5 percent increase in tax receipts is a lot more manageable in a low-inflation environment, when costs are growing 1-2 percent per year, as they did through the 2010s. When costs grow over 3 percent per year, as they have since COVID, cities and towns are effectively obligated to cut real spending every year.
- **Disappearing Federal Aid** — In the immediate aftermath of the COVID pandemic, the federal government provided substantial direct assistance to cities and towns, but that support has now ended and was always intended to be temporary.

Technical Note

One important caveat, before we dive more deeply into the distinct issues facing rural, suburban, and urban municipalities. We are focused chiefly on operating budgets, meaning the flow of annual revenue and annual spending in cities and towns.

There are other important pieces of the municipal finance puzzle, including capital investments and long-term pension liabilities. And these are separate in some ways, with their own distinct timeframes, rules, and regulations.

But the operating budget is the hub, as all the other activities ultimately show up on this annual ledger — whether in the form of bonds that need to be repaid or as retirement benefits that come due.

TALE OF THREE CITIES

Every city and town strives to build a sound budget — a plan for funding vital public services while keeping taxes manageable for residents. But the impediments and trade-offs vary mightily from place to place.

The rural towns of western Massachusetts are very different from the Boston suburbs, and none of those could be mistaken for a gateway city on the south coast.

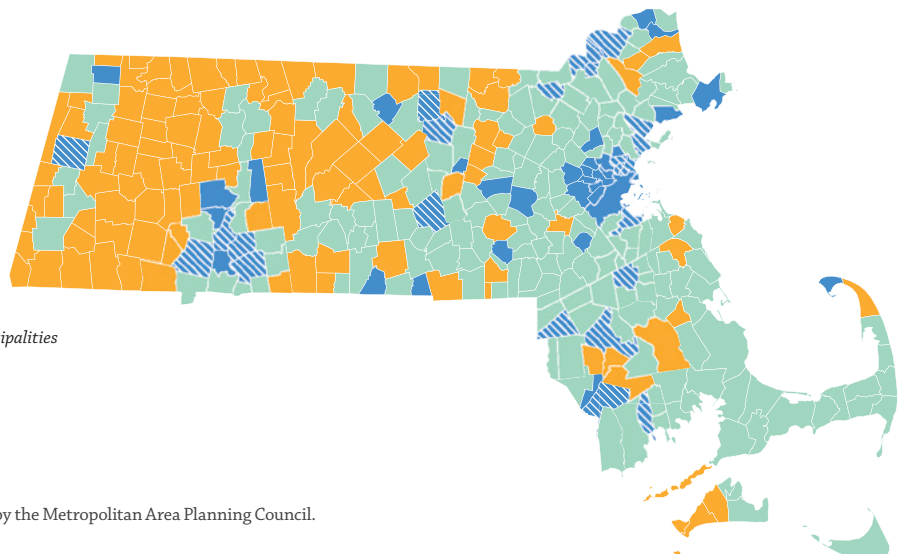
Accounting for these distinctions is essential to understanding the budgetary challenges faced by cities and towns. But having cut the data in dozens of different ways, we found that a huge amount of the underlying variation can be captured with a relatively simple collection of categories.²

- **Rural** towns, which includes a mix of more sparsely developed areas, primarily in western and central Massachusetts but also in other parts of the state.
- Mature **suburbs**, extending from greater Boston to the north shore and out to Cape Cod, as well as some areas in the central and western parts of the state.
- Inner core and **urban** areas, which combines Boston-adjacent communities with various cities around the state.
- **Gateway cities**³, which is actually a subset of the urban areas, but with some distinct characteristics.

FIGURE 3

MA Municipalities: Community Categories

- Rural
- Suburban
- Urban
- Gateway (Urban subset)



Note: Gateway cities are a subset of urban municipalities

2. Adapted from a full taxonomy developed by the Metropolitan Area Planning Council.

3. See Appendix for definition.

To get a preliminary sense of the sometimes dramatic differences among these city and town types, consider Figure 4, which shows annual spending and revenue growth across a few key categories, from 2010 to 2024.

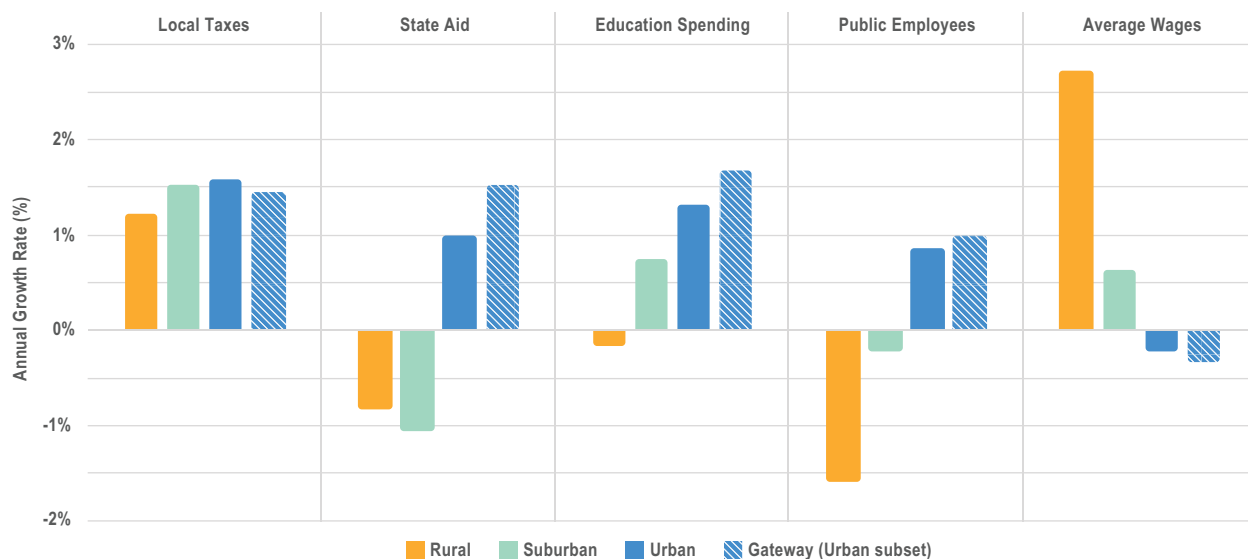
While tax collections have grown at roughly similar rates across all city and town types, huge divergences in state aid, education spending, and public employment highlight the vastly different budgetary pressures affecting rural towns, suburban enclaves, and gateway cities.

The dramatic, downward-pointing columns show rural and suburban towns have seen outright declines in real state aid, which has limited their ability to invest in education. And note how aggressively rural towns have had to raise salaries to keep their starkly shrinking public workforce from being truly hollowed out.

FIGURE 4

Budgetary Pressures Vary Dramatically Among City and Town Types

Annual growth rate, 2010–2024



Division of Local Services, CSPA calculations

There's a lot more to say about the distinct challenges facing municipalities of different sizes, and in different regions. But before we dig deeper, it's worth emphasizing the one key challenge that all Massachusetts municipalities seem to share, namely the decline in unrestricted state aid (UGGA).

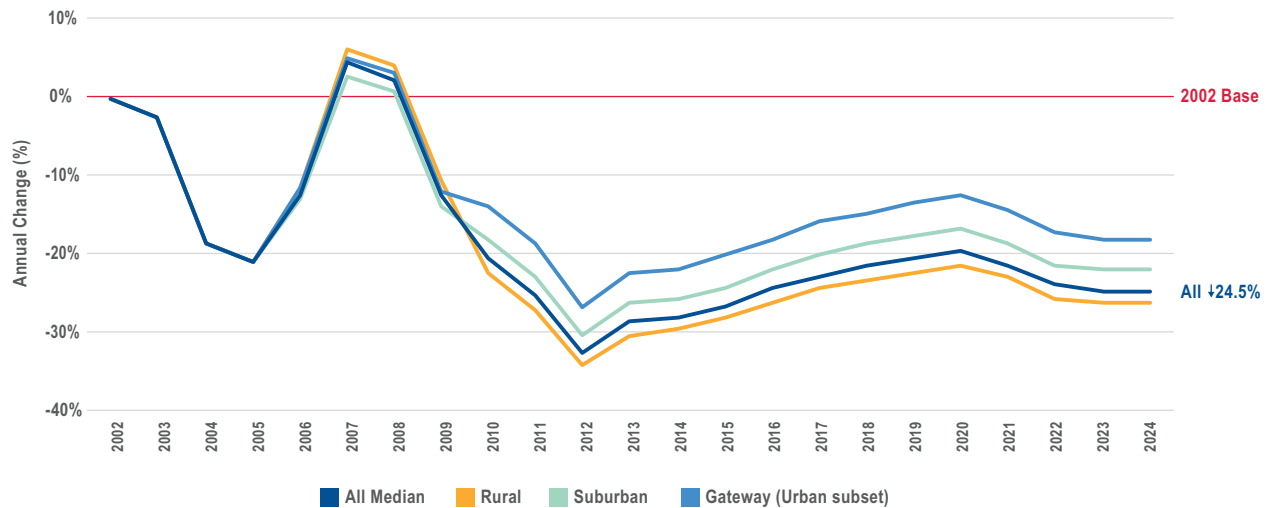
A Common Need: UGGA

Different as they are, virtually all municipalities in Massachusetts have seen similar dropoffs in unrestricted state support. Since 2002, when adjusted for inflation, UGGA has fallen 25 percent overall, and essentially that same 20-30 percent for every type of city and town across the Commonwealth.

Since 2002, unrestricted state aid has fallen 25% overall — hitting every type of city and town across the Commonwealth.

FIGURE 5**Unrestricted Aid Has Fallen for Virtually All Municipalities**

Percent change, 2002–2024



Division of Local Services; CSPA calculations

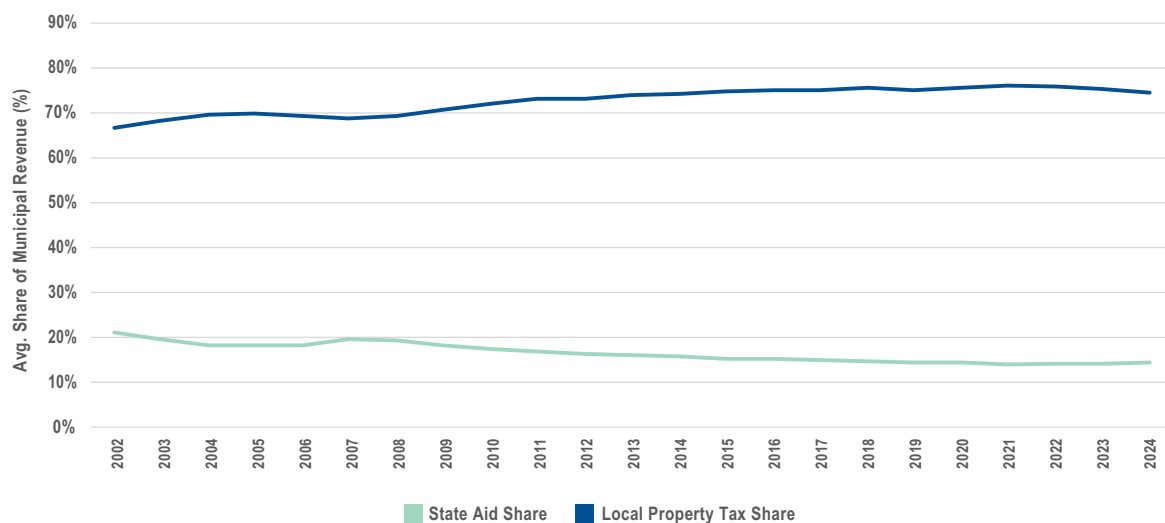
A decade after the true trough of the great recession, UGGA support has stalled at a relatively low level — despite many years of strong state revenue growth and healthy economic conditions.

Losing UGGA dollars, in this way, is particularly difficult for stressed municipal budgets, because it's a rare stream of support that can be flexibly redirected to address evolving needs — whether that means extra road repairs after a pothole-cratering spring or additional tutoring for students struggling with pandemic learning loss.

Losing UGGA dollars hits hardest, because it's one of the few funds cities and towns can use flexibly.

FIGURE 6**State Aid vs. Property Taxes as a Portion of Municipal Budgets**

Share of municipal revenue, 2002–2024



Division of Local Services

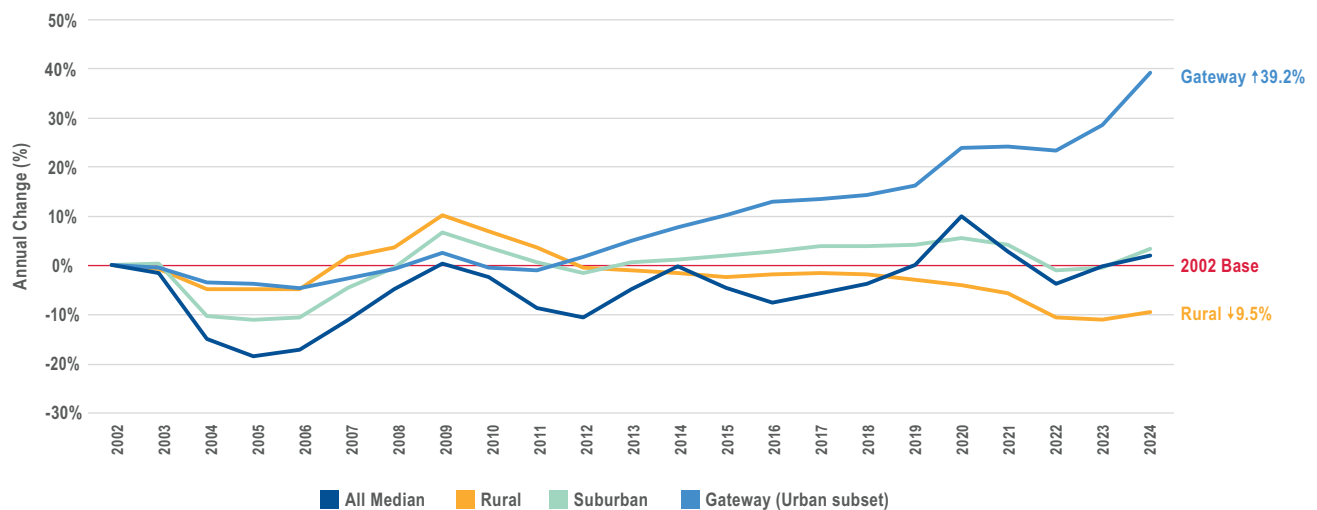
Percentages do not sum to 100% because other revenue sources (federal aid, fees, etc.) are excluded.

Unequal Education Aid

Overall aid for public education has been increasing in recent years, thanks in part to investments through the Student Opportunity Act. But it would be flatly inaccurate to assume that these infusions have compensated for declines in UGGA — or even less defensibly, that they have actually left cities and towns better off.

Increases in education aid have largely been limited to urban areas and gateway cities, as illustrated in Figure 4 (on p. 6). This is the continuation of a longstanding pattern in education funding through Chapter 70, the state’s primary program. Even before the recent acceleration, gateway cities had seen a large and relatively steady increase in education-related aid. By contrast, the average municipality has seen basically no change over this same timeframe, and rural towns have lost education support.

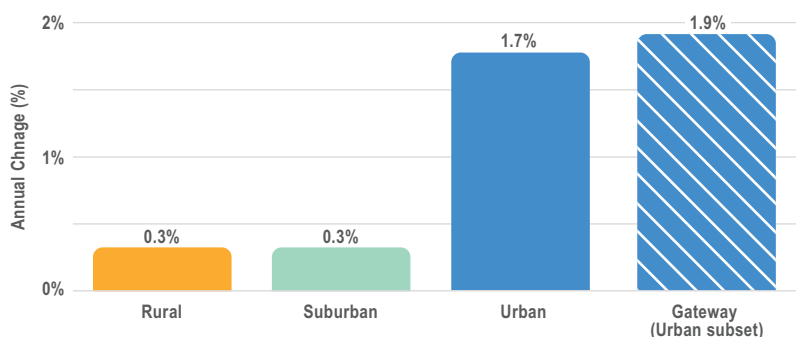
FIGURE 7
Education Aid Inconsistent Across City and Town Types
Percent change, 2002–2024



Division of Local Services; CSPA calculations

And while you might reasonably think that these gaps in education aid reflect population changes, with rural towns losing young people faster than cities, that doesn’t seem to be a key driver. Figure 8 shows persistent gaps even after adjusting for the size of the school-age population.

FIGURE 8
Aid Differentials Persist on Per-Student Basis
Annual change in Chapter 70 aid per child, 2010–2023



Division of Local Services, U.S. Census Bureau, CSPA calculations

The divergence in state aid has stark implications for local budgets.

For cities and towns, the implications of this divergence in state aid are stark, because school spending is the single biggest part of most municipal budgets.

Impediments to Raising Local Taxes

Remember that Massachusetts imposes strict limits on the ability of cities and towns to raise property taxes, with a general cap of 2.5 percent per year (plus some additional to account for new construction).

So when state aid declines, and public services are threatened, cities and towns can't simply respond by raising more local revenue.

Overrides are one potential response. They function as a kind of escape hatch from the 2.5 percent growth cap, allowing cities and towns to increase property taxes above otherwise allowed levels to meet clearly specified needs like school funding, park beautification or general operating support.

But while overrides can be powerful tools for municipalities facing hard budget choices, they are expensive, slow, short-lived, and logistically out of reach for the majority of Massachusetts municipalities.

Start with the expensive and slow part. Overrides can't be passed through the normal policy-making channels typically used by city councils or town meetings. They require explicit public approval via referendum, which means a lengthy public outreach campaign with real costs and uncertain results.

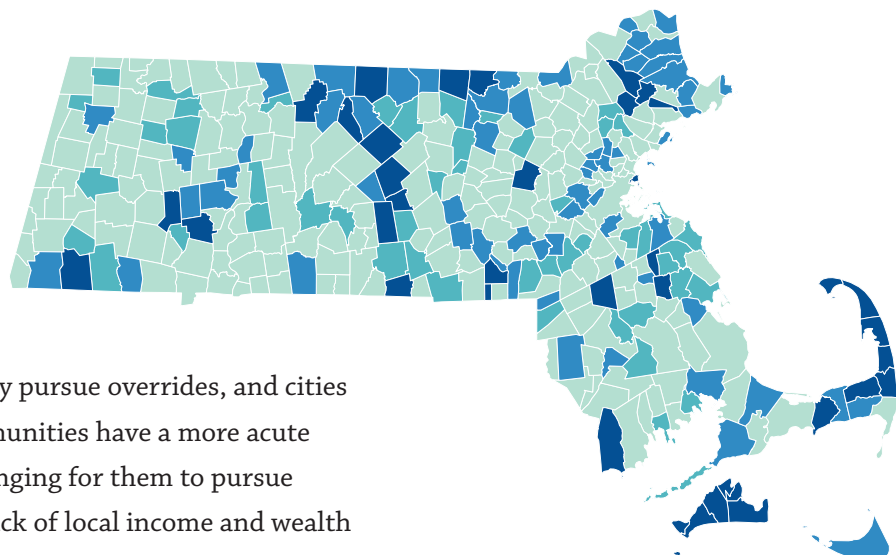
And each effort is a one-off — a short-term fix for what is often a deeper mismatch between the services residents desire and the city or town's restricted ability to raise sufficient revenue.

The bulk of cities and towns (nearly 200 out of 351) have pursued exactly zero overrides over the last 15 years, which shows how ill-suited the override process is for most municipalities.

Overwhelmingly, it's the suburban towns that have been able to pass overrides in recent years, helping them to maintain services when local needs exceed the state-imposed tax restrictions. But even among suburbs, overrides remain strangely clustered geographically, suggesting that suburbs need to build up a kind of local culture for overrides before they can be effectively used.

FIGURE 9

**MA Municipalities:
Total Override Initiatives
2010–2024**



Division of Local Services

Meanwhile, rural towns rarely pursue overrides, and cities almost never do. These communities have a more acute problem: not only is it challenging for them to pursue temporary overrides, but a lack of local income and wealth makes it difficult for them to raise local taxes at all.

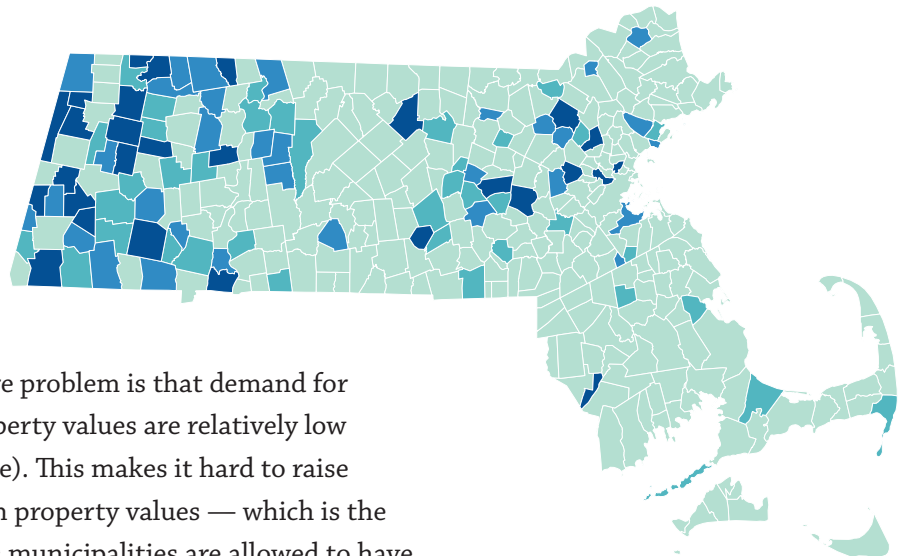
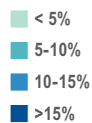
The tax cap set by Proposition 2½ is a ceiling, not a mandate. Cities and towns can always raise revenue by less than 2.5 percent if they find that more feasible. And this creates “excess levy capacity” that municipalities can make use of in future years (at least in theory).

Rural towns and gateway cities have far more of this excess levy capacity than their suburban neighbors. What this suggests is that they face local tax constraints even more severe than the already-strict 2.5 percent state rule. Figure 10 shows the nature of this constraint, which is actually quite different between rural towns and gateway cities.

FIGURE 10

**MA Municipalities:
Excess Levy Capacity**

Percentage of maximum, 2024



Division of Local Services

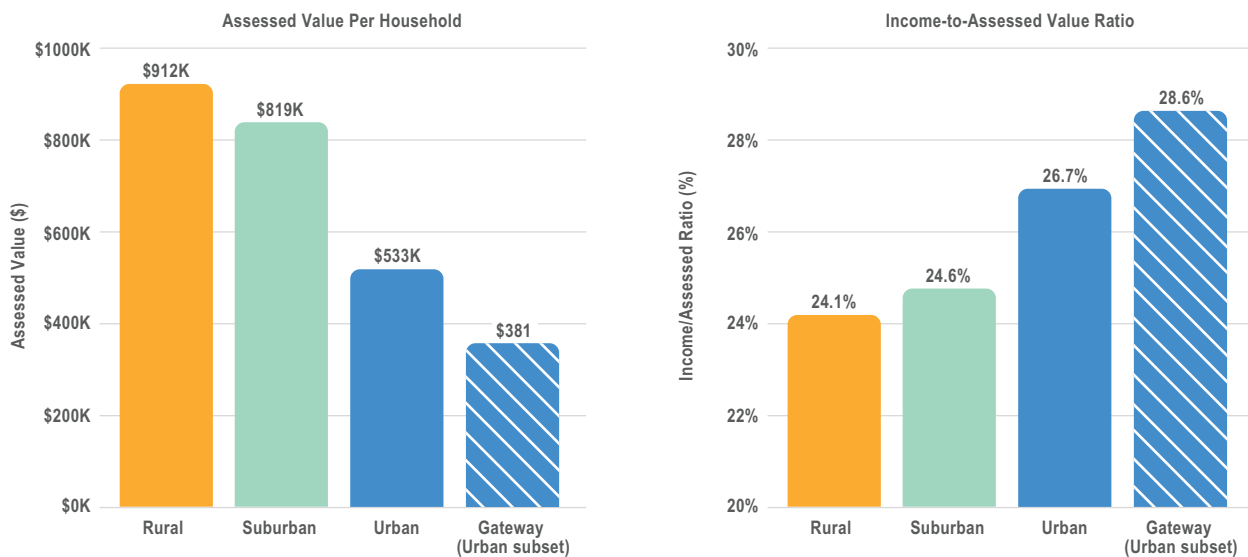
Among gateway cities, the core problem is that demand for real estate is limited, and property values are relatively low (compared to the state average). This makes it hard to raise money through a direct tax on property values — which is the only major tax Massachusetts municipalities are allowed to have.

Rural towns face a different issue. Property values in these areas are actually strong enough to make property taxes a reliable source of revenue. But rural towns tend to have older (and fewer) residents and more retirees, who don’t collect enough annual income to cover typical property tax bills. The result, again, is that rural towns struggle to raise enough local revenue to fund the kinds of services their residents want.

FIGURE 11

Rural Towns and Gateway Cities Lack Tax Capacity

Rural towns lack income; gateway cities lack land value



Division of Local Services, Census Bureau, CSPA calculations

SUMMING UP THE ISSUES

Put this all together and the true challenge of municipal finance becomes clear.

1. State aid in Massachusetts is less generous than the U.S. average.
2. Flexible state aid (through UGGA) has fallen for all cities and towns.
3. Given the 2.5 percent cap on local tax increases, the best tool for suburban towns is often an expensive and temporary override.
4. Rural towns and gateway cities lack the local income and wealth to respond at all.
5. While rising education aid has enabled substantial new investments across urban Massachusetts, it hasn't provided the same level of benefits to rural and suburban towns.

METHODOLOGICAL NOTES

Unless otherwise noted, details about municipal spending and revenue are drawn from the Massachusetts Division of Local Services Gateway. This includes information about local spending, taxation, state aid, overrides, assessed property values, Chapter 70 support, and more. Dollar values are adjusted for inflation using the Consumer Price Index, accessed through the St. Louis Federal Reserve's Fred platform and pegged to fiscal 2024. Results reflect unweighted (simple) averages across cities and towns, where each city and town is treated as an equal fiscal unit.

The division of municipalities into rural, suburban, and urban clusters is based on a taxonomy developed by the Metropolitan Area Planning Council, with "country suburbs" shifted into the rural category.

Spending comparisons across U.S. states rely on data from the 2010 and 2022 Census of State and Local Government Finance, issued by the U.S. Census Bureau. During our research window, 2022 was the most recent available release. Growth of state budgetary spending reflects data from the Massachusetts Budget and Policy Center's Budget Browser.

The American Community Survey provided local population numbers for our comparison of per capita education spending across cities and towns. It was also the source of data for total household income used to calculate the ratio of income to assessed value.

APPENDIX

Gateway Cities

Gateway cities are midsize urban centers that anchor regional economies and once served as centers of industry. They have been working to reinvent themselves, often in the face of economic and social challenges.

State law (Ch. 23A, Sec. 3A) defines a gateway city as a municipality with:

- Population greater than 35,000 and less than 250,000
- Median household income below the state average
- Rate of educational attainment of a bachelor's degree or above that is below the state average

There are 26 gateway cities in Massachusetts: Attleboro, Barnstable, Brockton, Chelsea, Chicopee, Everett, Fall River, Fitchburg, Haverhill, Holyoke, Lawrence, Leominster, Lowell, Lynn, Malden, Methuen, New Bedford, Peabody, Pittsfield, Quincy, Revere, Salem, Springfield, Taunton, Westfield, Worcester.

Proposition 2½

Approved by Massachusetts voters in 1980, Proposition 2½ limits the amount of revenue a city or town may raise, or levy, from local property taxes each year to fund municipal operations.

The law (M.G.L. Ch. 59, Sec. 21C) places two constraints on the local levy:

1. A community cannot levy more than 2.5% of the total full cash value of all taxable property in the community (called the levy ceiling).
2. A community's allowable levy for a fiscal year (called the levy limit) cannot increase by more than 2.5% of the maximum allowable limit for the prior year, plus a factor for new growth (property added to the tax rolls). The 2.5% increase limitation applies to the levy limit, and not to individual property tax bills.

Proposition 2½ allows two types of voter-approved increases in taxing authority:

Override: An override increases the amount of property tax revenue a community may raise in the year specified and in future years. An override must be approved as a ballot question by a majority of voters in a municipal election. The override must be for a set dollar amount, and the money must be spent toward the identified purposes. An override is used to provide funding for municipal expenses likely to recur or continue into the future, such as annual operating and fixed costs.

Exclusion: An exclusion increases the amount of property tax revenue a community may raise for a limited or temporary period of time in order to fund specific projects. It does not increase the community's levy limit nor become part of the base for calculating future years' levy limits. The exclusion may be used to raise additional funds only for capital purposes, such as public buildings, public works projects, land and equipment acquisitions.

It's also worth noting that state law requires municipal budgets to be balanced each year.



The Voice of Massachusetts Cities and Towns

Representing 351 municipalities and the local officials who lead them

The MMA is the nonprofit, nonpartisan trade association for the municipal officials of Massachusetts. As policy experts, advocates, and connectors, we are collaborative and responsive — bringing local leaders together to:

- Articulate a clear and united municipal message
- Develop and advance shared policy goals
- Share information and best practices
- Work collectively to increase the efficiency and effectiveness of municipal service delivery



Massachusetts
Municipal
Association

3 Center Plaza, Suite 610
Boston, Massachusetts 02108
617.426.7272 | www.mma.org

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Town Manager Weekly Update

PRESENTER:

Steve Bartha, Town Manager

**ITEM
NUMBER:**

TM.1

SUMMARY:

Under this item, the Town Manager can provide verbal updates, make announcements, as well as comment on any additional points or concerns.

SUGGESTED MOTION:

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

10/17/2025

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Approve: One-Day Liquor License - Lexington Housing Assistance Board, 130 Waltham Street

PRESENTER:

Jill Hai, Select Board Chair

ITEM NUMBER:

C.1

SUMMARY:

Category: Decision-Making

Lexington Housing Assistance Board:

The Lexington Housing Assistance Board has requested a One-Day Liquor License to serve beer and wine at their 'Home' Fundraiser at 130 Waltham Street on Thursday, October 23, 2025 from 6:00 pm - 8:30 pm.

SUGGESTED MOTION:

To approve a One-Day Liquor License for Lexington Housing Assistance Board to serve beer and wine at their 'Home' Fundraiser at 130 Waltham Street on Thursday, October 23, 2025 from 6:00 pm - 8:30 pm.

Move to approve consent.

FOLLOW-UP:

Select Board Office.

DATE AND APPROXIMATE TIME ON AGENDA:

10/17/2025

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Accept: Select Board Committee Resignation

PRESENTER:

Jill Hai, Select Board Chair

ITEM NUMBER:

C.2

SUMMARY:

Category: Decision-Making

Resignation:

Lexington Center Committee

The Select Board is being asked to accept the resignation of Richard Brown from the Lexington Center Committee effective immediately.

SUGGESTED MOTION:

To accept the resignation of Richard Brown from the Lexington Center Committee effective immediately.

Move to approve the consent.

FOLLOW-UP:

Select Board Office.

DATE AND APPROXIMATE TIME ON AGENDA:

10/17/2025

ATTACHMENTS:

Description	Type
 2025.10.07 Richard Brown - Lexington Center Committee_Redacted	Backup Material

Samantha Lino

From: jerry@michelsonshoes.com
Sent: Tuesday, October 7, 2025 1:58 PM
To: doug@promedllc.com; Samantha Lino
Cc: rbrownarchitects@yahoo.com
Subject: Lexington Center Committee - Richard Brown resignation

Follow Up Flag: Follow up
Flag Status: Flagged

Hi-

Dick Brown reached out to me with the email below (and cc'd) with his resignation from the Lexington Center Committee. I have appreciated working with Dick for the many years that he dedicated himself to our committee.

Jerry Michelson
Lexington Center Committee, chair

On Mon, 6 Oct 2025 14:51:39 +0000 (UTC), Richard Brown <rbrownarchitects@yahoo.com> wrote:

Jerry
I am realizing that I am spending more and more time away from Lexington. Eventually we will probably spend at least half the year up in Maine. With this in mind I don't believe it make sense to maintain my membership on the Lexington Center Committee. Please accept my resignation. I have thoroughly enjoyed being on the Committee for these many years and have appreciated all the great work you and the other members of the committee have done.
Best in the coming year
Dick Brown

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Approve: Select Board Committee Appointments

PRESENTER:

Jill Hai, Select Board Chair

ITEM NUMBER:

C.3

SUMMARY:

Category: Decision-making

The Select Board is being asked to appoint members, as identified on the list below, to fill vacancies on the following committees. Term expiration dates for each appointee are noted:

- Housing Partnership Board - Christopher Herbert (term expires September 30, 2026)
- Lexington Center Committee - Stephen Jackson (term expires September 30, 2027)
- Lexington Council for the Arts - Jeanne McDermott (term expires September 30, 2028)
- Semiquincentennial Committee - Kerry Dunne (term expires December 30, 2026)
- Sustainable Lexington Committee - Kavita Ravi (term expires September 30, 2028)
- Tree Committee - Alicia Morris (term expires September 30, 2028)

SUGGESTED MOTION:

To appoint Christopher Herbert to the Housing Partnership Board for a term expire on September 30, 2026.

To appoint Stephen Jackson to the Lexington Center Committee for a term set to expire on September 30, 2027.

To appoint Jeanne McDermott to the Lexington Council for the Arts for a term set to expire on September 30, 2028.

To appoint Kerry Dunne to the Semiquincentennial Committee for a term set to expire on December 30, 2026.

To appoint Kavita Ravi to the Sustainable Lexington Committee for a term set to expire on September 30, 2028.

To appoint Alicia Morris to the Tree Committee for a term set to expire on September 30, 2028.

Move to approve the consent.

FOLLOW-UP:

Select Board Office.

DATE AND APPROXIMATE TIME ON AGENDA:

10/17/2025

ATTACHMENTS:

Description	Type
☐ Housing Partnership Board - Chris Herbert - Application & Resume_Redacted	Backup Material
☐ Lexington Center Committee - Stephen Jackson - Application & Resume_Redacted	Backup Material
☐ Lexington Council For the Arts - Jeanne McDermott - Application & Resume_Redacted	Backup Material
☐ Semiquincennial Committee - Kerry Dunne - Application & Resume_Redacted	Backup Material
☐ Sustainable Lexington Committee - Kavita Ravi - Application & Resume_Redacted	Backup Material
☐ Tree Committee - Alicia Morris - Application & Resume_Redacted	Backup Material

Application Form

Profile

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Christopher		Herbert
First Name	Middle Initial	Last Name

Nickname

Chris

Preferred Title (i.e. Mr., Ms., Mx., Dr., Rev)

Mr.

gmail.com
Email Address

Alternate Email Address (Optional)

t@harvard.edu		
t Rd		
Home Address	Suite or Apt	
Lexington	MA	02421
City	State	Postal Code

Length of Residence in Lexington (Note: ZBA requirement is a minimum of 8 years)

25 years

What Precinct do you live in?

☒ Precinct 4

Home: (617)

Primary Phone

Alternate Phone

Harvard University

Employer

Managing Director/Lecturer

Job Title

Work Address

Harvard Joint Center for Housing Studies 1 Bow Street, 4th Floor Cambridge, MA 02138

Which Boards would you like to apply for?

Housing Partnership Board: Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Special Training and/or Qualifications

In my professional life I am a housing economist with an emphasis of how public policies can help address a range of housing challenges. I lead a research center at Harvard that focuses on raising awareness of housing challenges and solutions to these challenges. I would bring my professional expertise, knowledge and professional connections to the service of developing strategies and approaches for the Town of Lexington to meet its present and future housing needs. I previously served as the co-chair of the Comprehensive Plan Advisory Committee and so have experience in assessing the current state of the town as well as resident views on how they would like to see the town improved going forward.

[Upload a Resume](#)

Why are you interested in serving on a board or commission?

I would welcome the opportunity to apply my professional expertise and experience to help Lexington meet its housing needs. I think my experience professionally as well as my time as co-chair of the comprehensive plan advisory committee would equip me to make a positive contribution to the Housing Partnership Board. As a long-time resident of Lexington who benefited from the opportunity to buy a home 25 years ago when it was affordable I would welcome the chance to do what I can to open opportunities to live in Lexington to a broad range of people. I am planning on reducing my time at my present job over the coming years and would welcome the chance to apply more of my time to volunteer work with the town.

How did you hear about the board or commission for which you are applying?

I learned about it as part of an event I am participating in as a speaker for the Housing Partnership Board at the end of October.

Have you recently attended any meetings of the board or committee for which you are applying?

☐ Yes ☒ No

Have you confirmed your availability to attend the board or committee's meetings? (i.e. can attend at the time the committee regularly meets)

☒ Yes ☐ No

Do you currently serve on another board or committee?

☐ Yes ☒ No

If yes, please list date of most recent Conflict of Interest Law Training.

December 2021

Conflict of Interest Law Training Certificate

Christopher E. Herbert
Joint Center for Housing Studies
Harvard University

Education

Ph.D., Harvard University, Public Policy, 1997
M.P.P., Harvard University, Public Policy, 1988, Kennedy Fellowship
B.A., Dartmouth College, History, 1983, magna cum laude

Professional Experience

2015 – Present	Managing Director, Joint Center for Housing Studies of Harvard University, Cambridge, MA. Responsible for overall management of the Center, including overseeing research, financial and administrative functions. Develops strategy and long term plans of the Center and implements new initiatives.
2015 – Present	Lecturer, Harvard University, Graduate School of Design, Urban Planning, Cambridge, MA. Teach US Housing Markets, Problems and Policies, a graduate level course for master level students at the Graduate School of Design and the Harvard Kennedy School.
2010 – 2014	Research Director, Joint Center for Housing Studies of Harvard University, Cambridge, MA. Responsible for overseeing all research conducted by the Center covering a broad range of housing and demographic subjects. Lead responsibility for producing recent reports on <i>Rental Housing in America</i> and <i>The State of the Nation's Housing</i> .
1997 – 2010	Senior Associate, Abt Associates Inc., Cambridge, MA. Senior researcher in housing and community development practice and leader of Housing Finance Major Marketing Group. Designed, managed, conducted and provided quality review on a wide range of research projects for federal, state, and nonprofit clients.
1993 – 1997	Research Analyst, Joint Center for Housing Studies of Harvard University, Cambridge, MA. Conducted and coordinated research projects related to a variety of housing market and housing policy issues. Significant projects included a comprehensive evaluation of housing conditions in Mexico and an examination of the relationship between residential segregation and homeownership among blacks.

Boards and Organizational Affiliations

2018—Present	Member , Advisory Board, Ivory Innovations, Salt Lake City, UT
2018 – 2025	Director , Freddie Mac, MacLean, VA
2014 – 2021	Member , Advisory Board, Milken Institute Center for the Future of Aging, Santa Monica, CA.
2017– 2019	Trustee , Greenpath Financial Wellness, Farmington Hills, MI.
2011 – 2019	Director , Homeownership Preservation Foundation, Minneapolis, MN.
2015 – 2019	Fellow , Center for Financial Security, University of Wisconsin-Madison, Madison, WI.
2006 – 2018	Member , Research Advisory Council, Center for Responsible Lending, Washington, DC.
2014 – 2016	Member , Community Development Research Advisory Council, Federal Reserve Bank of Boston, Boston, MA.

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Stephen		Jackson
First Name	Middle Initial	Last Name

Nickname

Steve

Preferred Title (i.e. Mr., Ms., Mx., Dr., Rev)

Mr.

@gmail.com
Email Address

Alternate Email Address (Optional)

Home Address	Suite or Apt	
Lexington	MA	02421
City	State	Postal Code

Length of Residence in Lexington (Note: ZBA requirement is a minimum of 8 years)

16 years

What Precinct do you live in?

☒ Precinct 4

Mobile: (781)	
Primary Phone	Alternate Phone

Faktor Consulting, LLC
Employer

Founder & Principal
Job Title

Work Address

Which Boards would you like to apply for?

Lexington Center Committee: Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Special Training and/or Qualifications

Upload a Resume

Why are you interested in serving on a board or commission?

I've lived in/around Lexington Center for years and have enjoyed doing so with my family. Would love to give back to the community and our unique and historical Center!

How did you hear about the board or commission for which you are applying?

Review of the town website

Have you recently attended any meetings of the board or committee for which you are applying?

☐ Yes ☒ No

Have you confirmed your availability to attend the board or committee's meetings? (i.e. can attend at the time the committee regularly meets)

☒ Yes ☐ No

Do you currently serve on another board or committee?

☐ Yes ☒ No

If yes, please list date of most recent Conflict of Interest Law Training.

Conflict of Interest Law Training Certificate

Stephen Jackson

STEPHEN JACKSON

CONSULTING EXCELLENCE / OPERATIONAL IMPACT

Proven account and client relationship leader focused on partnering with major industry clients for the past 20+ years in the areas of change management, operational excellence, and technology enablement. Key experience organizing solutions and high-performing teams focused on delivering impactful outcomes for clients, managing their priorities to program delivery, including business and IT transformations, data management, digital strategy and operating model design

LEADERSHIP

Track record of leading technical, subject matter expert and business transformation teams from 2 to 30 resources. Dedicated and growth-focused leader and team-builder.

SKILLS

- Strategic Account Development
- Recognized Client Service Excellence & Relationship Management
- Revenue & Budget Management
- Problem & Solution Identification
- Engagement Management
- Build and Engage Cross-Functional Teams
- Leadership Development

CONTACT

EXPERIENCE

FOUNDER & PRINCIPAL – FAKTOR CONSULTING, LLC 2024 -

Started local life sciences consultancy for select clients. Focus on commercial operations, program leadership and executive engagement around high-profile transformation programs. Currently working with a New Jersey-based pharmaceutical company client on strategic planning and operational transformation initiatives.

DIRECTOR – CLIENT PARTNER • SLALOM INC. 2018 - 2024

Cross-industry leader, responsible for a top life sciences account, from goal and strategy-setting to activation, capability alignment, client relationship development and negotiation. Closed 161 deals (new work and extensions) in past 4 years with life sciences clients, totaling \$32.5M in sales while managing \$25.9M in project work. Priority on relationship expansion into new buying centers, new services and multi-market delivery. Responsible for staffing, management and client satisfaction with resources and results. Dedicated to outstanding and impactful delivery of engagement portfolio of 5-15 projects at any one time with pipeline in excess of 25 opportunities.

SENIOR MANAGER – STRATEGY & OPS • DELOITTE 2006 – 2011 / 2012 - 2018

Solution and delivery leader in State/Local and Higher Ed, focusing on business and operational transformation and technology engagements. Senior business opportunity developer and client relationship leader across accounts and clients of varying size and complexity. Averaged \$6.9M in Sales and \$4.7M in managed revenue annually. Awarded people leader and mentor to support colleague leadership development.

SENIOR PROJECT MANAGER • HARVARD UNIVERSITY 2011- 2012

Project portfolio manager and project leader responsible for delivering key initiatives across University, including new Identity and Access Management program. Organized and operated \$20M IT Capital Investment process to drive repeatable process transparency, oversight, accountability and return on investment

CONSULTANT & POLICY ANALYST •

2004- 2006

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Provided process and ERP procurement-related consultation services to state and local governments and special districts within the organization's Research and Consulting Center. Drove business requirement gathering, RFP development, proposal reviews and organized vendor solution presentations.

EDUCATION**MPA – POLICY ANALYSIS • INDIANA UNIVERSITY**

2001

Policy analysis concentration with public finance focus. Intern at Center for Law and Social Policy

BA – HUMAN DEVELOPMENT & SOCIAL RELATIONS •

1996

EARLHAM COLLEGE

College Honors, Departmental Honors, early completion of degree

SUMMARY – SAMPLE PROFESSIONAL RESULTS

SLALOM INC

- Achieved annual sales and delivery average of \$6.8M in sales and \$5.4M in managed revenue.
- Built relationships and structured solutions in R&D, Commercial and Global entities and functions, including first trans-Pacific engagement in Boston market. Expanded buying centers across numerous functional teams and commercial business units, with emphasis upon technology adoption, enabling field sales excellence, dashboard design and data management assessment.
- Accomplished leader of program and PMO commercial operations integration to optimize sales, marketing, learning, analytics and technology enablement services.
- Served as mentor, training facilitator and Learning Day instructor.
- Former leader of corporate citizenship team focusing on community engagement; re-established Pro Bono program for services to community organizations.
- Initiated Higher Ed community of practice to align service-market fit, generate internal interest and build offering to local clients.

DELOITTE CONSULTING, LLP

- Led operational restructure and implementation of major state-based health insurance marketplace with over 200,000 users. Ensured compliance with federal requirements of the Affordable Care Act and smooth operational transition for client team.
- Performed operational assessment of 3rd largest public pension organization in the US, generating a robust roadmap of hundreds of actionable operating improvements.
- Developed new operating model for major University finance organization, streamlining processes and structures, including staff reduction of 43%.
- Led procurement savings assessment and implementation plan for University system, identifying \$3M in total savings opportunity across 5 spend categories, exceeding anticipated target.
- Led operational and human capital work to streamline operations of 6 government agencies into 1 to protect >1 million vulnerable persons receiving services from the state.
- Led analysis of state gaming Authority financial performance and developed strategic options to address declining revenue and offset forecasted \$95M budget gap over 5 years.

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Jeanne		McDermott
First Name	Middle Initial	Last Name

Nickname

Jeanne

Preferred Title (i.e. Mr., Ms., Mx., Dr., Rev)

Ms

Email Address

Alternate Email Address (Optional)

@gmail.com

Home Address		Suite or Apt	
Lexington	MA	02421	
City	State	Postal Code	

Length of Residence in Lexington (Note: ZBA requirement is a minimum of 8 years)

32 years

What Precinct do you live in?

☒ Precinct 3

Home: (781)

Primary Phone

Alternate Phone

Retired

Employer

Job Title

Work Address

10

Which Boards would you like to apply for?

Council for the Arts: Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Special Training and/or Qualifications

I've lived in Lexington for 32 years and love this community. Each year I discover something new and different. Since retiring as a writer and middle school science teacher, I've discovered a love of painting and illustration. I recently received a certificate in illustration from the School of the Museum of Fine Arts. As a visual artist, I'd bring fresh (albeit older) eyes to the discussion. As a lifelong writer, I appreciate the power of language. As a teacher, I appreciate the uniqueness of each individual and the magic of community. As a human who straddles art and science, I celebrate all the ways that we create meaning from what we have.

Why are you interested in serving on a board or commission?

During the pandemic, I reviewed grants as part of the Community Endowment of Lexington and discovered how much is going in the arts in our town. I am currently attending the Lexington Civic/Citizens Academy and have been looking for a way to become more active. I've seen of the power of the arts as a way to build and strengthen community.

How did you hear about the board or commission for which you are applying?

Email

Have you recently attended any meetings of the board or committee for which you are applying?

☐ Yes ☒ No

Have you confirmed your availability to attend the board or committee's meetings? (i.e. can attend at the time the committee regularly meets)

☐ Yes ☒ No

Do you currently serve on another board or committee?

☐ Yes ☒ No

If yes, please list date of most recent Conflict of Interest Law Training.

Conflict of Interest Law Training Certificate

JEANNE MCDERMOTT

Teacher, Writer & Visual Artist

Road Lexington, MA 02421

WORK EXPERIENCE

SCIENCE TEACHER, SHADY HILL SCHOOL, CAMBRIDGE, MA — 1997-2020

Taught chemistry, biology, physics and earth science to 3rd, 4th, 6th, 7th and 8th graders at progressive independent school. Certified in biology, general science and elementary math. Mentored student teachers.

BOOK & MAGAZINE WRITER; EDITOR, CAMBRIDGE & LEXINGTON, MA — 1985-2003

Authored Babyface: Story of Heart and Bones, Penguin, 2001. Wrote for Smithsonian magazine, Technology Review, Elle and others. Edited book on hacks with MIT Museum. Authored Killing Winds: Menace of Biological Warfare, (non-fiction) Arbor House, 1987.

WRITER AND EDITOR, NEW YORK CITY, NY --1982-1985

Wrote for Smithsonian Magazine, Wall Street Journal, Popular Science, Horticulture, Geo and others. Edited books for Scientific American Library Books.

ASSOCIATE EDITOR, TECHNOLOGY MAGAZINE AND NEWTECH NEWSLETTER, NEW YORK CITY - 1980-1982

EDUCATION

Tufts University, Medford, MA, M.A.T. 2000

Massachusetts Institute of Technology, Cambridge, MA, 1984-1985, Knight Fellowship in the Public Understanding of Technology and Science. Grant awarded to science journalists.

Hampshire College, Amherst, MA. Major in Biology. 1978.

COMMUNITY WORK

Board member, Faculty Representative, Shady Hill School, 2010-2015

Board member, Foundation for Faces of Children, Boston, MA 1991-1993

Education Co-ordinator, AboutFace, Boston chapter, 1991-2000

Co-chair of Lexington Special Needs Parent Advisory Council 1997-1998

Mediator in small claims, parent-child, rent control disputes in Cambridge, Quincy and Malden, MA, 1989-1997

RETIREMENT ACITIVITIES (since 2020):

Painting, Illustration, teaching art

PUBLICATIONS: See attached list

JEANNE McDERMOTT

Publications List: Books, magazine and newspaper articles

BOOKS:

Babyface: A Story of Heart and Bones. (Non-fiction book; memoir) Woodbine House and Penguin, 2001.

Awards: Babyface: A Story of Heart and Bones

Finalist, Independent Book Publisher Awards, 2001

American Medical Writer's association: Will Solimene Award of Excellence (general audience), 2002

Public Speaking:

Graduate and undergraduate speaking engagements include:

—Program in Genetic Counseling, Brandeis University, Waltham MA

—Departments of Child Development, Psychology and Education, Tufts University, Medford, MA

—Medical students, Psychiatric fellows, Harvard Medical School, Boston, MA

Keynote speaker:

"A Look in the Mirror: Body Image in Contemporary Society" (2006)

Institute of Medicine and Humanities, University of Montana, Missoula, Montana

"Facing Disability: Embodiment, Representation and Rights" (2002)

Grey Art Gallery, New York University, NY

Support Organization for Trisomies Annual Meeting 2001

Boston, MA

The Killing Winds: The Menace of Biological Warfare. (Non-fiction book) Arbor House: 1987.

MAGAZINES and NEWSPAPER ARTICLES:

"About a Boy" (Personal account) ***Family Circle Magazine***, April 2003

"A Letter to Teachers of Young Children" (Having a child with a physical difference/disability in the classroom) ***Journal of the National Association for the Education of Young Children***, July 2002

"Go Ahead and Stare" (Personal account) **Parents Magazine**, July 2001

"Babyface". First person account. **New Age Journal**, February 1996.

Afterword to **Faces: Collection of photographs by Nancy Burson**. Twin Palms Press, 1993.

Letter to the Editor. "Shortsighted Cuts in Services for Children." **Boston Globe**, April 4, 1991.

"Some Heartland Farmers Just Say No to Chemicals". **Smithsonian Magazine**, April 1990. (Reprinted by Geo and US Information Agency)

"Muzak is music we hear but don't listen to" **Smithsonian Magazine**, January 1990. (Reprinted by San Francisco Chronicle, Louisville Courier Journal and Milwaukee Journal.)

"Does Recycling Pay?" **Technology Review**, November 1989.

"She's the Maverick of the Microcosmos: Profile of Lynn Margulis". **Smithsonian Magazine**, August 1989. (Excerpted in *From Gaia to Selfish Genes: Selected Writings in the Life Sciences*, MIT Press, 1991).

"Dr. Morgentaler: A Fertile Idea" **Elle Magazine**, March 1989.

"Dancing to Fractal Time" **Technology Review**, January, 1989.

"How Science Achieves the Ring of Truth". Article on Phil Morrison's PBS-TV series. **Technology Review**, October, 1987.

"Making Faces Just Comes Naturally" **Smithsonian Magazine**, March 1986. (Reprinted in *Readings in Psychology*. J. Bohannon ed. Published by Allyn and Bacon, 1989; in *Annual Editions Human Development 87/88*. Published by Dushkin Group, Guilford, CT.)

Introduction to **Composites: Computer-Generated Portraits**. By Nancy Burson, David Kramlich and Richard Carling. William Morrow, NY: 1986.

"Face Values: Using Computer and Camera, artist Nancy Burson Challenges our Faith in Appearances" **New Age Journal**, October, 1985.

"A Primer on Petri Nets", **Cybernetics Journal**. Summer-fall, 1985.

"Vision is More than Meets the Eye" **Smithsonian Magazine**, April 1985.

"Fluidics: Computing Without Electronics" **Popular Science**. February, 1985.

"Eavesdropping on Trees" **Smithsonian Magazine**, December, 1984. (Reprinted in 1986 Popular Science Annual, published by Grolier Enterprises, Danbury, CT)

"The Coming Age of Micro-Machines" **Popular Science**, June 1984.

"Luxe Mandalas: The Kaleidoscope as Art" **Wall Street Journal**, April 30, 1984.

"Filoli: Time Began in a Garden" **Horticulture Magazine**. March 1984.

"Whatever Happened to Solar Cells?" **Popular Science**. January 1984.

"Fractals: a New Geometry of Nature" (cover story) **Smithsonian Magazine**, December 1983.

"Robots are Taking a Hand in our Affairs" **Smithsonian Magazine**, November 1983. (Excerpted in *Our Land, Our Time: A History of the United States*. Textbook published by Holt, Rinehard and Winston, 1986.)

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Kerry

First Name

Dunne

Last Name

Middle
Initial

Nickname

Preferred Title (i.e. Mr., Ms., Mx., Dr., Rev)

My students call me Dr. Dunne but adults should definitely call me Kerry!

.org

Email Address

Alternate Email Address (Optional)

lexingtonma.org

Rd.

Home Address

Suite or Apt

Framingham

City

MA

State

01701

Postal Code

Length of Residence in Lexington (Note: ZBA requirement is a minimum of 8 years)

n/a school district employee

What Precinct do you live in?

☒ Not Applicable

Home: (

Primary Phone

Alternate Phone

Lexington Public Schools

Employer

History/Social Studies
Department Head, Lexington
High School

Job Title

Work Address

Lexington High School 251 Waltham St. Lexington, MA 02421

Which Boards would you like to apply for?

Semiquincentennial Commission (LEX250): Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Special Training and/or Qualifications

- History Department Head at Lexington High School - Prior collaborative and professional work with Boston-area historic sites including USS Constitution Museum, National Parks Service of Boston, Public Health Museum - Adjunct faculty member for history/social studies education at Framingham State College, Boston College, Boston University

Upload a Resume

Why are you interested in serving on a board or commission?

My colleague Jane Hundley (LPS Middle School history/social studies dept head) is stepping down as the Lexington Public Schools representative on the LEX250 committee, and our superintendent would like to continue to have a history/social studies dept head in this community role.

How did you hear about the board or commission for which you are applying?

I attended the Ken Burns American Revolution film screening and the parade commemorating the 250th Anniversary of the Battle of Lexington and Concord, and participated in some related activities-- all was fantastic.

Have you recently attended any meetings of the board or committee for which you are applying?

☐ Yes ☒ No

Have you confirmed your availability to attend the board or committee's meetings? (i.e. can attend at the time the committee regularly meets)

☒ Yes ☐ No

Do you currently serve on another board or committee?

☐ Yes ☒ No

Kerry Ann Dunne, Ed.D.

. Framingham, MA 01701

tel:

e-mail:

@gmail.com

Massachusetts DESE Certification

Assistant Superintendent/Superintendent

Principal: High School, Middle School, and Elementary

History and Social Studies grades 5-12

SEI Endorsement

Education

Boston College

Ed.D. in Administration awarded May, 2012

Commonwealth Leadership Academy Spring, 2004

Completed an intensive program in school administration and an internship at Framingham High School

National University of Ireland-Galway Summer, 1999

“Education in Ireland”: a post-graduate summer seminar for educators on the Irish educational system

University of Massachusetts-Amherst

Masters of Education: awarded in August, 1997

Marquette University, Milwaukee, WI

Bachelors of Arts in history and political science: awarded in May, 1996

Experience

Lexington Public Schools

August 2021-present

Grade 9-12 History and Social Studies Department Head

Supervise a department of 31 teachers and teach one class. Served on the district's Diversity, Equity, and Inclusion committee and on the Lexington High School leadership team. Member of co-teaching and PBIS task-forces at Lexington High School. Developed successful new course proposals for Asian American History and African American History, one-semester electives open to all grade 9-12 students that launched in the fall of 2022 and a dual enrollment personal finance class that launched in the the fall of 2024. Oversaw launch of first ever “Credit for Life” financial literacy program for all 11th grade students. Successful applicant for \$10,000 Lexington Education Foundation program grant and several smaller in-district programmatic and PD grants. Point of contact/site liaison for practicum placements from Boston College and Boston University. Consult with the principal, superintendent, and K-8 leadership on social studies and current issues correspondence and inquiries from the community.

Weston Public Schools

August 2016- August 2021

Grade 6-12 History and Social Studies Department Head

Supervised a department of 18 teachers, and taught 2 classes. Served on the district's K-12 Curriculum Council, on district-wide task forces to plan a later school start time and to revise the teacher evaluation system. Served on “June Academy” planning and direction committee to pilot project-based learning courses at Weston High School. Led collaboration between Weston High School, Waltham High School, and Brandeis University to use high-quality digital sources in teaching of African American history. Led district professional development on place-based learning, teaching about civil rights and desegregation, and DBQ Project writing assessments. Expanded departmental offerings to include AP Psychology and electives including a dual enrollment economics course offered through Syracuse University Project Advance.

Boston Public Schools

September 2014-2016

Director of History and Social Studies

Supervised all K-12 history and social studies curricular and extracurricular programs for the Boston Public Schools, an urban school district serving 56,000 students. Coordinated and planned focused professional

development for teachers, solicited and sustained partnerships with community organizations, and served as a member of the district's academic leadership team and pre-K-12 literacy vision task force. Obtained \$600,000 3-year funding from the National Parks Service to train Boston Public Schools teachers in place-based education, and successfully applied for \$500,000 of funding from George Lucas Foundation to bring "Knowledge In Action" program to expand AP US Government and AP Environmental Science programs in Boston. Led district-wide professional development programs focused on content-area disciplinary literacy, DBQ writing, and teaching with historic places. Served as a member of the Boston Public Schools academic leadership team.

Arlington Public Schools, Arlington, MA

September 2007-September 2014

K-12 Social Studies Director, Teaching American History Grant Program Director, and Academic Extension Programs Director

Academic Extension Programs Director: Appointed by Superintendent of Schools to a stipended position to create innovative, experiential, and technology-integrated learning opportunities for Arlington High School students. Developed and managed three pilots for the 2013-2014 school year: a supervised academic internship program for students to receive course credit for 5 hour per week internships, a MOOC cohort of students taking a Coursera course together, and a dual enrollment partnership with Syracuse University.

Grant Management:

Applied for and received the district's first Teaching American History grant, a \$999,999 award over 3 years, by building a 7 district collaborative. Received federal DOE approval to use TAH funding to pay for 3/4 of my salary for the duration of the grant, pay for district-wide subscription to Discovery Streaming for 5 years, and pay for conversion to all-new TCI History Alive and Geography Alive materials in 4th and 5th grade classrooms. Additionally, our TAH grant funded 2-3 high quality in-district professional development workshops per year in each district and a 2-week intensive summer program for teachers.

Curriculum leadership:

Served as history department head for the Ottoson Middle School and Arlington High School, and led K-5 curriculum development. Supervised and evaluated 21 teachers. Worked with district teachers to create curriculum maps integrating social studies, reading, and the arts for all grades K-12, and common assessments. Founded and advised a model congress team for high school students and launched successful National History Day, Generation Citizen, and Mock Trial extracurricular programs. Expanded Advanced Placement enrollment, moving from 102 students taking history department AP offerings in 2007-2008 to over 350 students taking AP history offerings in 2012-2013 while maintaining high achievement.

District leadership:

As a member of the district's administrative cabinet, participated in all budget, goal-setting, and programmatic discussions. Co-chaired a committee to revise the district's teacher evaluation system. Served on search committees for administrative hiring. Organized private funding for Arlington's Primary Source membership and worked with the Arlington Schools Foundation to fund a \$100,000 Enlivening Elementary Education programmatic initiative. Served as a member of the district's technology leadership committee. Served as the site placement liaison for Boston College, Brandeis University, and Boston University.

Framingham High School, Framingham, MA

September 1998-September 2007

Department Head

Appointed in June of 2004 to supervise 22 faculty members in the history and social sciences department. Responsibilities included supervision and evaluation, managing budget, planning teacher collaboration, implementing common assessments and curriculum maps, and hiring of new staff.

History Teacher

Taught approximately 125 students per semester in five course sections including AP United States History, World History I, Political Theory, and International Relations.

Museum and Historic Site Educator

Public Health Museum, Tewksbury, MA. Led *Outbreak!*, a grant-funded free summer institute for teens exploring careers in public health in the summers of 2017, 2021, 2022 and 2023.

Place Based Boston Collaborative, Led the summer institute for Boston Public Schools teachers exploring historic sites and developing site-based lesson plans for a collaborative of historic sites including the USS Constitution Museum, the National Parks Service, Paul Revere House, Revolutionary Spaces, Old North Church, and the Museum of African American History, summers 2016-2022

USS Constitution Museum, served as a consultant developing “All Aboard!” programs in collaboration with the US Navy, planning for field trip and partnership experiences for high school students, summer 2019.

University Adjunct Instructor

- **Boston College**

2020-present

As an adjunct instructor, taught the following courses:

Secondary History Methods

Curriculum Studies (a course in the online Global Studies masters degree program)

Social Studies and the Arts (a course for students seeking elementary licensure)

Secondary Curriculum and Instruction

- **Boston University**

2018-present

As an adjunct instructor, have taught the following courses:

Elementary Social Studies Methods

Classroom Assessment

Project Citizen: Promoting Civic Engagement (a “hub” class open to students from all majors)

Curriculum Analysis and Design (a course for doctoral students)

Curriculum & Special Methods for History & Social Sciences, 5-12

Pre-practicum in Social Studies

- **Brandeis University**

2006-2019

Worked as part of a team to develop a new Masters of Arts in Teaching program. Created original syllabus and served as instructor for the following courses:

Pedagogy of Teaching History

Exploring Teaching

- **Framingham State University**

2005-2022

As an adjunct instructor, have taught the following courses:

Secondary History Methods

Education in American Society with Field Study

Through the Continuing Education office, have taught the following professional development courses to working teachers: “Japanese History and Culture in the K-12 classroom,” “Teaching About International Conflicts in the Secondary Classroom,” and “Transforming Curriculum with Project Based Learning”

Professional development leadership, Presentation, Recognition, and Publication

Publication

- Social Studies Research and Practice, co-author of “Supporting quality social studies instruction: the social studies practices continuum” with Susan Erickson and Chris Martell, September, 2021
- Commonwealth Magazine, co-author of “How about a civics project instead of another MCAS test?” with Pat McQuillan, November 11, 2020
- Boston Globe Sunday Magazine, co-author of letter to the editor, “Can’t have Strong Democracy without Strong Social Studies!” with Chris Martell, October 27, 2019
- ASCD In-Service, co-author of “Teaching About Opioid Addiction Across the Curriculum” with Mitch Finnegan, January 12, 2018
- ASCD In-Service, “Digital Public Library of America: Using Free Primary Source Sets to Enhance Student Learning” October 2, 2016
- ASCD In-Service, “A PD Plan That Works: Begin By Asking Teachers What They Need” January 16, 2016
- ASCD In-Service, co-author of article “Addressing African American History and Street Trauma Today: A Student-Led Pilot Course at East Boston High School” with Janelle Ridley, April 28, 2016

- ASCD In-Service, co-author of article “Building a Better Future by Confronting Our Past: Teaching about Desegregation and Busing in Boston” with Natacha Scott and Josue Sakata, March 12, 2015
- ASCD In-Service, co-author of article “Home-Runs and Strike-Outs: What We Learned About Presenting PD to History Teachers” with Maria Bollettino, December 4, 2014
- ASCD Whole Child Blog, co-author of article “History for Its Own Sake, and For All of Our Sakes” with Christopher Martell, July 24, 2014
- ASCD Whole Child Blog, co-author of article “Building Bridges to El Salvador: A Model Global Curriculum” with Anita Cristina Calcaterra, April 1, 2014
- Co-authored article with Christopher Martell “Teaching America’s Past to our Newest Americans: Immigrant Students and United States History”, published in September of 2013 in Social Education, the premier, peer-reviewed NCSS publication

Presentations

- NCSS National Conference, November 2023, “Launching High School Ethnic Studies Classes.”
- Massachusetts Statewide Future Educators Conference (a conference sponsored by Massachusetts state colleges for high school students considering careers in education) “The Places You Will Go!”, March 2022
- NCSS (National Council for the Social Studies) National Conference, November, 2019
"Beyond Saudi Arabia: Exploring the Arabian Peninsula" (solo), with Susan Erickson: "Making Social Studies Matter Through Place Based Learning," with Susan Erickson and Chris Martell: "Social Studies Practices Continuum: A Tool for Improving Inquiry-Based Instruction"
- (Northeast Regional Conference for the Social Studies) and MCSS Fall Conference Presenter “Teaching about Busing and Desegregation in Boston” November, 2015, and April, 2016
- NCSS National Conference Keynote film discussion leader “Freedom Summer”, November, 2014
- National ASCD presenter, Los Angeles, March 2014 “Teaching America’s Past to our Newest Americans: Immigrant Students and United States History” and “Building Bridges to El Salvador”
- National ASCD presenter, Chicago, March 2013 “Taking the Leap: Research on the Decision to Pursue the Superintendentcy”
- NERC conference presenter: “Building Bridges to El Salvador” April, 2012 .
- “Manjiro and His Legacy” presentation August, 2011, and discussion leader of *Heart of a Samurai*, October 2011, both at Primary Source in Watertown, Mass.
- Framingham Public Library Community read discussion leader, *The Killer Angels*, April, 2011, *In the Heart of the Sea: The Tragedy of the Whaleship Essex*, April 2013, *News of the World*, April, 2018

Professional Development Leadership

- “Free PD and Travel Opportunities in the Humanities” a Lexington Learns Together program, Nov 2023
- “Exploring the Arabian Peninsula” a Lexington Learns Together program for K-12 educators, Jan 2022
- “Tips and Tricks for Hybrid Learning” a presentation to Somerville High School educators, Jan 2021
- “Mt. Vernon on the Road in Massachusetts: Civics Education” Led two civics education-focused professional development workshops for Massachusetts teachers sponsored by Mt. Vernon. 2019
- “Using DPLA Primary Source Sets to Enhance Instruction” Led a professional development workshop for 30 Bunker Hill Community College faculty members, November, 2017.
- For the Boston Public Schools, founded the “Historical Partnership Series,” a 15 session program of afterschool walking tours and site visits open to all Boston teachers. Planned comprehensive program to prepare grade 6-12 teachers to teach document-based question writing. Facilitated joint library/history department task force to plan teacher PD around teaching research and inquiry skills. 2014-2016
- “Reading, Writing, and the Common Core in the US History Classroom” Planned and led at Greater Lawrence Regional Technical School, 2013, and Mendon-Upton Regional School District in 2014

Recognitions and Appointments

- iCivics Educator Network member, 2022-present
- Museums for Digital Learning, Teacher Ambassador 2022-2023 appointment

- MA DESE and the Rennie Center: MA Civics Teacher Advisory Panel facilitator, spring 2021
- President, Massachusetts Council for the Social Studies 2017-2018 (Vice President 2016-2017)
- Member, Massachusetts DESE History and Social Science Frameworks Advisory Panel 2016-2018
- Recipient, Weston Education Enrichment Fund Committee “WEEFC Star” award, 2017, 2018, 2020
- Educational Advisory Committee member, American Archive of Public Broadcasting, 2017-present
- Educational Advisory Committee member, Digital Public Library of America, 2015-2018
- Recipient, Boston Chapter of the NAACP “Difference Maker” Award, October, 2015
- Recipient, Martin Luther King, Jr. Achievement award, Town of Arlington, January, 2014
- Recipient, Salute to Framingham “You Are Special” Award, March, 2004
- Recipient, Framingham High School “Teacher of the Year” Award, 2002
- Selected & Funded Participant, NEH Summer Institute: 2024, 2023, 2022, 2016, 2015, 2014, 2000
- Selected and Funded Participant, Colonial Williamsburg Summer Teacher Institute, 2017
- Selected and Funded Participant, USS Midway Museum’s Teacher Institute: WWII in the Pacific, 2018
- Selected and Funded Participant, Qatar Foundation International educator tour of Oman & Qatar 2018-19

United States Department of Education

2016-2017

- **Grant Reviewer**

Served as member of grant review panels for *American History and Civics Academies Grant Competition* (2016, 2017) and *American History and Civics Education-National Activities Competition* (2017)

Educational Testing Service: The College Board

2002-2007

- **AP Reader**

Served as a reader of Advanced Placement United States History exams. Trained on the use of College Board AP rubrics and document analysis skills development.

Educational Publishing

- **Primary Source**

2019-2022

Authored two units of a new “Democracy Lab” 8th grade civics curriculum, reviewed grade 6 and 7 curriculum units

- **Digital Public Library of America**

2015-2018

Authored six primary source teaching sets with questions and recommended learning activities

- **ThinkCERCA**

2017

Developed multi-leveled digital text resources for teaching literacy through social studies in grades 3-12

- **Boston Public Schools**

2014-2015

Co-authored open source website for teaching about Boston’s history of school busing and desegregation (<https://sites.google.com/a/bostonpublicschools.org/desegregation/home>)

- **Prentice Hall**

Summer 2005

Authored lesson plans and pacing guide included in the 2006 World History textbook teacher edition

- **Chrysalis Publishing**

Summer 2005

Wrote comprehensive lesson plans for Greenwood’s Daily Life Encyclopedia on-line

AT&T Broadband, Boston, MA

- **“EXTRA HELP” History Hour Host**

September 2000-January 2002

Hosted a live weekly call-in television show. Students from Boston, Brookline, Braintree and Framingham viewed the show on local access cable, and could call in with homework and current event questions.

Japan Exchange and Teaching Program, Fukushima Prefecture, Japan

- **English Resource Teacher**

July 1997-July 1998

Taught English to grades 7, 8, and 9 at two rural Japanese junior high schools. Developed a curriculum emphasizing conversational English through role-playing, discussion, and interactive lessons.

Chestnut Middle School for the Visual and Performing Arts, Springfield, MA

- **Student/Clinical Teacher**

September 1996-June 1997

Application Form

Profile

Attendance to a regularly scheduled meeting of the board or committee of interest is strongly encouraged when considering applying for membership. All committee meetings are open to the public and are posted at least 48 hours in advance of the meeting in our www.lexingtonma.gov/calendar.

If you are appointed to the board or committee for which you have applied, information from this application will be used to contact you regarding your appointment from the appointing authority as well as the Town Clerk’s Office. Please do not offer information on this application you would prefer we not use.

Applications will be kept on file and considered as vacancies occur for up to six months unless otherwise noted.

If you have any questions or need more information regarding the completion of the application, please contact either the Select Board Office at 781-698-4580 or the Town Manager’s Office at 781-698-4540.

Kavita		Ravi
First Name	Middle Initial	Last Name

Nickname

Preferred Title (i.e. Mr., Ms., Mx., Dr., Rev)

@gmail.com

Email Address

Alternate Email Address (Optional)

i@gmail.com

Avenue	
Home Address	Suite or Apt

Lexington	MA	02421
City	State	Postal Code

Length of Residence in Lexington (Note: ZBA requirement is a minimum of 8 years)

What Precinct do you live in?

None Selected

Home: (201)	
Primary Phone	Alternate Phone

Employer	Job Title

Work Address

Which Boards would you like to apply for?

Sustainable Lexington Committee: Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Special Training and/or Qualifications

I worked in the commercial solar and storage space.

[Upload a Resume](#)

Why are you interested in serving on a board or commission?

I am passionate about sustainable practices and have always wanted to give back to the community. Now I have the time and ability to do so.

How did you hear about the board or commission for which you are applying?

Through Kavitha Venkatesan

Have you recently attended any meetings of the board or committee for which you are applying?

☐ Yes ☒ No

Have you confirmed your availability to attend the board or committee's meetings? (i.e. can attend at the time the committee regularly meets)

☒ Yes ☐ No

Do you currently serve on another board or committee?

☐ Yes ☒ No

If yes, please list date of most recent Conflict of Interest Law Training.

N/a

KAVITA RAVI

PROFILE

Senior Operational Leader in Renewable Energy

Proven track record of driving commercial success, and strategic growth with focused execution, strong technical basis and policy advocacy.

Successful executive in different roles in commercial solar and storage delivery, with a deep understanding of market forces, eco-system, financing, and regulatory environment.

Strong team building, vendor-partnerships, stakeholder outreach, complex deal making, and resourcing projects.

Notable successes include commercializing innovation, leading international programs in energy efficiency, early stage development of transmission scale projects, commercial operations of solar and storage projects in the Northeast and industry thought leadership in interconnection and storage.

CONTACT



[gmail.com](#), Lexington MA

Education

University of Colorado at Boulder **PhD, ECE**

Birla Institute of Technology and Science, Pilani, India, **BE (Hons), EEE**

EXPERIENCE

BlueWave Energy

Senior Vice President – Operations, 2018 – Present, Boston, MA

- Operations (engineering, preconstruction, execution, interconnection) responsibilities for approx. 200 projects in varying stages, with a budget of \$200+m, across 8+ states
- Drove successful delivery of four Maine solar projects (\$54m) under 2024 NEB deadline
- Key role in delivery of five SMART 2.0 solar-plus-storage projects (\$35m) in 2023-2025, \$65m+ asset sale of Massachusetts SMART 1.0 solar-plus-storage projects
- Planned \$150m+ of funding for construction of 14 projects across Massachusetts, New York and Maine in 2025
- Played critical role in Axiom Infrastructure's acquisition of BlueWave in 2022
- Provided key leadership in the transformation of Bluewave into an IPP from 2022 to now
- Built and managed strong teams that work in close collaboration with Development, Legal and Capital Markets teams
- Managed reporting for the Project Operations team to the Board of Directors
- Thought leadership on storage strategy for BlueWave projects and storage market development for the industry
- Managed strong relationships with key engineering firms, service contractors, equipment suppliers, etc
- Navigated utility/RTO stakeholders, including National Grid, Eversource, CMP, Versant, ISO-NE, NYISO, to lower interconnection risk impacts
- Early stage development of ~500MW of transmission-scale storage projects in ISO-NE and NYISO. Intervened in FERC 2023 Order compliance filings for ISO-NE and NYISO
- Active voice and significant contributions to multiple state policy and regulatory proceedings, including Massachusetts, New York and RTOs, in accelerating the proliferation of renewables

Massachusetts Clean Energy Center

Director of Emerging Markets, 2014-2018, Boston, MA

- Co-led the \$20 million Advancing Commonwealth Energy Storage program, Massachusetts' first substantial investments in energy storage. Program demonstrated innovative, economically viable business models and leveraged \$32 million in other funds
- Co-led comprehensive State of Charge study to examine the potential for energy storage in the Commonwealth, in collaboration with the Massachusetts Department of Energy Resources. Study included business use cases, opportunities and barriers for energy storage
- Designed and implemented new MassCEC program to support clean energy companies in leveraging federal and other funding opportunities to advance their clean energy technology and business challenges. Awarded over \$3 million with 8x leverage
- Established a comprehensive strategy to support universities in their clean energy technology research and development, including leveraging funding opportunities. Awarded a total of \$1.2 million with 5x leverage
- Produced the annual Massachusetts Clean Energy Industry Report highlighting the \$11 billion industry

U.S. Department of Energy

American Association for the Advancement of Science (AAAS) Fellow, Consultant, 2011-2014, Washington, DC

- Designed and conducted a series of innovative global energy-efficient appliance competitions in an initiative across 7 countries. Achieved product improvements by 2 global manufacturers, policy changes in 4 countries (Europe, India, South Korea and United States), and capacity building in 2 countries (Philippines, India)
- Led an initiative of 7 governments to promote public procurement of energy efficient appliances with street lighting focus
- Spurred further investment by the U.S. State Department to promote renewable energy mini-grids in India
- Co-led and coordinated action plan between U.S. and Indian government agencies for the U.S-India Promoting Energy Access through Clean Energy (PEACE) initiative based on the high level goals.
- Advised White House led Power Africa initiative's off-grid working group in expanding energy access to rural populations by supporting mini-grids

Cadence Design Systems

Architect, 1999-2011, Chelmsford, MA

- Delivered innovation to market in industry-first model checking product with 20+ refereed technical publications and 4 US patents
- Delivered core technical content to flagship products with \$80M in cumulative annual revenue for customers including Intel, IBM, AMD, ST Microelectronics, TI, Sony and Nokia
- Architected formal verification innovation and product roadmap
- Established infrastructure to support product delivery by cross-functional and cross-geographical teams on multiple release streams and platforms to a 50+ customers

Citibank Overseas Software Limited

Software Analyst, 1992-1993, Mumbai, India

- Developed financial derivatives software for Citibank

PUBLICATIONS / AWARDS / COMMITTEE POSITIONS

- BlueWave Leadership Award 2022
- U.S. Department of Energy Secretary's Honor Award for the Clean Energy Ministerial team, 2012
- Cadence Invention of the Year Finalist and Cadence Product Innovation Award, 2005
- Best Paper Award at Cadence Technical Conference, 2005, Design Automation Conference, 2000
- 4 U.S patents (7444274, 7428712, 7181708, 7047510)
- 23 papers in premier conference/journals of energy efficiency and formal methods in computer aided verification (Details in Google Scholar profile)
- Panel/speaker/tutorial invitations to various conferences
- Solar Energy Business Association of New England (SEBANE) Policy Committee Member

Application Form

Profile

Attendance to a regularly scheduled meeting of the board or committee of interest is strongly encouraged when considering applying for membership. All committee meetings are open to the public and are posted at least 48 hours in advance of the meeting in our www.lexingtonma.gov/calendar.

If you are appointed to the board or committee for which you have applied, information from this application will be used to contact you regarding your appointment from the appointing authority as well as the Town Clerk’s Office. Please do not offer information on this application you would prefer we not use.

Applications will be kept on file and considered as vacancies occur for up to six months unless otherwise noted.

If you have any questions or need more information regarding the completion of the application, please contact either the Select Board Office at 781-698-4580 or the Town Manager’s Office at 781-698-4540.

Alicia		Morris
First Name	Middle Initial	Last Name

Nickname

Preferred Title (i.e. Mr., Ms., Mx., Dr., Rev)

@verizon.net
Email Address

Alternate Email Address (Optional)

Home Address	Suite or Apt	
Lexington	MA	02421
City	State	Postal Code

Length of Residence in Lexington (Note: ZBA requirement is a minimum of 8 years)

22 years

What Precinct do you live in?

☒ Precinct 9

Mobile: (781)	
Primary Phone	Alternate Phone

	Librarian
Employer	Job Title

Work Address

Medford, MA 02155

Which Boards would you like to apply for?

Tree Committee: Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Special Training and/or Qualifications

Upload a Resume

Why are you interested in serving on a board or commission?

I am interested in contributing to the committee's efforts to incorporate consideration of the importance of maintaining the tree canopy in town planning and supporting efforts to educate residents on the value of preserving the tree canopy in maintaining a healthy environment.

How did you hear about the board or commission for which you are applying?

Website

Have you recently attended any meetings of the board or committee for which you are applying?

☒ Yes ☐ No

Have you confirmed your availability to attend the board or committee's meetings? (i.e. can attend at the time the committee regularly meets)

☒ Yes ☐ No

Do you currently serve on another board or committee?

☐ Yes ☒ No

If yes, please list date of most recent Conflict of Interest Law Training.

Conflict of Interest Law Training Certificate

Alicia M. Morris

EXPERIENCE

Tufts University, Tisch Library

Assistant Director, 2016-

Head of Technical Services, 2008-2015

- Responsible for the overall management of Acquisitions, Metadata Services, In-house Digitization, and Repository Services units (Materials budget \$12,000,00; Staff 15 FTE)
- Provide leadership to Resource Management and Repository Services staff
- Responsible for data management in the Alma Library Management System
- Collaborate with University partners to manage the development of administrative and user interfaces for the Tufts institutional repository
 - Lead team providing metadata creation and management for digitized content contributed to the institutional repository. Provide metadata consultation services for students and researchers creating digital scholarship

MITRE Corporation, Bedford, MA

Information Systems Analysis Lead 2004-2008

Senior Information Analyst, 2000-2004

- Project Manager for Information Services website redesign project
- Administrator Sirsi Library System
- Managed the Cataloging and Taxonomy teams
- Provided systems support to Information Services Department
- Provided metadata consultation and support to staff
- Responsible for the cataloging and authority control of materials in print and non-print formats.
- Responsible for maintaining and updating the MITRE Subject Taxonomy

Quality Control Librarian

Fenway Libraries Online, Boston, MA, 1998-2000

Boston-Area Project Supervisor

The Donohue Group, Inc., Wethersfield, CT, 1996-1998

Head, Bibliographic Services

Minuteman Library Network, Framingham, MA, 1995-1996

Assistant Head, Acquisitions Department

University of Pennsylvania Libraries, Philadelphia, PA 1988-1994

COMMITTEE WORK

- Member, Samvera Board, 2020-2023
- Treasurer, Samvera, 2021-2023
- Member, Samvera Communications Working Group 2019-
- Tisch Library Executive and Management Councils, 2016-
- Tufts Fedora Repository Oversight Group, 2014-
- Tufts Libraries Council, 2019-
- Tufts Libraries Integrated Library Management System Task Force, 2015-2017
- Tufts Libraries Collections Steering Team, 2010-
- Tufts Libraries Metadata Management Team (Chair), 2008-
- Tufts University Digital Humanities Steering Committee 2018-2020

EDUCATION

2010 Leadership Institute for Academic Librarians, Harvard Graduate School of Education

1986 Drexel University: MS in Information Studies.

1979 University of Pennsylvania: BA with Honors in English

PRESENTATIONS and PUBLICATIONS

- Chris Awre, Karen Cariani, Nabeela Jaffer, Alicia Morris, "Making repositories part of your digital strategy: experience from the Samvera Community." Presentation at Open Repositories, June 7, 2021.
- Chris Awre, Karen Cariani, Nabeela Jaffer, Alicia Morris, "How the Samvera Community can be part of your digital strategy." Presentation at Samvera Connect 2020, October 22, 2020.
- Alicia Morris, "Trove, Tufts Digital Image Library." Presentation at Hydra Connect 2016 Boston, October 2, 2016.
- Alex May, Alicia Morris, "From Mira to Trove." Lightning talk at BLC Networking Day, June 2, 2015.
- Alicia Morris, "Tufts Digital Image Library (TDIL) Implementation." Poster session at HydraConnect2, Cleveland, Ohio, October 1, 2014.
- Alicia Morris, "MIRA and TDIL workflows for images." Presentation at HydraConnect Meeting, Cleveland, Ohio, October 2, 2014.
- Alex May, Christopher Strauber, Alicia Morris, "Libraries and Digital Humanities: Infrastructure, Services, Partnerships." Presentation at Tufts Digital Humanities Symposium: Innovation, Pedagogy, and Scientific Leadership, April 23, 2014.
- Erin Faulder, Alicia Morris, "Adopting Hydra at Tufts University." Presentation at Hydra Connect Meeting, San Diego, CA, January 21, 2014.

- Alicia Morris, "Rethinking Tech Services: How we used the Tisch Miscellany to reshape Technical Services." Presentation at the NETSL Annual Conference, Worcester, MA, May 3, 2012
- Dana Elder, Alexander May and Alicia Morris, "Developing metadata services at Tisch Library." Presentation at Metadata Day: 2012 Professional Development Day for Science Librarians, Shrewsbury, MA, May 9, 2012
- Alexander May and Alicia Morris, "The Miscellany Collection: How a Small Digital Collection Caught the Imagination of the Scholarly Community at Tufts and Beyond." Presentation at the New England Library Association Annual Conference, October 2011
- Alicia Morris, "Providing financial information using NOTIS Fund Accounting." Presentation at the NOTIS User's Group Meeting, Chicago, IL, October 1993
- Morris, Alicia. "Costs of managing exceptions to the workflow in acquisitions departments." **The Acquisitions Librarian**, no. 4, 1990, p. 21-31

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Approve: Proclamation Requests

PRESENTER:

Jill Hai, Select Board Chair

ITEM NUMBER:

C.4

SUMMARY:

Category: Decision-Making

The **Department of Public Works** is requesting that the Select Board approve and sign a proclamation recognizing the day of October 28, 2025 as National First Responders Day.

The **Lexington Daughters of the American Revolution (DAR)** is requesting that the Select Board approve and sign a proclamation recognizing October 18, 2025, as the 130th Birthday of the Lexington DAR.

SUGGESTED MOTION:

To approve the National First Responders Day Proclamation recognizing October 28, 2025, and the Lexington Daughters of the American Revolution 130th Birthday Proclamation recognizing October 18, 2025, as presented.

Move to approve the consent.

FOLLOW-UP:

Select Board Office.

DATE AND APPROXIMATE TIME ON AGENDA:

10/17/2025

ATTACHMENTS:

Description		Type
	10172025 First Responders Day	Backup Material
	DAR 130	Backup Material



Town of Lexington, Massachusetts

SELECT BOARD OFFICE

PROCLAMATION

- Whereas:** first responders—including public works professionals, firefighters, police officers, emergency medical technicians, 911 operators, paramedics, and other emergency personnel—stand on the front lines of our communities, selflessly serving and protecting the citizens of Lexington, Massachusetts in times of crisis; and
- Whereas:** first responders respond swiftly and courageously to emergencies, often putting their own lives at risk to ensure the safety and well-being of others, whether in natural disasters, accidents, medical emergencies, or public health and safety threats; and
- Whereas:** it is in the public interest for the citizens, civic leaders, and children in Lexington, Massachusetts to gain knowledge of and maintain an ongoing interest and understanding of the importance of public works and other first responder efforts in their respective communities; and
- Whereas:** the year 2025 marks the 7th annual National First Responders Day sponsored by bipartisan resolutions in the US Senate and House

NOW, THEREFORE, WE, THE SELECT BOARD of the Town of Lexington, Massachusetts, do hereby proclaim October 28, 2025 as

National First Responders Day

We urge all citizens to join with representatives of the American Public Works Association and government agencies in activities, events, and ceremonies paying tribute to our public works first responders alongside law enforcement, firefighters, paramedics, emergency medical technicians, 911 operators, and other emergency personnel, to recognize the substantial contributions they make to protecting our national health, safety, and advancing the quality of life for all.

.

IN WITNESS WHEREOF, we have set our hands and caused the seal of Lexington to be affixed herewith on the 17th of October, 2025.

JILL I. HAI, CHAIR

JOSEPH N. PATO

DOUGLAS M. LUCENTE

MARK D. SANDEEN

VINEETA A. KUMAR



Town of Lexington, Massachusetts

SELECT BOARD OFFICE

PROCLAMATION

- Whereas:** The Lexington Chapter of the Daughters of the American Revolution join together in celebration of its One Hundred and Thirtieth Birthday; and
- Whereas:** The Lexington Daughters of the American Revolution met on October 19, 1895 to hold its first meeting at the home of Mrs. Sarah Bowman Van Ness; and
- Whereas:** The Lexington Chapter's mission is to honor those who achieved American independence whether by active military service, civil service or patriotic service, such as signing an oath of fidelity, providing for material goods or loss of fortune for our cause; and
- Whereas:** The Lexington's Chapter's mission is to promote patriotism, education and preservation for those that served; and

NOW, THEREFORE, WE, THE SELECT BOARD of the Town of Lexington, Massachusetts, do hereby proclaim and recognize Saturday, October 18, 2025 as the

130th Birthday of the Lexington Daughters of the American Revolution

in the Town of Lexington and call upon all citizens to join us in celebrating and acknowledging the Lexington DAR Chapter's achievements and contributions on its birthday.

IN WITNESS WHEREOF, we have set our hands and caused the seal of Lexington to be affixed herewith on the 17th of October 2025.

JILL I. HAI, CHAIR

JOSEPH N. PATO

DOUGLAS M. LUCENTE

MARK D. SANDEEN

VINEETA A. KUMAR

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Public Hearing: FY2026 Water and Sewer Rates

PRESENTER:

Carolyn Kosnoff, Assistant Town
Manager Finance

ITEM NUMBER:

I.1

SUMMARY:

Category: Public Hearing

Staff will present the proposed Water and Wastewater rates for Fiscal Year 2026, along with supporting information:

- Review of FY2025 water and sewer operating results, retained earnings and consumption trends
- FY2026 water and sewer budgets as adopted at the 2025 annual town meeting and proposed revisions for STM 2025-2 which will serve as the basis for calculating FY2026 water and sewer rates
- Projected FY2026 water and sewer usage which will also serve as the basis for calculating FY2026 water and sewer rates
- Rate-payer impact and community comparisons

This item also serves as the public hearing on Water and Wastewater rates for FY2026 ahead of the Boards final vote which is expected on November 3, 2025.

SUGGESTED MOTION:

N/A

FOLLOW-UP:

Select Board is scheduled to vote the final FY2026 rates on November 3, 2025.

DATE AND APPROXIMATE TIME ON AGENDA:

10/17/2025

11:10am

ATTACHMENTS:

Description	Type
📎 FY2026 Proposed Water & Sewer Rate Memo	Cover Memo
📎 FY2026 Water & Sewer Rate Setting Presentation	Presentation



Town of Lexington Memoranda

To: Steve Bartha, Town Manager
From: Carolyn Kosnoff, Assistant Town Manager for Finance
Date: October 10, 2025
Subject: Proposed FY2026 Water and Wastewater Rates

The attached packet contains information in support of the proposed FY2026 water and wastewater rates. The following reports are included for your reference:

- a. FY2025 Operating Results for the water and wastewater operations
- b. Water consumption history and chart for FY2018 to FY2025, and estimates of FY2026 usage used for calculating proposed FY2026 water and wastewater rates
- c. Water consumption and graphs provided by MWRA- MWRA system wide CY2022 -CY2024; and Lexington CY2022 - CY2024
- d. Water and wastewater expenditure history including amendments to the FY2026 budgets proposed for the 2025 Fall Special Town Meeting to serve as the basis for proposed FY2026 rates
- e. Proposed FY2026 water and wastewater rates
- f. A history of water purchased from the MWRA, by month, from 2006 through September, 2025 with a highlight on recent summer usage
- g. A presentation of the combined impact of FY2026 water and wastewater rates at various levels of annual usage
- h. Community comparison of water and sewer charges and assessments from MWRA Advisory Board's 2024 Annual Water and Wastewater Retail Rate Survey
- i. FY2025 and FY2026 MWRA assessments for all peer communities that utilize MWRA for water and sewer services

FY2025 Water and Wastewater Enterprise Operating Results

The Water Enterprise ended FY2025 with an operating surplus of approximately \$2,119,000. This surplus was due to revenues exceeding estimates by \$1,918,000, plus a turn-back of \$201,000 in expenditures.

Surplus revenue was primarily generated from \$1,233,000 in excess user charges. Irrigation revenue exceeded estimates by \$418,000, but was partly offset by lower than expected usage by the Town of Bedford. Revenues also benefited from \$687,174 in interest income.

Water Enterprise expenses were under budget in several areas including compensation and contractual services. Detailed Water Enterprise operating results for FY2025 can be found on page [7](#).

A review of FY2025 billed water use versus budgeted estimates (page 9) shows that estimated usage across tiers 1, 2 and 3 down aligned with projections. Tiered usage continues to reflect the downward trend in domestic consumption that began in FY2018 (with the exception of FY2021 which reflected a change in behaviors related to the pandemic), though this trend appears to be leveling off.

The Sewer Enterprise ended FY2025 with net operating income of \$360,000, which reflects a \$243,000 revenue surplus and turn-backs of \$118,000 in expenditures. Wastewater revenue benefited from slightly higher than projected receipts from tiered revenue, as well as collection of liens and interest income. Expenses were favorable in compensation, contractual services, and supplies. Detailed Wastewater Enterprise operating results for FY2025 can be found on page [8](#).

FY2026 Water and Wastewater Enterprise Fund Budgets

On a combined basis, Lexington's water and wastewater budgets are increasing 3.7% from FY2025 to FY2026. Detailed budgets for the enterprise funds are on pages [12](#) and [13](#).

<i>Enterprise Budgets</i>					
	FY2025 Budget	FY2026 Budget*	\$ Change	% Change	
Water Enterprise	\$ 13,357,484	\$ 13,950,718	\$ 593,234	4.4%	
Wastewater Enterprise	\$ 12,821,490	\$ 13,193,477	\$ 371,987	2.9%	
Combined Enterprise Budgets	\$ 26,178,974	\$ 27,144,195	\$ 965,221	3.7%	

*Reflects water and wastewater budget adjustments proposed for the Fall 2025 STM-2 for actual debt service and final MWRA assessments.

The FY2026 Water Enterprise budget is \$13,950,718 inclusive of indirect costs, which represents a \$593,234 increase, or 4.4%, from the final FY2025 budget. This increase is primarily due to an increase in the annual MWRA assessment of \$218,618 or 2.6% compared to FY2025, and an increase in cash capital investment (page [12](#)).

The FY2026 Wastewater Enterprise budget is \$13,193,477 inclusive of indirect costs, which represents a \$371,987 increase, or 2.9%, over the final FY2025 budget. This increase is attributable to a \$180,203, or 2.0% increase in the MWRA assessment compared to the FY2023 budget and the addition of \$100,000 in cash capital (page [13](#)).

The largest expense in both the water and wastewater budgets is our annual assessment from the MWRA which for FY2026 represents 62.0% and 70.7% of the total budgets, respectively. Several factors impact the Town's MWRA assessments from year-to-year, though they are largely driven by changes in the MWRA's annual budget. Our water assessment will also fluctuate based on Lexington's consumption of water during the previous calendar year, and our Town's percent share of consumption in relation to the total MWRA system. For wastewater, our assessment will fluctuate based on our Town's average sewer flows from the past three calendar years and our Town's wastewater contamination levels.

Proposed FY2026 Water and Wastewater Rates

Preliminary water and wastewater rates are proposed to increase 3.5%, on a combined basis. This average increase reflects a 3.5% increase in water rates and a 3.4% increase in wastewater rates. The proposed rate calculations are based on budgeted expenses and estimated water and wastewater consumption for fiscal year 2026.

Detailed rate calculations are on pages [14](#) and [15](#).

PROPOSED FY2026 RATES						
Residential / Commercial / Industrial	FY25 Water Rates	Proposed FY26 Water Rates	% Change	FY25 Wastewater Rates	Proposed FY26 Wastewater Rates	% Change
Tier 1	\$5.06	\$5.24	3.6%	\$10.27	\$10.62	3.4%
Tier 2	\$7.59	\$7.86	3.6%	\$16.78	\$17.35	3.4%
Tier 3	\$10.02	\$10.37	3.5%	\$26.69	\$27.60	3.4%
Irrigation	\$10.02	\$10.37	3.5%	NA	NA	NA
Municipal	\$3.92	\$3.93	0.3%	\$3.68	\$3.68	0.0%
Hanscom/Lincoln Labs	\$7.46	\$7.72	3.5%	NA	NA	NA
VA Hospital	\$8.92	\$9.23	3.5%	NA	NA	NA
Bedford	\$3.77	\$3.78	0.3%	NA	NA	NA
Flat Sewer Rate (annual)	NA	NA	NA	\$470.03	\$486.05	3.4%

** Rounding on % change may differ slightly compared to pages 14 & 15 due to rates being rounded to the whole penny.

The proposed 3.5% increase in water rates is primarily attributable to the increase in the FY2026 water budget. Total consumption estimates are mostly flat compared to FY2025, though minor adjustments were made to various categories of water users. Irrigation consumption for FY2026 is estimated on historical trends but may exceed projections based on the summer trend of usage, which is currently in-line with the prior summer. Surplus revenue would add to Retained Earnings and may be used for cash capital, or to cover shortfalls that may be experienced in future years.

The proposed 3.4% increase in wastewater rates is attributable to the 2.9% increase in the FY2026 wastewater budget and wastewater flows that are projected for the coming year.

The estimated consumption used to build the preliminary FY2026 rates is shown on page [9](#).

Projected FY2025 Water and Sewer Consumption for Rate Calculation				
	Estimates for FY2024 Rates	Estimates for FY2025 Rates	\$ Change	% Change
Total Water Consumption	2,222,000	2,217,000	\$ (5,000)	-0.2%
Total Sewer Consumption	920,000	918,000	\$ (2,000)	-0.2%

Staff estimated consumption from review and analysis of the data shown on pages [9](#) and [11](#), including averages of the Town's usage by category. These estimates were further adjusted for the recent trend experiences which may be reflective of future consumption levels.

Water trends can vary depending on weather, and in an effort to show wet year versus dry year variations, the history of water purchased from the MWRA by month and fiscal year from 2006 to 2025 is presented on page [16](#).

Wholesale Water and Sewer Rates

Bedford's contractual rate and the rate charged to municipal operations is based on Lexington's wholesale water rate. The wholesale rate for any given year is calculated by dividing the Town's current MWRA assessment by our total consumption from the previous calendar year (the FY2026 MWRA assessment is a function of the Town's calendar year 2024 purchases of water from the MWRA). Water purchased from MWRA in calendar year 2024 increased by 2.3%, however our share of the total MWRA system decreased slightly (1.3%) compared to the prior year. For FY2026 the wholesale cost of water increased 0.3%.

Staff is recommending that our municipal wastewater rate remain flat for FY2026 as the calculated wholesale rate is lower than the FY2025 wastewater rate. The wholesale sewer rate is calculated by dividing the Town's current MWRA sewer assessment by an average of the past three calendar years of sewer flows (the FY2026 assessment is a function of the Town's calendar years 2022-2024 sewer flows to the MWRA).

Historical Rate Increases: Cost Impact on Household of Average Consumption

For the period FY2010 to FY2026, the table below depicts the cost impact of annual changes in water and wastewater rates on a household consuming 120 hundred cubic feet (HCF) annually, which is the MWRA's determination of average household usage throughout its system. As noted above, the FY2026 proposed rates would increase the annual combined cost of water and sewer for an average household by 3.5% or approximately \$76.00 per year.

Annual Water/Sewer Charges for Household Using 120 HCF/Year

	Water	Sewer	Total	\$ Change from Prior Year	% Change from Prior Year
FY2026	\$733.60	\$1,543.60	\$2,277.20	\$76.00	3.5%
FY2025	\$708.40	\$1,492.80	\$2,201.20	\$78.80	3.7%
FY2024	\$708.40	\$1,414.00	\$2,122.40	\$100.40	5.0%
FY2023	\$670.40	\$1,351.60	\$2,022.00	\$82.80	4.3%
FY2022	\$664.80	\$1,274.40	\$1,939.20	\$112.00	6.1%
FY2021	\$615.60	\$1,211.60	\$1,827.20	\$69.60	4.0%
FY2020	\$573.60	\$1,184.00	\$1,757.60	\$120.00	7.3%
FY2019	\$554.00	\$1,083.60	\$1,637.60	\$96.40	6.3%
FY2018	\$544.40	\$996.80	\$1,541.20	\$20.80	1.4%
FY2017	\$526.40	\$994.00	\$1,520.40	\$40.77	2.8%
FY2016	\$501.96	\$977.67	\$1,479.63	\$(28.37)	-1.9%
FY2015	\$483.20	\$1,024.80	\$1,508.00	\$27.20	1.8%
FY2014	\$463.60	\$1,017.20	\$1,480.80	\$24.00	1.6%
FY2013	\$448.00	\$1,008.80	\$1,456.80	\$49.48	3.5%
FY2012	\$436.79	\$970.52	\$1,407.32	\$157.28	12.6%
FY2011	\$411.60	\$838.44	\$1,250.04	\$9.64	0.8%
FY2010	\$407.60	\$832.80	\$1,240.40		

Average Annual Change: FY2011 to FY2025

3.9%

Staff analysis on actual meter data indicates that the average consumption for a single family household in Lexington is approximately 70 HCF/year, significantly lower than the 120 HCF/year as defined by the MWRA. Based on consumption of 70 HCF/year, proposed FY2026 rates would increase the annual combined cost of water and sewer by \$37.10 per year.

Annual Water/Sewer Charges for Household Using 70 HCF/Year

	Water	Sewer	Total	\$ Change from Prior Year	% Change from Prior Year
FY2026	\$ 366.80	\$ 743.40	\$ 1,110.20	\$37.10	3.5%
FY2025	\$ 354.20	\$ 718.90	\$ 1,073.10	\$37.80	3.7%
FY2024	\$ 354.20	\$ 681.10	\$ 1,035.30	\$49.00	5.0%
FY2023	\$ 335.30	\$ 651.00	\$ 986.30	\$39.90	4.2%
FY2022	\$ 332.50	\$ 613.90	\$ 946.40	\$54.60	6.1%
FY2021	\$ 308.00	\$ 583.80	\$ 891.80	\$34.30	4.0%
FY2020	\$ 287.00	\$ 570.50	\$ 857.50		

The impact of the proposed FY2026 rates on a low (50 HCF), average (120 HCF) and high user (240 HCF) is shown on page [17](#). Also shown is the impact on an average

single family home in Lexington and a hypothetical commercial user of 1000 HCF per year.

Enterprise Fund Retained Earnings History

The retained earnings history of both the Water and Wastewater Enterprise funds as of June 30th are in the table below. The retained earnings balance will fluctuate from year-to-year and will increase by surplus revenue collected and unexpended appropriations. It will decrease due to annual operating losses, appropriations for capital improvements or to mitigate rate increases.

<i>Retained Earnings History</i>				
	Certified as of 6/30/2022	Certified as of 6/30/2023	Certified as of 6/30/2024	Projected Retained Earnings as of 6/30/2025
Water Enterprise	\$ 769,999	\$ 3,216,062	\$ 2,813,094	\$ 3,538,000
Wastewater Enterprise	\$ 1,807,854	\$ 1,625,447	\$ 1,617,019	\$ 1,251,000

Water retained earnings as of June 30, 2024 was \$2,813,094 and is projected to be approximately \$3,538,000 as of June 30, 2025. The year-over year increase reflects surplus revenue of \$2,119,000, offset by the use of \$1,434,440 in capital appropriations in the FY2026 budget.

Wastewater retained earnings as of June 30, 2024 was \$1,617,019, and is projected to be approximately \$1,251,000 as of June 30, 2025. The decrease in wastewater retained earnings is due to cash capital appropriations of \$809,931 in the FY2026 budget, partly offset by FY2025 operating surplus as noted in the Operating Results section above.

It has been the practice of the Town to maintain a balance in retained earnings for a variety of reasons including the funding of unanticipated emergency spending; to cover potential revenue shortfalls; and to serve as a source of working capital so that General Fund cash does not have to be used for water and wastewater fund operations. It is proposed that this practice continue and any amounts in excess retained earnings be applied to finance capital projects.

Community Comparisons

Finally, included is a comparison of Lexington's proposed rates with those of the other MWRA member communities based on the MWRA Advisory Board's Annual Water and Wastewater Retail Rate Survey for 2024 (page [18](#)) and a comparison of assessments for all member communities that purchase water and wastewater services from the MWRA (page [19](#)).

Water Enterprise Operating Results - FY2025

Revenues	FY2025 Revised Budget	FY2025 Actuals	Favorable/ (Unfavorable)
User Charges	\$ 12,985,484	\$ 14,218,390	\$ 1,232,906
Non-Rate Revenue			
Penalties & Interest Late Charges	\$ 40,000	\$ 43,373	\$ 3,373
Tax Liens/Titles Redeemed		\$ 890	
2024 & Prior Water Liens		\$ 17,307	
2025 Water Lien		\$ 164,607	
Total Tax Titles/Water Liens	\$ 190,000	\$ 182,804	\$ (7,196)
New Meter Charge	\$ 40,000	\$ 51,393	\$ 11,393
Misc. Dept Revenue	\$ 12,000	\$ 20,226	\$ 8,226
Backflow Testing	\$ 40,000	\$ 71,804	\$ 31,804
Interest Earned	\$ 50,000	\$ 687,174	\$ 637,174
Sub-total Non-rate Revenue	\$ 372,000	\$ 1,056,774	\$ 684,774
Retained Earnings	\$ —	\$ —	\$ —
Water Enterprise Total Revenues	\$ 13,357,484	\$ 15,275,164	\$ 1,917,680
Expenses - Direct Costs			
Compensation	\$ 971,418	\$ 923,588	\$ 47,830
Expenses:			
Contractual Services	\$ 392,200	\$ 280,748	\$ 111,452
Utilities	\$ 18,000	\$ 13,946	\$ 4,054
Supplies	\$ 134,200	\$ 98,050	\$ 36,150
Small Equipment	\$ 70,000	\$ 68,083	\$ 1,917
Cash Capital	\$ 1,000,000	\$ 1,000,000	\$ —
Debt	\$ 1,368,116	\$ 1,368,116	\$ —
MWRA	\$ 8,432,204	\$ 8,432,204	\$ —
OPEB	\$ 3,045	\$ 3,045	\$ —
Total Direct Costs	\$ 12,389,183	\$ 12,187,780	\$ 201,403
Indirect Costs			
Equipment Maintenance and Depreciation	\$ 33,701	\$ 33,701	\$ —
Auto Insurance	\$ 6,236	\$ 6,236	\$ —
Indirect Departmental Expenses	\$ 334,356	\$ 334,356	\$ —
Workers' Compensation	\$ 18,823	\$ 18,823	\$ —
Employee Benefits	\$ 201,648	\$ 201,648	\$ —
Retirement Costs	\$ 204,544	\$ 204,544	\$ —
Indirect Town Expenses	\$ 164,960	\$ 164,960	\$ —
General Insurance	\$ 4,033	\$ 4,033	\$ —
Total Indirect Costs	\$ 968,301	\$ 968,301	\$ —
Water Enterprise Total Expenses	\$ 13,357,484	\$ 13,156,081	\$ 201,403
FY2025 Surplus/(Deficit)	\$ —	\$ 2,119,083	\$ 2,119,083

Wastewater Enterprise Operating Results - FY2025

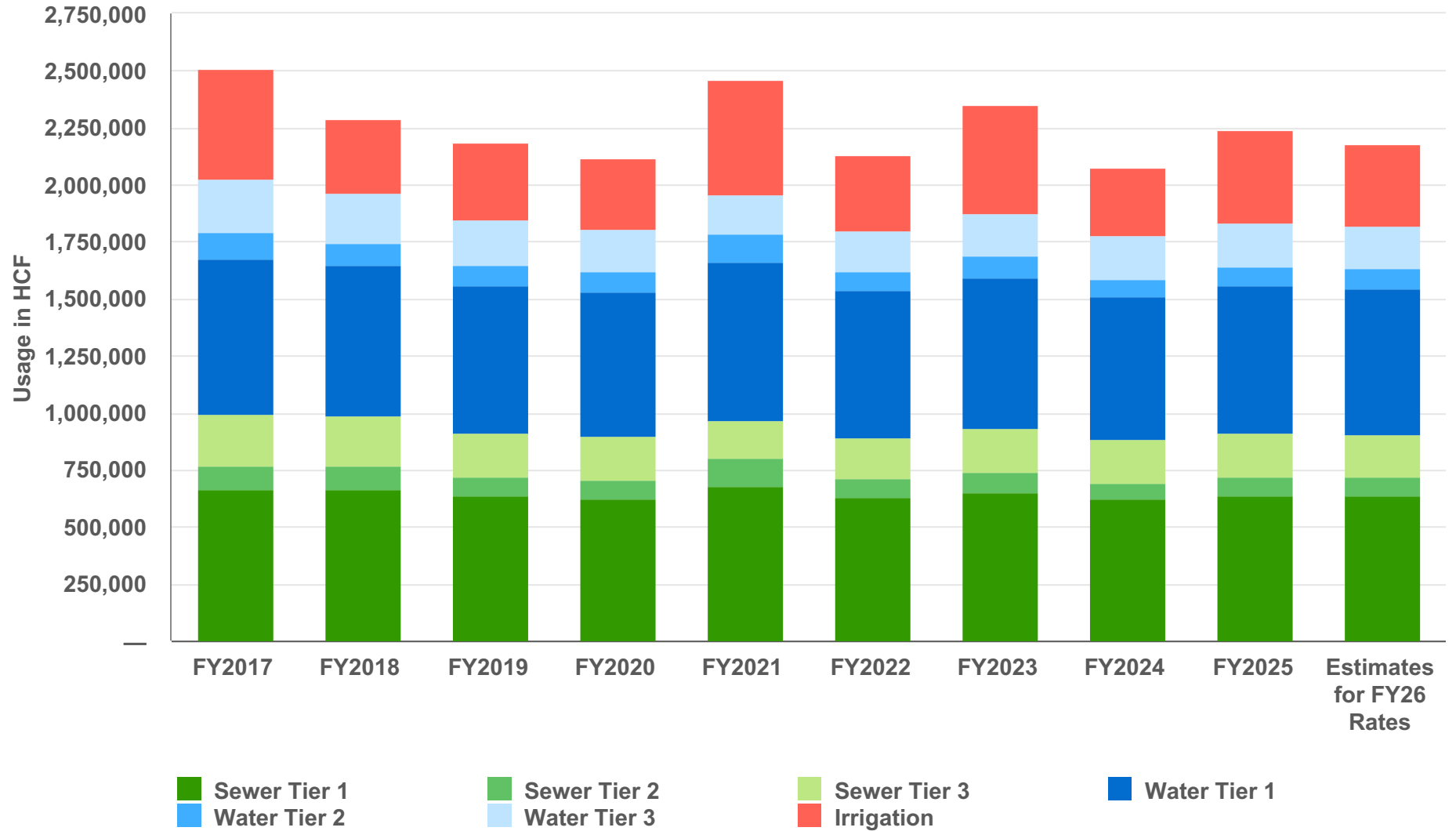
Revenues	FY2025 Revised Budget	FY2025 Actuals	Favorable/ (Unfavorable)
User Charges	\$ 12,461,490	\$ 12,585,357	\$ 123,867
Non-Rate Revenue			
Penalties & Interest	\$ 60,000	\$ 48,113	\$ (11,887)
Tax Liens/Titles Redeemed		\$ 1,755	
2024 & Prior Sewer Liens		\$ 33,743	
2025 Sewer Lien		\$ 317,870	
Total Tax Titles/Sewer Liens	\$ 260,000	\$ 353,367	\$ 93,367
Previous Connection Charges	\$ 0	\$ 740	\$ 740
Misc. Dept Revenue	\$ 10,000	\$ 11,848	\$ 1,848
Interest Earned	\$ 30,000	\$ 64,623	\$ 34,623
sub-total Non-Rate Revenue	\$ 360,000	\$ 478,691	\$ 118,691
Retained Earnings	\$ —	\$ —	\$ —
Wastewater Enterprise Total Revenues	\$ 12,821,490	\$ 13,064,049	\$ 242,559
Expenses - Direct Costs			
Compensation	\$ 464,858	\$ 423,941	\$ 40,917
Expenses:			
Contractual Services	\$ 308,400	\$ 275,668	\$ 32,732
Supplies	\$ 55,000	\$ 22,686	\$ 32,314
Utilities	\$ 132,500	\$ 108,099	\$ 24,401
Small Equipment	\$ 40,500	\$ 52,988	\$ (12,488)
Cash Capital	\$ 500,000	\$ 500,000	\$ —
Debt	\$ 1,569,746	\$ 1,569,746	\$ —
MWRA	\$ 9,153,352	\$ 9,153,352	\$ —
OPEB	\$ 609	\$ 609	\$ —
Total Direct Costs	\$ 12,224,965	\$ 12,107,087	\$ 117,878
Expenses - Indirect Costs			
Equipment Maintenance and Depreciation	\$ 27,598	\$ 27,598	\$ —
Auto Insurance	\$ 3,467	\$ 3,467	\$ —
Indirect Departmental Expenses	\$ 276,303	\$ 276,303	\$ —
Workers' Compensation	\$ 6,866	\$ 6,866	\$ —
Employee Benefits	\$ 66,046	\$ 66,046	\$ —
Retirement Costs	\$ 72,384	\$ 72,384	\$ —
Indirect Town Expenses	\$ 131,359	\$ 131,359	\$ —
General Insurance	\$ 12,502	\$ 12,502	\$ —
Total Indirect Costs	\$ 596,525	\$ 596,525	\$ —
Wastewater Enterprise Total Expenses	\$ 12,821,490	\$ 12,703,612	\$ 117,878
FY2025 Surplus/(Deficit)	\$ —	\$ 360,436	\$ 360,436

**TOWN OF LEXINGTON
WATER CONSUMPTION HISTORY FY2019 thru FY2025**

(in hundred cubic feet(HCF))

(1)	DESCRIPTION	TIER	HCF RANG E							A				B	(B-A)/A
				FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Estimates for FY25 Rates	10 Year Average	5-Year Average	Estimates for FY26 Rates	% change FY26 vs FY25 Estimate
(2)	WATER	TIER 1	0-40	644,456	635,458	688,356	642,648	659,014	627,822	648,243	642,000	655,022	653,217	642,000	—%
(3)		TIER 2	41-80	90,091	84,705	124,119	82,313	94,345	73,520	81,037	87,000	95,044	91,067	85,000	(2.3)%
(4)		TIER 3	80+	194,533	190,371	172,745	180,313	192,055	193,252	193,974	188,000	200,695	186,468	188,000	—%
(5)		TOTAL		929,080	910,534	985,220	905,274	945,414	894,594	923,254	917,000	950,761	930,751	915,000	(0.2)%
(6)	WATER - MUNICIPAL	FLAT RATE		31,826	23,641	35,908	23,634	59,114	14,300	53,023	30,000	37,313	37,196	30,000	(0.2)%
(7)	WATER- IRRIGATION	TIER 3		339,772	306,548	504,998	330,409	469,583	297,749	401,712	360,000	384,145	400,890	360,000	—%
(8)	WATER BEDFORD	FLAT RATE		657,483	756,890	772,132	750,662	827,086	671,074	622,200	700,000	705,681	728,631	695,000	(0.7)%
(9)	WATER - VA HOSPITAL	FLAT RATE		24,444	11,349	5,913	14,055	18,873	5,391	35,524	10,000	20,660	15,951	12,000	20.0%
(10)	HANSCOM/ LINCOLN LABS	110+111		234,333	227,734	208,616	183,406	253,246	243,362	216,605	205,000	228,201	221,047	205,000	—%
(11)	WATER- BURLINGTON	FLAT RATE		—	2,883	—	—	—	—	—	—	1,841	—	—	
(12)	TOTAL WATER			2,216,938	2,239,579	2,512,787	2,197,854	2,568,498	2,126,470	2,252,318	2,222,000	2,350,425	2,331,585	2,217,000	(0.2)%
(13)	SEWER	TIER 1	0-40	636,342	627,872	680,647	635,775	651,895	622,339	642,703	636,000	647,521	646,672	636,000	—%
(14)		TIER 2	41-80	88,283	83,318	121,881	80,865	92,543	72,487	79,585	86,000	93,266	89,472	84,000	(2.3)%
(15)		TIER 3	80+	192,973	189,217	170,119	178,642	190,071	191,748	191,999	186,000	198,939	184,516	186,000	—%
(16)		TOTAL		917,598	900,407	972,647	895,282	934,509	886,574	914,287	908,000	939,726	920,660	906,000	(0.2)%
(17)	SEWER- MUNICIPAL	FLAT RATE		10,511	11,349	8,683	11,808	15,549	15,295	17,829	12,000	13,147	13,833	12,000	—%
(18)	TOTAL SEWER			928,109	911,756	981,330	907,090	950,058	901,869	932,116	920,000	952,873	934,493	918,000	(0.2)%
(19)	GRAND TOTAL			3,145,047	3,151,335	3,494,117	3,104,944	3,518,556	3,028,339	3,184,434	3,142,000	3,303,298	3,266,078	3,135,000	(0.2)%

Water & Wastewater Consumption Trends



Massachusetts Water Resources Authority

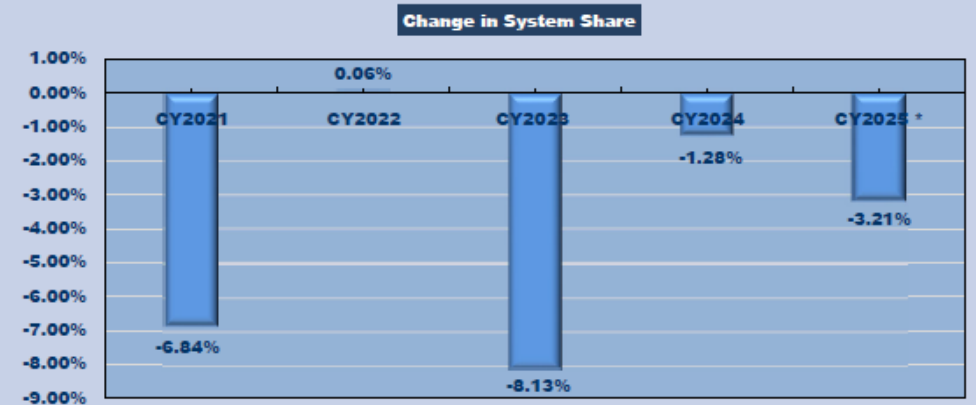
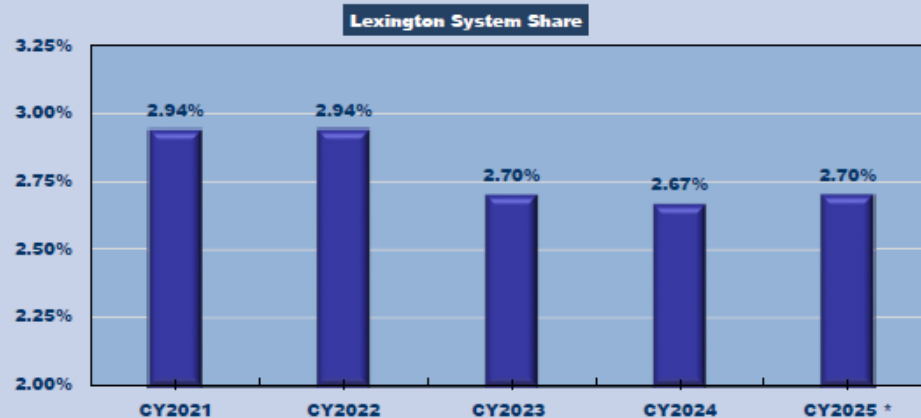
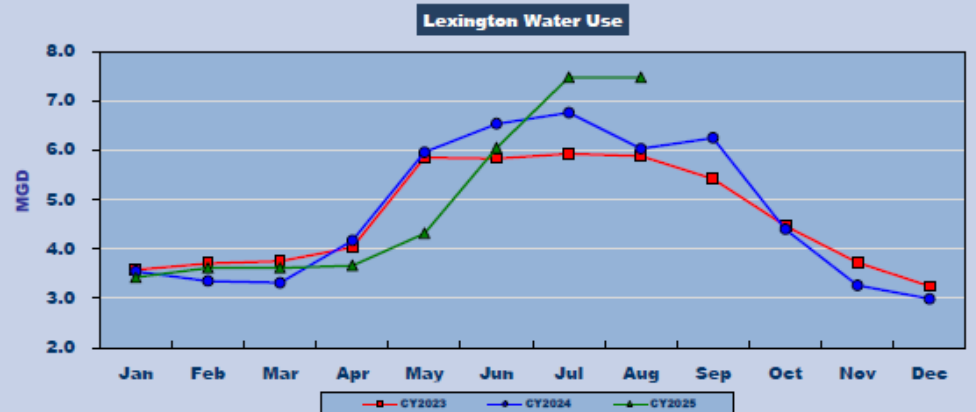
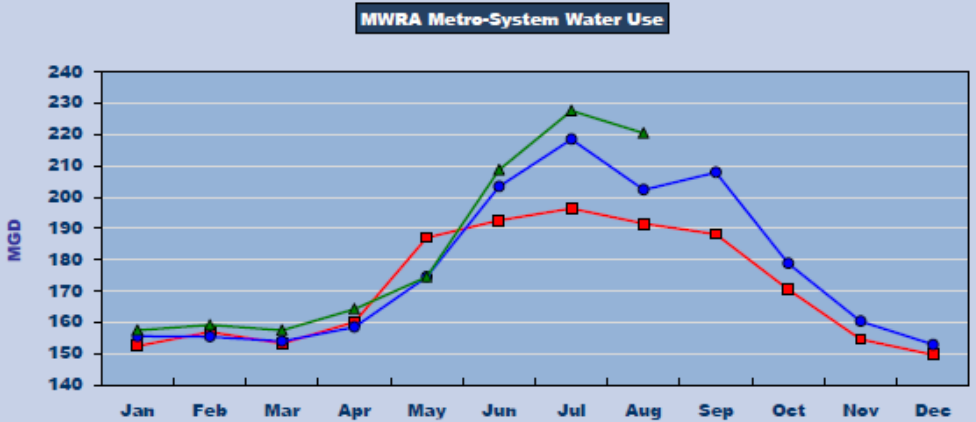
Town of Lexington Water Use

	Lexington Water Use					
	CY2023		CY2024		CY2025	
	MG	MGD	MG	MGD	MG	MGD
Jan	111.0	3.58	110.1	3.55	106.3	3.43
Feb	103.9	3.71	97.3	3.35	101.4	3.62
Mar	116.5	3.76	102.9	3.32	112.3	3.62
Apr	121.1	4.04	125.3	4.18	110.1	3.67
May	181.5	5.85	184.8	5.96	133.8	4.32
Jun	175.0	5.83	196.1	6.54	181.6	6.05
Jul	183.8	5.93	209.6	6.76	231.9	7.48
Aug	182.4	5.88	187.1	6.04	231.7	7.47
Sep	162.7	5.42	187.5	6.25	0.0	0.00
Oct	138.8	4.48	136.6	4.41	0.0	0.00
Nov	112.0	3.73	98.0	3.27	0.0	0.00
Dec	100.7	3.25	92.8	2.99	0.0	0.00
YTD Total*	1,175.3		1,213.3		1,209.2	
Annual Total	1,689.5		1,728.2		1,209.2	
YTD Average*		4.84		4.97		4.98
Annual Average		4.63		4.72		39.01

	CY2023		CY2024		CY2025	
	YTD*	Annual	YTD*	Annual	YTD*	Annual
Flow Change from Prior Year	-14.5%	-13%	3.2%	2.3%	-0.3%	TBD

MWRA Metro System Water Use (MG)	42,283	62,496	43,423	64,757	44,710	44,710
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Lexington's Share of System Water Use	2.78%	2.70%	2.79%	2.67%	2.70%	TBD
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* Based on YTD water use through August. FY2027 water assessments will be based on share of water use through December 2025. All flows are preliminary and subject to change following MWRA and community review.

Water Enterprise Fund - Town of Lexington

Budget and Spending History: FY2021 to FY2025

	FY2021 Actuals	FY2022 Actuals	FY2023 Actuals	FY2025 Final Budget	FY2025 Actuals	FY2026 TM Budget	FY2026 Revised Budget*	\$ Change	% Change
Direct Costs									
Compensation	\$ 834,114	\$ 823,447	\$ 769,073	\$ 971,418	\$ 923,588	\$ 1,074,990	\$ 1,074,990	\$ 103,572	10.7 %
Expenses									
Contractual Services	\$ 171,836	\$ 247,482	\$ 237,690	\$ 392,200	\$ 280,748	\$ 428,200	\$ 428,200	\$ 36,000	9.2 %
Utilities	\$ 14,104	\$ 21,415	\$ 17,023	\$ 18,000	\$ 13,946	\$ 20,500	\$ 20,500	\$ 2,500	13.9 %
Supplies	\$ 133,964	\$ 89,781	\$ 84,131	\$ 134,200	\$ 98,050	\$ 191,400	\$ 191,400	\$ 57,200	7.3 %
Small Equipment	\$ 77,198	\$ 19,471	\$ 6,560	\$ 70,000	\$ 68,083	\$ 35,000	\$ 35,000	\$ (35,000)	(50.0)%
Cash Capital	\$ 200,000	\$ 400,000	\$ 600,000	\$ 1,000,000	\$ 1,000,000	\$ 1,200,000	\$ 1,200,000	\$ 200,000	20.0 %
Debt	\$ 1,192,910	\$ 1,097,696	\$ 1,195,180	\$ 1,368,116	\$ 1,368,116	\$ 1,438,006	\$ 1,344,517	\$ (23,599)	(1.7)%
MWRA	\$ 8,006,399	\$ 8,743,912	\$ 8,493,467	\$ 8,432,204	\$ 8,432,204	\$ 8,650,822	\$ 8,650,822	\$ 218,618	2.6 %
OPEB	\$ —	\$ 2,761	\$ 2,761	\$ 3,045	\$ 3,045	\$ 3,045	\$ 3,045	\$ —	
Total Direct Costs	\$ 10,630,525	\$ 11,445,965	\$ 11,405,884	\$ 12,389,183	\$ 12,187,780	\$ 13,041,963	\$ 12,948,474	\$ 559,291	4.5 %
Indirect Costs									
Equipment Maintenance and Depreciation	\$ 38,616	\$ 36,369	\$ 31,024	\$ 33,701	\$ 33,701	\$ 33,701	\$ 33,701	\$ —	— %
Auto Insurance	\$ 8,673	\$ 6,114	\$ 6,644	\$ 6,236	\$ 6,236	\$ 6,236	\$ 6,236	\$ —	— %
Indirect Departmental Expenses	\$ 314,776	\$ 296,339	\$ 308,018	\$ 334,356	\$ 334,356	\$ 359,707	\$ 359,707	\$ 25,351	7.6 %
Workers' Compensation	\$ 15,914	\$ 18,038	\$ 16,406	\$ 18,823	\$ 18,823	\$ 20,498	\$ 20,498	\$ 1,675	8.9 %
Employee Benefits	\$ 201,181	\$ 208,331	\$ 225,513	\$ 201,648	\$ 201,648	\$ 191,479	\$ 191,479	\$ (10,169)	(5.0)%
Retirement Costs	\$ 179,301	\$ 174,971	\$ 200,990	\$ 204,544	\$ 204,544	\$ 211,798	\$ 211,798	\$ 7,254	3.5 %
Indirect Town Expenses	\$ 167,154	\$ 173,468	\$ 183,671	\$ 164,960	\$ 164,960	\$ 174,364	\$ 174,364	\$ 9,404	5.7 %
General Insurance	\$ 4,386	\$ 4,615	\$ 4,827	\$ 4,033	\$ 4,033	\$ 4,461	\$ 4,461	\$ 428	10.6 %
Total Indirect Costs	\$ 930,001	\$ 918,245	\$ 977,093	\$ 968,301	\$ 968,301	\$ 1,002,244	\$ 1,002,244	\$ 33,943	3.5 %
Water Enterprise Total Expenses	\$ 11,560,526	\$ 12,364,210	\$ 12,382,977	\$ 13,357,484	\$ 13,156,081	\$ 14,044,207	\$ 13,950,718	\$ 593,234	4.4 %

*Revised FY2026 Budget reflects a proposed decrease FY2026 debt service compared to projected amounts voted at the 2025 Annual Town Meeting. This adjustment will be proposed for the Fall 2025-2 Special Town Meeting.

Wastewater Enterprise Fund - Town of Lexington

Budget and Spending History: FY2020 to FY2024

	FY2022 Actuals	FY2023 Actuals	FY2024 Actuals	FY2025 Final Budget	FY2025 Actuals	FY2026 TM Budget	FY2026 Revised Budget*	\$ Change	% Change
Direct Costs									
Compensation	\$ 279,417	\$ 348,279	\$ 356,647	\$ 464,858	\$ 423,941	\$ 497,353	\$ 497,353	\$ 32,495	7.0 %
Expenses									
Contractual Services	\$ 119,436	\$ 139,233	\$ 115,945	\$ 308,400	\$ 275,668	\$ 366,400	\$ 366,400	\$ 58,000	18.8 %
Utilities	\$ 145,003	\$ 103,503	\$ 166,976	\$ 132,500	\$ 108,099	\$ 142,500	\$ 142,500	\$ 9,300	7.9 %
Supplies	\$ 28,811	\$ 14,842	\$ 43,007	\$ 55,000	\$ 22,686	\$ 87,200	\$ 87,200	\$ 32,200	58.5 %
Small Equipment	\$ —	\$ 360	\$ 12,964	\$ 40,500	\$ 52,988	\$ 21,000	\$ 21,000	\$ (19,500)	(48.1)%
Cash Capital		\$ 300,000	\$ 400,000	\$ 500,000	\$ 500,000	\$ 600,000	\$ 600,000	\$ 100,000	20.0 %
Debt	\$ 1,352,192	\$ 1,561,467	\$ 1,406,381	\$ 1,569,746	\$ 1,569,746	\$ 1,672,086	\$ 1,530,176	\$ (39,570)	(2.5)%
MWRA	\$ 8,177,213	\$ 8,432,789	\$ 8,861,891	\$ 9,153,352	\$ 9,153,352	\$ 9,359,196	\$ 9,333,555	\$ 180,203	2.0 %
OPEB	\$ 3,004	\$ 3,004	\$ 3,004	\$ 609	\$ 609	\$ 609	\$ 609	\$ —	
Total Direct Costs	\$10,305,077	\$10,903,476	\$11,366,815	\$12,224,965	\$12,107,087	\$12,746,344	\$12,578,793	\$ 353,828	2.9 %
Indirect Costs									
Equipment Maintenance and Depreciation	\$ 27,231	\$ 24,459	\$ 23,076	\$ 27,598	\$ 27,598	\$ 27,598	\$ 27,598	\$ —	— %
Auto Insurance	\$ 4,058	\$ 3,853	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ —	— %
Indirect Departmental Expenses	\$ 243,416	\$ 245,603	\$ 258,971	\$ 276,303	\$ 276,303	\$ 293,445	\$ 293,445	\$ 17,142	6.2 %
Workers' Compensation	\$ 6,388	\$ 6,028	\$ 6,249	\$ 6,866	\$ 6,866	\$ 7,651	\$ 7,651	\$ 785	11.4 %
Employee Benefits	\$ 36,297	\$ 50,323	\$ 72,940	\$ 66,046	\$ 66,046	\$ 56,021	\$ 56,021	\$ (10,025)	(15.2)%
Retirement Costs	\$ 51,756	\$ 60,219	\$ 66,086	\$ 72,384	\$ 72,384	\$ 75,806	\$ 75,806	\$ 3,422	4.7 %
Indirect Town Expenses	\$ 134,714	\$ 141,053	\$ 145,840	\$ 131,359	\$ 131,359	\$ 137,936	\$ 137,936	\$ 6,577	5.0 %
General Insurance	\$ 10,251	\$ 10,878	\$ 11,411	\$ 12,502	\$ 12,502	\$ 12,760	\$ 12,760	\$ 258	2.1 %
Total Indirect Costs	\$ 514,111	\$ 542,416	\$ 588,040	\$ 596,525	\$ 596,525	\$ 614,684	\$ 614,684	\$ 18,159	3.0 %
Wastewater Enterprise Total Expenses	\$10,819,188	\$11,445,892	\$11,954,855	\$12,821,490	\$12,703,612	\$13,361,028	\$13,193,477	\$ 371,987	2.9 %

*Revised FY2026 Budget reflects a proposed decrease to reflect MWRA's final FY2026 assessment, and a decrease to reflect actual FY2026 debt service compared to projected amounts voted at the 2025 Annual Town Meeting. These adjustments will be proposed for the Fall 2025-2 Special Town Meeting.

PRELIMINARY FY2026 WATER RATES

	FY26 Budget	FY25 Budget	FY24 Budget	FY23 Budget	FY22 Budget	FY21 Budget	FY20 Budget	FY19 Budget
Water Budget	\$12,750,718	\$12,357,484	\$13,692,643	\$12,077,671	\$12,224,466	\$11,522,329	\$10,881,995	\$10,749,241
Capital/ Infrastructure*	\$1,200,000	\$1,000,000	\$—	\$600,000	\$400,000	\$200,000		
Less: Estimated Non-Rate Revenue	\$(372,000)	\$(372,000)	\$(327,000)	\$(310,000)	\$(308,000)	\$(308,000)	\$(292,500)	\$(272,920)
Less: Use of Retained Earnings	\$—	\$—	\$(500,000)	\$—	\$—	\$—	\$—	\$(61,000)
Net Revenue to be Raised from Water Charges	\$13,578,718	\$12,985,484	\$12,865,643	\$12,367,671	\$12,316,466	\$11,414,329	\$10,589,495	\$10,415,321

	a	b	c	d	e	f
Final FY2025 RATES	Tier	Tier Range (HCF)	Tier as % of Subtotal	Estimated Consumption (HCF)	Rate/ HCF	
Residential/ Commercial/ Industrial	Tier 1	0-40	70.0%	642,000	\$ 5.06	
Residential/ Commercial/ Industrial	Tier 2	41-80	9.5%	87,000	\$ 7.59	
Residential/ Commercial/ Industrial	Tier 3	80+	20.5%	188,000	\$ 10.02	
Subtotal				917,000		
Irrigation	All @ Tier 3 Rate			360,000	\$ 10.02	
Municipal	Flat Rate			30,000	\$ 3.92	
Hanscom/ Lincoln Labs	Flat Rate			205,000	\$ 7.46	
VA Hospital	Flat Rate			10,000	\$ 8.92	
Bedford Water Agreement	Flat Rate			700,000	\$ 3.77	
Subtotal				1,305,000		
Total				2,222,000		

PROPOSED FY2026 RATES			Tier as % of Subtotal	Estimated Consumption (HCF)	Rate/ HCF	Revenue	% Rate Increase
Residential/ Commercial/ Industrial	Tier 1	0-40	70.2%	642,000	\$5.24	\$ 3,364,080	3.5%
Residential/ Commercial/ Industrial	Tier 2	41-80	9.3%	85,000	\$7.86	\$ 668,100	3.5%
Residential/ Commercial/ Industrial	Tier 3	80+	20.5%	188,000	\$10.37	\$ 1,949,560	3.5%
Subtotal				915,000		\$5,981,740	
Irrigation	All @ Tier 3 Rate			360,000	\$10.37	\$ 3,733,200	3.5%
Municipal	Flat Rate			30,000	\$3.93	\$ 117,900	0.3%
Hanscom/ Lincoln Labs	Flat Rate			205,000	\$7.72	\$ 1,582,600	3.5%
VA Hospital	Flat Rate			12,000	\$9.23	\$ 110,760	3.5%
Bedford Water Agreement	Flat Rate			695,000	\$3.78	\$ 2,627,100	0.3%
Subtotal				1,302,000		\$8,171,560	
Total				2,217,000		\$14,153,300	

Estimated Gross Water Charges	\$14,153,300
Collection Rate	96%
Estimated Net Revenue	\$13,587,168
Revenue Target	\$13,578,718
Surplus/ (Deficit)	\$ 8,450

PRELIMINARY FY2026 WASTEWATER RATES

	FY26 Budget	FY25 Budget	FY24 Budget	FY23 Budget	FY22 Budget	FY21 Budget	FY20 Budget	FY19 Budget
Wastewater Budget	\$12,593,477	\$12,321,490	\$11,798,638	\$11,397,930	\$11,003,270	\$10,663,319	\$10,453,931	\$10,057,978
Investment in Capital/ Infrastructure	\$600,000	\$500,000	\$400,000	\$300,000	\$200,000	\$100,000		
Estimated Non-Rate Revenue	\$(350,000)	\$(360,000)	\$(382,000)	\$(370,000)	\$(362,000)	\$(362,000)	\$(362,000)	\$(365,000)
Use of Retained Earnings	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
Net Revenue to be Raised from Wastewater Charges	\$12,843,477	\$12,461,490	\$11,816,638	\$11,327,930	\$10,841,270	\$10,401,319	\$10,091,931	\$9,692,978

	a	b	c	d	e	f
FINAL FY2025 RATES	Tier	Tier Range (HCF)	Tier as % of Subtotal	Estimated Consumption (HCF)	Rate/ HCF	
Residential/ Commercial/ Industrial	Tier 1	0-40	67.3%	636,000	\$ 10.27	
Residential/ Commercial/ Industrial	Tier 2	41-80	10.3%	86,000	\$ 16.78	
Residential/ Commercial/ Industrial	Tier 3	80+	22.4%	186,000	\$ 26.69	
Municipal	Flat Rate			12,000	\$ 3.68	
Total				920,000		

PROPOSED FY2026 RATES			Tier as % of Subtotal	Estimated Consumption (HCF)	Rate/ HCF	Revenue	% Rate Increase
Residential/ Commercial/ Industrial	Tier 1	0-40	70.2%	636,000	\$10.62	\$6,754,320	3.4%
Residential/ Commercial/ Industrial	Tier 2	41-80	9.3%	84,000	\$17.35	\$1,457,400	3.4%
Residential/ Commercial/ Industrial	Tier 3	80+	20.5%	186,000	\$27.60	\$5,133,600	3.4%
Municipal	Flat Rate			12,000	\$3.68	\$ 44,160	0.0%
Total				918,000		\$13,389,480	

Estimated Gross Wastewater Charges	\$13,389,480
Collection Rate	96%
Estimated Net Revenue	\$12,853,901
Revenue Target	\$12,843,477
Surplus/ (Deficit)	\$ 10,424

Water Purchased from the MWRA by Month and Fiscal Year: 2006 to 2025

MG	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY2006	219.9	224.4	196.1	143.3	119.1	121.0	122.1	109.3	123.2	129.4	148.6	157.3	1,813.7
FY2007	201.3	203.9	159.5	135.3	109.7	109.0	117.0	107.8	115.5	111.7	158.9	208.7	1,738.3
FY2008	216.9	225.2	202.7	141.5	102.1	107.9	111.5	103.8	121.3	122.2	149.6	185.2	1,789.9
FY2009	190.0	167.6	162.5	131.0	115.3	125.0	135.4	118.3	129.4	130.3	160.6	163.6	1,729.0
FY2010	160.5	189.3	171.5	122.0	106.7	115.4	120.9	106.1	116.9	113.3	157.3	181.4	1,661.3
FY2011	241.7	231.1	192.6	139.2	112.5	115.8	117.6	108.3	125.6	117.8	142.2	180.1	1,824.5
FY2012	231.1	186.1	154.0	129.2	99.9	104.8	106.7	104.3	107.7	123.4	147.9	165.1	1,660.2
FY2013	236.3	239.1	176.8	135.6	118.0	113.6	120.9	109.7	124.1	112.8	148.6	179.0	1,814.5
FY2014	227.4	235.8	203.6	163.2	121.9	115.9	123.5	104.1	107.5	119.8	151.1	207.9	1,881.7
FY2015	229.1	231.6	215.6	177.7	125.1	126.5	131.5	122.8	129.3	154.4	245.5	239.6	2,128.7
FY2016	237.0	246.7	226.1	156.1	115.8	112.1	115.3	108.8	116.1	118.5	173.5	243.1	1,969.1
FY2017	283.0	270.8	212.1	153.8	118.9	117.0	118.1	103.4	116.2	116.2	146.9	184.6	1,941.0
FY2018	194.8	223.8	190.1	164.8	123.0	116.9	136.5	103.8	116.1	111.8	158.5	205.2	1,845.3
FY2019	246.1	217.9	192.1	149.5	114.9	116.9	116.8	105.2	128.0	123.7	148.7	181.1	1,840.9
FY2020	223.2	222.8	196.9	156.3	129.2	136.5	129.4	115.1	126.0	121.3	173.4	242.9	1,973.0
FY2021	225.1	233.9	215.7	174.1	124.9	118.0	119.1	113.2	120.7	125.5	181.6	229.7	1,981.5
FY2022	179.3	211.9	175.9	148.2	117.1	113.0	120.9	106.6	117.7	117.4	179.6	220.6	1,808.2
FY2023	256.6	255.2	197.4	146.8	115.4	113.0	111.0	103.9	116.5	121.1	181.5	175.0	1,893.4
FY2024	183.8	182.4	162.7	138.8	112.0	100.7	110.1	97.3	102.9	125.3	184.8	196.1	1,696.9
FY2025	209.6	187.1	187.5	136.6	100.3	92.8	106.3	101.4	112.3	110.1	133.8	181.6	1,696.9
FY2026	231.9	231.7											
Average FY06-FY25	219.6	219.3	189.6	147.2	115.1	114.6	119.5	107.7	118.7	121.3	163.6	196.4	1834.4
10 Year Average FY16-FY25	223.9	225.3	195.7	152.5	117.2	113.7	118.4	105.9	117.3	119.1	166.2	206.0	1864.6
5 Year Average FY21-FY25	210.9	214.1	187.8	148.9	113.9	107.5	113.5	104.5	114.0	119.9	172.3	200.6	1815.4
Summer 2023	722.7					Summer 2024	777.6			Summer 2025	779.0		

Combined Water/Wastewater Bill for Low, Average & High Users: Impact of Proposed Rate Changes

50 HCF (low user)			
	FY2025		FY2026 Proposed
Water	\$	253.00	\$ 262.00
Wastewater	\$	513.50	\$ 531.00
Combined	\$	766.50	\$ 793.00
\$ Change from FY25			\$ 26.50
% Change from FY25			3.5%

70 HCF (Average Lexington Single Family Home)			
	FY2025		FY2026 Proposed
Water	\$	354.20	\$ 366.80
Wastewater	\$	718.90	\$ 743.40
Combined	\$	1,073.10	\$ 1,110.20
\$ Change from FY25			\$ 37.10
% Change from FY25			3.5%

120 HCF (average user)			
	FY2025		FY2026 Proposed
Water	\$	708.40	\$ 733.60
Wastewater	\$	1,492.80	\$ 1,543.60
Combined	\$	2,201.20	\$ 2,277.20
\$ Change from FY25			\$ 76.00
% Change from FY25			3.5%

240 HCF (high user)			
	FY2025		FY2026 Proposed
Water	\$	1,813.60	\$ 1,877.60
Wastewater	\$	4,299.20	\$ 4,445.60
Combined	\$	6,112.80	\$ 6,323.20
\$ Change from FY25			\$ 210.40
% Change from FY25			3.4%

1000 HCF			
	FY2025		FY2026 Proposed
Water	\$	9,428.80	\$ 9,758.80
Wastewater	\$	24,583.60	\$ 25,421.60
Combined	\$	34,012.40	\$ 35,180.40
\$ Change from FY25			\$ 1,168.00
% Change from FY25			3.4%

Rates for Communities Receiving Water and Sewer Services from MWRA*

Community		Water		Sewer		Combined
Waltham	\$	407.28	\$	733.32	\$	1,140.60
Everett	\$	340.80	\$	924.00	\$	1,264.80
Malden	\$	847.92	\$	926.88	\$	1,774.80
Boston	\$	780.66	\$	1,043.53	\$	1,824.19
Chelsea	\$	727.20	\$	1,212.00	\$	1,939.20
Norwood	\$	889.44	\$	1,174.32	\$	2,063.76
Brookline	\$	771.68	\$	1,314.32	\$	2,086.00
Watertown	\$	781.48	\$	1,481.68	\$	2,263.16
Lexington	\$	708.40	\$	1,492.80	\$	2,201.20
Revere	\$	552.00	\$	1,665.60	\$	2,217.60
Medford	\$	953.52	\$	1,421.28	\$	2,374.80
Stoneham	\$	834.00	\$	1,470.00	\$	2,304.00
Quincy	\$	1,038.00	\$	1,428.00	\$	2,466.00
Arlington	\$	1,118.08	\$	1,298.68	\$	2,416.76
Framingham	\$	1,044.60	\$	1,316.52	\$	2,361.12
Belmont	\$	939.60	\$	1,884.24	\$	2,823.84
Melrose	\$	1,192.85	\$	1,517.56	\$	2,710.41
Milton	\$	973.44	\$	1,794.24	\$	2,767.68
Newton	\$	1,061.80	\$	1,642.60	\$	2,704.40
Reading	\$	1,423.40	\$	1,346.20	\$	2,769.60
Somerville	\$	1,034.16	\$	1,839.30	\$	2,873.46
Winthrop	\$	1,576.20	\$	1,576.20	\$	3,152.40

*Data from MWRA Advisory Board's 2024 Annual Rate Survey, based on average annual household use of 120 HCF (FY2024 or most recently published).

Massachusetts Water Resources Authority
FY26 Water and Sewer Assessments

9-Jun-25

MWRA Fully Served Water and Sewer Customers	Final FY25 Water Assessment	Final FY26 Water Assessment	Percent Change from FY25	Final FY25 Sewer Assessment	Final FY26 Sewer Assessment	Percent Change from FY25	Final FY25 Combined Assessment	Final FY26 Combined Assessment	Dollar Change from FY25	Percent Change from FY25
ARLINGTON	\$5,700,350	\$6,087,599	6.8%	\$9,492,790	\$9,607,850	1.2%	\$15,193,140	\$15,695,449	\$502,309	3.3%
BELMONT	3,259,822	3,608,362	10.7%	5,692,509	5,740,003	0.8%	8,952,331	9,348,365	396,034	4.4%
BOSTON (BWSC)	109,867,908	112,816,245	2.7%	150,037,179	152,091,678	1.4%	259,905,087	264,907,923	5,002,836	1.9%
BROOKLINE	8,373,742	8,986,468	7.3%	13,457,245	13,172,037	-2.1%	21,830,987	22,158,505	327,518	1.5%
CHELSEA	5,851,930	6,200,998	6.0%	9,894,333	10,260,239	3.7%	15,746,263	16,461,237	714,974	4.5%
EVERETT	6,856,064	7,072,297	3.2%	10,362,447	10,587,729	2.2%	17,218,511	17,660,026	441,515	2.6%
FRAMINGHAM	9,692,961	10,197,614	5.2%	14,830,822	15,742,436	6.1%	24,523,783	25,940,050	1,416,267	5.8%
LEXINGTON	8,432,204	8,650,822	2.6%	9,153,352	9,333,555	2.0%	17,585,556	17,984,377	398,821	2.3%
MALDEN	9,497,417	9,243,076	-2.7%	14,576,224	14,572,763	0.0%	24,073,641	23,815,839	(257,802)	-1.1%
MEDFORD	8,041,818	8,387,383	4.3%	14,191,728	13,768,213	-3.0%	22,233,546	22,155,596	(77,950)	-0.4%
MELROSE	3,865,069	3,762,588	-2.7%	6,926,272	6,828,033	-1.4%	10,791,341	10,590,621	(200,720)	-1.9%
MILTON	4,046,121	4,294,618	6.1%	6,786,934	7,283,496	7.3%	10,833,055	11,578,114	745,059	6.9%
NEWTON	15,254,114	15,601,358	2.3%	24,471,190	25,494,669	4.2%	39,725,304	41,096,027	1,370,723	3.5%
NORWOOD	4,735,735	4,842,022	2.2%	9,377,625	9,595,999	2.3%	14,113,360	14,438,021	324,661	2.3%
QUINCY	14,668,740	15,546,511	6.0%	23,271,259	23,477,168	0.9%	37,939,999	39,023,679	1,083,680	2.9%
READING	2,854,927	3,089,421	8.2%	5,198,653	5,075,578	-2.4%	8,053,580	8,164,999	111,419	1.4%
REVERE	6,555,178	6,847,418	4.5%	12,651,589	12,903,732	2.0%	19,206,767	19,751,150	544,383	2.8%
SOMERVILLE	10,694,450	11,051,015	3.3%	17,561,095	18,396,138	4.8%	28,255,545	29,447,153	1,191,608	4.2%
STONEHAM	3,671,848	4,019,561	9.5%	6,085,041	6,135,875	0.8%	9,756,889	10,155,436	398,547	4.1%
WALTHAM	12,987,389	13,409,660	3.3%	15,008,366	15,082,080	0.5%	27,995,755	28,491,740	495,985	1.8%
WATERTOWN	4,583,303	4,688,527	2.3%	7,277,190	7,675,590	5.5%	11,860,493	12,364,117	503,624	4.2%
WINTHROP	2,127,216	2,047,059	-3.8%	4,029,198	4,209,668	4.5%	6,156,414	6,256,727	100,313	1.6%
TOTAL	\$261,618,306	\$270,450,622	3.4%	\$390,333,041	\$397,034,529	1.7%	\$651,951,347	\$667,485,151	\$15,533,804	2.4%

Town of Lexington



Water and Wastewater Rate Setting – Public Hearing

Fiscal Year 2026

October 17, 2025



FY2025 Budget - Operating Results - Water Fund

	2025 Budget	2025 Actuals	Favorable/ (Unfavorable)
Revenues			
User Charges	\$ 12,985,484	\$ 14,218,390	\$ 1,232,906
Non-Rate Revenue	\$ 372,000	\$ 1,056,774	\$ 684,774
Total Water Revenues	\$ 13,357,484	\$ 15,275,164	\$ 1,917,680
Expenses			
Total Direct Costs	\$ 12,389,183	\$ 12,187,780	\$ 201,403
Total Indirect Costs	\$ 968,301	\$ 968,301	\$ -
Total Water Expenses	\$ 13,357,484	\$ 13,156,081	\$ 201,403
FY2025 Surplus (Deficit)			\$ 2,119,083

Retained Earnings History

	Certified as of 6/30/2022	Certified as of 6/30/2023	Certified as of 6/30/2024	Projected Retained Earnings as of 6/30/2025
Water Enterprise	\$ 769,999	\$ 3,216,062	\$ 2,813,094	\$ 3,538,000



FY2025 Budget - Operating Results - Wastewater Fund

	2025 Budget	2025 Actuals	Favorable/ (Unfavorable)
Revenues			
User Charges	\$ 12,461,490	\$ 12,585,357	\$ 123,867
Non-Rate Revenue	\$ 360,000	\$ 478,691	\$ 118,691
Total Wastewater Revenues	\$ 12,821,490	\$ 13,064,049	\$ 242,559
Expenses			
Total Direct Costs	\$ 12,224,965	\$ 12,107,087	\$ 117,878
Total Indirect Costs	\$ 596,525	\$ 596,525	\$ -
Total Wastewater Expenses	\$ 12,821,490	\$ 12,703,612	\$ 117,878
FY2025 Surplus (Deficit)			\$ 360,436

Retained Earnings History

	Certified as of 6/30/2022	Certified as of 6/30/2023	Certified as of 6/30/2024	Projected Retained Earnings as of 6/30/2025
Wastewater Enterprise	\$ 1,807,854	\$ 1,625,447	\$ 1,617,019	\$ 1,251,000



PROPOSED FY2026 RATES						
Residential / Commercial / Industrial	FY25 Water Rates	Proposed FY26 Water Rates	% Change	FY25 Wastewater Rates	Proposed FY26 Wastewater Rates	% Change
Tier 1	\$5.06	\$5.24	3.6%	\$10.27	\$10.62	3.4%
Tier 2	\$7.59	\$7.86	3.6%	\$16.78	\$17.35	3.4%
Tier 3	\$10.02	\$10.37	3.5%	\$26.69	\$27.60	3.4%
Irrigation	\$10.02	\$10.37	3.5%	NA	NA	NA
Municipal	\$3.92	\$3.93	0.3%	\$3.68	\$3.68	0.0%
Hanscom/Lincoln Labs	\$7.46	\$7.72	3.5%	NA	NA	NA
VA Hospital	\$8.92	\$9.23	3.5%	NA	NA	NA
Bedford	\$3.77	\$3.78	0.3%	NA	NA	NA
Flat Sewer Rate (annual)	NA	NA	NA	\$470.03	\$486.05	3.4%



Proposed FY2025 rate increase: 3.6% = $\frac{\text{FY2026 Water Budget}}{\text{FY2026 Projected Water Usage}}$

Water Enterprise Budget Summary

	FY2025 Final Budget	FY2026 Revised Budget*	\$ Change	% Change
Compensation	\$ 865,454	\$ 1,074,990	\$ 103,572	10.7 %
Operating Expenses	\$ 614,400	\$ 675,100	\$ 60,700	9.9 %
Cash Capital	\$ 1,000,000	\$ 1,200,000	\$ 200,000	20.0 %
Debt	\$ 1,368,116	\$ 1,344,517	\$ (23,599)	(1.7)%
MWRA	\$ 8,432,204	\$ 8,650,822	\$ 218,618	2.6 %
OPEB	\$ 3,045	\$ 3,045	\$ —	
Indirect Costs	\$ 968,301	\$ 1,002,244	\$ 33,943	3.5 %
Water Enterprise Total Expenses	\$ 13,357,484	\$ 13,950,718	\$ 593,234	4.4 %

*Revised FY2026 Budget reflects a proposed decrease to reflect actual debt service compared to the projected amount voted at the 2025 Annual Town Meeting. This adjustment will be proposed for the Fall 2025-2 Special Town Meeting.

Projected FY2026 Water Consumption for Rate Calculation

	Estimates for FY2025 Rates	Estimates for FY2026 Rates	\$ Change	% Change
Total Water Consumption	2,222,000	2,217,000	\$ (5,000)	-0.2%



FY2026 Wastewater Budget

Proposed FY2026 rate increase: 3.4% = $\frac{\text{FY2026 Wastewater Budget}}{\text{FY2026 Projected Wastewater Output}}$

Wastewater Enterprise Budget Summary

	FY2025 Final Budget	FY2026 Revised Budget*	\$ Change	% Change
Compensation	\$ 464,858	\$ 497,353	\$ 32,495	7.0 %
Operating Expenses	\$ 536,400	\$ 617,100	\$ 80,700	15.0 %
Cash Capital	\$ 500,000	\$ 600,000	\$ 100,000	20.0 %
Debt	\$ 1,569,746	\$ 1,530,176	\$ (39,570)	(2.5)%
MWRA	\$ 9,153,352	\$ 9,333,555	\$ 180,203	2.0 %
OPEB	\$ 609	\$ 609	\$ —	
Indirect Costs	\$ 596,525	\$ 614,684	\$ 18,159	3.0 %
Wastewater Enterprise Total Expenses	\$ 12,821,490	\$ 13,193,477	\$ 371,987	2.9 %

*Revised FY2026 Budget reflects a proposed decrease in MWRA's final assessment and a decrease to reflect actual debt service compared to projected amounts voted at the 2025 Annual Town Meeting. These adjustments will be proposed for the Fall 2025-2 Special Town Meeting.

Projected FY2026 Wastewater Output for Rate Calculation

	Estimates for FY2025 Rates	Estimates for FY2026 Rates	\$ Change	% Change
Total Wastewater Output	920,000	918,000	\$ (2,000)	-0.2%

**TOWN OF LEXINGTON
WATER CONSUMPTION HISTORY FY2018 thru FY2024**

(in hundred cubic feet(HCF))

										A				B	(B-A)/A
(1)	DESCRIPTION	TIER	HCF RANG E	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Estimates for FY24 Rates	10 Year Average	5-Year Average	Estimates for FY25 Rates	% change FY25 vs FY24 Budget
(2)	WATER	TIER 1	0-40	660,903	644,456	635,458	688,356	642,648	659,014	627,822	645,000	657,904	650,660	642,000	(0.5)%
(3)		TIER 2	41-80	91,895	90,091	84,705	124,119	82,313	94,345	73,520	87,000	97,217	91,800	87,000	—%
(4)		TIER 3	80+	221,151	194,533	190,371	172,745	180,313	192,055	193,252	188,000	204,146	185,747	188,000	—%
(5)		TOTAL		973,949	929,080	910,534	985,220	905,274	945,414	894,594	920,000	959,267	928,207	917,000	(0.3)%
(6)	WATER - MUNICIPAL	FLAT RATE		29,825	31,826	23,641	35,908	23,634	59,114	14,300	30,000	34,631	31,319	30,000	(0.3)%
(7)	WATER- IRRIGATION	TIER 3		326,750	339,772	306,548	504,998	330,409	469,583	297,749	360,000	373,275	381,857	360,000	—%
(8)	WATER BEDFORD	FLAT RATE		616,099	657,483	756,890	772,132	750,662	827,086	671,074	700,000	719,049	755,569	700,000	—%
(9)	WATER - VA HOSPITAL	FLAT RATE		28,756	24,444	11,349	5,913	14,055	18,873	5,391	10,000	20,535	11,116	10,000	—%
(10)	HANSCOM/ LINCOLN LABS	110+111		238,436	234,333	227,734	208,616	183,406	253,246	243,362	200,000	230,295	223,273	205,000	2.5%
(11)	WATER- BURLINGTON	FLAT RATE		4,595	—	2,883	—	—	—	—	—	2,971	577	—	
(12)	TOTAL WATER			2,218,410	2,216,938	2,239,579	2,512,787	2,197,854	2,568,498	2,126,470	2,220,000	2,361,845	2,329,038	2,222,000	0.1%
(13)	SEWER	TIER 1	0-40	652,510	636,342	627,872	680,647	635,775	651,895	622,339	638,000	649,914	643,706	636,000	(0.3)%
(14)		TIER 2	41-80	90,185	88,283	83,318	121,881	80,865	92,543	72,487	86,000	95,314	90,219	86,000	—%
(15)		TIER 3	80+	217,533	192,973	189,217	170,119	178,642	190,071	191,748	186,000	202,229	183,959	186,000	—%
(16)		TOTAL		960,228	917,598	900,407	972,647	895,282	934,509	886,574	910,000	947,456	917,884	908,000	(0.2)%
(17)	SEWER- MUNICIPAL	FLAT RATE		11,558	10,511	11,349	8,683	11,808	15,549	15,295	11,000	12,565	12,537	12,000	9.1%
(18)	TOTAL SEWER			971,786	928,109	911,756	981,330	907,090	950,058	901,869	921,000	960,021	930,421	920,000	(0.1)%
(19)	GRAND TOTAL			3,190,196	3,145,047	3,151,335	3,494,117	3,104,944	3,518,556	3,028,339	3,141,000	3,321,866	3,259,458	3,142,000	—%

Massachusetts Water Resources Authority

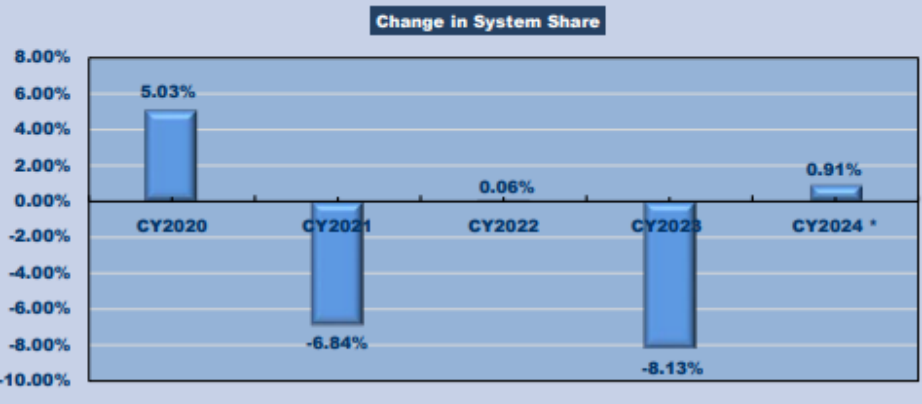
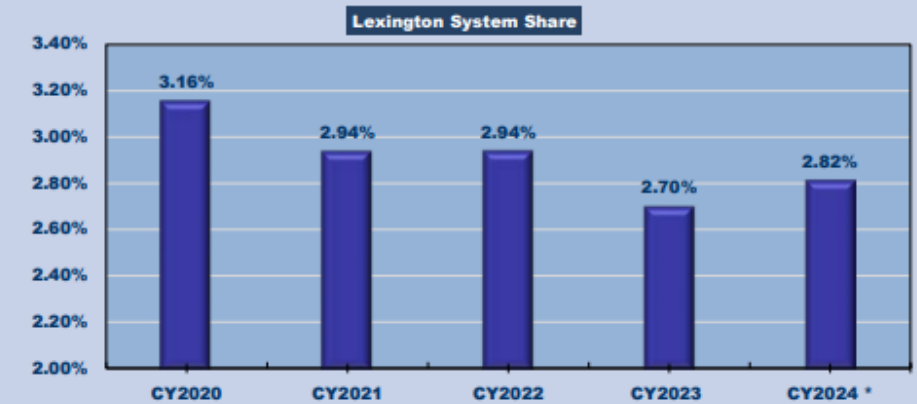
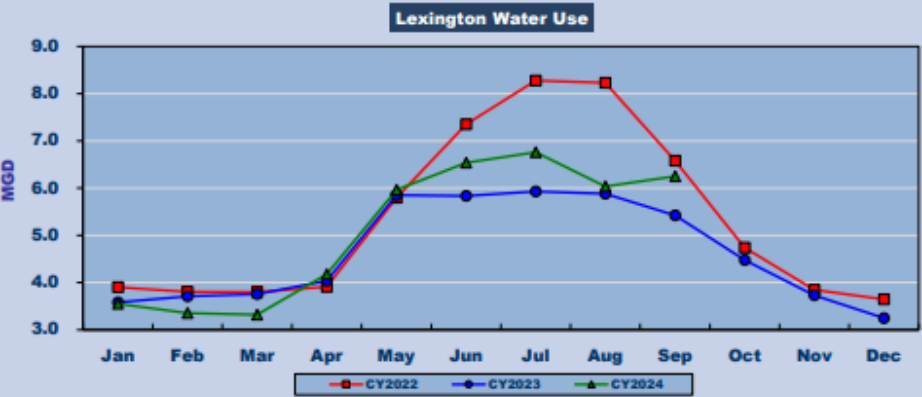
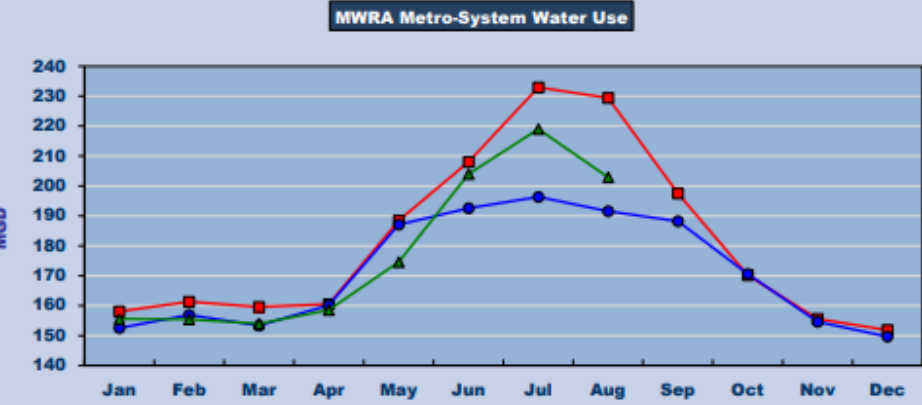
Town of Lexington Water Use

Lexington Water Use						
	CY2022		CY2023		CY2024	
	MG	MGD	MG	MGD	MG	MGD
Jan	120.9	3.90	111.0	3.58	110.1	3.55
Feb	106.6	3.81	103.9	3.71	97.3	3.35
Mar	117.7	3.80	116.5	3.76	102.9	3.32
Apr	117.4	3.91	121.1	4.04	125.3	4.18
May	179.6	5.80	181.5	5.85	184.8	5.96
Jun	220.6	7.35	175.0	5.83	196.1	6.54
Jul	256.6	8.28	183.8	5.93	209.6	6.76
Aug	255.2	8.23	182.4	5.88	187.1	6.04
Sep	197.4	6.58	162.7	5.42	187.5	6.25
Oct	146.8	4.74	138.8	4.48	0.0	0.00
Nov	115.4	3.85	112.0	3.73	0.0	0.00
Dec	113.0	3.65	100.7	3.25	0.0	0.00
YTD Total*	1,571.9		1,338.0		1,400.8	
Annual Total	1,947.2		1,689.5		1,400.8	
YTD Average*		5.76		4.90		5.11
Annual Average		5.33		4.63		45.19

Flow Change from Prior Year	CY2022		CY2023		CY2024	
	YTD*	Annual	YTD*	Annual	YTD*	Annual
Flow Change from Prior Year	7.9%	6.1%	-15%	-13%	4.7%	TBD

MWRA Metro System Water Use (MG)	CY2022		CY2023		CY2024	
	YTD*	Annual	YTD*	Annual	YTD*	Annual
MWRA Metro System Water Use (MG)	51,525	66,174	47,930	62,496	49,727	49,727

Lexington's Share of System Water Use	CY2022		CY2023		CY2024	
	YTD*	Annual	YTD*	Annual	YTD*	Annual
Lexington's Share of System Water Use	3.05%	2.94%	2.79%	2.70%	2.82%	TBD





Annual Water/Sewer Charges for Household Using 120 HCF/Year

	Water	Sewer	Total	\$ Change from Prior Year	% Change from Prior Year
FY2026	\$733.60	\$1,543.60	\$2,277.20	\$76.00	3.5%
FY2025	\$708.40	\$1,492.80	\$2,201.20	\$78.80	3.7%
FY2024	\$708.40	\$1,414.00	\$2,122.40	\$100.40	5.0%
FY2023	\$670.40	\$1,351.60	\$2,022.00	\$82.80	4.3%
FY2022	\$664.80	\$1,274.40	\$1,939.20	\$112.00	6.1%
FY2021	\$615.60	\$1,211.60	\$1,827.20	\$69.60	4.0%
FY2020	\$573.60	\$1,184.00	\$1,757.60	\$120.00	7.3%
FY2019	\$554.00	\$1,083.60	\$1,637.60	\$96.40	6.3%
FY2018	\$544.40	\$996.80	\$1,541.20	\$20.80	1.4%
FY2017	\$526.40	\$994.00	\$1,520.40	\$40.77	2.8%
FY2016	\$501.96	\$977.67	\$1,479.63	\$(28.37)	-1.9%
FY2015	\$483.20	\$1,024.80	\$1,508.00	\$27.20	1.8%
FY2014	\$463.60	\$1,017.20	\$1,480.80	\$24.00	1.6%
FY2013	\$448.00	\$1,008.80	\$1,456.80	\$49.48	3.5%
FY2012	\$436.79	\$970.52	\$1,407.32	\$157.28	12.6%
FY2011	\$411.60	\$838.44	\$1,250.04	\$9.64	0.8%
FY2010	\$407.60	\$832.80	\$1,240.40		

Average Annual Change: FY2011 to FY2025

3.9%

Annual Water/Sewer Charges for Household Using 70 HCF/Year

	Water	Sewer	Total	\$ Change from Prior Year	% Change from Prior Year
FY2026	\$ 366.80	\$ 743.40	\$ 1,110.20	\$37.10	3.5%
FY2025	\$ 354.20	\$ 718.90	\$ 1,073.10	\$37.80	3.7%
FY2024	\$ 354.20	\$ 681.10	\$ 1,035.30	\$49.00	5.0%
FY2023	\$ 335.30	\$ 651.00	\$ 986.30	\$39.90	4.2%
FY2022	\$ 332.50	\$ 613.90	\$ 946.40	\$54.60	6.1%
FY2021	\$ 308.00	\$ 583.80	\$ 891.80	\$34.30	4.0%
FY2020	\$ 287.00	\$ 570.50	\$ 857.50		



Rates for Communities Receiving Water and Sewer Services from MWRA*

Community	Water		Sewer		Combined
Waltham	\$	407.28	\$	733.32	\$ 1,140.60
Everett	\$	340.80	\$	924.00	\$ 1,264.80
Malden	\$	847.92	\$	926.88	\$ 1,774.80
Boston	\$	780.66	\$	1,043.53	\$ 1,824.19
Chelsea	\$	727.20	\$	1,212.00	\$ 1,939.20
Norwood	\$	889.44	\$	1,174.32	\$ 2,063.76
Brookline	\$	771.68	\$	1,314.32	\$ 2,086.00
Lexington	\$	708.40	\$	1,492.80	\$ 2,201.20
Revere	\$	552.00	\$	1,665.60	\$ 2,217.60
Watertown	\$	781.48	\$	1,481.68	\$ 2,263.16
Stoneham	\$	834.00	\$	1,470.00	\$ 2,304.00
Framingham	\$	1,044.60	\$	1,316.52	\$ 2,361.12
Medford	\$	953.52	\$	1,421.28	\$ 2,374.80
Arlington	\$	1,118.08	\$	1,298.68	\$ 2,416.76
Quincy	\$	1,038.00	\$	1,428.00	\$ 2,466.00
Newton	\$	1,061.80	\$	1,642.60	\$ 2,704.40
Melrose	\$	1,192.85	\$	1,517.56	\$ 2,710.41
Milton	\$	973.44	\$	1,794.24	\$ 2,767.68
Reading	\$	1,423.40	\$	1,346.20	\$ 2,769.60
Belmont	\$	939.60	\$	1,884.24	\$ 2,823.84
Somerville	\$	1,034.16	\$	1,839.30	\$ 2,873.46
Winthrop	\$	1,576.20	\$	1,576.20	\$ 3,152.40

*Data from MWRA Advisory Board's 2024 Annual Rate Survey, based on average annual household use of 120 HCF (FY2024 or most recently published).

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Update: Lexington Housing Goals

PRESENTER:

Board Discussion

ITEM NUMBER:

I.2

SUMMARY:

Category: Informing and Decision Making

At this meeting, the Select Board will review and discuss the Town's housing goals and priorities.

Wendy Manz, Chair Lexington Housing Partnership Board (HPB), will present HPB's current working document on Housing Priorities and Strategies, as part of its charge to advise the Select Board on developing a coherent housing policy and strategy for Lexington and in its efforts to coordinate the efforts of the Town's various housing-related entities, as requested at the housing summit, to implement supporting strategies that advance affordable and diverse housing opportunities.

Elaine Tung, Chair of the Lexington Affordable Housing Trust(AHT), will present AHT's Proposed FY2026 Goals, detailing the Trust's strategic objectives and planned actions for the upcoming fiscal year in support of the Town's broader housing vision. The AHT respectfully requests Select Board approval of the AHT FY2026 Goals.

This discussion is intended to align the Town's housing-related boards and the Select Board on shared goals, priorities, and approaches for the coming year.

SUGGESTED MOTION:

Move to (approve) the Lexington Affordable Housing Trust FY2026 Goals (as proposed/as amended).

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

10/17/2025

11:25am

ATTACHMENTS:

Description		Type
	HPB Working Document of Housing Priorities	Backup Material
	AHT FY2026 Goals - Presentation	Backup Material
	Memo to Select Board re. AHT Goals	Backup Material
	AHT Proposed Housing Goals and Strategies	Backup Material

Housing Partnership Board's

Working Document on Lexington's Housing Priorities and Strategies

For Discussion Only

The Select Board has given the Housing Partnership Board (HPB) two major tasks: to advise the Select Board on creating a coherent housing policy and strategy for Lexington, and to coordinate the efforts of the various housing entities in Town in carrying out the broad policy and supporting strategies.

In drafting an updated housing proposal for the Select Board, the starting point for the HPB is the Town's most recent Comprehensive Plan, LexNext (2022) and the 2025 Lexington Housing Needs Assessment.

The Comprehensive Plan notes *"Lexington's need to provide a range of housing options to enable more diversity in age, income, physical ability, race, religion, and ethnicity,"* with the expectation that *"a wider range of housing options will support young families, older adults, recent immigrants, persons of color, persons with disabilities, single individuals and households with low, moderate, and higher incomes."*

The Comprehensive Plan aims to *"produce an array of housing types; to preserve older, smaller, historic homes; to site homes in and around commercial areas and on transit lines; and to align home construction with 'the Town's desire to become resilient, sustainable, accessible, and more welcoming'"* while honoring Town Meeting's resolution to incorporate principles of diversity, equity and inclusion in all its policies.

We have also consulted the goal of the 2025 Housing Needs Assessment *"to understand the future housing needs of an inclusive, vibrant town with an economically, culturally, and racially diverse population."*

The HPB has met five times since the housing summit meeting convened by the Town Manager on July 16th, and with input from all HPB members, has produced an initial working document which focuses on six priority areas. For purposes of discussion, proposed strategies for achieving our housing goals have been grouped under those six headings.

After this initial period of organization, the HPB held its first joint meeting with the Affordable Housing Trust, LexHAB and the Lexington Housing Authority on October 9th. We received substantial input from each of them, as well as from a number of interested Lexington residents. As we begin the work of incorporating this input, we realize that the structure and/or focus of our proposals may change. Therefore, we ask that the Select Board consider the outline we submit to you today, October 17th, to be preliminary and incomplete. We welcome comments from the Select Board at this stage to help us tackle the job of creating a collaborative plan to address Lexington's housing needs.

Six Priority Areas:

A. Mixed use development in Lexington Center

A.1 Work with Planning Board, Select Board, residents, landowners, developers, real estate agents, members of the Center business community, and the Historic Districts Commission to set development parameters acceptable to the community and to determine what would make mixed use development financially viable for private developers, leading to a specific zoning proposal.

A.1(a) Include in the proposal incentives to create Center housing for seniors, young professionals, low-income households, work force, and Missing Middle).

A.1(b) Include in the proposal any available measures to expedite the permitting process for mixed use development in the Center, including accelerated reviews by the Conservation Commission, the Historic Districts Commission and the Town Building Department.

A.2 Organize a campaign to create wide support for the proposal that comes out of the process under A.1.

Deliverable: Mixed use mid-rise zoning in Lexington Center by 2028.

B. Create smaller, less expensive new housing across town for the Missing Middle, seniors, young professionals etc.

B.1_Bring Lexington ADU zoning into compliance with state law; publicize and promote this option among Lexington homeowners; and expedite the permitting process for this form of priority development by Conservation Commission, the Historic Districts Commission and the Town Building Department.

B.2 Create mixed-use zoning overlays for small commercial areas in Lexington (in addition to the Center)).

B.3_Review current SRD zoning to see how this option can be improved and more feasible for buyers and developers.

B.3(a) Amend zoning to permit two or three-unit housing on larger residential lots (>30,000 square feet), including adjustments to setbacks and heights, to encourage denser siting of smaller dwellings.)

B.4_If possible, establish a formal certification program for builders who are experienced in creating housing units accessible to seniors and disabled persons, as well as certified ADU builders.

B.5 Investigate costs and benefits of an intergenerational home-share program([Nesterly A better way to share](#)) which matches seniors with spare bedrooms with students who perform home services in exchange for lower rent.

Deliverable: 500 additional homes of diverse types (ADUs, town houses, two and three family houses, and smaller, less expensive single-family units) at various price points by 2035.

C. Increase the actual number of Subsidized Housing Inventory units for households with incomes from 30% AMI to 80% AMI so that 10% of Lexington's SHI units are truly SHI eligible (approximately 500 more units).

C.1_Adopt an Affordable Housing Overlay (AHO) District focused on transportation corridors, with limited parking requirements.

C.2_Utilize any available measures to expedite the permit process for this form of priority development, including accelerating reviews by the Conservation Commission, the Historic Districts Commission and the Town Building Department.

C.3 Find ways to increase the number of affordable home ownership units for households at 80% AMI or lower and rental units for households between 30% AMI- 50% AMI. Work with the multifamily developers, the Affordable Housing Trust and LexHAB to help create these units.

Deliverable: 10% of Lexington's SHI units for household incomes of 30% AMI to 80% AMI (approximately 500 more units) by 2035.

D. Preserving more existing homes that are 2,000 square feet or less

D.1 Investigate programs to support current owners of smaller homes in maintaining and upgrading their homes, to make demolition and replacement less likely. Use LexHAB's extensive experience as an important resource.

D.2 Organize an informational campaign advising homeowners how they may gift their property to LexHAB or other non-profit housing entities as part of their estate planning.

Deliverable: Reduce the rate of teardowns by preserving more existing homes that are 2,000 sq. ft or less.

E. Expand funding sources for Subsidized Housing (households with incomes from 30% AMI to 80% AMI)

E.1 Advocate for robust funding and support for the Affordable Housing Trust and other housing programs from the Community Preservation Fund, commensurate with allocations for historical resources, open space, and recreation.

E.2 Suggest to the Town Moderator a policy that takes Lexington's housing needs into consideration when appointments are made to town boards and committees, particularly the finance committees, so that this issue is adequately represented in their deliberations.

E.3 Allocate and supplement staff resources to stay abreast of state and federal grants, training programs, and other resources, and to make timely applications on behalf of the town when appropriate.

E.4 Now that Lexington's home rule petition allowing a surcharge on commercial real estate transactions (to be earmarked for housing needs) has been signed by the Governor, work with the Affordable Housing Trust to draft an appropriate surcharge, and advocate in Town Meeting for its passage.

E.5 Urge Lexington's legislators to support other potential state legislation, such as the statewide Real Estate Transfer Fee (RETF) and an increase in the CPA allocation for housing, which would supply additional housing funds.

Deliverable: Expanded reliable funding stream for subsidized housing.

F. Communication, education and engagement of the community regarding Lexington's continuing housing needs and goals

F. Plan and organize community conversations over a two to three-year period to promote more community support for diverse housing.

F.1 (a) Organize a series of meetings with the community and TMMs on the 2025 Housing Needs Assessment and 2022 Comprehensive Plan to share current accurate data on Lexington's housing stock and diverse housing needs. Participants should include: the Select Board, the Planning Board (including staff), the Community Preservation Committee, the finance committees, the Affordable Housing Trust, LexHAB, the Lexington Housing Authority, the Housing Partnership Board, the Regional Housing Services Office, the Council on Aging, the Historical Commission, the Conservation Commission, the Commission on Disabilities, the Human Rights Committee, and Town Meeting members, as well as Lexington business leaders, Lexington lending institutions, and local real estate agents.

F.1(b) Address misinformation about housing in Lexington with wide distribution of accurate information; for example, distribute the Fougere Report on the impact of projected MBTA housing and the 2025 Housing Needs Assessment.

F.1(c) Carry out ongoing training sessions for housing advocates, covering housing needs, data, and listening and negotiating skills, using state resources were available.

F.1 (d) Select Board initiated TM resolution acknowledging Lexington's housing needs.

F.2 Ensure that professional resources are available to implement housing strategies. (For example, hiring a full-time or part-time Housing Officer)

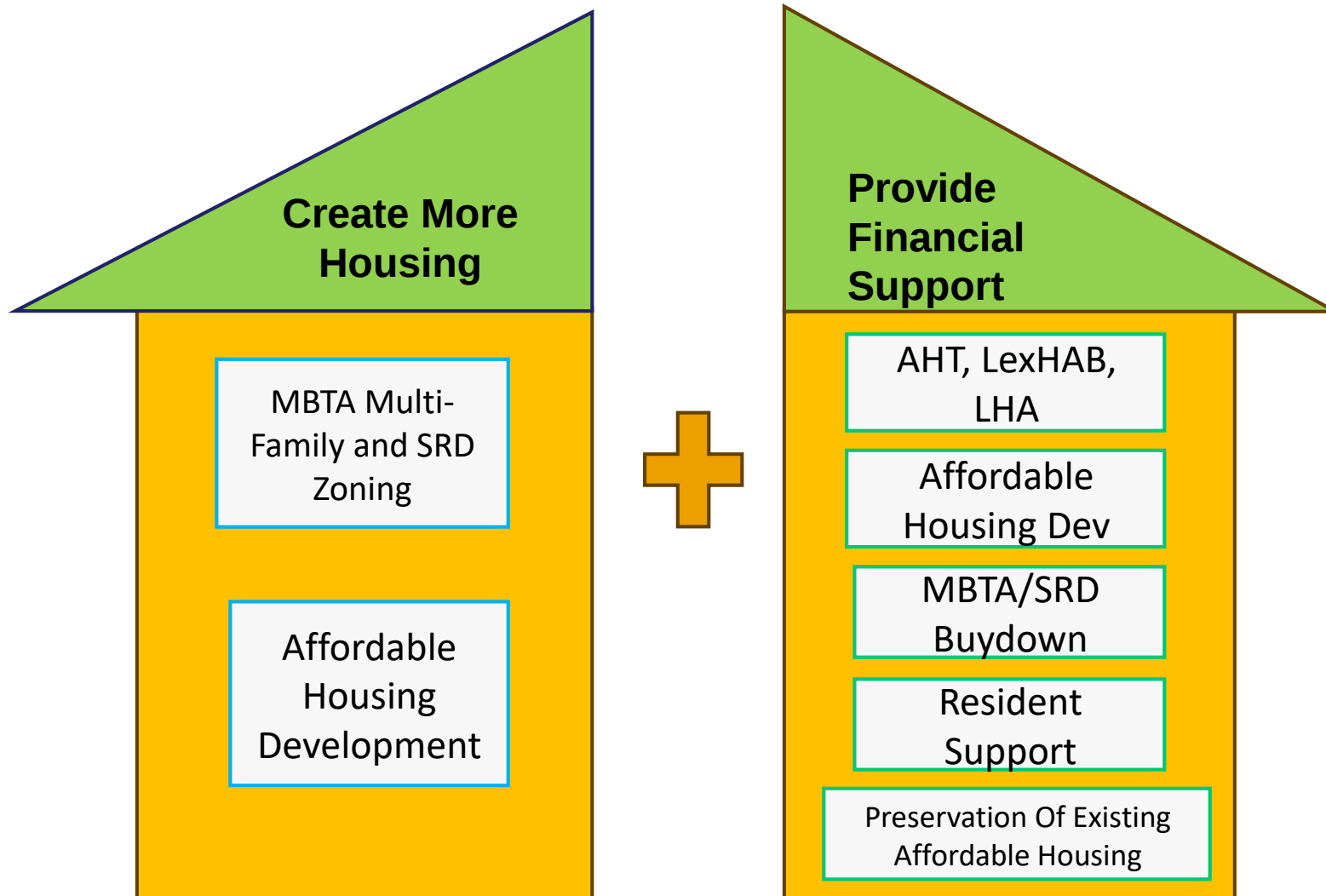
Deliverable: Wide community support for Lexington's housing needs and goals including more diverse housing

Lexington Affordable Housing Trust FY2026 Goals



October 2025

Building Blocks for Affordable Housing



Goal: Increase Affordable Housing Opportunities

- Lowell Street Parcel 68-44
- MBTA Multi-Family Development Buy-downs
- Accessory Dwelling Units
- Funding for LexHAB and Lexington Housing Authority
- Assess feasibility of creating additional affordable housing for lower incomes



Goal: Assist current and future residents in accessing and maintaining housing

Develop a Housing Assistance Program in at least one of these areas:

- Rental Assistance to Income Eligible Households
- Rental Assistance due to Loss of Vouchers
- Financial Assistance for First Time Homebuyers with deed restriction
- Financial Assistance to Income Eligible Homeowners for property repairs and housing stability

**GOAL: Develop a
strategic plan for
long term success**

Data Decision Making



Funding



Thank you for your support!



MEMORANDUM

To: Select Board

From: Affordable Housing Trust

Date: October 10, 2025

RE: AHT FY 2026 Goals

Article 3, Section R of the Declaration of Trust for the Lexington Affordable Housing Trust (AHT) dated April 10, 2023 states that the Trustees have the power “to develop policy goals and statements to serve as guidelines for the Trust, subject to approval by the Select Board and consistent with the Town’s housing goals and plans as may be adopted and amended by the Select Board from time to time [.]”

The AHT is requesting Select Board approval of the AHT’s draft FY2026 Goals.

Lexington Affordable Housing Trust

FY2026 Goals and Strategies

July 15, 2025

Core Organizational Values

The Lexington Affordable Housing Trust (AHT) is committed to preserving and creating affordable housing for households with a diverse range of incomes and prioritizing households with lower incomes. This commitment includes ensuring access to housing for families, seniors, and individuals with disabilities.

Our goal is to preserve and develop safe, sustainable, healthy, and high-quality affordable homes. These homes should be well integrated into the community and designed to remain affordable for future generations.

We also strive to foster diversity, equity, and inclusion in all aspects of our work and in the community.

AHT Goals for FY2026:

Goal: Increase Affordable Housing Opportunities

Strategies:

- A. Continue active support to create 40 units of 100% affordable housing on Lowell Street Parcel 68-44**
 - Promote project approval to EOHLIC
 - Continue community engagement prior to and during comprehensive permit 40B process
 - Support project financing and development
- B. Successful implementation of multi-family development buydown program**
 - Establish guidelines and set priorities for unit types and affordability targets
 - Create template buydown agreement
 - Enter into grant agreements with at least two developers
- C. Support the construction of Accessory Dwelling Units (ADUs)**
 - Establish guidelines and template for an agreement to fund creation of affordable ADUs on properties with deed restriction and affordability requirements
 - Provide funding for deed restricted ADUs
 - Understand the pros and cons of modular construction
 - Support zoning changes to meet existing state requirements
- D. Secure adequate funding to support LexHAB and Lexington Housing Authority housing development plans**

E. Assess feasibility and explore options for affordable multi-family development

- Advocate for creation of additional affordable housing in the Town center
- Evaluate using Town owned properties for 100% affordable housing
- Evaluate 173 Bedford Street for combined use as municipal swing space and 100% affordable housing
- Investigate feasibility of alternative methods of creation of additional affordable housing such as issuing an Request For Proposal emphasizing extremely low income and very low income populations or affordable home ownership:

Goal: Assist current and future Lexington Residents in Accessing and Maintaining Housing

Strategies:

- **Develop a housing assistance program in at least one of the following areas:**
 - Provide rental assistance to income eligible households
 - Provide rental assistance to households who have been impacted by reduced rental vouchers
 - Provide financial assistance for first time home buyers for home purchases with deed restrictions
 - Provide income eligible homeowners with financial assistance to support property repairs and housing stability

Goal: Develop a strategic plan for long term success

Strategies:

- A. Data driven decision making for determining creation of affordable housing units**
 - Identify housing types with highest unmet demand (by housing type and AMI)
 - Complete current housing inventory
 - Complete gap analysis and establish funding priorities
- B. Quantify funding needed to accomplish goals**
- C. Secure commitment for reliable and consistent CPA funding**
- D. Explore potential for additional funding sources**

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Special Town Meeting - Presentation 2025-2 - Article 7: Accept General Laws, Chapter 59, Section 5, Clause 22L (Hero Act)

PRESENTER:

Karen Tyler, Veterans Services District
Director

ITEM NUMBER:

I.3

SUMMARY:

Category: Informing

Karen Tyler will give an overview for Article 7 for Special Town Meeting.

SUGGESTED MOTION:

N/A

FOLLOW-UP:

N/A

DATE AND APPROXIMATE TIME ON AGENDA:

10/17/2025

11:55am

ATTACHMENTS:

Description	Type
☐ Hero Act Summary	Backup Material
☐ Art 7 Article text	Backup Material

Article 7 Accept General Laws, Chapter 59, Section 5, Clause 22E (Hero Act)

Summary

The Hero Act (the Act) was enacted by the Massachusetts legislature during the winter 2024-2025. The intent is to provide local tax relief to qualified disabled veterans from both excise and real estate taxes. The Act establishes two separate local options that impact the various disabled veteran real estate tax exemptions, Chapter 59, Section 5, Clauses 22I and 22J, which are addressed in this Article.

Clause 22J allows a community to increase the existing statutory exemptions for veterans under clauses 22, 22A, 22B, 22C, 22E and 22F by a percentage up to 100%. However, Lexington has already adopted a separate clause Chapter 59, Section 5C½, which increases these same veteran exemptions, plus other exemptions for the blind and elderly by 100%. Given Lexington has already adopted Section 5C½ which maximizes the exemption, the adoption of Clause 22J is not necessary as Section 5C½ supersedes Clause 22J and they cannot be applied together.

Clause 22I allows for an annual cost-of-living adjustment (COLA) to the statutory exemption amount for all veteran exemptions, similar to those the Town has adopted for elderly exemptions. The annual COLA is published yearly by the Department of Revenue and based on the Social Security consumer price index. Like the local option under Section 5C½, the State does not reimburse for the additional exemption under Clause 22I, therefore this local option is not revenue neutral and would be applied against the Town's overlay account.

In fiscal year 2025 there were less than 15 applications for veterans' exemptions under the applicable clauses, with a total amount abated of approximately \$25,000. An estimated 4% COLA would result in an increase of \$1,000 in total exemptions in the first year. If adopted, the application of an annual COLA is not expected to have a material impact on the Town's finances.

In conclusion, the adoption of Clause 22I would ensure annual cost-of-living increases to the real estate taxes exempted for veterans under Clauses 22, 22A, 22B, 22C, 22E and 22F, thereby mitigating the impacts of inflation on all statutory veteran exemptions.

ARTICLE 7ACCEPT GENERAL LAWS, CHAPTER 59, SECTION 5, CLAUSE 22L (HERO ACT)

To see if the Town will vote to accept General Laws Chapter 59, Section 5, Clause 22I, which authorizes an annual increase in the amount of the exemption granted under General Laws Chapter 59, Section 5, Clause 22, Clause 22A, Clause 22B, Clause 22C, Clause 22E and Clause 22F by the percentage increase in the U.S. Department of Labor, Bureau of Labor Statistics, Consumer Price Index (CPI) for the previous year as determined by the Commissioner of Revenue, to be effective for applicable exemptions granted for any fiscal year beginning on or after July 1, 2027; or act in any other manner in relation thereto.

(Inserted by the Select Board)

FUNDS REQUESTED: Unknown at press time

DESCRIPTION: This article would tie the Town's Veteran Property Tax Exemption limits to inflation as outlined in the Massachusetts HERO Act (Chapter 178 of the Acts of 2024).

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Special Town Meeting 2025-2 - Select Board Article Presenters and Positions

PRESENTER:

Board Discussion

ITEM NUMBER:

I.4

SUMMARY:

Category: Informing

Category - Discussion

The Board may take up discussion on the Special Town Meeting 2025-2 Articles, article presenters and/or Select Board article positions.

Town Website - Annual Special Town Meeting 2025.
<https://lexingtonma.gov/2442/2025-2-Special-Town-Meeting>

SUGGESTED MOTION:

n/a

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

10/17/2025

12:05pm

ATTACHMENTS:

Description

Type

Art 10 electronic addition motion.

Backup Material

- Art 11 LexHab motion
- STM 2025-2 Select Board Positions Working Document

Backup Material

Backup Material

ARTICLE 10 AMEND REFERENCE OF NEWSPAPERS TO INCLUDE ELECTRONIC MEDIA

MOTION: That Chapter 1 of the Code of the Town of Lexington be amended by replacing Section 1-2 (C), in its entirety with the following:

Chapter 1: GENERAL PROVISIONS

1-2 Rules of Construction

C. Notwithstanding section 13(b) of chapter 4 of the General Laws or any other general or special law to the contrary, wherever the Town of Lexington, or any committee, department, board, commission, or officer thereof is to publish a legal notice in a newspaper or newspaper of general circulation, such requirement may be satisfied in any manner pursuant to Chapter 352 of the Acts of 2024 as such legislation has been further implemented by the Select Board.

(10/16/2025)

ARTICLE 11

CLARIFICATION OF LEXHAB REORGANIZATION

MOTION: That the Town authorize the Select Board to petition the Massachusetts General Court to enact legislation amending Chapter 192 of the Acts of 2024 (establishing the Lexington Housing Assistance Board, Inc. ("LexHab") as a separate nonprofit entity) in substantially the form below; and further to authorize the Select Board to approve amendments to said act before its enactment by the General Court that are within the scope of the general objectives of the petition:

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1: Chapter 192 of the Acts of 2024 shall be amended by:

a. replacing Section 1 thereof with the following:

There is hereby established an independent, nonprofit housing corporation to be known as the Lexington Housing Assistance Board, Inc. or "LexHAB" which shall be organized and operated exclusively for charitable purposes described in section 501(c)(3) of the United States Internal Revenue Code of 1986, as amended.

b. replacing Section 11 thereof with the following:

In the event that the board shall be dissolved in accordance with law at any time, all property and interests therein, assets, and rights of said board existing at such time shall be transferred to the town of Lexington, or to a qualified non-profit housing development corporation described in section 501(c)(3) of the United States Internal Revenue Code of 1986, as amended, and designated by the town of Lexington, which property and assets shall be used exclusively for charitable purposes described in section 501(c)(3) of said Internal Revenue Code; and title to all such property and all such rights shall vest in the town of Lexington automatically without the need for further action or instrument, and the town of Lexington shall, to the maximum extent permitted by law, and acting by and through its Select Board, assume, hold and exercise the powers and duties of said board set forth herein with respect to such property and rights so transferred to said town.

(10/07/2025)

Select Board Positions Working Document

STM 2025-2 ARTICLES		UPDATE AT SELECT BOARD MTG	SELECT BOARD PRSNTR	I P	CNSNT	JH	JP	DL	MS	VK
1	Reports of Town Boards, Officers and Committees		N/A							
2	Appropriate for Prior Years' Unpaid Bills		(only if needed)							
3	Establish, Dissolve and Appropriate To and From Specified Stabilization Funds		JH							
	a. Section 135 Zoning By-Law									
	b. Traffic Mitigation									
	c. Transportation Demand Management/Public Transportation									
	d. Special Education									
	e. Center Improvement District									
	f. Transportation Management Overlay District									
	g. Capital									
	h. Payment in Lieu of Parking									
	i. Visitor Center Capital Stabilization Fund									
	j. Affordable Housing Capital Stabilization Fund									
	k. Water System Capital Stabilization Fund									
	l. Ambulance Stabilization Fund									
4	Amend FY2026 Operating Enterprise and CPA Budgets		MS							
5	Appropriate for Authorized Capital Improvements		DL							
6	Establish, Amend and Continue Departmental Revolving Funds		VK							

Select Board Positions Working Document

STM 2025-2 ARTICLES		UPDATE AT SELECT BOARD MTG	SELECT BOARD PRSNTR	I P	CNSNT	JH	JP	DL	MS	VK
7	Accept General Laws, Chapter 59, Section 5, Clause 22L (Hero Act)		VK							
8	Appropriate for Lexington High School		JP							
9	Home Rule Legislation for New Lexington High School		JH							
10	Amend Reference of Newspapers to Include Electronic Media				?					
11	Clarification of LexHab Reorganization				?					

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Discussion: Select Board and Town Manager Goals for FY2026

PRESENTER:

Board Discussion

ITEM NUMBER:

I.5

SUMMARY:

Category: Decision Making

The Select Board will review and discuss proposed edits to the draft Fiscal Year 2026–2027 goal areas and goal statements.

Following this review, the Board will be asked to consider and vote to approve a finalized set of goals to serve as the foundation for the Board’s priorities and performance objectives for the FY26–27 period.

In addition, the Board will review the draft recommended metrics for the FY26–27 goal period.

SUGGESTED MOTION:

Move to approve the Select Board Fiscal Year 2026–2027 goal areas and goal statements (*as edited*) and post them to them to the Select Board Webpage.

FOLLOW-UP:

Select Board Office to post Select Board Fiscal Year 2026–2027 goal areas and goal statements to Select Board Webpage.

DATE AND APPROXIMATE TIME ON AGENDA:

10/17/2025

12:10pm

ATTACHMENTS:

Description

Type

📄	Suggested edits to Goals - for discussion	Backup Material
📄	Original Draft Select Board Goals FY2026-FY2027	Backup Material
📄	Original Draft Select Board Goals FY2026-FY2027- with Recommended Metrics	Backup Material

FY2026-27 Select Board Goals and Goal Statements

1. Complete the Lexington High School Project

1. Proactively drive actions ~~within our control~~ to meet planned timelines with MSBA and legislature.
2. Find opportunities to lower the cost and impact on resident~~ial~~ taxes
3. Engage residents to explain and address tax implications

2. Clean, Healthy, Resilient Lexington

1. Incorporate Capital [Projects](#) Solar [Canopy](#) Integration Policy into business practices
2. Continue decarbonizing municipal buildings and electrifying municipal vehicles according to the ~~Municipal Decarbonization Roadmap~~ [High Performance Building Policy and Fleet Electrification Policy](#)
3. Reduce waste generation ~~while, improve~~ [increasing](#) composting and recycling [according to the Zero Waste Plan](#)

3. Economic and Community Vibrancy

1. ~~Evaluate and bring~~[Propose](#) forward options for next steps for [revitalizing](#) the center
2. Integrate the external equity officer position into the fabric of the community
3. ~~Analyze and p~~[Propose](#) strategies for [enhancing](#) ~~top~~ economic opportunities in all business districts

4. Fiscal Stability

1. Avoid operational overrides
2. [Maintain AAA Bond Rating](#)
3. [Develop long-term financial plan based on housing projections](#)

5. Livable Community

1. [Review implementation options of housing goals in the comprehensive plan and the HPB analysis](#)
2. Meet with all [housing](#) stakeholders to evaluate ~~Affordable housing options~~ [a true 10% affordable housing goal](#)
3. ~~Advance~~[Implement](#) the ~~bike/ped/~~ [Bicycle and Pedestrian](#) access plan and ~~TSG~~[Traffic Safety Group](#) recommendations as a means of increasing [safety and](#) multi-modal [and public](#) transportation
4. ~~Review~~[Propose](#) strategies that increase a sense of community [across the life, ability, and economic span](#)
[Increase a sense of community by considering health, safety, and systemic barriers in all decisions and planning processes](#)

Commented [KK1]: It was suggested to add these Goal Statements

Commented [KK2]: A suggestion was made to remove this Goal Statement

Commented [KK3]: It was suggested to remove "and public"

Commented [KK4]: A comment was made asking about the intent of this portion of the goal statement

Commented [KK5]: It was suggested to use this wording instead of the wording currently in Goal 4

FY2026-27 Select Board Goals and Goal Statements

1. Complete the Lexington High School Project

1. Proactively drive actions within our control to meet planned timelines with MSBA and legislature.
2. Find opportunities to lower the cost and impact on resident taxes
3. Engage residents to explain and address tax implications

2. Clean, Healthy, Resilient Lexington

1. Incorporate Capital Solar Integration Policy into business practices
2. Continue decarbonizing municipal buildings and electrifying municipal vehicles according to the Municipal Decarbonization Roadmap.
3. Reduce waste generation, improve composting and recycling

3. Economic and Community Vibrancy

1. Evaluate and bring forward options for next steps for the center
2. Integrate the external equity officer position into the fabric of the community
3. Analyze and propose strategies for top economic opportunities in all business districts

4. Fiscal Stability

1. Avoid operational overrides

5. Livable Community

1. Review implementation options of housing goals in the comprehensive plan and the HPB analysis
2. Meet with all stakeholders to evaluate Affordable housing options
3. Advance the bike/ped/access plan and TSG recommendations as a means of increasing multi-modal and public transportation
4. Review strategies that increase a sense of community across the life, ability, and economic span

FY2026-27 Select Board Goals , Goal Statements and Suggested Metrics

1. Complete the Lexington High School Project

1. Proactively drive actions within our control to meet planned timelines with MSBA and legislature.
 - a. Metric: Work with stakeholders to maintain proposed timeline for LHS through end of FY26.
1. Find opportunities to lower the cost and impact on resident taxes
 - a. Metric: Finalize planned use of Construction Stabilization Fund.
2. Engage residents to explain and address tax implications
 - a. Metric: Produce LHS project tax impact calculator and share with community

2. Clean, Healthy, Resilient Lexington

1. Incorporate Capital Solar Integration Policy into business practices
 - a. Metric: Launch Solarize campaign with discounted bulk purchasing to encourage residents to install rooftop solar.
2. Continue decarbonizing municipal buildings and electrifying municipal vehicles according to the Municipal Decarbonization Roadmap.
3. Reduce waste generation, improve composting and recycling
 - a. Metric: Expand the curbside compost program beyond 4,000 households.

3. Economic and Community Vibrancy

1. Evaluate and bring forward options for next steps for the center
2. Integrate the external equity officer position into the fabric of the community
3. Analyze and propose strategies for top economic opportunities in all business districts

4. Fiscal Stability

1. Avoid operational overrides
 - a. Metric: Evaluate strategies to ensure viability of LexMedia, Lexpress, and Liberty Ride.
 - b. Metric: Identify areas where commercial tax base can grow
 - c. Metric: Convene conversations on revenue diversification

5. Livable Community

1. Review implementation options of housing goals in the comprehensive plan and the HPB analysis
2. Meet with all stakeholders to evaluate Affordable housing options
 - a. Metric: Work with staff, RHSO, and housing boards and committees (through the HPB) to evaluate how to achieve a “true” 10% affordable housing goal.

FY2026-27 Select Board Goals , Goal Statements and Suggested Metrics

3. Advance the bike/ped/access plan and TSG recommendations as a means of increasing multi-modal and public transportation
 - a. Metric: TSG and stakeholders advance recommendations in the Town-wide Bicycle and Pedestrian Plan that increase multi-modal and public transportation.
4. Review strategies that increase a sense of community across the life, ability, and economic span

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Exemption 3: Collective Bargaining - To Discuss Strategy with Respect to Collective Bargaining (Police Superior)

PRESENTER:

Board Discussion

ITEM NUMBER:

E.1

SUMMARY:

SUGGESTED MOTION:

Move that the Select Board go into Executive Session under Exemption 3 to To discuss strategy with respect to collective bargaining for the Police Superior Unions, and not to reconvene in Open Session. Further, as Chair, I declare that an open meeting discussion may have a detrimental effect on the bargaining and litigating position of the Town.

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

10/17/2025

12:25pm