

SELECT BOARD MEETING

Monday, April 29, 2024

Select Board Meeting Room, 1625 Massachusetts Avenue, Lexington, MA 02420 - Hybrid Participation*
6:30 PM

AGENDA

PUBLIC COMMENTS

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

SELECT BOARD MEMBER CONCERNS AND LIAISON REPORTS

1. Select Board Member Announcements and Liaison Reports

TOWN MANAGER REPORT

1. Town Manager Weekly Update

CONSENT AGENDA

1. Approve Select Board Committee Appointments
 - Design Advisory Committee - Minhaj Kirmani
 - Design Advisory Committee Associate Member - Danit Netzer
 - Lexington Human Rights Committee:
 - Courtney Apgar
 - Rachel Levy
 - Monuments and Memorials Committee:
 - Elizabeth Huttner
 - Nicholas Wong
 - Noise Advisory Committee:
 - Sallye Bleiberg
 - Barbara Katzenberg
 - Benjamin Lees
 - Laura Rosen
 - Elaine Rudell
 - Tourism Committee - Pamela Fowler
 - Town Celebrations Subcommittee:
 - Mirela Vaso
 - Perla Walling-Sotolong
 - Huma Wasim
 - Town Report Committee - David Lawrence
 - Tree Committee Non-Voting Members:
 - Alicia Morris
 - Rachel Summers
 - Vision for Lexington Committee - Catherine Yan
 - Zoning Board of Appeals Associate Member - Jennifer Wilson
2. Approve and Sign Proclamation - Park and Recreation Month

3. Approve Installation of Happy to Chat Bench for Mental Health Awareness Month -
Lexington Community Center, 39 Marrett Road

ITEMS FOR INDIVIDUAL CONSIDERATION

1. Reorganization of the Board 6:45pm
2. Discuss Future of Liberty Ride 6:50pm
3. Review American Rescue Plan Act (ARPA) Requests for First Quarter of 2024 7:05pm
4. Discuss Community Charrette on Lexington Center Revitalization Report 7:20pm
5. Discuss Trees at Emery Park 7:50pm
6. Discuss Options for Facilitated Community Listening Session for Lexington Human Rights Committee 8:00pm
7. Discuss Town Manager Search Screening Committee Appointment Process and Criteria 8:15pm

ADJOURN

1. Anticipated Adjournment 8:30pm

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

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

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

iPhone one-tap:

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

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

Telephone:

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

Meeting ID: 997 3981 3810

Passcode: 153496

An Act Relative to Extending Certain State of Emergency

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

The next regularly scheduled meeting of the Select Board will be held on Monday, May 6, 2024 at 6:00pm via hybrid participation.

Hearing Assistance Devices Available on Request

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



AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Select Board Member Announcements and Liaison Reports

PRESENTER:

Select Board Members

ITEM NUMBER:

LR.1

SUMMARY:

Under this item, Select Board Members can provide verbal updates, make announcements, as well as comment on any additional points or concerns. There are currently no written updates or announcements for the April 29, 2024 meeting.

SUGGESTED MOTION:

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

4/29/2024

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Town Manager Weekly Update

PRESENTER:

Jim Malloy, Town Manager

ITEM NUMBER:

TM.1

SUMMARY:

Attached please find the Town Manager's Weekly Update for the week ending on:

- April 26, 2024

SUGGESTED MOTION:

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

4/29/2024

ATTACHMENTS:

Description	Type
 Weekly Update 04-26-24	Backup Material



Town of Lexington

Town Manager's Office

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

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

MEMORANDUM

TO: Select Board
FROM: Jim Malloy, Town Manager
DATE: April 26, 2024
RE: Weekly Update

The following is an update of activities for the week ending April 26, 2024:

Town Manager Updates:

- We have appointed a new Management Fellow, Desmond Jeffries, who will be starting with Lexington in early August. Desmond received his Master of Public Administration (MPA) degree in 2021 from the University of San Francisco and is currently working for the Alameda County (CA) District Attorney's Office.
- I met with Carolyn Kosnoff, Doug Lucente and Suzie Barry on a \$150,000 earmark from Rep. Ciccolo for the 250th (which has to be spent by 6/30/24). We developed a budget and signed the contract last week. The funds will be used for the following purposes, which were on the list of items that were in the presentation that went to Town Meeting (expenses still exceed revenues).

<u>Item Requested</u>	<u>Department</u>	<u>Amount</u>
Sound System	Public Works	\$ 15,000
Barricades	Public Works	\$ 14,000
Bleachers or Lighting	Public Works	\$ 20,000
New Costumes for Guides	Economic Development	\$ 60,000
Portable Radios	Police	\$ 41,000
Total:		\$ 150,000

- Attached please find the agenda tracker for upcoming Select Board meetings.

Land Use, Housing and Development:

Planning:

- [28 Meriam St./32 Edgewood](#) – The public hearing for the special residential development was continued to the Planning Board's May 8 meeting at 6:00 pm on Zoom.
- [5-7 Piper Rd.](#) – The Planning Board received the first application under the new village overlay zoning. Proposal is for 59 condo units with 8 inclusionary. The public hearing will be May 22 at 6:00 pm on Zoom.

Human Services:

Senior Services

- Lexington Senior Services celebrated Volunteer Appreciation Month with a luncheon for all the volunteers. We have over 80 volunteers who have volunteered over 2,100 hours, which equals about \$72,000.
- May is Mental Health Awareness Month – check out the Human Services Website for all the great programs coming up.
- How to Protect Against Scams, Fraud & Identity Theft – Wednesday, May 1st, 10:30 – 11:30 AM. The Middlesex Sheriff's Office will discuss scams and how perpetrators trick people into sharing information that leads to identity theft. The L.E.A.R.N. presentations are constructed to allow for a two-way dialogue with tips and data.

ITEM NAME	PROPOSED DATE	MINUTES	Item #	Description
Interview Executive Search Firms for Town Manager Search - 9:00am Meeting	29-Apr-24	180	1	Interview the firms for Town Manager Search
Approve Select Board Committee Appointments	29-Apr-24	0	0	Appointments from March 2024 recruitment for various boards and committees
Approve and Sign Proclamation - Park and Recreation Month	29-Apr-24	0	0	Annual proclamation - Park and Recreation Month
Happy to Chat Bench Installations - for Mental Health Awareness Month in May	29-Apr-24	0	0	The Recreation and Community Programs and Human Services Department are seeking permission to install benches for connecting people (happy to chat) for Menatl Health Awareness in May
Reorganization of the Board	29-Apr-24	5	1	The Select Board will reorganize at the first meeting after Annual Town Meeting concludes
Discussion on the Liberty Ride	29-Apr-24	15	2	Sandhya Iyer is seeking direction on the future of the Llberty Ride. She is recommending that the Town seek one additional year from Joseph's Transportation (2025-26) and then seeking to purchase a trolley and put out an RFP for driver/storage.
1st Quarter ARPA Discussion	29-Apr-24	15	3	The first quarter submissions were due 3/29 and the Town Manager sent the ARPA Spreadsheet out in the 4/5 weekly update
Charrette report discussion	29-Apr-24	30	4	Follow up from 3/6/2024
Trees at Emery Park Discussion	29-Apr-24	10	5	The Town removed two trees from Emery Park. The discussion on the Center Charrette discussed highlighted Emery Park as a community gathering spot, staff has discussed whether it would be advisable to not replant the trees at this time and instead plant two trees elsewhere in Town.

Facilitated Community Discussion - HRC	29-Apr-24	15	6	This is to discuss bringing in a facilitator to hold community based discussion(s)
Discuss Town Manager Search Screening Committee Process and Criteria	29-Apr-24	15	7	
Approve (Special Event) Entertainment License - CAAL	6-May-24	0	0	CAAL's 2024 Boston Asian International Music Festival live performances/recorded music/DJ 6/22 on the Visitors Center Lawn
Approve One-Day Liquor Licenses - LABBB Collaborative x2	6-May-24	0	0	LABBB Collaborative is hosting the annual Lexington Battle Green BBQ Festival in the Depot Lot 6/8-6/9
Approve (Special Event) Entertainment License - LABBB Collaborative	6-May-24	0	0	Live band at the annual Lexington Battle Green BBQ Festival on 6/8 only
Approve License for Public Entertainment on Sunday - LABBB Collaborative	6-May-24	0	0	Live band at the annual Lexington Battle Green BBQ Festival on 6/9 only
Approve One-Day Liquor Licenses - Spectacle Management x4	6-May-24	0	0	Spectacle Management x4 events at Cary Memorial Building: 5/18; 6/5; 7/25; 7/27
Approve Select Board Minutes	6-May-24	0	0	4/10 SB, 4/10 Joint SB, CEC, AC meeting
Zero Waste Survey Result	6-May-24	20	1	Tufts research team will present results of town-wide survey. Maggie Peard- lead
Present Plan of Action and Timeline for Amending the Lexington Human Rights Committee Charge and Community Conversation Plan	6-May-24	15	2	Joe present the plan of action and timeline for updating the LHRC charge
Bike and Ped Plan Update/Approval?	6-May-24	15	3	Next step in adopting the Bike/Ped Plan
Discussion on Monument at Belfry Park Decision	6-May-24	10	4	This item is to formalize the Select Board's decision on the selected monument at Belfry Park

Street Art Proposed Project Final Approval	6-May-24	10	5	The Select Board heard a proposal to install street art at the intersection of Kendall and Farmcrest and was supportive. The residents have worked with TSG and are now ready to seek final approval to do the work over the summer of 2025.
Review of 2023 and Preview of 2024 Farmers' Market	6-May-24	15	6	confirmaton from Leslie for 5/6 date,
Discuss/Appoint Town Manager Search Committee	6-May-24	20	7	This will be to review applicants and make appointments to the Town Manager Search Committee (TM Search consultant is to meet with this committee sometime between 5/8-5/17)
Executive Session - DPW and Custodial Union Negotiations	6-May-24	30	x	We have started negotiations with both unions and we need to meet with the Select Board to review/receive authorization
PLACEHOLDER - Review and Approve Committee Meeting Conduct Norm Policy	13-May-24	15	1	Follow up from 12/18/2023 meeting
PLACEHOLDER - Review TAC Response to AHTC Report	13-May-24	20	2	
Discussion on Housing Incentives	13-May-24	30	3	LUHD is asking to have a discussion on incentive options (reductions in fees) related to promoting affordable housing
PLACEHOLDER - Students to discuss single use water bottle purchasing by town government	13-May-24	15	4	
Discussion on proposed updates to Alcohol Policy for Restaurants	13-May-24	20	5	This is a discussion to review updates to the alcohol policy for restaurants, which was last updated in 2010.
COA would like to request Increasing senior tax work off rate	15-May-24			COA would like to ask SB to vote on increasing the hourly rate from \$13.50 to \$15 since that's the current minimum wage. Email from Dana on 3.5.24
PLACEHOLDER - Approve Select Board Committee Appointment - Fund for Lexington - Trustees of Public Trusts Member	20-May-24	0	0	_____ as a member to the Fund for Lexington Board representing the Trustees of the Public Trusts
Approve Select Board Committee Reappointment	20-May-24	0	0	Tara Mizrahi is up for reappointment on LexHAB (term ends 5/31)

Placeholder - Request for License to Sell at Farmers' Market - Stormalong Cider	20-May-24	0	0	Applictation from Stormalong Cider at the Lexington Farmers' Market for the 2024 season
Town Manager Reappointments	20-May-24	0	0	These are Town Manager reappointments to Recreation, Board of Health and Council on Aging
Liquor License Amendment - Bermans	20-May-24	10	1	Applications transfer of Stock - requires a hearing, advertising hearing in 5/9/24 Minuteman newspaper
Liquor License Amendment - Il Casale Expansion of premise	20-May-24	5		request to expand liquor license coverage to the tables Il Casale uses on Town Property
Power Options Presentation	20-May-24	20	2	Power Options completed the Fleet Electrification Roadmap, this is a presentation to the Board on the roadmap to electrify the Town's fleet. Contractor has been informed of May 20 as the day to attend
Discuss/Approve Modifications to the Fleet Electrification Policy	20-May-24	10	3	The Green Communities program is expanding to include a "Climate Leader Community" designation. Applications open this summer and Maggie is working to make sure we have all the pieces to be able to apply. Designation will mean we would have access to larger grants that we could use on municipal building decarbonization projects, among other things. Maggie Peard ran our Fleet Electrification Policy by DOER to see if it meets their requirements and there are a couple very minor edits they suggested to be extra careful that it will meet their requirements.
Town Meeting Article Submission Timeline Discussion	27-May-24		1	Policy Committee will present a proposed schedule for article submissions

Discussion on potential summit on Sustainable Efforts and Historic Preservation	3-Jun-24	20	1	<p>This would be a discussion whether the Board believes there is value to holding a summit with Sustainable Lexington, the Sustainability and Resilience Officer, Historic Districts Commission, Historical Commission (AC/CEC?) and perhaps creating an Ad Hoc Working Group to address any bylaw issues that could provide consideration of sustainability efforts in regard to historic preservation.</p>
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AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Approve Select Board Committee Appointments

PRESENTER:

Select Board Chair

ITEM NUMBER:

C.1

SUMMARY:

Category: Decision-Making

Appointments:

The Select Board is being asked to appoint members, as identified on the list attached to this meeting packet (Select Board Committee Appointments - April 29, 2024), to fill vacancies on the following committees:

Design Advisory Committee
Design Advisory Committee Associate Member
Lexington Human Rights Committee
Monuments and Memorials Committee
Noise Advisory Committee
Tourism Committee
Town Celebrations Subcommittee
Town Report Committee
Tree Committee Non-Voting Members
Vision for Lexington Committee
Zoning Board of Appeals Associate Member

SUGGESTED MOTION:

To appoint the committee members with terms as indicated in list included with the meeting packet (Select Board Committee Appointments - April 29, 2024).

Move to approve the consent.

FOLLOW-UP:

Select Board Office

DATE AND APPROXIMATE TIME ON AGENDA:

4/29/2024

ATTACHMENTS:

Description	Type
2024 Design Advisory Committee Application - M. Kimani	Backup Material
2024 Design Advisory Committee Application - D. Netzer	Backup Material
2024 Lexington Human Rights Committee Application - C. Apgar	Backup Material
2024 Lexington Human Rights Committee Application - R. Levy	Backup Material
2024 Monuments and Memorials Committee Application - E. Huttner	Backup Material
2024 Monuments and Memorials Committee Application - N. Wong	Backup Material
2024 Noise Advisory Committee Application - S. Bleiberg	Backup Material
2024 Noise Advisory Committee Application - B. Katzenberg	Backup Material
2024 Noise Advisory Committee Application - B. Lees	Backup Material
2024 Noise Advisory Committee Application - L. Rosen	Backup Material
2024 Noise Advisory Committee Application - E. Rudell	Backup Material
2024 Tourism Committee Application - P. Fowler	Backup Material
2024 Town Celebrations Subcommittee Application - M. Vaso	Backup Material
2024 Town Celebrations Subcommittee Application - P. Walling-Sotolong	Backup Material
2024 Town Celebrations Subcommittee Application - H. Wasim	Backup Material
2024 Town Report Committee Application - D. Lawrence	Backup Material
2024 Tree Committee Application - A. Morris	Backup Material
2024 Tree Committee Application - R. Summers	Backup Material
2024 Vision for Lexington Committee Application - C. Yan	Backup Material
2024 Zoning Board of Appeals Associates Application - J. Wilson	Backup Material
Select Board Committee Appointments - April 29, 2024	Backup Material

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 one year 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.

Minhaj

First Name

Kirmani


Last Name

Middle
Initial

Nickname

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

Dr.


Email Address

Alternate Email Address (Optional)

28 Stimson Ave.

Home Address

Suite or Apt

Lexington

City

MA

State

02421

Postal Code

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

51

What Precinct do you live in?

☒ Precinct 9

Home:

Primary Phone

Mobile:

Alternate Phone

Retired from Weidlinger
Associates

Employer

Principal

Job Title

Work Address

28 Stimson Ave.

Which Boards would you like to apply for?

Design Advisory Committee: Submitted

Interests & Experiences

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

Special Training and/or Qualifications

Professional Structural Engineer over 55 years experience for design, construction management for major building projects in US and International projects. Offered Alternate Value Engineering options to clients in order to meet the project on budget and on time. Ph.D in Structures from UMASS in Amherst 1976

Upload a Resume

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

To offer my volunteer services to the town in all construction related projects planned by any department of town and on going town projects where my expertise could be needed by town to successfully execute the project.

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

Town web page

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

Minhaj Kirmani

Application Form

Profile

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Danit		Netzer
First Name	Middle Initial	Last Name

Nickname

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

Ms.

Email Address

Alternate Email Address (Optional)

17 John Poulter Road		
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)

41 years

What Precinct do you live in?

☒ Precinct 4

Mobile:		
Primary Phone	Alternate Phone	

Employer

Job Title

Work Address

Which Boards would you like to apply for?

Design Advisory Committee: Submitted

Interests & Experiences

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

Special Training and/or Qualifications

I am a long-time resident of Lexington, grew up and attended public schools here, and returned to raise my three children who attend LPS. I have an MBA, strong project management and communication skills. I have worked in architecture and design-build firms in town. I volunteered at several LPS schools in various capacities as explained below. I feel very passionately about Lexington and the vibrancy of Lexington Center for all town inhabitants and visitors!

[DLN Resume_3.6.24.pdf](#)

Upload a Resume

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

My connection to Lexington started in 1983 when, as a 10-year-old, my family attended Discovery Day, then held at the Depot where lobster was served and music bands played. My family fell in love with Lexington on that day, and every day since, three generations of our family lives in Lexington. I attended Fiske Elementary, Diamond Middle School and LHS. I have always loved the diversity, intelligence, kindness and care that Lexington residents displayed. Lexington is a unique town that celebrates both a rich history of freedom and an optimistic vision for a brighter future that celebrates those freedoms with diversity and opportunity. After completing my undergraduate degree and an MBA, living in Boston, NYC and Israel, I chose to return to Lexington to raise my three children. And what an honor and privilege it has been! My children attended Fiske, Harrington, Hastings, Diamond, Clarke and LHS. My family benefited from the superb Lexington schools and special needs programs. During those years, I volunteered in many capacities and for many years in the schools including as an Executive on the PTO, Metco Coordinator, Big Backyard Coordinator, Graduation Coordinator, Room Parent and soccer coach at LUSC. I also served as Board President for the Israeli School of Lexington for several years where I led strategic and tactical activities impacting countless families. Lexington is and always has been my home! I care deeply about our town, our center, our businesses, and our residents. I believe I can contribute my passion and enthusiasm, as well as my strategic planning, organizational, and team-building talents, to any position in Lexington.

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

From a friend and online.

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

DANIT LEVY NETZER

████████████████████ | Lexington, MA 02421

SKILLS

- MBA
- Project Management
- Interpersonal Skills
- Budget Management
- Problem Solving
- Attention to Detail
- Cross-Functional Collaborations
- Microsoft Suite

PROFESSIONAL SUMMARY

Well-qualified Operations Manager with proven success in managing varied projects, team building and problem solving. Highly proficient in interpersonal communication, improving processes and increasing productivity.

Ready to leverage training and experience to take on new professional challenges.

WORK HISTORY

Feb 2015 - Current

Real Estate Investment Property Manager

Self-Employed

- Manage all communication, budgeting, contracts, payments, maintenance, and problem solving.
- Planned and oversaw complicated renovation ensuring on-time and on-budget completion.

Jul 2022 - Jul 2023

Project Manager

Feinmann Inc., Design-Build Firm -
Lexington, MA

- Managed multiple high-end residential remodels by prioritizing tasks according to project objectives, resource availability and organizational goals.
- Developed project budgets and RFPs, defined project scope, and drafted contracts.
- Established effective communication among cross functional team members, vendors, subcontractors and clients for enhanced collaboration and successful project completion.
- Monitored project progress, identified risks, problem-solved and took corrective action as needed.
- Implemented continuous improvement initiatives by leading company-critical pricing project.

Jan 2020 - Jan 2022

Operations & Office Manager

Hisel Flynn Architects - Lexington,
MA

- Managed extensive "master planning" database to track client invoicing used to allocate firm resources and ensure remodels stayed on time and on budget.
- Developed strategic road map analyzing fee caps, billed hours, revenue and growth trajectories.

- Initiated, implemented, and managed transition to Intuit QuickBooks.
- Led marketing efforts including: correspondence with journalists, new presence on industry app, photoshoot coordination and creation of an interior design library.
- Created and managed databases that tracked interior design finishes, trade accounts, partner contacts, and industry awards.

INTERNATIONAL EXPERIENCE

VP MARKETING & SALES , Minnies International Baby Footwear Company, Israel 2007 - 2009

- Sales of \$1.5M in one year to new distribution channels including leading department stores, specialty stores and discounters in U.S.
- Developed and implemented go-to market Marketing Plan for CEO and directed Design & Development Team to make products merchandisable/suitable to target markets.

PRODUCT MARKETING , Bank Hapoalim, Israel 2003 - 2005

Graduate of Bank Hapoalim Management Training Program

- Developed strategic marketing campaigns to acquire new customers, increase market share and strengthen existing customer base of Retail Bank.
- Collected & analyzed market research data for in-depth understanding of target customers & customer behavior and developed ways to address customer needs.
- Wrote marketing brochures and campaign briefs that indicated business objectives, target market, customized value proposition, market channels and marketing content.

CORPORATE EXPERIENCE

CHANNEL MARKETER , Solomon Smith Barney CitiGroup, New York, NY 1998 - 2000

- Developed a go-to market campaigns to increase brand awareness, generate sales leads and provide product education to 11,000 consultants.
- Created marketing campaign, positioning strategy and product release schedule for print, website, sales guides and national presentations.
- Developed programs for lead generation resulting in 400% increase in revenues.

GLOBAL ASSET MANAGEMENT ASSOC., Sandford C. Bernstein & Co Inc., NY, NY 1996-1998

- Managed international client relations, performed lead generation, portfolio analysis, and investment guideline development of \$25-\$100 Million pension accounts.
- Produced in depth customized client portfolio reviews and prospecting presentations.

COMMUNITY ENGAGEMENT

IEP PLACEMENT COORDINATOR March 2019 - Dec 2021

- Led mediation efforts as primary contact with education evaluation company, family advocate, educators, public school administrators and family members to place students in suitable programs.

- Coordinated education placement process; scheduling, resource availability and funding.

BOARD PRESIDENT , The Israeli School of Lexington, Lexington MA Sept 2013 - July 2021

- Led members and Principal in strategic and tactical activities impacting school families and staff servicing Greater Boston.
- Managed school budget, allocated resources responsibly, and drove fundraising to achieve a 400% increase in revenue.

VP EXECUTIVE BOARD , PTO Lexington Public Schools, Lexington MA Sep 2014 - Jun 2021

- Managed five PTO committees; budget allocation, resources, and staffing.
- Delegated tasks and built relationships with members, school administrators and service providers.

Metco Coordinator, Graduation Coordinator, Science Coordinator, and Room Parent

EDUCATION

2002

MBA

Babson F.W. Olin Graduate School of Business | Wellesley, MA

- cum laude graduate

1995

Bachelor of Arts: International Relations Major, Architecture Minor

Trinity College | Hartford, CT

LANGUAGES

Hebrew

■■■■■
Native or Bilingual

Application Form

Profile

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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 one year 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.

Courtney

First Name

Apgar


Last Name

Middle
Initial

Nickname

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

Mrs.


Email Address

Alternate Email Address (Optional)

31 Barberry Rd

Home Address

Suite or Apt

Lexington

City

MA

State

02421

Postal Code

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

9 years

What Precinct do you live in?

☒ Precinct 3

Home: 

Primary Phone

Alternate Phone

None
Employer

SAHM
Job Title

Work Address

31 Barberry Rd

Which Boards would you like to apply for?

Lexington Human Rights Committee: Submitted

Interests & Experiences

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

Special Training and/or Qualifications

I have a Master's in Psychology and a JD. I've been a stay at home mom to two special needs kids for the last 15 years, and I've lived in Lexington for the last 9 years. I've also been a Town Meeting Member for the last 7 years, and I am on the board of Camp Starfish, a sleep away camp for kids with special needs.

Upload a Resume

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

I love Lexington and know that it takes volunteers to help keep our town running well. I'm happy to help in any way I can.

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

An email from the town.

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

Courtney Apgar

Profile

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Rachel

First Name

K

Middle Initial

Levy

Last Name

Nickname

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

Mrs

Email Address

Alternate Email Address (Optional)

31 Fairlawn Lane

Home Address

Suite or Apt

Lexington

City

MA

State

02420

Postal Code

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

1.5 years

What Precinct do you live in?

☒ Precinct 1

Mobile:

Primary Phone

Alternate Phone

N/A

Employer

Job Title

Work Address

Which Boards would you like to apply for?

Lexington Human Rights Committee: Submitted

Interests & Experiences

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

Special Training and/or Qualifications

Extensive volunteerism across a range of social justice initiatives, including but not limited to: - founding member of American Express Global Merchant & Network Services Diversity, Equity & Inclusivity Council in partnership with company Chief DE&I officer; - designed and launched American Express global Always Welcome community initiative connecting businesses with community members, artwork designed by underrepresented artists from local communities around the globe (started in the US, expanded to Canada, South Africa, Australia, Mexico to name a few); - chaired fundraising and collection drives for Syrian refugees via Greater NYC Families for Syria (group disbanded past 3 months); - ongoing sponsorship of NYC refugee family for past 7 years via New Neighborhood Partnerships; - have volunteered from teenage years (early organizer/chair of Temple Isaiah Mazon dinner) through college (volunteered in homeless shelters) and remain a passionate advocate for justice in all communities where I live.

[Rachel_Levy__Nov_2023.pdf](#)

Upload a Resume

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

In November 2023, I left a comfortable executive job at a fortune 500 company that I had worked at for nearly two decades to pursue other interests. A driving force in my departure was witnessing religious discrimination in the workplace that I escalated to the most senior C-levels within the company. Using my voice to champion those who had been discriminated against reignited a long passion of mine, which is to leave a lasting mark at scale. Since that time, I have taken leadership positions in health fundraising, have advised companies, am working with LexRAP to support their mission, and would be honored to support the Lexington HRC mission.

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

Town of Lexington notices, Facebook groups, friends.

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

RACHEL LEVY

31 Fairlawn Lane | Lexington MA 02420 | [REDACTED]

EXECUTIVE SUMMARY

Marketing executive with two decades of experience managing teams to build and market B2C and B2B products across a number of different industry segments. Proven track record in product launches, P&L responsibility, partner management, and acquisition marketing. Regarded for the ability to build and motivate teams and drive results in fast-paced dynamic environments. Persuasive communicator able to quickly synthesize ideas into coherent strategies and gain executive buy-in.

SELECTED CAREER ACHIEVEMENTS

- Defined and launched Amex U.S. merchant welcomed acceptance marketing strategy
- Doubled U.S. Amex Offers business
- Developed new business model and stood up new organization to lead Amex Prepaid
- Brought 5 new products and 2 new benefits to market, including Corporate Centurion Card
- Led work in 20 markets globally

PROFESSIONAL EXPERIENCE

American Express, New York NY (Feb 2006 – Nov 2023)

Vice President, Head of U.S. Merchant Marketing (Dec 2018 – Nov 2023)

- Managed team of 100+ to drive revenue, acquisition, activation, and merchant satisfaction
- Identified and executed high impact initiatives across Welcomed Acceptance, Perceptions of Coverage, and Amex Offers

Vice President & General Manager, Prepaid Issuer Team (May 2017 – Dec 2018)

Strategic Planning, Sale of Prepaid Business (Sep 2016 – Apr 2017)

- Designed and executed new business model in sale of Prepaid business: led legal negotiations; established all policy, governance, and oversight; staffed organization
- Managed Prepaid P&L, investment strategy, transition of services, regulatory exams, and successfully completed first audit post transaction close
- Managed team of ~25 across marketing, technology, operations, reporting, and controls

Acting Vice President, Brand & Digital Acquisition (Aug 2015 – Jan 2016)

- Oversaw Prepaid Debit Card and Gift Card brands and marketing; responsible for Gift Card P&L
- Generated >\$2Bn in Gift Card sales and optimized Serve portfolio line post SKU launch
- Owned Digital Acquisition investments, capabilities, marketing, and results
- Managed team of ~25 employees

Director, American Express Serve Marketing (Oct 2011 – July 2015)

- Launched Softcard Mobile Wallet co-brand: 160% goal in <6 months, CPA 15% portfolio average
- Launched Deals & Offers, an e-Commerce product: 644% deal inventory, 255% offer inventory
- Owned product P&L, partner management, go-to-market strategy, content management

Director, North America Commercial Charge Card (Oct 2010 – Oct 2011)

- Owned Corporate Green, Gold, Platinum, Centurion, and Preset in US and Canada
- Drove product line strategy and new product development, including benefit and airline negotiations, yielding 96.6% retention of at-risk Card members
- Led the launch of and managed the American Express Corporate Centurion Card
- Led pilot of new product designed to drive incremental non-T&E spend via revolving offers

Director, U.S. Commercial Card (Jul 2008 – Oct 2010)

- Strategic advisor to EVP of U.S. Commercial Card, overseeing Corporate Card and B2B sales and account development for 60,000+ U.S. based corporations and 800+ employees

Senior Manager, Meetings Partnerships (Aug 2007 – Jul 2008)

- Launched partnership with StarCite, the leading provider of meetings management technology
- Led product development for first-to-market technology solution, managed successful product pilot and launch in US and EMEA, developed all marketing activities

Manager, Global Commercial Card Product Strategy (Feb 2006 – Aug 2007)

- Developed Corporate Services' 1st Global Product Footprint, defining the strategic investment in global products, technologies, and servicing capabilities
- Managed company's 1st global Corporate cardmember research, encompassing 19 markets

Barclaycard, England (Sep 2004 – Oct 2005)

- Barclays Bank executive development program: included Portugal distribution deal negotiation, Australasian market entry strategy analysis, and systems analysis

EDUCATION

- American Express & Harvard Certificate in Leadership Excellence
- Tufts University, Medford MA: B.A. Summa Cum Laude
- Tufts in Paris, France: One year of study at the Université de Paris (Sorbonne and Institut Catholique)
- Phi Beta Kappa, International honor society, Tufts University Chapter
- French Business Diploma (Diplôme de français des affaires) with honorable mention

PERSONAL INTERESTS

Social justice, International travel, Conversational French

Application Form

Profile

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Elizabeth

First Name

Huttner

Last Name

Middle
Initial

Nickname

Liz

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

Ms.

Email Address

Alternate Email Address (Optional)

67 Woburn St.

Home Address

Suite or Apt

Lexington

City

MA

State

02420

Postal Code

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

8 years

What Precinct do you live in?

None Selected

Mobile:

Primary Phone

Alternate Phone

Employer

Job Title

Work Address

Which Boards would you like to apply for?

Monuments and Memorials Committee: Submitted

Interests & Experiences

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

Special Training and/or Qualifications

I have a background in education and training.

[Elizabeth_Huttner_Resume_111523.pdf](#)

Upload a Resume

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

I'm interested in serving on the M&M Committee because I believe in its mission and it's a great opportunity to serve our community.

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

I heard about it through a local Lexington publication.

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

ELIZABETH HUTTNER, Ed.M.

Lexington, MA 02420 | [REDACTED] | [REDACTED] | [REDACTED]

LEARNING LEADER

Creator of targeted, meaningful learning strategies that align with needs. Collaborates with internal and external stakeholders, as well as subject matter experts, to promote skills-focused solutions. Continual innovator who designs, develops and delivers learning experiences for thousands globally, while embracing tight timelines and limited resources.

CORE COMPETENCIES

- **Learning strategy:** curriculum planning and development, needs analysis, design thinking, evaluating impact and effectiveness, vendor management, learning consulting, creating learning pathways, analyzing learner data
- **Learning design:** content creation, instructional design, media planning, enabling use of learning technologies, creating assessment opportunities, learner experience innovation, designing and facilitating workshops, learning management systems, edX platform, HTML
- **Project leadership:** managing complex projects, team leadership, cross-functional collaboration, stakeholder engagement and communication

PROFESSIONAL EXPERIENCE

MIT SCHELLER TEACHER EDUCATION PROGRAM/THE EDUCATION ARCADE, Cambridge, MA

September 2023 – Present

Content Developer and Project Manager, Contract

- Partner with 4 MIT faculty members to draft content for a white paper on generative AI and K-12 education.

MIT DEPARTMENT OF MATERIALS SCIENCE AND ENGINEERING, Cambridge, MA

June 2023 – Present

Learning Scientist, Contract

- Develop methods to explore the impact and effectiveness of learning programs, including designing 6 surveys and 2 interview protocols. Analyze data and make recommendations. Support teaching and learning through instructional design and consulting, suggesting more active-learning centered approaches.

EXECONLINE, Remote

May 2021 – January 2023

Senior Director, Learning Design

- Managed the end-to-end development of 10 online, 1-week courses sold to business leaders, including crafting the approach, interfacing with partners, collaborating with subject matter experts, and balancing stakeholder needs. Transformed content from top universities and leading experts, while creating authentic activities to help participants build and demonstrate understanding.
- Supervised multiple contractors tasked with media production and instructional design work.
- Consulted on strategic positioning and portfolio management in service of ensuring quality learning products.

IBM, Cambridge, MA

July 2019 – May 2021

Senior Learning Experience Designer

- Established the vision and strategy for learning portfolios and oversaw the design and development of enterprise-wide digital learning offerings used by more than 100,000 employees on topics such as resilience, diversity and inclusion.
- Generated methods for measuring impact and reported findings to senior leaders.
- Elevated the learning design approach through innovation, project team leadership, cross-team collaboration, mentoring colleagues, presenting on key learning topics and trends, and facilitating enablement sessions.

MIT TEACHING SYSTEMS LAB, Cambridge, MA

July 2016 – July 2019

Senior Manager, Online Course Development and Digital Learning Lab Fellow

- Led the design, development, and delivery of 4 massive open online courses (MOOCs) with thousands of enrollees. Topics included school innovation and design thinking. Leveraged the expertise of several MIT faculty members and other subject-matter experts to craft relevant learning experiences for educators worldwide.
- Managed 3 full-time employees and handled strategic planning.
- Conducted research and published several papers, presenting at conferences in the US and abroad.

MIT SCHELLER TEACHER EDUCATION PROGRAM/THE EDUCATION ARCADE, Cambridge, MA
EdTechX Course Manager and Digital Learning Lab Fellow

March 2015 – May 2017

- Designed and developed a MOOC on the implementation and evaluation of educational technology for K-12 educators. Refined and managed 3 other MOOCs in the series, covering topics from educational technology basics to games (approx. 50,000 registrants across all 4 courses).
- Developed novel ways of utilizing edX platform features and fostering peer feedback.
- Pioneered a Community Teaching Assistant program, where exceptional learners were invited to facilitate courses and to co-design learning experiences.

GORDON-MIT ENGINEERING LEADERSHIP PROGRAM, Cambridge, MA
Instructional Designer

July 2011 – March 2015

- Created and documented learning activities pertaining to engineering leadership for undergraduate students. Topics included inquiry and dialoging, resourcefulness, and structured communications.
- Developed an online, text-based simulation in cooperation with AMD (Advanced Micro Devices) to allow undergraduate students to explore leadership concepts. Tested with approximately 80 students at MIT in a class setting.

EDUCATION AND CERTIFICATIONS

Master of Education (Ed.M.) in Technology, Innovation, and Education
 HARVARD GRADUATE SCHOOL OF EDUCATION, Cambridge, MA

Bachelor of Arts (B.A.) in Government
 CLAREMONT MCKENNA COLLEGE (CMC), Claremont, CA

Agile Explorer – IBM (September 2019)

Enterprise Design Thinking Practitioner – IBM (July 2019)

SELECT PUBLICATIONS

Huttner-Loan [former last name], E., et al. (2018). Making a Creative Commons MOOC: Challenges and Opportunities. 2018 Learning with MOOCs (LWMOOCs), 26-28 Sept., Madrid, Spain. IEEE.

Napier, A., Huttner-Loan, E., and Reich, J. (2018). From Online Learning to Offline Action: Using MOOCs for Job-Embedded Teacher Professional Development. L@S '18: Proceedings of the Fifth Annual ACM Conference on Learning at Scale, London, UK.

Huttner-Loan, E., Napier, A., Sims, B., and Reich, J. (2017). Considering the Impact of Partial Self-Pacing in a Design Thinking MOOC: Inviting Learner Choice and Voice. Poster accepted at Learning with MOOCs 2017, Austin, TX.

INTERESTS & MORE

Citizen's Academy Graduate, Lexington, MA

2017

Classically-Trained Singer

1998 – Present

- Member of the Jameson Singers (January 2022 – Present).
- Substitute singer at Hancock Church in Lexington (September 2023 – Present).

Application Form

Profile

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Nicholas

First Name

Wong


Last Name

Middle
Initial

Nickname

Nick

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


Email Address

Alternate Email Address (Optional)

214 East Emerson Rd

Home Address

Suite or Apt

Lexington

City

MA

State

02420

Postal Code

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

38

What Precinct do you live in?

☒ Precinct 5

Home:

Primary Phone

Alternate Phone

Diversified Technologies, Inc.

Employer

Program Manager

Job Title

Work Address

35 Wiggins Ave, Bedford, MA 01730

Which Boards would you like to apply for?

Monuments and Memorials Committee: Submitted

Interests & Experiences

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

Special Training and/or Qualifications

No specific training or qualifications, but a lifelong Lexington resident with an interest in its history.

[Wong_Nicholas-Resume.pdf](#)

Upload a Resume

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

I have a general interest in Lexington and its history. Exploring this more in-depth through the study of its memorials is an interesting and unique experience, which I'd also like to share with my children. Additionally, I would like more people to have access to all of this information and learn more about the town, so cataloging this information and making it accessible to more people is an important and worthwhile endeavor.

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

I submitted a few memorials via the submissions page - which I was made aware of by the Link to Lexington newsletter. I was contacted by a committee member and recruited to join.

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.

Nicholas W. Wong

I am an experienced professional in the technology field focused on helping companies grow and establish processes and culture that enhance the workplace and productivity. Whether in large companies or at startups, I quickly integrate and establish credibility to execute whatever tasks are necessary to develop the best personnel and products possible.

EXPERIENCE

DIVERSIFIED TECHNOLOGIES, INC - Waltham, MA

Privately held company with expertise in developing power systems for high-energy applications

Program Manager

2023-Present

- Manages development of electro-mechanical systems from development to deployment, ensuring programs stay on schedule and on budget
- Creates and optimizes company processes and procedures to improve team efficiency and performance

VEO ROBOTICS - Waltham, MA

Privately held start-up Company developing robotics safety systems to enhance robot-human collaboration

Senior Manager of Operations

2021-2023

- Support product development, operations, and organizational development across the company as necessary, specifically in coordination with the CFO and VP of Engineering
- Facilitate and coordinate meetings: exec team, product development, milestone/gate, all hands
- Establish and improve lines of communication across the company: create and monitor online form for internal questions, create and send monthly company-wide update emails
- Lead special initiatives and projects as necessary, including: product and project management, budgeting, logistics
- Create, update, and enforce company policies and processes to optimize company efficiency and enhance culture
- Coordinate logistics of customer deployments for both hardware and teams
- Develop training materials for internal and customer use; coordinating in-class and practical training sessions
- Establish excellent relationships with all employees via day-to-day support to improve workplace satisfaction and productivity

Engineering Operations Manager

2019-2021

- Support managing product development, operations, and engineering in support of the VP of Engineering
- Lead project management activities within the engineering organization and acts as point-of-contact across departments
- Coordinate with engineering managers to review project status, managerial concerns, and operational or staffing needs
- Drive organization and process changes to improve efficiency and increase work and culture satisfaction
- Support programs as necessary with managerial and/or technical contribution

INSTRUMENTATION LABORATORY - Bedford, MA

Privately held medical device Company producing industry-leading, in vitro, hemostasis diagnostic equipment

Clinical Education Manager

2018-2019

- Managed the development of a custom Learning Management System (LMS) from concept to launch in both product management and project management responsibilities
- Developed and refined both platform and content managing stakeholder expectations, including medical affairs, product managers, subject matter experts, and vendors
- Led an Agile team of developers to convert the customer requirements and UX fundamentals into an innovative eLearning platform

Process Manager, Product Development

2015-2018

- Acted as an internal consultant to identify areas of concern and implement more efficient workflows in product development, project management, and organizational development through Lean/Six Sigma, Design Thinking, and other best practices
- Improved and unified the new hire on-boarding process across R&D to decrease time to contribution and job satisfaction
- Led the creation of an internal instrument training curriculum to streamline and standardize employee competency
- Improved scheduling projections and time-to-market through selection and analysis of project management metrics, analytics, and data visualization

- Led the integration of Agile/Scrum principles into the Hardware development process to increase innovative solutions and improved schedule predictability
- Developed new products and revenue streams by analyzing Voice of Customer (VoC) data and establishing true customer needs

AQUABACK TECHNOLOGIES, INC - Tewksbury, MA

2011-2013

Privately held start-up Company focused on the development of innovative water distillation technologies

Project Manager/Mechanical Engineer

- Led engineering team through aggressive schedule and prototype development of revolutionary water purification device
 - Set schedule and milestones for 18 month development time; coordinated with suppliers to ensure on-time delivery
- Integrated advanced materials and manufacturing technologies to design, develop, and test new mechanical systems

EDUCATION

Babson College, F.W. Olin Graduate School of Business - Wellesley, MA

2013-2015

Master of Business Administration; Concentrations in Marketing and Business Analytics

- Babson MBA Diversity Fellow - Full-tuition scholarship
- Graduate Assistant - work-study with professors on research projects and case/paper writing
- President, Graduate Student Council - elected to lead the student council and represent the graduate student body

Tufts University - Medford, MA

2003-2007

Bachelor of Science, Mechanical Engineering

OTHER SKILLS & CERTIFICATIONS

- Certified ScrumMaster (CSM), Lean/Six Sigma certified, CAD (Creo, SolidWorks), JIRA/Confluence

OTHER ACTIVITIES

- Board of Directors – Babson Alumni Advisory Board
- Alumni Association; Alumni interviews – Tufts University

Application Form

Profile

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Sallye

First Name

Bleiberg

Last Name

Middle
Initial

Nickname

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

Ms.

Email Address

Alternate Email Address (Optional)

960 Waltham St.

Home Address

Apt 170

Suite or Apt

Lexington

City

MA

State

02421

Postal Code

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

3 years, 10 months

What Precinct do you live in?

☒ Precinct 3

Home:

Primary Phone

Alternate Phone

retired

Employer

Job Title

Work Address

n/a

Which Boards would you like to apply for?

Noise Advisory Committee: Submitted

Interests & Experiences

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

Special Training and/or Qualifications

I live at Brookhaven, which has suffered greatly from the noise of lawn equipment. As a Town Meeting member in Precinct 3, which includes Brookhaven, I was charged with voting to reduce noise pollution in Lexington, which I did. Furthermore, Brookhaven voters turned out en masse to vote to uphold that by-law when a town-wide referendum was held. I represent a strong constituency from Prec. 3 but would consider my duties to represent all of Lexington.

Upload a Resume

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

I have always been active in Town government. Previously, living in Belmont I served on a Belmont High School Building Committee and the Board of Commissioners for public housing in Belmont, in addition to many years as a Town Meeting Member there. I believe that citizen involvement strengthens Town government and adds a perspective not always heard.

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

The Lexington Observer article about the impasse in implementing the noise by-law.

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.

APPLICATION FOR BOARD OR COMMITTEE MEMBERSHIP

Applicants are encouraged to also include a letter of interest or current resume along with their submission of this application.

Noise Advisory Committee

Board/Committee Name (one application per Committee): _____

Would you like your application kept on file for up to one year? Yes: _____ No: _____

Full Name: Barbara Katzenberg _____

Nickname: _____ Preferred Title: Ms _____

Home Address: 37 Moon Hill Road _____ City: Lexington _____ Zip: 02421 _____

Length of Residence in Lexington (note: ZBA requirement is a minimum of 8 years): 29 years _____

Occupation: Retired _____

Work Address: _____ City: _____ Zip: _____

Phone: Home: _____ Cell: [REDACTED] _____

Email: Primary: [REDACTED] Secondary: _____

Special Training and/or Qualifications: _____

Experience in contributing to municipal policy development as part of the Lexington Cluster Housing Study Group and in writing easy-to-understand posts to the Town Meeting distribution list (MBTA-Communities, OSRD zoning)

Investigated how mosquito control policies in the state and country are organized and wrote up my findings for Town Meeting and other interested readers.

Decades of professional experience in clinical data analysis and helping organization comply with regulations

What is your interest in this Committee? _____

This is a service that is needed at this time.

How did you hear about the Committee? Town Meeting presentations _____

Have you recently attended any meetings of the Committee? Yes: _____ No: ☒ _____

Have you confirmed your availability to attend the Committee's meetings? Yes: _____ No: ☒ _____
(For questions regarding the meeting schedule, please contact the Board/Committee via the Town website.)

Do you currently serve on another Board/Committee? Yes: ☒ _____ No: _____

If Yes, please list Board/Committee Name(s): Hanscom Field Advisory Commission

If Yes, please list date of most recent Conflict of Interest Law Training*: June, 2023

Signature:  Date: July 28, 2023

**If currently serving on another Board/Committee, please attach a copy of your State Conflict of Interest Law Online Training Certificate, which can be obtained from the Town Clerk's Office.*

Barbara Katzenberg



Town of Lexington

- Precinct 2 Town Meeting Member (2021 to present)
- Lexington representative-Hanscom Field Advisory Commission (2021-to present)
- Conservation Land Steward (2020 to present)
- Member, Lexington Cluster Housing Study Group

Professional experience

Allscripts (formerly Eclipsys): 2002 to 2020 (Burlington, MA), a provider of clinical and financial software and services to healthcare provider organizations

- **Director, Professional Services- Clinical Analytics (2008-2020)** Led a professional services team responsible for implementing analytic reporting and quality measurement software and associated client training. Supported over 70 hospital and ambulatory clients in complying with regulatory reporting. Contributor to software design to address clinical workflows and usability
- **Practice Director, and Director of Data Integration, Eclipsys Consulting Services (2002-2008)** Optimization of electronic health record configuration to support clinical quality measurement, clinical data warehouse development

Sapient Corporation: 2000-2002, (Cambridge, MA), a technology consulting company, Director of User Experience Research

Active Health Management (AHM), 1996-2000 (Devens, MA), a population health solutions company (acquired by Aetna in 2005). Numerous roles in start-up organization. Founding member of legacy company--Ellora Software.

Independent consultant, 1989-1996: Behavioral research in usability design. Clients included: Digital Equipment Corporation's Artificial Intelligence Research Group, Carnegie-Mellon University's Engineering Design Research Center, and Xerox Corporation.

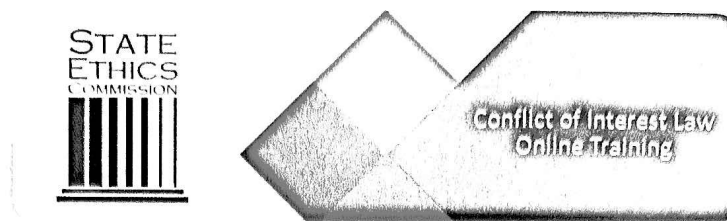
University of Pittsburgh Medical Center, 1976-1988 (Pittsburgh, PA), Medical photographer/videographer.

Education

- 1997 PhD: Stanford University School of Education. PhD thesis in cognitive science and medical records design
- 1990 MSc: University of Rochester, Adult Learning
- 1974 BA: Carnegie Mellon University, American History

Other

- Long-time donor/participant to organizations focused in international development and social justice including Oxfam America, Partners in Health



Barbara Katzenberg

has completed the

State Ethics Commission Conflict of Interest Law Training

elearning course

JUNE 07, 2023

CERTIFICATE NUMBER:
SEC-1542321714905

APPLICATION FOR BOARD OR COMMITTEE MEMBERSHIP

Applicants are encouraged to also include a letter of interest or current resume along with their submission of this application.

Board/Committee Name (one application per Committee): Noise Advisory Committee

Would you like your application kept on file for up to one year? Yes: X No:

Full Name: Benjamin Lees

Nickname: Preferred Title: Mr.

Home Address: 57 Gleason Road City: Lexington Zip: 02420

Length of Residence in Lexington (*note: ZBA requirement is a minimum of 8 years*): 31 years

Occupation: Attorney

Work Address: Work from home City: Zip:

Phone: Home: Cell: [REDACTED]

Email: Primary: [REDACTED] Secondary:

Special Training and/or Qualifications:

I am a licensed attorney.

What is your interest in this Committee?

The control and prevention of unreasonable noise is a matter of significant importance for the quality of life of our town's residents, and it is one that hits close to home for me.

The passage of the leafblower restrictions was an inspiring example of how we can lead on these issues.

How did you hear about the Committee? Town website

Have you recently attended any meetings of the Committee? Yes: No: X

Have you confirmed your availability to attend the Committee's meetings? Yes: No:
(For questions regarding the meeting schedule, please contact the Board/Committee via the Town website.)

Do you currently serve on another Board/Committee? Yes: No: X

If Yes, please list Board/Committee Name(s): _____

If Yes, please list date of most recent Conflict of Interest Law Training*: _____

Signature: Benjamin Lees

Digitally signed by Benjamin Lees
Date: 2023.04.27 19:10:03 -04'00'

Date: April 27, 2023

****If currently serving on another Board/Committee, please attach a copy of your State Conflict of Interest Law Online Training Certificate, which can be obtained from the Town Clerk's Office.***

Benjamin Lees

57 Gleason Road, Lexington, MA 02420 • [REDACTED]

BAR ADMISSIONS

Admitted to the Massachusetts Bar since November 2019.

Admitted to the Maine Bar since October 2022.

EDUCATION

Boston College Law School, Newton, MA

Juris Doctor, *cum laude*, May 2019

GPA: 3.600 / 4.0 (Top 20%)

Honors: Public Interest Designation Fellow; Certificate of Pro Bono Excellence

University of Massachusetts Amherst, Amherst, MA

Bachelor of Arts, *summa cum laude*, in Classics, December 2012

Minor: Computer Science

Honors: Phi Beta Kappa, 2011; William M. Bulger Classics Award, 2011; Eta Sigma Phi, 2010

Activities: Student Government Association, Senator, 2010–2011

WORK EXPERIENCE

Maine Commission on Indigent Legal Services

Defense Attorney

March 2023 – Present

- Represent criminal defendants at initial court appearances
- Argue for reasonable bail and conditions of release

Maine District Court, Augusta, ME

Law Clerk

August 2020 – August 2021

- Researched legal questions for assigned judges and family law magistrates
- Drafted orders and memoranda in family, child-protection, civil, and criminal cases
- Assisted with administrative tasks as assigned by the court

Division of Administrative Law Appeals, Malden, MA

Law Clerk

September 2019 – April 2020

- Drafted decisions and conducted legal research for administrative law magistrates
- Reviewed medical records submitted in accidental disability retirement cases
- Attended hearings and pre-hearing conferences

Boston College Prison Disciplinary Hearings Clinic, Newton, MA

Student Attorney

Spring 2019

- Represented state prisoners accused of violating prison disciplinary code in hearings conducted by corrections officers
- Consulted with client inmates in prisons, handled discovery, and prepared arguments
- Submitted written appeals to the prison superintendent as necessary

Middlesex County District Attorney's Office, Woburn, MA

Legal Intern, Appeals Unit

Summer 2018

- Independently researched and wrote briefs that were filed with the Massachusetts Appeals Court
- Represented the state in oral arguments before the Massachusetts Appeals Court
- Prepared summaries of recent appellate decisions for office-wide distribution

Boston College Juvenile Rights Advocacy Project, Newton, MA

Clinical Intern

Spring 2018

- Served as court-appointed guardian *ad litem* for children with school refusal problems
- Provided legal assistance to a student in dealing with a school disciplinary matter
- Wrote a blog post concerning school funding in general and special education funding in particular

Venly, Inc., Cambridge, MA

Technical Associate

April 2013 – September 2015

- Developed PHP software for managing client interactions
- Maintained software to prevent regressions
- Communicated with supervisor regarding desired new functionality for software

VOLUNTEER EXPERIENCE

Wikipedia Editor

August 2006 – present

- Edit and expand the world's largest free encyclopedia
- Counteract vandalism and trolling through monitoring of articles
- Evaluate and respond to public feedback and investigate privacy complaints

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 one year 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.

Laura

First Name

B

Middle
Initial


Rosen

Last Name

Nickname

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

Dr.


Email Address

Alternate Email Address (Optional)

49 Somerset Rd

Home Address

Suite or Apt

Lexington

City

MA

State

02420

Postal Code

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

10

What Precinct do you live in?

☒ Precinct 6

Mobile: 

Primary Phone

Home: 

Alternate Phone

Takeda Pharmaceuticals
Employer

Head, Neuroscience
Translational Medicine
Job Title

Work Address

500 Kendall St Cambridge, MA 02142

Which Boards would you like to apply for?

Noise Advisory Committee: Submitted

Interests & Experiences

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

Special Training and/or Qualifications

Medical doctor (by training) concerned about noise pollution

[Rosen_CV_Jun_2023.doc](#)

Upload a Resume

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

Want to ensure the gas leaf blower ban, overwhelming passed by the town meeting as well as a special referendum, is enforced.

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

Email from the Climate Action Team of First Parish in Lexington

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

Laura B. Rosen, MD, PhD
49 Somerset Rd, Lexington, MA 02420
H [REDACTED] | [REDACTED] | C [REDACTED]

Seasoned R&D Leader, with 20 years Pharmaceutical Industry experience across all phases of drug development

- Board-Certified Neurologist & Physician-Scientist with broad neuroscience clinical, translational, & discovery expertise
- Broad NS Therapeutic Area exposure, including Neurodegenerative, Neuromuscular, & Psychiatric Disorders
- Global departmental leadership experience across the US, EU, and Japan
- Extensive line management & cross-functional team leadership experience in both large pharma & a biotech start-up
- Program Lead for BRIDION® and Clinical Pharmacology Lead for BELSOMRA® with Merck, Inc.
- Broad Regulatory experience including pre-IND, End-of-Phase 1 & 2, pre-NDA, and Supplemental NDA filings
- Clinical Program Development and study leadership from Phase 1 through post-marketing Lifecycle Management
- Translational Research and Development experience working closely with Drug Discovery teams from Project Start
- Reverse Translational and Discovery Research experience leading a team of computational & wet lab biologists
- Neuroscience (NS) Portfolio Management experience on senior executive R&D and licensing committees
- Experience across small molecule and biologic development, including therapeutic proteins, vaccines, & gene therapy

Takeda Pharmaceuticals | Cambridge, MA

Research

Vice President, Neuroscience Translational Medicine (NSTM), Drug Discovery Unit**2019-present**

- **Leadership and Management of NSTM**
 - Built a cross-functional group of 10 translationally focused MD-PhDs & PhDs and 20 PhD Discovery Scientists
 - Lead development of translational strategies & biomarker execution from Project Start through clinical phase
 - Oversight of computational biology and wet laboratories in Shonan, Japan prioritizing new target discovery (Reverse Translation) and developing novel molecular and neurocircuitry/digital biomarkers
 - Management of a multi-million-dollar translational research investment budget
- **Neuroscience Franchise, BD, and Discovery Strategy Leadership Teams** – Core member providing strategic input from a translational and early clinical perspective

Vice President, Translational Research and Early Clinical (TREC)**2016-2018**

- **Leadership and Direct Management of Neuroscience (NS) TREC Clinical Translational Science**
 - Built a group of 8 internal direct reports within first year, including 6 MD-PhD Senior Directors
 - Directed their leadership of Translational (as of LO) and Clinical Subteams (through P1b) of Global Project Teams
- **Established Neurocircuitry Biomarker (NCB) function under NS TREC Clinical Translational Science**
 - Recruited a world leading neurocircuitry expert to Takeda to develop a new NCB platform function within TREC
 - Developed novel functional biomarkers for neuropsychiatry programs not previously available at Takeda
- **Matrixed Leadership** of NS portfolio across all TREC sub-functions, including NS leads in Translational Biomarker Research, Imaging, Quantitative Clinical Pharmacology, Early Clinical Operations, and TREC Program Management

Flex Pharma | Boston, MA**2015-2016**

Biotech Startup – Developing novel medicines to arrest muscle cramps & spasticity by halting repetitive firing of motor neurons

Vice President, Clinical Research and Drug Safety

- **Led Clinical Development, Regulatory Affairs, Data Analytics, and Quality Assurance for R&D**
 - Managed 5 internal direct reports, including Heads of Clinical Operations, Data Analytics, and CMC
 - Managed multiple external consultants and vendors, including Regulatory Affairs and Clinical Pharmacology
 - Developed overall Clinical and Regulatory strategy in conjunction with Legal team and external consultants
- **Established Data Management & Analytics, and Quality Assurance** processes for R&D
- **Advised CMO on Medical Affairs** for consumer product research in exercise-associated muscle cramps
- **Advised Head of Basic Research** on mechanism of action studies and nonclinical development for IND

AstraZeneca Neuroscience | Cambridge, MA**2013-2015**

Neuroscience Innovative Medicines (iMed) – R&D unit operating as a “virtual” biotech in approaches to drug development

Executive Director, Senior Physician Project Leader, Clinical Research

- **Lead Neurologist for AZD3293** – BACE Inhibitor for AD (ultimately partnered with Lilly)
 - Led Clinical Safety and supported overall clinical development for worldwide Phase 2/3 program
 - Supported end-of-Phase 1/2 meetings with FDA, EMA, and PMDA prior to launching P2/3 study
- **Clinical Program Lead for MEDI1814** – A β 42-specific monoclonal antibody for Alzheimer Disease
 - Led Cross-functional team in managing Phase 1/2 clinical program for proof-of-concept (POC)
 - Advanced basic research and translational science opportunities via engaging external experts
- **Clinical Program Lead for MEDI7352** – Bi-specific anti-NGF/TNFR2 fusion protein for Osteoarthritis (OA) Pain
 - Led Cross-functional team in developing Phase 1 clinical and regulatory program for US and EU
 - Established external adverse event adjudication committee to monitor Rapidly Progressive OA events
- **Translational Medicine (TM) Physician** – established initiative to standardize TM approach across programs

Shire Pharmaceuticals | Wayne, PA**2012-2013**

Emerging Business Unit (EBU) – Developing internal R&D for the Shire Pharmaceutical Development (SPD) division

Senior Director, Experimental Medicine

- **Development Team Co-Lead, SPD554** guanfacine pro-drug for autism spectrum disorder (ASD)
 - Led Clinical and Regulatory strategy with input from cross-functional product development team
 - Developed/ authored POC protocol for SPD554 in ASD; executed POC study in Pediatric Anxiety Disorder
- **Safety Neurologist, SPD602** Fe chelator for inherited and acquired anemia
 - Led Neurology Adjudication Committee with external experts; Safety Review Team Co-leader
 - Developed a Safety database with Pharmacovigilance, Biostatistics, Programming, and Data Management
- **Business Development** – Assessed multiple potential in-licensing candidates on Due Diligence teams

Merck & Co., Inc | Upper Gwynedd, PA

Merck Research Laboratories – R&D

Senior Project Leader, Project Leadership and Pipeline Management**2010-2012**

- **Product Development Team (PDT) Leader**
 - Managed cross-functional teams comprised of leaders from Commercial Development, Market Research, Medical Affairs, Regulatory Affairs, Clinical Research, Health Economics, Outcomes Research, PK-PD Modeling, Nonclinical Research, Basic Research, Formulation Development, Manufacturing, and Supply Chain
 - **PDT Leader for BRIDION (Sugammadex)** – first-in-class selective neuromuscular blockade reversal agent
 - Developed novel differentiation study in deep neuromuscular block for ex-US post-marketing program
 - Led Phase 3 development for US NDA re-submission to address FDA requirements on safety data
 - **PDT Leader for SAPHRIS (SYCREST, Asenapine)** – atypical antipsychotic for schizophrenia / bipolar disorder
 - Managed joint venture with Lundbeck – Phase 4 commitments ex-US
- **Program Leader for 1/3 of the Neuroscience Franchise: Sleep, Ophthalmology, Migraine, & Anesthesia (SOMA)**
 - Managerial Oversight of 7 programs & 11 compounds from Phase 1 through Life Cycle Management (LCM)
 - 6 Direct Reports (MD or PhD PDT leaders and project managers in Project and Pipeline Management)
 - 6 Indirect Reports (MD or PhD PDT leaders based in Clinical Research or Regulatory functions)
 - Sleep - Orexin antagonist backup programs supporting suvorexant (BELSOMRA) for insomnia
 - Ophthalmology - COSOPT preservative-free US NDA, 2010; Tafluprost – Santen joint venture; US NDA, 2010
 - Migraine - MAXALT sNDA for pediatric indication 2011; Telcagepant - CGRP antagonist in Phase 3
 - Anesthesia - BRIDION (Sugammadex) LCM ex-US; Phase 3 for US; ESMERON (Rocuronium) LCM in Japan

Merck & Co., Inc | Upper Gwynedd, PA
Merck Research Laboratories – R&D

Senior Director, Clinical Pharmacology/ Early Development

2008-2010

- **Managerial Responsibility**
 - Direct manager of multiple MD/PhD/PharmD Clinicians, Program Leads, and Translational Scientists
 - Direct manager of multiple Medical Program Coordinators/ Early Clinical Scientists (until operations restructuring)
 - Oversight of ~25 compounds in ~15 development programs, primarily in Neuroscience franchise
- **Neuroscience (NS) Franchise Head for Clinical Pharmacology/ Early Development**
 - Early Development Member on all Neuroscience Franchise Executive Management Committees
 - Reviewed franchise strategy, licensing, preclinical and clinical development, biomarker development
 - Chaired cross-functional Early Strategy Reviews of Neuroscience assets – Go/ NoGo based on biomarkers
 - Experimental Medicine (EM) strategic input and execution support – close collaboration with EM NS Lead
 - Leader or member of multiple internal cross-functional teams to develop neuroscience biomarkers
- **Member of Cross-Industry Initiatives**
 - Cross-Company Interest Group in Abuse Liability – Reviewed Pharma response to FDA draft guidance
 - Coalition Against Major Diseases (CAMD) – Reviewed AD biomarker development

Director, Clinical Pharmacology/ Early Development

2003-2007

- **Clinical Pharmacology Lead for Gaboxadol (THIP) Phase 3 Program** – GABA_A agonist for insomnia
 - Supported pre-NDA meeting with FDA; program terminated for Abuse Liability potential
- **PDT Lead and Program Physician for V950** – Aβ peptide vaccine for Alzheimer Disease (AD)
 - Ran worldwide first-time-in-human study in AD patients; extensive regulatory interactions around safety issues
 - Led Investigator Meeting and ran open sessions of external Safety Evaluation Committee
- **Early Development Team (EDT) Lead for multiple Neuroscience small molecule programs**
 - Led strategy and operations from Preclinical Development through Phase 2 of cross-functional project teams
- **Conducted 22 small molecule studies as primary Clinical Monitor**
 - Early development safety, PK, drug interaction, formulation comparison, PK-PD, and Abuse Liability studies
 - Biomarker development studies using PET Imaging, Polysomnography, qEEG, and CSF-catheterization
- **Regulatory Affairs Support**
 - Direction of clinical pharmacology contributions for IND, IMPD, CSA, and NDA
 - Multiple meetings with FDA & EMA, including pre-IND, end-of-Phase 1, pre-NDA, and Abuse Liability
- **Licensing Support**
 - Assessment of multiple potential in-licensing candidates as part of cross-functional Due Diligence teams

POST-GRADUATE EDUCATION

Center for Neurologic Diseases, Harvard Institutes of Medicine

2001-2003

- Postdoctoral Research Fellow with Dennis Selkoe, M.D.
- Molecular Mechanisms of Alzheimer Disease Pathogenesis

University of Chicago Hospitals

- Chief Resident, Department of Neurology 2000-2001
- Resident, Department of Neurology 1998-2001
- Intern, Department of Medicine 1997-1998

EDUCATION

Harvard Medical School and Division of Biomedical Sciences

1987-1997

- M.D., Ph.D.; Graduate Advisor: Michael Greenberg, Ph.D.
- Dissertation: “Calcium Activation of the Ras / MAPK Signaling Pathway”

Harvard University

- Premedical coursework 1985-1987

- B.A., History and Literature, *magna cum laude*

1985

AWARDS AND HONORS

Takeda Pharmaceuticals, Cambridge, MA

- 2 Gold, 2 Silver, and 4 Bronze Awards for Leadership

2021-2023

AstraZeneca Pharmaceuticals, Cambridge, MA

- iMed Leadership Team Special Recognition Award – BACE Project Team

2014

Shire Pharmaceuticals, Wayne, PA

- Making a Difference Award for SPD503-210 Enrollment

2013

Merck Research Laboratories, North Wales, PA

- Team Award for Excellence - Tafluprost US NDA Submission
- Award for Excellence - PK-PD Modeling Initiative
- Team Award for Excellence - Launch of Experimental Medicine Department
- Award for Excellence - Transformation Task Force

2010

2008

2006

2004

Howard Hughes Medical Institute

- Postdoctoral Research Fellowship for Physicians
- Medical Student Research Training Fellowship

2001-2003

1989-1990

Harvard Medical School and Division of Biomedical Sciences

- Medical Sciences Training Program Fellowship
- Ryan Fellowship

1996-1997

1996

National Institute of Mental Health

- Individual National Research Service Award (NRSA)

1991-1996

National Council of Teachers of English (NCTE)

- National Writing Award for high school seniors

1985

CERTIFICATIONS & LICENSES

- Diplomate, American Board of Psychiatry and Neurology, Inc.
- Permanent Massachusetts Medical License

2002

2002

PROFESSIONAL ORGANIZATIONS/ AFFILIATIONS

- American Academy of Neurology
- Movement Disorders Society
- Target ALS

PATENTS

- **Merck V950 - Amyloid Beta Conjugate Peptide Vaccine**
 - Conventors: Gene Kinney / Mary Savage / Xiaoping Liang / Michael Citron / **Laura Rosen**
- **HU Case # B0986 “MAP Kinase Kinase”**
 - Coinventors: M. E. Greenberg / **L. B. Rosen** / D. D. Ginty

2009

1994

PUBLICATIONS

Original Papers

EVANS R., KIMURA H., NAKASHIMA M., ISHIKAWA T., YUKITAKE H., SUZUKI M., HAZEL J., FAESSEL H., WU J., HANG Y., ALEXANDER R., **ROSEN, L.**, HARTMAN D.S., RATTI E. Orexin 2 receptor-selective agonist danavorexton (TAK-925) promotes wakefulness in non-human primates and healthy individuals. *J Sleep Res.* 2023; e13878; 1-13. <https://doi.org/10.1111/jsr.13878>

O'DONNELL P., DONG C., MURTHY V., ASGHARNEJAD M., DU X., SUMMERFELT A., WENDLAND J., DUNAYEVICH E., BUHL D., LITMAN R., HETRICK W.P., HONG E., **ROSEN, L.B.** The D-amino acid oxidase inhibitor luvadaxistat improves mismatch negativity in patients with schizophrenia in a randomized trial. *Neuropsychopharmacology* 2023; 48:1052–1059. <https://www.nature.com/articles/s41386-023-01560-0>

DIJKSTRA F.M., O'DONNELL P., KLAASSEN E., BUHL D., ASGHARNEJAD M., **ROSEN L.**, ZUIKER R., JACOBS G. E. Functional central nervous system effects of the novel AMPA receptor positive allosteric modulator TAK-653 consistent with increased cortical excitability. *Transl Psychiatry* 2022;12:408- . <https://pubmed.ncbi.nlm.nih.gov/36153330/>

O'DONNELL P., DIJKSTRA F.M., DAMAR U., QUANHONG L., DE GOEDE A., XU L., PASCUAL-LEONE A., BUHL D., ZUIKER R., RUIJS T., HEUBERGER J., MACMULLIN P., LUBELL M., ASGHARNEJAD M., MURTHY V., ROTENBERG A., JACOBS G.E., **ROSEN L.B.** Transcranial Magnetic Stimulation as a Translational Biomarker for AMPA Receptor Modulation. *Translational Psychiatry* 2021; 1:325-334. [doi:10.1038/s41398-021-01451-2](https://doi.org/10.1038/s41398-021-01451-2)

YIN W., MAMASHLI F., BUHL D., KHUDYAKOV P., VOLFSOON D., MARTENYI F., **ROSEN L.B.**, SIMEN, A.A. A safety, pharmacokinetics, relative bioavailability and food effect study of TAK-071, a novel muscarinic M₁ receptor positive allosteric modulator, in healthy subjects. *Br J Clin Pharmacol* 2021;1–13 [doi:10.1111/bcp.14975](https://doi.org/10.1111/bcp.14975)

YIN W., ARKILO D., HAZEL J., GUPTA S., QUINTON M., LIN J., KHUDYAKOV P., HARTMAN D., BEDNAR M., **ROSEN L.B.**, WENDLAND J. Safety, Pharmacokinetics, and Pharmacodynamics of TAK-418, a Novel Inhibitor of the Epigenetic Modulator Lysine-Specific Demethylase 1A. *Br J Clin Pharmacol* 2021;1–13. [doi:10.1111/bcp.14912](https://doi.org/10.1111/bcp.14912)

YE N, MONK S.A., DAGA P., BENDER D.M., **ROSEN L.B.**, MULLEN J, MINKWITZ M.C., KUGLER A.R. Clinical Bioavailability of the Novel BACE1 Inhibitor Lanabecestat (AZD3293): Assessment of Tablet Formulations Versus an Oral Solution and the Impact of Gastric pH on Pharmacokinetics. *Clin Pharm Drug Dev* 2018; 7(3) 233–243. [doi:10.1002/cpdd.422](https://doi.org/10.1002/cpdd.422)

CEBERS G., ALEXANDER, R.C., BUDD HAEBERLEIN, S., HAN, D., GOLDWATER, R., ERESHEFSKY, L., OLSSON, T., YE, N., **ROSEN, L.**, RUSSELL, M., MALTBY, J., EKETJÄLL, S., KUGLER, A.R. AZD3293: Pharmacokinetic and Pharmacodynamic Effects in Healthy Subjects and Patients with Alzheimer's Disease. *J. Alz Dis* 2017; 55(3): 1039-1053. [doi:10.3233/JAD-160701](https://doi.org/10.3233/JAD-160701)

CREMA M.D., ROEMER, F.W., LI, L., ALEXANDER, R.C., CHESSELL, I.P., DUDLEY, A.D., KARLSTEN, R., **ROSEN, L.B.**, GUERMAZI, A. Comparison between semiquantitative and quantitative methods for the assessment of knee synovitis in osteoarthritis using non-enhanced and gadolinium-enhanced MRI. *Osteoarthritis and Cartilage* 2017; 25: 267-271. [doi:10.1016/j.joca.2016.09.016](https://doi.org/10.1016/j.joca.2016.09.016).

GOTTER A.L., FORMAN M.S., HARRELL C.M., STEVENS J., SVETNIKV, YEE K.L., LI X., ROECKER A.J., FOX S.V., TANNENBAUM P.L., GARSON S.L., DE LEPELEIRE I., CALDER N., **ROSEN L.**, STRUYK A., COLEMAN P.J., HERRING W.J., RINGER J.J., WINROW C.J. Orexin 2 Receptor Antagonism is Sufficient to Promote NREM and REM Sleep from Mouse to Man. *Sci Rep* 2016; 6:27147. [doi:10.1038/srep27147](https://doi.org/10.1038/srep27147).

SUN H, MACLEOD C, MOSTOLLER K, MAHON C, HAN L, RENGHER J, MA J, BROWN K, SCHULZ V, KAY G, HERRING W, LINES C, **ROSEN L**, MURPHY M, WAGNER J. Early-Stage Comparative Effectiveness: Randomized Controlled Trial with Histamine Inverse Agonist MK-7288 in Excessive Daytime Sleepiness Patients. *The Journal of Clinical Pharmacology*, 2013; 53(12): 1294–1302. doi:10.1002/jcph.182. Epub 2013 Oct 4.

SUN H., KENNEDY W.P., WILBRAHAM D., LEWIS N., CALDER N., LI X., MA J., YEE K.L., ERMILICH S., MANGIN E., LINES C., **ROSEN L.**, CHODAKEWITZ J., MURPHY G.M. Effects of suvorexant, an orexin receptor antagonist, on sleep parameters as measured by polysomnography in healthy men. *Sleep* 2013; 36(2): 259-267. doi:10.5665/sleep.2386.

VAN LAERE, K., DE HOON, J.N., BORMANS, G., KOOLE, M., DERDELINCKX, I., SANABRIA-BOHORQUEZ, S.M., LIU, F., DE LEPELEIRE, I., DECLERCQ, R., HAMILL, T.G., MOZLEY, P.D., TATOSIAN, D., XIE, W., LIU, Y., ZAPPACOSTA, P.S., MAHON, C., BUTTERFIELD-GERSON, K.L., **ROSEN, L.B.**, MURPHY, M.G., HARGREAVES, R.J., WAGNER, J.A., SHADLE, C.R. Equivalent dynamic human brain NK1-receptor occupancy following single-dose i.v. fosaprepitant vs. oral aprepitant as assessed by PET imaging. *Clinical pharmacology and therapeutics* 2012; 92(2): 243-50. doi:10.1038/clpt.2012.62

DE HAAS, S.L, ZOETHOUT R.W.M., VAN DYCK, K., DE SMET, M., **ROSEN, L.B.**, MURPHY, M.G., GOTTESDIENER, K.M., SCHOEMAKER R.C., COHEN, A.F., VAN GERVEN, J.MA The effects of TPA023, a GABA α 2,3 subtype-selective partial agonist, on essential tremor in comparison to alcohol. *J Psychopharmacol*, 2012; 26: 282. doi:10.1177/0269881111415731

ZOETHOUT, R.W.M, IANNONE, R., BLOEM, B.R, PALCZA, J., MURPHY, G., CHODAKEWITZ, J., BUNTINX, A., GOTTESDIENER, K., MARSILIO, S., **ROSEN, L.**, VAN DYCK, K., LOUIS, E,D, COHEN, A.F., SCHOEMAKER, R C., TOKITA, S., SATO, N., KOBLAN, K.S., HARGREAVES, R.H., RENGHER, J.J., VAN GERVEN, J M A. The effects of a novel histamine-3 receptor inverse agonist on essential tremor in comparison to stable levels of alcohol. *J Psychopharmacol*, 2012; 26: 292-302. doi:10.1177/0269881111398685

LI, S.X., PEQUIGNOT, E., PANEBIANCO, D., LUPINACCI, P., MAJUMDAR, A., **ROSEN, L. B.**, AHMED, T., ROYALTY, J. E., RUSHMORE, T. H., MURPHY, M. G., AND PETTY, K. J. Lack of Effect of Aprepitant on Hydrodolasetron Pharmacokinetics in CYP2D6 Extensive and Poor Metabolizers. *J Clin Pharmacol* 2006; 46: 792-801. doi:10.1177/0091270006288954.

ROSEN, L.B. AND GREENBERG, M.E. 1996. Stimulation of growth factor receptor signaling by activation of voltage-sensitive calcium channels. *Proc Natl Acad Sci USA* 1996; 93: 1113-1118. doi:10.1073/pnas.93.3.1113.

FARNSWORTH, C.L., FRESHNEY, N.W., **ROSEN, L.B.**, GHOSH, A., GREENBERG, M.E., AND FEIG, L.A. Calcium activation of Ras mediated by neuronal exchange factor Ras-GRF. *Nature*, 1995; 376: 524-527. doi:10.1038/376524a0

ROSEN, L.B., GINTY, D.D., WEBER, M.J., AND GREENBERG, M.E. Membrane depolarization and calcium influx stimulate MEK and MAP kinase via activation of Ras. *Neuron*, 1994; 12: 1207-1221. doi:10.1016/0896-6273(94)90438-3.

ARBISER, J.L., MARTINEZ, C., ARBISER, Z.K., ADLER, G.K., **ROSEN, L.B.**, AND MAJZOUB, J. A. 1994. Regulation of the ectopically expressed human glycoprotein alpha-subunit gene in the human hepatoma cell line NPLC. *Endocrinology*, 134: 582-587. doi:10.1210/endo.134.2.7507828.

ROSEN, L.B., MAJZOUB, J.A., AND ADLER, G.K. 1992. Effects of glucocorticoid on corticotropin-releasing hormone gene regulation by second messenger pathways in NPLC and AtT-20 cells. *Endocrinology*, 130: 2237-2244. doi:10.1210/endo.130.4.1547737.

ADLER, G.K., **ROSEN, L.B.**, FIANDACA, M.J., AND MAJZOUB, J.A. 1992. Protein kinase-C activation increases the size and quantity of corticotropin-releasing hormone mRNA in NPLC cells. *Mol Endocrinology*, 6: 476-484. doi:10.1210/mend.6.3.1350054.

Reviews

O'DONNELL P., **ROSEN L.**, ALEXANDER R., MURTHY V., DAVIES, C.H., RATTI E. Strategies to Address Challenges in Neuroscience Drug Discovery and Development. 2019. *Int J Neuropsychopharm* 22: 445–448.

ROSEN, L.B., GINTY, D.D., AND GREENBERG, M.E. 1994. Calcium Regulation of Gene Expression. *Adv Sec Mess Phosphoprot Res*, 30: 225-253.

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Abstracts

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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.

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Elaine

First Name

Rudell

Last Name

Middle Initial

Nickname

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

Ms.

Email Address

Alternate Email Address (Optional)

29 Turning Mill Road

Home Address

Suite or Apt

Lexington

City

MA

State

02420

Postal Code

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

6 years

What Precinct do you live in?

☒ Precinct 5

Home:

Primary Phone

Alternate Phone

Kaplan North America
Employer

Sr VP
Job Title

Work Address

Home - same as above

Which Boards would you like to apply for?

Noise Advisory Committee: Submitted

Interests & Experiences

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

Special Training and/or Qualifications

PhD inHealth Administration

[Bio.doc](#)

Upload a Resume

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

As a healthcare educator for over 50 years, I have learned about health issues associated with noise and would like to be involved in this committee since this impacts the town in which I live. With the expansion of the airport, I would like to be involved in this committee to make certain the town's interests are addressed.

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

I learned through reading the location newspapers and speaking to people in town.

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

Elaine Rudell

Bio

Elaine has over 33 years of cumulative healthcare industry experience, including medical education, pharmaceutical industry, and nursing instruction (divisions affiliated with New York University, Columbia University, and Hunter College). During her 16-year career in the pharmaceutical industry, Elaine had experience in clinical research, regulatory, and marketing in a wide range of therapeutic areas, including cardiology, endocrinology, and diabetology. Her scientific background and industry experience have enable her to provide strategic direction to business plans and programs for compounds in various stages of their life-cycle development. In her following 12 years in medical education (including CME), she has been worked with Fortune 500 pharmaceutical companies to conceptualize and implement a wide variety of programs including: scientific satellite symposia, content development meetings/speakers' training programs, advisory board meetings, publication plans, monograph and newsletter development, web-based educational programs, and managed care initiatives. As Senior Vice President, Editorial Director, Elaine is responsible for providing strategic and scientific direction to content developed for Projects In Knowledge programs and proposals, ensuring that CME materials supporting the programs are generated, and providing direction to writing and copywriting staff.

Application Form

Profile

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Pamela	H	Fowler
First Name	Middle Initial	Last Name

Nickname

Pam

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

[Redacted]

Alternate Email Address (Optional)

[Redacted]

8 Lois Lane		
Home Address	Suite or Apt	
Lexington	MA	02420
City	State	Postal Code

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

10 years

What Precinct do you live in?

☒ Precinct 8

Mobile: [Redacted]	
Primary Phone	Alternate Phone

Retired but previously with
CVS Health/Aetan

Employer

Chief Marketing Leader, VP

Job Title

Work Address

Which Boards would you like to apply for?

Tourism Committee: Submitted

Interests & Experiences

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

Special Training and/or Qualifications

Here are some of the high-level skills I bring to this role: Marketing, Fundraising, Project Planning, Events Management, Technology Enablement, and Community Engagement. Over the last 4 years, I developed strong community connections (KoLex, CAAL, IAL, LexFun and the Historical Society, to name a few.) through my work on the Cary Library Foundation Board. From 2022-2024 I have been President. Our 24-member board is tasked with raising \$750,000 to augment anticipated funds by the Town, for the renovation of the children/large meeting room spaces on the bottom floor of the library. We are on track to exceed our fundraising goal. I spent my 30+ years of business in sales, marketing, and consulting in the healthcare and technology fields. Also, I have been on a half dozen boards (academic medical center, hospital, school, and state agency). You will see these noted on the last page of my resume.

[Pamela_Fowler_Resume__LexBoard.doc](#)

Upload a Resume

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

I retired and joined the Cary Library Foundation Board to be more engaged with my local community. I'm about to finish my 2-year term as President and I am looking for the next opportunity to build stronger community connections. I am planning to volunteer on a Lexington Historical Society committee which should align closely with the activities of the Tourism Board.

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

There was information on board appointments in the Lexington Times. Also, Lexington colleagues and friends who sit on town boards suggested I get more involved. Note: My background and deep interests are in public and private health. I would like to be considered for the soon-to-be-open role on the Board of Health.

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.

TBD

Conflict of Interest Law Training Certificate

Pamela Herideen Fowler

Lexington, MA 02420 | [REDACTED] | [REDACTED] | [REDACTED]

Marketing Technology Leader

Accomplished, senior business leader with MBA and marketing, sales, and consulting experience in the healthcare and technology sectors. Her expertise and performance resulted in repeated revenue growth and green-field market expansions. Board advisor with exemplary problem-solving and governance abilities. Core marketing competencies include:

- Market Strategy & Planning
- Brand Development
- Messaging, Positioning & PR
- Revenue Generation
- Project Management
- Digital Marketing (web, social)
- Demand Generation
- Events & Demonstrations
- User Engagement

Professional Experience

Clearsense LLC, Jacksonville, FL

2021 - 2022

Chief Marketing Officer, Data & Analytics

Advanced the go-to-market strategy and plan execution while simultaneously managing the strategic relationships with industry analysts and strategic partners. Drove new revenue, pushed cross and upsell opportunities to existing customers, built brand equity, and grew thought leadership for a cloud-enabled, AI-driven data management platform.

- From May-December 2021 captured 459 marketing qualified leads, created 1,462 engagements on 70 social media posts, and realized a 38% increase in LinkedIn followers. Grew media exposure across a dozen online publications and communities.

CVS Health/Aetna: Wellesley, MA

2017 - 2020

VP Marketing, Analytics

Established a professional marketing function at HDMS, an Aetna-owned healthcare analytics company. Drove marketing strategy and campaign execution resulting in market penetration, business growth, and customer retention. Re-positioned the brand, scaled demand generation, expanded sales content, and implemented a marketing automation platform integrated with Salesforce.

- By Q1 '20, quadrupled the number of marketing qualified leads and grew the pipeline to 3x revenue.

Chief Marketing Leader, Joint Venture Health Plans

Launched foundational marketing elements for 5 Joint Venture/health plan start-ups including brand, value proposition/messaging, sales playbooks, advertising, lead generation campaigns, websites, and events.

- At one Joint Venture, implemented a 2-day sales event with 250 broker attendees that resulted in > 60 leads over the subsequent 2 quarters.

Medscape (formerly owned by Merck): Reading, MA

2015 - 2017

Vice President, Digital Marketing

Implemented an aggressive 8-month corporate re-branding initiative backed by primary research. Launched new company name, vision/mission, corporate messaging/positioning, visual identity, and product architecture within 4 months. Completed global brand launch across 5 offices on time and 6% under budget.

- Drove 12 lead generation campaigns across 5 global markets that included trade shows, speaking engagements, webinars, social media, and digital advertising. A single European campaign resulted in 260 leads and sales opportunities valued at \$5.6M.

Edifecs: Bellevue, WA

2013 - 2014

Interim Assignment, Product Marketing

Built messaging, sales assets, and trade show content to support accelerated adoption and demand for data exchange software solutions for multi-state payers.

CA Technologies: Islandia, NY

2009-2012

Global Healthcare Advisor

Developed corporate go-to-market plans and partner solutions to drive vertical segment healthcare revenue with AT&T Healthcare, Deloitte, Mycroft, and PwC in North America and Europe. Collaborated with software product groups on solution messaging and positioning and commenced joint selling to key accounts.

- Grew global healthcare partner pipeline more than \$33M and booked new alliance revenue of \$4.4M in Q1-Q2 '13.

Chief Healthcare Marketing Evangelist

Organized and managed a company-wide Health Task Force to determine new revenue and business opportunities. Presented to CEO and Executive Leadership Team recommendations that became the foundation for the company's healthcare vertical business strategy.

- Contributed 22.6% growth in healthcare new product software revenue over previous fiscal year.

Washington Technology Industry Association: Seattle, WA

2005 - 2007

Executive Vice President, Chief Operating Officer

Managed operating units at the largest technology trade association in North America supporting 1,200 companies. Supervised teams driving revenue and delivering business services.

- Expanded the Association's \$24M health benefit trust with Regence Washington to include 7,000 beneficiaries through an aggressive adoption program with a consortium of brokers and agents statewide.

Adaptis: Seattle, WA

2001 - 2005

Vice President, Sales & Marketing

Established sales, product marketing, and strategic planning functions for an early-stage software company. Re-branded the company, re-evaluated business markets, and then commenced selling long-term, multi-million-dollar contracts to C-level executives.

- Managed a sales pipeline expected to yield service contracts totaling over \$14M. Contributed to 425% increase in company valuation over 4 years which positioned the organization favorably for its exit strategy.

Additional Experience

GE Healthcare (formerly MedicaLogic): Portland, OR

Regional Consulting Manager, Electronic Medical Records

Co-created a self-sustaining professional services department for a software company. Grew a 40-person division responsible for delivering redesign, installation, and user training. Increased software implementations by more than 300% to 10,000 licenses.

PwC: Portland, OR

Managing Associate, Healthcare Practice

Identified, sold, and delivered information technology and healthcare consulting services to executive decision-makers that resulted in practice revenue growth. Added 4 new customers to the firm's regional client list while maintaining a 30% utilization rate.

Education

Bachelor of Arts (BA), Brown University

Master of Business Administration (MBA), Thunderbird School of Global Management

Continuing Professional Education (CPE), T.H. Chan, Harvard School of Public Health

Addendum

Private Business

Owner, H. Fowler Real Estate LLC, a California property management company, Rancho Mirage, CA (2016-2024)

Board Appointments

President, Cary Library Foundation, Lexington, MA (2020-Present)

- Supervising a 24-person (volunteer) board tasked with fundraising to support Cary Memorial Library. Launched a multi-year (2023-2024) capital campaign to raise \$750,00 for large-scale renovation. On point to almost double the expected goal.

Founder/Philanthropy Advisor, Fowler/Herideen Family Trust in collaboration with the University of Washington, Department of Global Health (2020-Present)

- Providing funding and oversight for interdisciplinary research aimed at improving the health of women and children in Kenya by understanding infectious diseases affecting this population and testing interventions.

Board of Trustees, University of Washington Physician Practice Plan, Seattle, WA (2013-2015)

- As an Executive Committee member, provided oversight of strategies, practices, and policies for 2,600+ providers across the University of Washington.

Advisory Board, State of Washington, Health Benefit Exchange (2013-2014)

- Provided guidance and advisory insights to the State of Washington on the launch and operations of their health benefit exchange.

Board of Trustees, UW Medicine/Northwest Hospital & Medical Center, Seattle, WA (2010-2015)

- Responsible for board oversight of hospital operations, medical practices, financials, legal/regulatory and compliance policies, and technology plans for this 300+ bed hospital, part of UW Medicine.

Board of Trustees, Eastside Catholic School, Sammamish, WA (2005-2009)

- Collaborated on the 3-year capital campaign and new campus development project for this faith-based middle and high school of 862 students, grades 6-12.

Application Form

Profile

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Mirela		Vaso
First Name	Middle Initial	Last Name

Nickname

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

Email Address

Alternate Email Address (Optional)

18 WEBSTER RD	18 WEBSTER 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)

5

What Precinct do you live in?

None Selected

Mobile:		
Primary Phone		Alternate Phone

Harvard University

Employer

Director of Finance and
Administration

Job Title

Work Address

1730 Cambridge St, Cambridge, MA 02138

Which Boards would you like to apply for?

Town Celebrations Committee: Submitted

Interests & Experiences

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

Special Training and/or Qualifications

Mirela brings a wealth of experience in financial management, human resources, administration and oversight of complex research activities at Harvard University in progressive leadership roles. I'm a driven person who works hard to attain my goals.

[M.Vaso_Resume_12.28.22.pdf](#)

Upload a Resume

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

I would like to use my skills and passion to support those in need and contribute towards building a stronger community in Lexington.

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

Online

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

MIRELA VASO

18 Webster Road, Lexington, MA 02421

Phone: [REDACTED]

E-mail: [REDACTED]

SUMMARY

An experienced financial professional, skilled in financial and administrative operations, budgeting, reporting and forecasting planning; lifecycle research administration and compliance with sponsors regulations and University policies; HR management, process efficiency and process improvement; project management and problem - solving skills that support business operations and deliver results in fast-paced academic environments.

Highly organized, detail – oriented and adhere to deadlines; self-directed, team and multi-task oriented with strong interpersonal skills; sense of creativity and motivation to improve existing processes; ability to analyse complex issues for an in-depth understanding to develop a desired outcome.

PROFESSIONAL EXPERIENCE

Faculty of Arts and Sciences, South Asia Institute **Director of Finance and Administration**

January 2022 – present

Member of the Institute's leadership team leveraging strong strategic, financial leadership in overseeing all fiscal and administrative functions, including budgeting, forecasting, reporting, grant lifecycle management, payroll, space, information technology, human resources administration and promotion of an inclusive and innovative work environment.

- Oversee the annual operating budgets for Cambridge and New Delhi offices consisting of unrestricted, endowment, current-use gifts, and sponsored funds.
- Facilitate decision making by providing monthly analysis and recommendations of budget and spending activity on funds. Create long-term financial models and projections for the Institute to assist with strategic planning and ensure current and long-term financial health of Institute; provide ad-hoc financial reports for the Faculty Director, annual report, steering committee, donors and other groups as needed.
- Manage sponsored funds for the Institute during pre- and post-award periods; work with FAS Research Administration and Office for Sponsored Programs on proposal submission, reporting, compliance and close-out.

- Manage Institute's chart of accounts coding – create new activities and sub activities to organize spending as needed.
- Coordinate with FAS and University Development offices on terms for new gifts and endowments. Track donor pledges and pledge payments.
- Manage HR administration for the Institute, including recruiting, job classifications and reclassifications, performance management, onboarding new staff. Liaise with FAS HR Sr. Consultant on employee relations issues. Partner with Harvard Global HR and FAS HR on all overseas hiring. Ensures Institute's compliance with Independent Contractor and other hiring regulations.
- Personnel management responsibilities include training and development, workflow and performance management for the financial associate.

Harvard Medical School, Office for Research Operations and Global Programs
Associate Director of Finance - promoted *January 2020 – January 2022*

Oversaw \$30M in annual sponsored research and gift funding, annual operating budget, grant lifecycle management, fiscal and accounting operations for the HMS Office for Research Operations and Global Programs.

- Managed all financial activities, including processing and approving financial transactions such as payroll adjustments, accounts payable/receivable, procurement, research administration process for pre-award and post-award management and monitoring, ensuring compliance with Harvard University policies and procedures and sponsors guidelines. Oversaw year-end financial closing processes and led the audit.
- Assisted the Chief Research Operations Officer in the development of business, financial modeling and analyses for translational initiatives and prepared budgets for new programs/initiatives as needed.
- Maintained internal controls, business performance, and fiscal integrity; identified operational challenges and proactively resolved problems that spanned across multiple funding streams.
- Served as primary authority/administrator for multiple financial and HR systems.
- Effectively managed two grants managers, including training and development, workflow and performance management.

Harvard Medical School, Office for Research Operations and Global Programs
Finance Manager, HMS Research Cores 2015 – 2020

Oversaw day-to-day financial administration and took lead role in developing the annual budgets, grant lifecycle management, monitoring spending, accounts payable/receivable, accounts reconciliation, forecasting various financial scenarios and make financial recommendations to support four HMS Research Core Facilities, including ICCB-Longwood Screening Facility; Cryo-EM Center, Single Cell Core and Mouse Behavior Core. Worked closely with HMS administrative leadership to implement recommendations for the management of HMS Research Core Facilities.

- Oversaw the annual operating budgets and grant lifecycle management for 4 HMS Research Facilities; provided data analysis and forecasted future financial scenarios to support requests for funding; identified budget variances and reduced deficits; managed fiscal year closings and delivered financial reporting.
- Prepared quarterly and multi-year expense and revenue forecasts that highlighted the key drivers of expense variances vs. budget.
- Authorized general ledger expenditures/transactions, journal entries, reimbursements, and provided daily monitoring of sponsored funds, gifts, revenue generated from user fees, and payroll activities to the general ledger and within budget and timeline.
- Calculated annual fee schedules for services charged to internal affiliated and external users based on complex data, modeling and funding trends.
- Pre and post-award management services for a variety of award mechanisms sponsored and gift funding. Lead the audit of individual cores.

Harvard University, Office for Sponsored Programs
Research Finance Portfolio Manager

2013 - 2015

Managed a team of financial analysts to ensure monitoring of expenditures, timely invoicing and reporting on the federal & non-federal grants and contracts and award close-out for an assigned portfolio of Harvard's Schools (FAS, HKS, HLS, HDS, GSE, SEAS). Provided leadership across the post-award functions to ensure compliance with sponsor and institutional policies and guidelines.

- Reported on the financial aspects and deliverables for each School under my portfolio and ensured compliance across the award lifecycle.
- Served as a resource for problem-solving and compliance expertise. Interfaced regularly with key School leadership and department contacts (CFO, Associate Dean for Research Administration, Director of Finance, Grant Managers, others).
- Assisted in continually evaluating the longer-term needs of OSP and departments to ensure

sustainability and functionality of the billing and reporting tool as well as other administrative tools.

- Developed new business processes. Delivered regular management reports focused on team activity, financial analysis and metrics of the portfolio.

Harvard Medical School, Department of Microbiology
Senior Grants Manager

2008 - 2013

- Oversaw day-to-day financial administration of a complex portfolio of sponsored and non-sponsored accounts, including multiple-sites grants. Reconciled accounts and conducted quarterly financial analysis for ICCB-L and other service centers at MBIB.
- Managed pre- and post-award of a sponsored awards portfolio, including grant proposal submissions, budget and budget justification development, award and account/s set-up in Harvard GMAS system, post-award management and monitoring; reporting and account closeout.
- Reviewed and approved accounts payable including vendor invoices, reimbursements, Pcard transactions and accounts receivable.
- Prepared monthly reports and financial analysis that highlighted the key drivers of expense variances vs. the budget, prior forecasts and prior months. Proposed alternative spending plans for preventing over/under spending of sponsored program accounts proposed financial scenarios for service center's fees. Recommended budget adjustments, and other cost improvement measures. Advised the Principal Investigators on financial matters.

Harvard Medical International/Harvard Medical School
Program Coordinator

2006 – 2008

- Effective management of day-to-day administration of around 18 educational programs, with the participation of HMS faculty, delivered internationally.
- Drafted annual and multi-year budget projections for 18 programs with annual budgets \$1.2M total; prepared financial analyses and reports for each project.
- Improved the existing budgeting procedures for Continuing Medical Education programs, which resulted in optimizing revenue by 10% and increased effectiveness of educational programs delivered in Dubai.
- Identified and resolved errors and potential problems by working proactively with the Finance Team and Project Managers.
- Advised client executives on financial and administrative matters and kept them apprised

of all project elements including operations, implementations, financial status monitoring and reporting.

- Liaison between Harvard Medical International and Harvard Medical School Dubai Center on financial and programmatic issues.

Chelsea Neighbourhood Housing Services
Bookkeeper/Office Manager

2004 – 2006

Accurately processed accounts payable, accounts receivable and made sure that records accurately presented the Organization's activities and financial situation. Managed the effective running of CNHS's busy office and oversaw the implementation of efficient administrative, grant and HR processes and systems.

- Managed the successful transition of the Organization's accounting software from Quickbooks to Peachtree without any work interruptions or delays in processing AP & AR and ensured timely collections of revenues.
- Initiated the process and collaborated in the design, implementation and maintaining of a database for grants, reports and contact management.
- Prepared journal entries and reconciled general ledger and subsidiary accounts; prepared monthly financial statements, including distributing monthly revenue and expenditure reports to real estate and community development departments.
- Prepared the administrative segment of the annual budget of \$3.1M. Assisted the fundraiser in the generation of grant proposals and reports.
- Processed payroll for employees and consultants and posted journal entries; reconciled restricted and unrestricted bank accounts; reconciled general ledger accounts and agency credit cards.
- Increased organization's effectiveness by totally reorganizing the filing system; developed new Personnel Manual and administrative procedures to meet the current employment law and organizational changes.
- Successfully managed IT and other administrative consultant services and supervised staff.

Netherlands Development Organization – Tirana, Albania
Management Assistant/Logistical Officer

1996-2004

Provided administrative support to the Country Director and 3 Senior Management members in all facets of project implementations and in identifying and maintaining relations with other development partners in the Country.

- Negotiated vendor contracts and improved long-term relationships with major supplier accounts achieving greater benefits and reducing expenses.
- Prepared documentation related to procurement and ensured compliance with domestic and organization's standards.
- Provided diligence and discretion in dealing with confidential and personnel matters.

EDUCATION

Masters in Management, Concentration in Finance and Control
Harvard University Extension School, May 2010

Bachelor of Science in Physics, University of Tirana, Albania, 1996
Minor in math and chemistry.

PROFESSIONAL DEVELOPMENT AND ACTIVITIES

- "Leadership in Action", November 2022 – June 2023. A year-long program attended by high-performing mid-to senior level managers who have demonstrated leadership capability at Harvard.
- Harvard Certificate of Excellence for Contribution to the Design, Development and Deployment of Harvard Grants Management dashboards in HART, 2016
- Research Excellence in Administration Certificate at Harvard, Harvard University, July 2011
- National Council of University Research Administrators (NCURA), member
- Harvard University Universal Manager Training, 2019
- NCURA Annual Financial Administration Conference in 2010, 2014, 2018, 2020

TECHNICAL PROFICIENCIES

PeopleSoft, Harvard Oracle Financial Applications, GMAS, B2P, Concur, Harvard Analytics and Reporting Tool (HART), GMAS, MS Office, etc.

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 one year 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.

Perla		Walling-Sotolong
First Name	Middle Initial	Last Name

Nickname

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

Email Address

Alternate Email Address (Optional)

1775 Mass Ave	
Home Address	Suite or Apt

Lexington	MA	02420
City	State	Postal Code

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

12

What Precinct do you live in?

None Selected

Mobile:	
Primary Phone	Alternate Phone

Coldwell Banker Realty	Realtor
Employer	Job Title

Work Address

1775 Mass Avenue Lexington MA 02420

Which Boards would you like to apply for?

Town Celebrations Subcommittee: Submitted

Interests & Experiences

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

Special Training and/or Qualifications

Top real estate agent for over 12 years in Lexington, former resident, my children attended Bridge elementary.

Upload a Resume

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

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

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

Application Form

Profile

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Huma

First Name

Wasim

Last Name

Middle
Initial

Nickname

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

[REDACTED]

Email Address

Alternate Email Address (Optional)

1 Leroy Rd

Home Address

Suite or Apt

Lexington

City

MA

State

02421

Postal Code

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

1.5 years

What Precinct do you live in?

None Selected

Mobile: [REDACTED]

Primary Phone

Alternate Phone

AstraZeneca/Alexion Rare
Disease

Employer

Associate Director, Clinical
Project Lead

Job Title

Huma Wasim

Work Address

Waltham, MA

Which Boards would you like to apply for?

Town Celebrations Subcommittee: Submitted

Interests & Experiences

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

Special Training and/or Qualifications

I have over 12 years of industry experience related to Cardiovascular, Nephrology and Hematology disease. I also have Masters in Environmental Science and I can bring my expertise to the Lexington community using my educational and professional background.

[Huma_Wasim_Resume_November_2021.docx](#)

Upload a Resume

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

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

Lexington 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

CURRICULUM VITAE

Employee Information

Full Name: Huma Wasim
Job Title: Associate Director, Clinical Operations
Phone Number: [REDACTED]
Email: [REDACTED]
Country of Residence: United States

Summary of Experience: Huma Wasim has over 10 years of clinical research experience. After completing her Bachelor of Science in Biochemistry and minor in Philosophy, Huma joined TIMI Study Group as Research Assistant I and gained experience on interventional studies for cardiovascular drugs as a Research Assistant I and Clinical Trial Protocol Coordinator. She joined Quintiles as a Site Management Specialist in April 2013 and transitioned to the Clinical Project Support Specialist role in September 2014. In 2016, Huma joined Alnylam Pharmaceutical as Clinical Research Associate and was promoted to Clinical Trial Manager in January of 2019.

Previous responsibilities included: preparing and leading inspection related activities, managing phase 1, 2 and 3 study. Program lead of another Phase 2 and Natural History Study. Overseeing, managing monitoring oversight vendor for phase 3 study, providing project related support and assistance, establishing and maintaining all project documentation, assisting with periodic review/audit of files for accuracy and completeness, updating and maintaining internal systems, databases, tracking tools, timelines and project plans, preparing and distributing project reports, assisting the Senior Director of Clinical Operations with project finances, preparing presentation materials for project meetings, serving as primary backup contact for internal project team and for external stakeholders/customers and undertaking additional project management activities as directed by the Senior Director of Clinical Operations.

Current responsibilities as an Associate Director at Sigilon Therapeutics includes: leading two phase 1 and phase 1/2 programs. Overseeing, selecting and managing CROs, vendors, preparing responses for regulatory agencies, developing functional headcount, department budget, selecting safety review committee members, liaising with key opinion leader, co-leading development of study concept, protocol and Investigator Brochure, serve as an subject matter expert for development of SOPs, databases, tracking tools, timelines and project plans, preparing and distributing project reports, presentation materials, and reporting into Chief Medical Officer

Formal Educational History

Last Date Attended	Institution Name, Country	Education Level/Degree	Area of Study	Completion Status
12/2015	New York Medical College, United States	MPH	Environmental Science	Completed
06/2009	Rockhurst University, United States	Bachelors	Biochemistry	Completed

CURRICULUM VITAE

Clinical Trial Experience

Clinical Trial Experience: Over 10 years
Study Phase: Natural History, Phase I, II, III and IV
Indication: Rare Disease, rare blood disorder, lysosomal Disease, Hematology, Nephrology, Urology, Cardiology
of Sites and Countries: 50; US, EU, UK, CEMEA, Latin America and Asia Pacific
Role: Associate Director, Clinical Trial Manager, Clinical Research Associate and Clinical Trial Specialist

Employment History

Sigilon Employment History

Date of Employment: 7/2021 – Present

Job Title: Associate Director, Clinical Operations

Key Responsibilities:

- Lead the development of contingency/risk management plans for projects and assist Chief Medical Officer and Chief Executive Officer in the preparation and execution of sound development strategies.
- Provide strategic input and execution of clinical trials from protocol design to the final clinical study report for specified studies
- Liaise with patient advocacy and provide leadership/input into global subject/patient recruitment plans.
- Provide input for regulatory submissions and responses
- Oversee and select the CROs and vendors
- Lead in defining and developing clinical operations, study protocols and IB
- Lead and act as an escalation level for decision making related to the programs
- Lead and provide support for department wide processes such as SOPs and work instructions
- Lead and grow a highly productive team and manage daily aspects of Clinical Operations
- Ensure the data generated internally and externally are in line with study design, scientific vigor, regulatory expectation, and industry's best practices
- Represent Clinical Operations on multidisciplinary teams. Collaborate with other stakeholders on the study protocol and to ensure timely delivery of the decision-making data.
- Provide oversight of CROs (managing timeline, troubleshooting assays, monitoring performance, assessing method deviation, establishing CAPA, reviewing and approving data reports, etc.).
- Support regulatory submissions (INDs, CTAs, BLAs) and interact with regulatory agencies.
- Lead the development of innovative approaches by addressing challenging issues based on emerging scientific insights, new technologies and program needs
- Effectively communicate and interact with Key Opinion Leaders.
- Manage all aspects of CRO/vendor identification, request for proposal submission, CRO selection, and the day to day operational management activities of CROs, development of Key performance

CURRICULUM VITAE

Indicators (KPIs), management of global resources, expertise, and knowledge within the CRO/vendor.

- Budgets, timelines, headcounts and forecasts preparation for clinical programs and Clinical operations.

Alnylam Employment History

Date of Employment: 12/2016 – 7/2021

Job Title: Clinical Trial Manager, Clinical Research Associate/Clinical Trial Specialist

Key Responsibilities:

- Lead and manage integration of all project team activities, leveraging internal and development partner resources, expertise and knowledge, along with optimizing CRO resources, expertise and knowledge.
- Provide strategic input and execution of clinical trials from protocol design to the final clinical study report for specified studies
- Provide leadership and input into global subject/patient recruitment plans
- Effectively communicate and interact with Key Opinion Leaders.
- Manage all aspects of CRO/vendor identification, request for proposal submission, CRO selection, and the day to day operational management activities of CROs, development of Key performance Indicators (KPIs), management of global resources, expertise, and knowledge within the CRO/vendor.
- Manage strategic study operations including: study sites and tracking systems for regulatory submissions, CRO KPIs, drug supply and use, enrollment of subjects, regulatory document flow, study timelines, all budgetary and financial information, Pharmacovigilance/Serious Adverse Events, performance metrics, data flow, etc.
- Participate in Case Report Form design, user acceptance testing in partnership with data management
- Generate country specific Informed Consent Form(s).
- Lead the development of contingency/risk management plans for projects and assist Director/Senior Director of Clinical Operations in the preparation and execution of sound development strategies.
- Provide support to clinical trial managers within and/or across programs.
- Budgets, timelines, and forecasts preparation for clinical studies.
- Interface with Finance, Program Management, Accounting, Supply Operations, Quality Assurance, Clinical Research, Commercial, Regulatory, Medical Affairs; which may include leading sub-teams and/or acting as a liaison between groups.
- Provide a variance analysis of budget to actual and notifies finance of projected cost over/under expenditure.
- Establish and maintain all project documentation
- Assist with periodic review/audit of files for accuracy and completeness
- Coordinate and track all information, communications, documents, materials and supplies for assigned projects
- Update and maintain internal systems, databases, tracking tools, timelines and project plans with project specific information.
- Identify and escalate discrepancies in project tracking data, timesheet coding, interpretation of financial figures

CURRICULUM VITAE

- Prepare and distribute status, tracking and project finance reports, and assist the project manager(s) with budget allocation and approval of invoices.
- Prepare presentation materials for meetings (internal/external) and project summary data.
- Coordinate project team and/or customer meetings including logistics and materials required.
- Coordinate with other project support staff within and outside the Clinical Project Management Unit to identify and consolidate support processes.
- Train and mentor junior staff

Quintiles Employment History

Date of Employment: 07/2014 – 4/2016

Job Title: Clinical Project Support Specialist, Observational Clinical Project Management

Key Responsibilities:

- Establish and maintain all project documentation including all files, records and reports according to the scope of work and SOPs.
 - Assist with periodic review/audit of files for accuracy and completeness.
 - Coordinate and track all information, communications, documents, materials and supplies for assigned projects.
 - Update and maintain internal systems, databases, tracking tools, timelines and project plans with project specific information.
 - Identify and escalate discrepancies in project tracking data, timesheet coding, expense data billing, interpretation of financial figures which may lead to identification of out of scope activities not previously reported.
- Prepare and distribute status, tracking and project finance reports, and assist the project manager(s) with budget allocation and approval of invoices.
- Prepare presentation materials for meetings (internal/external) and project summary data.
- Coordinate project team and/or customer meetings including logistics and materials required.
- Coordinate with other project support staff within and outside the Clinical Project Management Unit to identify and consolidate support processes.
- Serve as primary backup contact for internal project team and for external stakeholders/customers as designated by project manager.
- Undertake project management activities as directed by project manager.
- Train and mentor more junior project support staff.

Date of Employment: 04/2013 - 07/2014

Job Title: Site Management Specialist 1

Key Responsibilities:

- Assists with the development of materials for and performs essential document collection and tracking (where applicable), technical support, pre- study, study initiation, remote monitoring, site management, and close-out activities via telephone while adhering to all applicable regulatory and Standard Operating Procedures (SOPs) and Project Plans.
- Performs in-house site support activities, researching and responding to

CURRICULUM VITAE

various site inquiries (study materials, protocol questions, systems use, study documents, queries, site payments, etc.), appropriately tracking and documenting these interactions in the CTMS.

- Assists and supports study start-up activities (i.e., site recruitment, regulatory document collection, IRB submission) including the review of clinical and

project-related documents (i.e. protocol, case report form, Informed Consent, monitoring plan, site recruitment plan, source documents, training manuals, study binders, patient contact material, etc.)

- Perform comprehensive trainings on the company's EDC with sites and manage site staff username and password distribution.
- Adheres to a schedule of project-related communications (e.g., calls, mailings, reports) and activities and effectively documents these communications in CTMS for tracking purposes.
- Provides administrative support by preparing, organizing, managing, and tracking registry supplies such as, but not limited to: patient questionnaire mailings, patient gift cards, study manuals, collecting, filing and tracking regulatory documents
- Anticipates/identifies potential problems and implements corrective actions. Suggests and implements alternative solutions to problems with study timelines, schedules, resources, etc. to department managers or the project management team.
- Performs the following data management activities: direct data entry from telephone interviews, CRF routing, data reviewing, querying, and updating.
- Assists in the development of patient enrollment strategies.
- Provides support for study awareness, patient recruitment, and investigative site activities, including manning investigative site help lines. Serves as a central contact for all study related activities.
- Conducts outbound telephone calls per project requirements, including administration of patient assessment tools (e.g., Quality of Life (QoL) questionnaires, patient compliance surveys) and acquisition of study documents (regulatory documents, queries, etc.) and general site management.
- Utilizes internal databases to track and manage site/client contacts, patient enrollment, and other registry-specific reports, and provide reports to Project Management/CRA's/client in a timely manner. Attends and presents the status of site management activities at project team and client meetings as requested
- Investigates, tracks, prioritizes, and resolves site/client user feedback, complaints and issues. Has the ability to recognize and escalate issues where appropriate and choose appropriate method of communication
- Possesses the ability to prepare appropriate, timely and accurate communication to internal and external registry teams, consultants and investigative site personnel.
-

Non-Quintiles Employment History

Date of Employment: 02/2011 - 09/2012
Name of Employer: TIMI Study Group
Job Title: Research Assistant I

CURRICULUM VITAE

Key Responsibilities:

- Maintain databases and tables to track regulatory documents and contract information.
- Receives telephone calls and correspondence from Principal Investigators and Research Coordinators.
- Respond in accordance with a broad understanding of each assigned clinical trial. Provide answers to a wide range of inquiries pertaining to study- related matters.

Date of Employment: 09/2012 - 03/2013

Name of Employer: TIMI Study Group

Job Title: Clinical Trial Protocol Coordinator

Key Responsibilities:

- Responsible for accurate and timely preparation of documents such as tables, conference, and operations reports. Types, edits, formats, and proofreads all documents for content and accuracy. Ensures documents are prepared according to various requirements.
- Maintain databases and tables to track regulatory documents, safety reporting documents, numbered memoranda, and contract information.
- Ensures proper distribution to outside Principal Investigators, Research Coordinators, Core Lab Directors, Operations Committees, and various study personnel in accordance with FDA and/or Sponsor regulations.
- Provides back-up support to Director, Administrator, and Project Managers as needed.
- Receives and manages telephone calls and correspondence from Principal Investigators and Research Coordinators.
- Respond in accordance with a broad understanding of each assigned clinical trial. Provide answers to a wide range of inquiries pertaining to study- related matters.

Department Specific Experience

Department: Clinical

Category	Experience
Inform	5-10.5
In-House Monitoring Experience: ≥8 Years	Yes
Audits and/or Regulatory Inspection	Yes
Collection and Review of Regulatory Packages	Yes
Feasibilities	Yes
ICF/Study Document Development	Yes
Initiation Visits	Yes
International Project Experience	Yes
Investigator Meeting Attendance	Yes
Management of SAEs	Yes
Monitoring Visits & Source Data Verification	Yes
Site Selection Visits	Yes
Study Files Maintenance	Yes

CURRICULUM VITAE

Department: Data Management

Category	Experience
EDC	Yes
Paper - Other	Yes
Database Design and Build	Yes

Department: Project Management

Category	Experience
Project Management	8
EDC Experience	8
Program Management	7
Protocol Writing	Yes
CSR Development	Yes
Global Project Experience	8
Western Europe	8
Eastern Europe	8
Study Phase Design	Yes
Initiation & Planning	Yes
Execution / Control	Yes
Close Out	Yes

Language(s)

Language	Speaking	Reading	Writing
English	Fluent	Fluent	Fluent
Urdu	Fluent	Fluent	Fluent
Arabic	Basic	Fluent	Fluent

Current Memberships in Professional Organizations

- Phi Sigma Tau - Philosophy Honors Society
- Sigma Tau Delta - English Honors Society
- Beta Beta Beta -Biology Honors Society

Other Relevant Information

Licenses and Certifications

- Medical Terminology Course Completion, 2012
- Harvard Medical Mini Seminar Certificate, 2012
- Barnett GCP Expert Exam, 2014

Awards and Honors

- Honors Program at Rockhurst University, (GPA based), 2007
- Student Festival Achievement Award, 2006,2008

CURRICULUM VITAE

- SMART Grant Scholarship, 2006,2007,2008,2009
- Outstanding Multicultural Awareness, 2006
- Work Well Done Rewards: Applause Award, 2013
- Work Well Done Rewards Special Achievement 1 Award, 2014

Application Form

Profile

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David

First Name

E

Middle Initial

Lawrence

Last Name

Nickname

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

Mr.

Email Address

Alternate Email Address (Optional)

5 Jeffrey Terrace

Home Address

Suite or Apt

Lexington

City

MA

State

02420

Postal Code

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

18

What Precinct do you live in?

☒ Precinct 7

Home:

Primary Phone

Alternate Phone

Retired

Employer

Principal

Job Title

Work Address

Which Boards would you like to apply for?

Town Report Committee: Submitted

Interests & Experiences

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

Special Training and/or Qualifications

I have had two main careers: - 12 years as a small business owner - 20 years as a middle school educator (principal, assistant principal, science and math teacher), including 7 years at Jonas Clarke Middle School I have strong technology skills. I'm an avid photographer.

[Resume -
David E. Lawrence.pdf](#)

Upload a Resume

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

I recently retired after 20 years in public education and I'm seeking some additional ways to serve my community, use my skills, and stay connected with people. Youth Commission: seems to fit my interests and expertise well! Could be good fun. Town Report Committee: I'm really comfortable with digital tools (spreadsheets, desktop publishing, databases, etc.) and would be happy to contribute. Conservation Commission: My father-in-law (Dick Wolk) was on this commission for many years and I always thought it sounded interesting and very much worthwhile. I take advantage of Lexington's open spaces frequently and would like to ensure that they continue to grow and thrive into the future.

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

From the town's 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

David E. Lawrence

Profile

A dynamic middle-level educator with deep experience in instructional leadership and an established track record of effective organizational, planning, and technological practices. Driven to develop caring, compassionate, and collaborative learning communities that cultivate a growth mindset for all students and adults, with particular focus on fostering educational equity in access & outcomes, high student engagement, 21st Century Skills development, and healthy social & emotional growth targeted to the unique developmental needs of young adolescents.

Education, Honors, Certifications

Endicott College - EDCO Collaborative - Educational Leadership Institute (ELI)

Bedford, MA

M. Ed., Organizational Management 2016

University of Pennsylvania, Graduate School of Education

Philadelphia, PA

M.S. Ed., Elementary Education, Summa Cum Laude

1991

Duke University **Durham, NC** B.A., Psychology, Cum Laude 1989

Extensive, ongoing professional learning including: Collaborative Problem Solving, Educational Equity & Diversity, Supervision & Evaluation, Growth Mindset, Effective Grading Practices, and Leading Organizational Change

Licensure:

Massachusetts License No. 300892

Principal - Middle School

2016 to Present

Sheltered English Immersion (SEI) Endorsement

2014 to Present

Instructional Technology, All Levels

2016 to Present

Academic Teacher – Middle School Mathematics and Science 2006 to 2016

Middle School Leadership and Teaching Experience

Dover-Sherborn Public Schools

Dover, MA

Principal, Dover-Sherborn Middle School

2022 – 2023

- Led school of 483 students and 47 teachers
- Established stronger relationships with parents and families through expanded channels of communication including a biweekly community newsletter, expanded in-person family events and coffees, and wider use of social media platforms.
- Co-chaired School Advisory Council to craft School Improvement Plan and set budget priorities focused on deepening student engagement and sense of belonging, integrating restorative practices, and strengthening our Multi-Tiered System of Supports (MTSS) to boost student achievement in English and mathematics.
- Spearheaded a multi-year planning process to revise the school schedule to better align with our vision for high quality middle-level education.

Acton-Boxboro Regional School District

Acton, MA

Assistant Principal, R. J. Grey Junior High School

2017 – 2022

- Served as the primary school administrator for half of our 900 students and as a key member of our administrative and leadership teams.
- Recruited, hired, coached, supervised, and evaluated teachers and staff members to improve student learning.

- Cultivated a safe, compassionate school culture and establish effective discipline practices that minimize disruptions to learning and foster student social and emotional growth. Endeavored to make our school a joyful place that all students, families, and staff are excited to belong to.
- Designed and implemented professional learning experiences for entire staff focused on high-leverage instructional practices such as cultivating deep student engagement and motivation, setting clear and high standards for all students, and fostering a growth mindset.
- Engaged in collaborative problem solving with students exhibiting frequent challenging behaviors to build thinking and emotional skills that can lead to durable solutions and improved learning outcomes. Solved student academic and social/emotional challenges as a member of Child Study Team.
- Led math department towards a more student-centered approach to instruction for greater student engagement and more equitable learning opportunities and outcomes.
- As a member of the district's Educator Evaluation Advisory Committee, led professional learning for principals, department heads, and supervisors to put the focus of teacher evaluation squarely on student learning.
- Spearheaded the use of benchmark data to target differentiated instruction and supports for students in math and reading to meet district and school improvement plan goals.

Concord Public Schools

Assistant Principal (Interim), Concord Middle School

Concord, MA

2016 - 2017

- Served as the primary school administrator for the Peabody building, one of two buildings that comprise Concord Middle School.
- Coached, supervised, and evaluated 37 teachers and staff members to improve student learning.
- Spearheaded the scheduling process for the 2017-2018 school year including the design of teacher schedules between two school buildings, the coordination of teacher recommendations and student/parent course requests, and a smooth integration with our Aspen SIS system.

Lexington Public Schools

Instructional Technology Specialist, Jonas Clarke Middle School

Teacher - Science and Math, Grades 6 through 8, Jonas Clarke Middle School

Lexington, MA

2014 - 2016

2009 - 2014

- Coached teachers to improve their instruction through the implementation of educational technology. Provided professional development for teachers and staff throughout the district. Served as mentor for new teachers.
- Represented Clarke on the district's RtI Task Force, a three-year effort to understand, strengthen and expand the RtI efforts throughout the Lexington Public Schools. Worked closely with school and district administration to design and implement a new RtI program called WIN ("What I Need") that provides scheduled time in which all students can receive interventions, enrichments, or simply get some homework done. Chaired the Child Study Team.
- Planned, implemented, and supported the rollout of Google Apps for Education (GAFE) to all middle school students and staff, and a 1:1 iPad initiative that provided iPads to nearly 600 8th graders.

Andover Public Schools

Teacher – Science and Math, Grade 8, Wood Hill Middle School

Andover, MA

2006 - 2009

Wood Hill Middle School emphasizes teaching through Project Based Learning (PBL), creating multidisciplinary investigations of compelling subjects that culminate in authentic public presentations.

- Developed and implemented PBL units on topics such as global climate change and human organ systems. Engaged students in deep, meaningful investigations in which they applied their learning to solve real-world problems and communicate their learning to an authentic audience.
- Researched and planned the introduction of a middle school advisory program with the goal of ensuring that every student was partnered with a caring adult who would serve as a mentor and advocate.

Newton Public Schools

Teacher – 6th Grade Math, Mathematics Department Chair, Bigelow Middle School

Newton, MA

1993 - 1994

Corporate Management & Leadership Experience

Lawrence Metal Products Inc.

Bay Shore, NY

President/CEO

2000 - 2006

Vice President, Sales & Marketing

1997 - 2000

Asst. Vice President, Sales & Marketing

1995 - 1997

Sales & Customer Service

1994 – 1995

Lawrence Metal Products was a third-generation family-owned manufacturing business with over 120 employees and \$25,000,000 in annual sales revenue, and was successfully sold in 2006 to Tensator, Inc.

Community Engagement & Social Justice

Trinity Boston Connects (formerly Trinity Boston Foundation)

Boston, MA

Member, Board of Directors

2019-Present

Racial Equity Task Force

2019-Present

TBC's mission is to unlock opportunities and change the odds for youth of color in Boston by increasing available resources that lower systemic barriers to their achievement and wellbeing.

A Sample of Professional Learning

Seeking Educational Equity Through Diversity (SEED)

Engaged in SEED training along with other school leaders in my district to deepen our understanding of the impact that race and racism have on ourselves as individuals, and on the students, families, and staff that form our school community.

Massachusetts General Hospital "Think Kids: Rethinking Challenging Kids"

Received training and certification in Collaborative Problem Solving, an evidence-based, trauma-informed approach to school discipline and challenging student behaviors.

The Behavior Code: A Practical Guide to Understanding and Teaching the Most Challenging Students

Over the course of a school year, behavior specialist Jessica Minahan led our staff and leadership team to better identify the root causes of many challenging student behaviors, along with actionable steps to prevent maladaptive behaviors and build lagging emotional and cognitive skills.

APPLICATION FOR BOARD OR COMMITTEE MEMBERSHIP

Applicants are encouraged to also include a letter of interest or current resume along with their submission of this application.

Board/Committee Name (one application per Committee): Tree committee

Would you like your application kept on file for up to one year? Yes: X No:

Full Name: Alicia Morris

Nickname: Preferred Title:

Home Address: 19 Welch Road City: Lexington Zip: 02421

Length of Residence in Lexington (note: ZBA requirement is a minimum of 8 years): 22 years

Occupation: Librarian

Work Address: 35 Professors Rd. City: Medford Zip: 02155

Phone: Home: Cell:

Email: Primary: Secondary:

Special Training and/or Qualifications:

What is your interest in this Committee?

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 Committee? Website

Have you recently attended any meetings of the Committee? Yes: X No:

Have you confirmed your availability to attend the Committee's meetings? Yes: X No:
(For questions regarding the meeting schedule, please contact the Board/Committee via the Town website.)

Do you currently serve on another Board/Committee? Yes: No: X

If Yes, please list Board/Committee Name(s): _____

If Yes, please list date of most recent Conflict of Interest Law Training*: _____

Signature: Alvin M. Morin Date: 11/4/2023

****If currently serving on another Board/Committee, please attach a copy of your State Conflict of Interest Law Online Training Certificate, which can be obtained from the Town Clerk's Office.***

Alicia M. Morris

19 Welch Road, Lexington, MA 02421 | [REDACTED] | [REDACTED]

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

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 one year 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.

Rachel		Summers
First Name	Middle Initial	Last Name

Nickname

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

Ms

[Redacted]

Email Address

Alternate Email Address (Optional)

384 Lincoln St.		
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)

14 years

What Precinct do you live in?

☒ Precinct 9

Mobile: [Redacted]	
Primary Phone	Alternate Phone

self employed

Employer

Designer

Job Title

Work Address

384 Lincoln St. Lexington MA 02421

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

Other than a deep love of trees, and ad-hoc study of their value in both climate resilience and climate stabilization, I have no formal experience to list as a point of reference. That said, I am currently an active member of the Lexington Field and Garden Club, and organizer at the Interfaith Garden, LPS Green Teams as a volunteer and organizer, and an advocate for native plants, biodiversity and how to better leverage residential garden space. I have an amateur's enthusiasm, and a reasonably above-average knowledge of plant types and their uses (for a non-scientist, anyhow). I love plants and ecology and would love the opportunity to help with the tree committee if you are unable to fill this vacancy with someone who has more relevant qualifications. So yes, I am ready to roll up my sleeves, learn, advocate, review and collect relevant data, share tree info for social media, and/or dig holes to plant new trees. Please just let me know how I can help. Please note that the resume I am including is from 2018, and contains no relevant work experience vis a vis trees. My current businesses are self-owned & operated ecommerce shops and also of little to no relevance, but for reference, they can be found online at the following addresses: <https://platypusmax.com/> <https://metroshowercurtains.com/>

[Rachel Summers Resume - 2018.pdf](#)

Upload a Resume

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

Through the lens of the recent election, I have come to better appreciate the work of the many, many volunteers who do so much for this town. I have the time at this stage of my life to help more, and tree advocacy is definitely in my purview of interest.

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

Various town meeting member / town email updates I'd be happy to review past meetings if they were recorded, and if not, review meeting minutes. I am trying to figure out when the regular meeting times are and it appears from the minutes that they are not consistent. That said, my schedule is quite flexible generally speaking.

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

Rachel Summers

Product and Project Manager with a focus on B2B and internal operations tools. Experienced in managing Agile development teams from discovery to delivery, and in helping end users to do their jobs more effectively through technology and process improvement solutions.

CONTACT

Lexington, MA 02421

EXPERIENCE

GTxcel – Southborough MA

GTxcel creates digital magazine publishing solutions, including web and mobile applications and a content management system

Director of Publishing Products

SEPTEMBER 2011 - OCTOBER 2014

- Product Manager for the company's Publisher Dashboard and document conversion processes, a tool suite used to empower customers, reduce support and on-boarding time, and automate the creation of digital magazines and mobile applications
- Drove the development of software for magazine production technology, as Agile Product Owner, generating and prioritizing user stories by analyzing data and process workflows, providing high-impact improvements to productivity, usability and quality in document conversion production
- Leveraged document workflow platform to enable new business opportunities through internationalization and self-serve document conversion
- Supported Client Services to simplify and reduce risk in processes for onboarding, app creation, and subscriber email notifications
- Created initial wireframe designs, flowcharts, and other visual aids to help assess and refine solutions and collaborated with UX Designers on product concepts
- Provided team leadership as Scrum Master to plan sprints, run daily scrum meetings, define infrastructure improvements for continuous integration, and transition the development process from Scrum to Kanban
- Led team to deliver frequent releases, balancing the needs of multiple business stakeholders, overseeing acceptance testing and soliciting feedback on in-progress features with demos and release notes
- Developed tools and documentation in parallel with digital magazine development team, ensuring pre-release operational support for new end-user functionality

Director of Operations

OCTOBER 2006 - SEPTEMBER 2011

- Client Services and Production department general manager, establishing and improving on best practices for client relationship management in post-sales onboarding, customization, communication, and quality
- Operationalized the rollout of branded iOS (iPhone/iPad) digital magazine applications product, working closely with development and beta customers to establish expectations; established a linear process for ongoing scalable production with supporting documentation; ran user testing evaluations; and represented customer and operations' needs in the development of a web-based configuration tool
- Served as the "Voice of the Customer," bringing feedback from the front lines of customer communication back to product development
- Represented Operations on a cross-functional team overseeing the development of GTxcel's third generation digital magazine web reader application, then managed the transition of 900+ publications, ensuring customers satisfaction and retention through and an eventual sunset of the prior product iteration
- Maintained production volume through a 60% staff reduction by a combination of workflow process changes and integration with outsourced offshore vendors

Senior Project Manager

JULY 2005 - OCTOBER 2006

- Managed multiple client engagements, ensuring on-time delivery of digital magazine conversions and their associated customizations; focused on difficult or high-risk customers
- Defined project management standards and much of the production process for billable digital magazine production
- Built a team of project managers to handle customer onboarding and ongoing support

Production Coordinator & Project Manager

AUGUST 1999 - JULY 2005

- Scripted conversion of XML data for re-use in print and electronic formats
- Managed day to day customer contact, post-sales onboarding, scheduling, billing and technical troubleshooting for PDF to e-book and digital magazine content conversion projects
- Defined and executed processes for bulk email notifications for digital magazine subscribers

Daedalus, Inc. - Pittsburgh, PA

Daedalus is a full service product design agency helping companies bring a variety products from inception to market

SEPTEMBER 1997 to JUNE 1999

Designer

- Provided support for the development of several medical products from conception through delivery, creating functional prototypes, form models, labeling systems and technical/CAD layout detail for membrane keypad interfaces
- Researched materials and generated form concepts for a wearable device to ensure maximum user comfort

VOLUNTEER EXPERIENCE

EcoBridge Program Coordinator, Bridge Elementary School

MAY 2016 to PRESENT

Oversee a cafeteria recycling and composting program, raising student awareness and reducing daily cafeteria waste by 80%

Team Coach, Destination Imagination

NOVEMBER 2016 to MARCH 2017

Managed a team of children through weekly meetings, hand-on creative and problem-solving activities and long-term project planning for a judged performance piece.

SKILLS & EXPERTISE

Jira	SaaS Product Development
Salesforce	Agile - Scrum & Kanban
Zendesk	Project Management
InDesign	Process Optimization
XML	Internationalization
Lean UX	Documentation
SQL	User Research

EDUCATION

BFA, Industrial Design

Carnegie Mellon University
Pittsburgh, PA, 1997

Professional Scrum Master

[PSM1 Certification](https://www.scrum.org/certification/psm1), scrum.org

Application Form

Profile

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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.

Catherine		Yan
First Name	Middle Initial	Last Name

Nickname

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

Dr.

Email Address

Alternate Email Address (Optional)

211 East Emerson Road		
Home Address	Suite or Apt	
Lexington	MA	02420
City	State	Postal Code

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

23

What Precinct do you live in?

☒ Precinct 5

Mobile:		
Primary Phone	Alternate Phone	

Self

Employer

Scientist

Job Title

Work Address

211 East Emerson Road

Which Boards would you like to apply for?

Vision for Lexington Committee: Submitted

Interests & Experiences

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

Special Training and/or Qualifications

I received my BA in Biochemistry at Barnard College and MA, MS and PhD in Biology at Columbia University in 1997. I moved to Massachusetts for my postdoctoral fellowship in 1997, first at Brandeis University for a year to finish my PhD work, and then as a postdoctoral fellow and then instructor in Pediatrics and Genetics, with focus on cancer and immunology at Harvard Medical School from 1999 to 2007. I subsequently joined the Beth Israel Deaconess Medical Center, Harvard Medical School as an Assistant Professor in Pathology for 11 years. During this time, I served as a member of the Dana Farber Cancer Center, Harvard Stem Cell Institute and Associate Member of the Broad Institute. Just prior to the pandemic, I decided to take time off to change my career path. The isolation of COVID led me to learn more about our Lexington Community, which started with working with the LHS PTO in Fall 2022. Currently I am in my first year as LHS PTO co-President. My work and relationship with the LHS and LPS Administration and Lexington Community has led to an abiding interest and passion to serve our community in public service moving forward. Intriguingly, my background in navigating hospital/academic politics has served me well as LHS PTO President. Both roles require complex project management, multitasking, establishing collaborations/partnerships between multiple town organizations/associations; fundamentally coordinating and putting together many moving parts. I love to be challenged and getting things done.

[CATHERINE_YAN_CV_2024.docx](#)

Upload a Resume

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

I have come to really enjoy and appreciate our community. I would like to learn more and do more for our community. The boards I have applied for above are amongst the ones I feel that I believe I can work hard to contribute to based on my training/qualifications.

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

X formerly Twitter

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

Profile Summary

Effective scientific leader with over twenty-years of experience leading basic and translational immunology, cancer and stem cell research. Committed to the advancement of next generation of breakthrough therapies.

- Expertise in molecular, cell biology and protein biochemistry; HSC, T and B cell biology, lymphopoiesis, immunodeficiencies, and cancer; ESC and iPSC reprogramming, differentiation, gene editing, and *in vivo* disease models; DNA damage response, nuclear, cytoskeletal and oncogenic signaling pathways.
- Deep knowledge and experience in HSC, T and B cells, ESC and iPSC culturing, phenotyping, gene editing, assays, leveraging WGS and RNA-seq and target validation.
- Strong management, leadership and communication skills, and technical qualifications. Enjoy accountability in building and leading multidisciplinary teams nurturing research innovation through academic/pharma collaborations.
- Exceptional organizational and writing skills demonstrated by high profile peer-review publications and funding success.

Work Experience

2019-Present: Scientific Consultant (Independent work)

2008-June 2019: Assistant Professor of Pathology, *Beth Israel Deaconess Medical Center (BIDMC)*, Department of Experimental Pathology; and Harvard Medical School (HMS), Boston, MA

- **Established and managed the research projects** of teams of 8-10 PhD, PhD/MD, MD level scientists. Nurtured individual capabilities, guided independent/collaborative projects with awarded federal, private foundation and industry funding (see below). Set and managed yearly salary and research budgets, project and employee/student accountability milestones and communicated research findings in local and national scientific meetings. Taught and mentored >100 PhD candidates to date.
- **Research focus:** To elucidate how DNA damage caused by the misrepair of DNA double-stranded breaks (DSBs), mediated by the Non-homologous end-joining (NHEJ) DSB repair machinery leads to immunodeficiency and cancer, I directed the development and validation of preclinical animal models. These include models of the rare hereditary genetic DNA repair immunodeficiency DNA Ligase IV Syndrome and de novo human cancers including B and T cell lymphoma/leukemias, refractory c-Myc B cell lymphoma, glioblastoma, medulloblastoma, breast and prostate cancers.
- **Discoveries included the identification of novel biomarkers/therapeutic targets** impacting DNA damage response and cell signaling that modulate B, T, hematopoietic stem/progenitor, and neural stem cell functions, impacting genomic stability, ageing and drug resistant malignant progression, published in high profile journals including Nature and Nature Communications.
- **Major Administrative Leadership Role:** Established the BIDMC/HMS Monroe Schlesinger Lecture series (2011-2018). Coordinated/organized, hosted and served as presenter/moderator for selection of invited lecturers including Irv Weissman, Nobel laureate David Baltimore, Channing Der, Louis Staudt, Richard Axel, and Frank McCormick.

2009-May 2020: Affiliated Faculty, Harvard Stem Cell Institute, HMS, Boston MA

- Mentored and technical supervision/guidance of graduate students and HSCI Internship Program.

2009-June 2019: Assistant Professor, HMS, Developmental and Regenerative Biology Program, Biological and Biomedical Sciences, Boston MA

- Lectured HMS BBS 2nd and 5th year PhD students: Conduct of Science Course
- PhD thesis committee member; mentored and provided technical supervision/guidance to graduate and undergraduate student interns.

2009-May 2020: Faculty, Dana Farber/Harvard Cancer Center (DF/HCC), Cancer Genetics and Cancer Immunology, Boston MA

- Faculty mentor for Dana Farber Cancer Center ContinUed Research Engagement (CURE) Program (NCI R25 funded) undergraduate student interns.

2011-October 2019: Associate Member, Broad Institute, Cambridge MA

- Member of Broad Cancer Platform. Collaborated with Genomics Platform on RNA-seq of refractory murine B cell lymphomas and de novo medulloblastoma, glioblastoma and breast cancer samples.

2004-2008: Instructor of Pediatrics, Department of Pediatrics, Children's Hospital Boston; Boston, MA and 2007-2008: Instructor, Immune Disease Institute, Boston, MA (Frederick W. Alt, PhD)

- **Led teams** of 3-5 PhD, PhD/MD, MD level scientists. Provided technical expertise, guidance in experimental design and execution to individual projects, and contributed to scientific communication and preparation of scientific and regulatory documents for numerous NIH RO1, PO1 and SCORE grants.
- **Technical innovations and discoveries** include (1) The establishment of B cell immunology, T and B cell biology, murine embryonic stem cell (mES) knockout (KO) and knockin (KI) technologies and derivations; (2) Generated and characterized *in vivo* proof of concept animal models that include germline and conditional KO of NHEJ genes *XRCC4* and *DNA Ligase IV*, and Trp53; and KI models of DNA Ligase IV and I γ 1-Cre. Discoveries included implications in spontaneous and refractory human c-Myc B cell lymphoma, medulloblastoma, and solid tumors (colon and lung cancer) malignant progression.

2001-2004: Research Fellow in Cancer Immunology, Dana Farber Cancer Institute, Boston MA

(Frederick W. Alt and Harvey Cantor); **1999-2004: Research Fellow in Genetics (HMS), Research Fellow in Cancer Immunology, Immune Disease Institute/HMS** (Fred Rosen M.D. and Frederick W. Alt, PhD) and **Research Fellow in Medicine, Children's Hospital Boston/HMS, Boston MA** (Frederick W. Alt).

- Innovated germline and conditional KO constructs for NHEJ genes *XRCC4* and *DNA Ligase IV*; targeted into mES cells, transmitted into the mouse germline. External collaborations: targeted p53 conditional KO (with Jos Jonkers) and I γ 1-Cre reporter KI (with K. Rajewsky) in mES and germline mice.
- Designed, targeted mES and generated germline Wiskott Aldrich Syndrome-related gene WAVE2 KO mouse model. Discoveries reveal an essential role for WAVE2 in actin cytoskeletal reorganization in B and T cells, affecting BCR/TCR and downstream effector signaling.

1997-1999: Brandeis University: W.M. Keck Foundation Research Fellow (Laura I Davis, PhD).

- Dissection of the Crm1 nuclear export protein export machinery—assayed *in vitro* using E coli produced proteins; and *in vivo* in drug resistance assays using KI mutated/truncated/tagged/ GFP Crm1 yeast *S. cerevisiae* strains.

1997: Genetics Institute, Boston MA, Research Fellow (Lih Ling Lin, PhD)

Death domain protein analysis, protein phosphorylation, immunoprecipitation and western blotting, and lend expertise in yeast 2 hybrid interaction assays.

Advisory Roles, Committee Service, Volunteering

2023-LHS PTO President Lexington MA (2 year term)

2022-LHS PTO Forums VP Lexington MA (Completed 1 of 2 year term)

2018-2021: PhD Task Force Subcommittee Service, American Society of Hematology

Lead programmatic review and reporting

2017-2019: Awards Review Subcommittee Service, American Society of Hematology

Lead programmatic review and reporting

2012- Present: Abstract Reviewer for American Society of Hematology (ASH)

Programmatic review of abstracts submitted for oral presentations at ASH

2009-2017: Pathology Resident Interview Committee: Beth Israel Deaconess Medical Center

Interview science track pathology resident candidates for entry into program

2012-2013: Adhoc Committee Advisor on NIH/T32 Training/Stephen Balk, Dana Farber Harvard Cancer Center and BIDMC

Programmatic review of mentoring for research fellows

Honors and Awards

2009 V Foundation Scholar Award, V Foundation for Cancer Research

2010 Emerald Foundation Young Investigator Award, Emerald Foundation

2011 Kimmel Scholar Award, Sidney Kimmel Foundation for Cancer Research

2011	Junior Faculty Scholar Award, American Society of Hematology
2012	Industry-Academic Collaboration-Funding, Gilead Sciences
2016-2017	Careers in Immunology Fellowship Award, American Association of Immunologists

Education

Columbia University <i>Doctor of Philosophy, Biological Sciences</i>	New York, NY 1993-1997
--	---------------------------

Columbia University <i>Master of Philosophy, Biological Sciences</i>	New York, NY 1991-1992
--	---------------------------

Columbia University <i>Master of the Arts, Biological Sciences</i>	New York, NY 1988-1991
--	---------------------------

Barnard College of Columbia University <i>Bachelor of Arts, Biochemistry</i>	New York, NY 1984-1988
--	---------------------------

PhD Thesis

Title: Insights into nuclear structure and function in yeast as revealed by the analysis of the nuclear-associated interactions of the nucleolar protein, Nsr1p and the actin-related protein, Act2p. Published by UMI Dissertation Services # 9728329; bookmark: <http://hdl.handle.net/10022/AC:P:2899>; cited and archived in Columbia University Libraries: <http://academiccommons.columbia.edu/item/ac:109517>.

Selected Publications

- a. **Yan C**, Lee LH, Davis LI. Crm1p mediates regulated nuclear export of a yeast AP-1-like transcription factor. **EMBO J**. 1998 Dec 15;17(24):7416-29. PubMed PMID: [9857197](#); PubMed Central PMCID: [PMC1171086](#).
- b. Wang JH*, Gostissa M*, **Yan CT***, Goff P, Hickernell T, Hansen E, Difilippantonio S, Wesemann DR, Zarrin AA, Rajewsky K, Nussenzweig A, Alt FW. Mechanisms promoting translocations in editing and switching peripheral B cells. **Nature**. 2009 Jul 9;460(7252):231-6. PubMed PMID: [19587764](#); PubMed Central PMCID: [PMC2907259](#). ***Equal Contribution**
- c. **Yan CT**, Boboila C, Souza EK, Franco S, Hickernell TR, Murphy M, Gumaste S, Geyer M, Zarrin AA, Manis JP, Rajewsky K, Alt FW. IgH class switching and translocations use a robust non-classical end-joining pathway. **Nature**. 2007 Sep 27;449(7161):478-82. PubMed PMID: [17713479](#).
- d. Wang JH, Alt FW, Gostissa M, Datta A, Murphy M, Alimzhanov MB, Coakley KM, Rajewsky K, Manis JP, **Yan CT**. Oncogenic transformation in the absence of Xrcc4 targets peripheral B cells that have undergone editing and switching. **J Exp Med**. 2008 Dec 22;205(13):3079-90. PubMed PMID: [19064702](#); PubMed Central PMCID: [PMC2605230](#).
- e. Park J, Welner RS, Chan MY, Troppito L, Staber PB, Tenen DG, Yan CT. The DNA Ligase IV Syndrome R278H Mutation Impairs B Lymphopoiesis via Error-Prone Nonhomologous End-Joining. **J Immunol**. 2016;196(1):244-55. doi: 10.4049/jimmunol.1403099. PubMed PMID: 26608917; PubMed Central PMCID: [PMCPMC4684978](#).
- f. Kang YJ, Balter B, Csizmadia E, Haas B, Sharma H, Bronson R, Yan CT. Contribution of classical end-joining to PTEN inactivation in p53-mediated glioblastoma formation and drug-resistant survival. **Nature communications**. 2017;8:14013. doi: 10.1038/ncomms14013. PubMed PMID: 28094268 PMCID: [PMC5247582](#)

Complete List of Published Work in MyBibliography:

<http://www.ncbi.nlm.nih.gov/sites/myncbi/catherine.yan.1/bibliography/49022100/public/?sort=date&direction=descending>

Laboratory Techniques: Technical expertise include growth, manipulation and assays for E. coli, yeast, primary and immortalized mouse and human cell lines; DNA, RNA and protein isolation, detection (Southern, Northern, Western, silver staining, Mass Spec), fractionation, modifications, immunoprecipitation and fluorescent assays (e.g. T-FISH, DNA FISH, RNA FISH, immunofluorescence); chromatin analyses, cytogenetics (SKY, CGH); animal husbandry, dissection, perfusion, tissue isolation; B cell hybridoma fusion; tumor transplantation; generation and manipulation of iPSCs; immunohistochemistry, ELISpot, ELISAs; RV,

AAV (cDNA, si/shRNA miRNA) and CRISPR gene editing; flow cytometry; cytogenetics; WGS and RNA-seq design and analyses; and design and validation of yeast 2-hybrid, synthetic lethal and drug resistance assays relevant to targeted therapies.

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 one year 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.

Jennifer

First Name

L

Middle
Initial

Wilson

Last Name

Nickname

Jenny

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

Ms.

Email Address

Alternate Email Address (Optional)

11 Constitution Road

Home Address

Suite or Apt

Lexington

City

MA

State

02421

Postal Code

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

13.5 years (and grew up here)

What Precinct do you live in?

☒ Precinct 8

Mobile:

Primary Phone

Business:

Alternate Phone

John Hancock
Employer

Deputy Chief Counsel
Job Title

Work Address

197 Clarendon Street, Boston MA 02421

Which Boards would you like to apply for?

Board of Appeals Associates: Submitted

Interests & Experiences

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

Special Training and/or Qualifications

I hold a Masters degree in Public Policy from Harvard, a legal degree from UCLA and I have 15 years of experience in transactional law with a concentration in real estate.

[Resume -
_Jennifer_Wilson.docx](#)

Upload a Resume

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

I'm interested in giving back to the community and meeting more of the town representatives.

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

I read about the vacancies in the March 2024 Lexington Times Magazine.

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.

03/11/2024

[certificate_of_completion.pdf](#)
Conflict of Interest Law Training Certificate

Jennifer L. Wilson

11 Constitution Road, Lexington, MA 02421 phone: [REDACTED]

email: [REDACTED]

EXPERIENCE

John Hancock Life Insurance Company (U.S.A.)

Boston, MA

Managing Director and Deputy Chief Counsel, Investments

2011-present

Responsible for management of real estate legal team for investment related activities for a publicly traded insurance corporation in a complex regulatory environment on a global basis. Practice areas include direct financing, equity investments, real estate funds, public and private REITs, new fund development, development, real estate property management and asset management. Day to day responsibility for acquisitions, dispositions, workouts and financing transactions in the United States and Canada. Provided structuring support for Asia acquisitions. Supported advisory act compliance and policies. Material transactions include launch of a U.S. real estate fund, Singapore based REIT, establishment of a Cayman Islands based real estate fund for investment in Asia real estate. Hired in 2011 as counsel and promoted to senior counsel (2016), legal team manager (2018) and Deputy Chief Counsel (2019).

Skadden, Arps, Slate, Meagher & Flom LLP

Associate, Real Estate Department

2004 – 2011

Negotiated real estate financing documents, purchase and sale contracts and joint venture agreements in connection with mergers, acquisitions and financing transactions. Drafted and reviewed stock and asset purchase agreements, construction agreements, leases, opinions, option agreements, letters of intent, auction bid proposals and credit facilities. Negotiated commercial office space and retail leases in premier New York City buildings. Represented prominent clients in the banking, real estate, travel and communications industries. Completed extensive diligence assignments and coordinated closings for billion-dollar projects.

ADDITIONAL EXPERIENCE

PSComm, LLC

Management Consultant

London, U.K.

February – August, 2001, Summer 2002

Assigned to London's key transit management agency to facilitate development of public busing police pilot program and crime reduction initiatives. Reviewed crime data and coordinated development of joint policing-transit response center.

United Nations Interim Administration Mission in Kosovo

Kosovo, FYROM

Civil Administration Cabinet Member; Emergency Services Development

October 1999– December 2000

Developed emergency services department in post conflict environment. Drafted legislation and negotiated agreements with Kosovo Liberation Army faction leaders. Conducted briefings at NATO headquarters. Served as Diplomatic Observer with the United States Department of State.

Police Executive Research Forum

United Nations War Crimes Tribunal

Sarajevo, Bosnia

Policy Advisor, United Nations Mission in Bosnia-Herzegovina

May 1996 – August 1997

Established and directed a project to identify police officers implicated in war crimes atrocities. Served as key policy advisor to Commissioner and Deputy Commissioner of the International Police. Drafted agreements, speeches and policies focusing on elections and policing of minority communities in a post-conflict setting. Developed planning documents for new police institutions.

EDUCATION

University of California Los Angeles School of Law

Los Angeles, CA 2004

J.D.; Admitted in New York and Massachusetts.

Harvard University Kennedy School of Government

Cambridge, MA 1999

M.P.P.



Jennifer Wilson

has completed the

**State Ethics Commission Conflict of Interest Law
Training 2024**

elearning course

MARCH 11, 2024

CERTIFICATE NUMBER:
SEC-27865310158252

Select Board Committee Appointments - April 29, 2024

Board/Committee Name	Applicant for Appointment	Length of Term	Term Expiration Date	Notes
<i>Design Advisory Committee</i>	Minhaj Kirmani	1 year	September 30, 2024	
<i>Design Advisory Committee Associate Member</i>	Danit Netzer	1 year	September 30, 2024	
<i>Lexington Human Rights Committee</i>	Courtney Apgar	3 years	September 30, 2024	Unexpired term
<i>Lexington Human Rights Committee</i>	Rachel Levy	3 years	September 30, 2025	Unexpired term
<i>Monuments and Memorials Committee</i>	Elizabeth Huttner	3 years	September 30, 2026	
<i>Monuments and Memorials Committee</i>	Nicholas Wong	3 years	September 30, 2026	
<i>Noise Advisory Committee</i>	Sallye Bleiberg	3 years	September 30, 2024	Unexpired term
<i>Noise Advisory Committee</i>	Barbara Katzenberg	3 years	September 30, 2026	
<i>Noise Advisory Committee</i>	Benjamin Lees	3 years	September 30, 2025	Unexpired term
<i>Noise Advisory Committee</i>	Laura Rosen	3 years	September 30, 2026	
<i>Noise Advisory Committee</i>	Elaine Rudell	3 years	September 30, 2025	Unexpired term
<i>Tourism Committee</i>	Pamela Fowler	1 year	September 30, 2024	
<i>Town Celebrations Subcommittee</i>	Mirela Vaso	1 year	June 30, 2024	
<i>Town Celebrations Subcommittee</i>	Perla Walling-Sotolong	1 year	June 30, 2024	
<i>Town Celebrations Subcommittee</i>	Huma Wasim	1 year	June 30, 2024	
<i>Town Report Committee</i>	David Lawrence	1 year	September 30, 2024	
<i>Tree Committee Non-Voting Member</i>	Alicia Morris	3 years	September 30, 2026	
<i>Tree Committee Non-Voting Member</i>	Rachel Summers	3 years	September 30, 2026	
<i>Vision for Lexington Committee</i>	Catherine Yan	3 years	September 30, 2026	Unexpired term
<i>Zoning Board of Appeals Associates</i>	Jennifer Wilson	1 year	September 30, 2024	Unexpired term

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Approve and Sign Proclamation - Park and Recreation Month

PRESENTER:

Select Board Chair

ITEM NUMBER:

C.2

SUMMARY:

Category: Decision-Making

The Recreation Committee is requesting that the Select Board approve and sign a proclamation recognizing the month of July as **Park and Recreation Month** in the Town of Lexington. This is the third annual request for this proclamation.

SUGGESTED MOTION:

To approve and sign a proclamation recognizing the month of July as Park and Recreation Month.

Move to approve the consent.

FOLLOW-UP:

Select Board Office

DATE AND APPROXIMATE TIME ON AGENDA:

4/29/2024

ATTACHMENTS:

Description	Type
<input type="checkbox"/> 2024 Park and Recreation Month Proclamation	Backup Material



Town of Lexington, Massachusetts

SELECT BOARD OFFICE

PROCLAMATION

- Whereas:** parks and recreation is an integral part of communities throughout this country, including the Town of Lexington, Massachusetts; and
- Whereas:** parks and recreation promotes health and wellness, improving the physical and mental health of people who live near parks; and
- Whereas:** parks and recreation encourages physical activities by providing space for popular sports, hiking trails, swimming pool and many other activities designed to promote active lifestyle; and
- Whereas:** parks and recreation is a leading provider of healthy meals, nutrition services and education; and
- Whereas:** parks and recreation programming and education activities, such as out-of-school time programming, youth sports and environmental education, are critical to childhood development; and
- Whereas:** parks and recreation increases a community's economic prosperity through increased property values, expansion of the local tax base, increased tourism, the attraction and retention of businesses, and crime reduction; and
- Whereas:** parks and recreation is fundamental to the environmental well-being of our community; and
- Whereas:** parks and recreation is essential and adaptable infrastructure that makes our communities resilient in the face of natural disasters and climate change; and
- Whereas:** our parks and natural recreation areas ensure the ecological beauty of our community and provide a place for children and adults to connect with nature and recreate outdoors; and
- Whereas:** the U.S. House of Representatives has designated July as Park and Recreation Month; and
- Whereas:** the Town of Lexington, Massachusetts recognized the benefits derived from parks and recreation resources.

NOW, THEREFORE, WE, THE SELECT BOARD of the Town of Lexington, Massachusetts, do hereby proclaim the month of July as

Park and Recreation Month

in the Town of Lexington, Massachusetts.

IN WITNESS WHEREOF, we have set our hands and caused the seal of Lexington to be affixed herewith on the 29th of April 2024.

JOSEPH N. PATO, CHAIR

SUZANNE E. BARRY

DOUGLAS M. LUCENTE

JILL I. HAI

MARK D. SANDEEN

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Approve Installation of Happy to Chat Bench for Mental Health Awareness Month -
Lexington Community Center, 39 Marrett Road

PRESENTER:

Select Board Chair

ITEM NUMBER:

C.3

SUMMARY:

Category: Decision-Making

Attached please find a request from Recreation to place a Happy to Chat bench at the Community Center as well as a letter from Rotary and information on the bench.

SUGGESTED MOTION:

To approve the placement of a "Happy to Chat" bench at the Community Center.

Move to approve the consent.

FOLLOW-UP:

Recreation Department

DATE AND APPROXIMATE TIME ON AGENDA:

4/29/2024

ATTACHMENTS:

Description	Type
<input type="checkbox"/> Memo Request from Recreation on Happy to Chat Benches	Cover Memo

- Information on Benches
- Letter from Rotary
- Happy to Chat Bench

- Cover Memo
- Cover Memo
- Cover Memo



Town of Lexington

Memorandum

To: James Malloy, Town Manager

From: Christine Dean, Community Center Director

Date: April 23, 2024

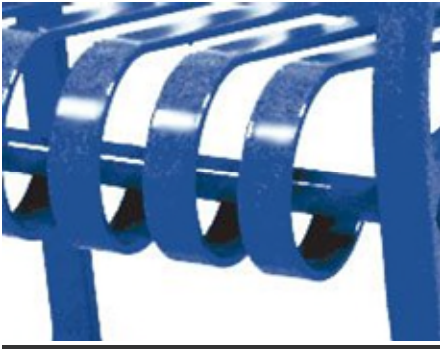
Re: Rotary Club of Lexington Happy to Chat Bench Donation

The Recreation and Community Programs Department requests to be placed on the April 29, 2024 Select Board meeting agenda to request approval of the acceptance and installation of a Happy to Chat Bench from the Rotary Club of Lexington.

- **The Agenda Item/Title:** Happy to Chat Bench
- **Vote/info/update:** This item will request the vote of the Select Board to approve.
- **Summary of presentation:** "Happy to Chat" benches encourage people to start conversations and talk to each other, rather than being isolated and sometimes lonely. Rotary District 7930 is committed to improving mental health throughout the district by decreasing isolation and increasing kindness and empathy. The District has set aside \$10,000 in matching funds for any club wishing to participate in this district managed grant. The Rotary Club of Lexington has applied for funds from this grant to be used to purchase a Happy to Chat Bench for the Lexington Community Center.
- **Timeline Summary:** The presentation will be approximately 5 minutes and then time for questions and input.
- **Implications of action/non-action:** Taking a vote/action will allow the Recreation & Community Programs Department to move forward with the installation of the donated bench at a chosen site at the Community Center.
- **Materials:** All presentation materials are enclosed.
- **Support:** The Rotary Club has pursued and secured funding for the bench. The Recreation Committee has approved and offered their support during the February 28, 2024 meeting. Along with the Lexington Human Services Department, we are excited to promote the bench during the month of May, Mental Health Awareness Month.

Thank you and please let me know of any questions.

Cc: Melissa Battite, Director of Recreation and Community Programs



- **The Benches are 5 feet long.**
- 11 Gauge steel
- Cast iron legs- 1 1/2" wide by 1 1/2" thick
- Thermoplastic finish
- Pre-drilled mounting holes

Outdoor furniture is covered in a copolymer-based thermoplastic powder coating. Thermoplastic is environmentally safe. The coating will not fade, crack, peel, warp, or discolor for the life of the product. Thermoplastic has the best adhesion rate of any other process. This keeps the metal base free of any corrosion possibilities. Thermoplastic is applied at a thickness of 25-30 mils. This allows maximum protection with the best possible surface. Thermoplastic can be easily repaired. Cuts are repaired by heating the affected area with an industrial heat gun. The thermoplastic will melt and rebind itself. The properties of thermoplastic also make spray painting difficult for vandals. Simply wash product with a standard industrial cleaner.

Thermoplastic on steel

The thermoplastic coating is placed over galvanized steel for the longevity of the product furnishings.

If spray paint is applied to the thermoplastic coating, it is very easy to remove using a common aerosol. Simply spray WD-40™ on the offending graffiti and watch as the dried paint is quickly eliminated from the thermoplastic surface. It's simple and SAFE!

WD-40™ is a registered trademark of the WD-40 Company.

Steel Tube Frames

Our steel tube frames are precision manufactured from high grade mild strip steel by Allied Tube & Conduit for exceptional durability and long lasting life. The tubing is hot dip galvanized with our patented in line Flo Coat process. This process combines zinc, a conversion coating, and a clear organic polymer top coat to form a triple layer of protection against corrosion and abrasion.

Free Standing or Mounting

Benches have holes in the feet so you may mount them however you want or not mount them. If you do mount them here are the instructions:

Not Mounted / Portable: Portable Mount/Not Mounted furniture may be placed on any surface. Portable mounts may have surface mount holes in the legs of the furniture, but if the pieces are not secured with bolts and anchors, the furniture may be moved. Not Mounted furniture with a tubular under structure has no surface mounting holes.

Surface Mount: Surface mount tables and benches are placed on a concrete surface. Most surface mount fixtures have holes in the legs of the furniture for bolts to be inserted into anchors embedded in concrete. When installing, holes must be drilled into existing concrete surfaces to embed anchors for the bolts. Surface Mount furniture with tubular under structure has discs welded to the under structure which rest flat on the ground so that bolts and anchors can then be secured through the discs.

In-Ground Mount: In-ground mounted furniture is placed on a grass or soil surface. In-ground mounted furniture resembles surface mounted furniture, but includes “J-Rods” to be inserted through the surface mount holes on a piece of furniture. The bottom of the J-Rod is then embedded in a hole filled with concrete. When the concrete cures, the shape of the J-Rod secures the furniture. Benches that have tubular legs and are in-ground mounted do not use J-Rods. Instead, the under structure ends in approximately 18” of extra pipe with a piece of flat bar welded to the bottom. A deep hole is then dug and filled with concrete. The bench is then set in the concrete to cure.

Assembly

Benches do not ship assembled. It is in 3 pieces and you would need to assemble. I don't know the instructions but I am sure they are included with the bench.

November 16, 2023

Lexington Community Center
39 Marrett Rd, Lexington, MA 02421

To: Christine Dean,
Community Center Director,

Dear Christine,

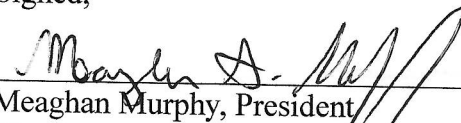
This letter is to state that the Lexington Community Center will partner with the Rotary Club of Lexington as a cooperating organization in the placement of a Happy to Chat Bench on their grounds.

Mental health has become a crisis in our communities. Adults and children can feel lonely and isolated. Funds from this grant will be used to purchase a Happy to Chat Bench for the Lexington Community Center. The bench will provide a safe place for people to talk with someone else. For example, if a person feels lonely, they can go to the bench as a signal that they need someone to talk to.

The Lexington Community Center will work with the Rotary Club of Lexington Rotarians to help put the benches together and place them on our property as well as educate staff, friends, and patrons as to their use. We will sustain the benches and cooperate with any Rotary audits as they relate to this grant and the particulars of this cooperative partnership.

Thank you for your support,

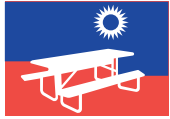
Signed,



Meghan Murphy, President
The Rotary Club of Lexington, MA

Quote#: 78773-2

7/24/2023



OutdoorSchoolFurniture

CUSTOM PROOF

Educational Furniture LLC

101 Waterstone Dr.

Oxford, MS 38655

Email: edufurniture@gmail.com

Phone: 1-888-719-3330

Fax: 662-638-3977

RFP5

5 ft Personalized Diamond Bench

navy

Your item can not go into production until we receive an authorized signature approving design, color, and quantity. Please review & return as soon as possible.

Approval Signature

Print Name

Approval Date

Quantity

Color



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AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Reorganization of the Board

PRESENTER:

Kim Katzenback, Executive Clerk

ITEM NUMBER:

I.1

SUMMARY:

Category: Decision-Making

The Chair and Vice-Chair of the Select Board is elected annually after the dissolution of the Annual Town Meeting.

SUGGESTED MOTION:

Motion to elect _____ Chair of the Select Board.

Motion to elect _____ Vice-Chair of the Select Board.

FOLLOW-UP:

Select Board Office

DATE AND APPROXIMATE TIME ON AGENDA:

4/29/2024

6:45pm

ATTACHMENTS:

Description

Type

📎 Joe Pato - Statement of Candidacy for Select Board Chair

Backup Material

Statement of Candidacy for Select Board Chair

Colleagues, I am honored to have served as your chair this past year and seek your approval to continue serving as chair this coming year, following the tradition of most Board chairs for the past 60 years who have served two, three, or more sequential terms*.

This coming year is full of challenges. We are recruiting a new Town Manager, we are celebrating the 250th anniversary of the Battle of Lexington, we are preparing to redevelop LHS. All of this is in addition to the myriad of issues that arise in any normal year.

We are a collaborative team that works well together. Ms Barry took the lead as chair of the Semiquincentennial Commission and Mr. Lucente joined the commission to lend focus from the Board. Ms Hai is taking the lead on the recruitment process with Mr. Sandeen's assistance. I have been taking the lead on the School Building Committee. Working together we are doing the best for Lexington's future.

As we start this critical year, I am ready and able to continue serving as the Board chair. I am retired and don't have other obligations straining my ability to work hard, giving me the flexibility to organize our workload and make recommendations for where we can ease the pressure to make sure our top priorities are successful.

I am in the last year of an elected term – not an uncommon position for a board chair. While the next election is almost a year away, my plan is to seek re-election.

No one can guarantee what the future will bring, but I know that as a team we will establish the context and continuity for a new Town Manager, for a glorious celebration of the 250th, and for a successful redevelopment of LHS.

I thank you for your past support and ask for your vote as this year's Board chair.

- Joe Pato

* As an example, since 1995, almost all Board chairs served multiple-year terms and stood for re-election

2021-2023: Jill Hai

2019-2021: Doug Lucente (stood for re-election during term)

2016-2019: Suzie Barry (stood for re-election during term)

2014-2016: Joe Pato (stood for re-election during term)

2012-2014: Deb Mauger (stood for re-election during term)

2010-2012: Hank Manz (stood for re-election during term)

2008-2010: Norman Cohen

2005-2008: Jeanne Krieger (stood for re-election during term)

2002-2004: Leo McSweeney

2000-2002: Jeanne Krieger (stood for re-election during term)

1998-2000: Peter Enrich (stood for re-election during term)

1995-1998: Leo McSweeney

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Discuss Future of Liberty Ride

PRESENTER:

Sandhya Iyer, Director of Economic
Development

ITEM NUMBER:

I.2

SUMMARY:

Category: Brainstorming

Attached please find a March 13, 2024 memo from Sandhya Iyer, Economic Development Director highlighting the contract with Joseph's which under the current contract ends March 31, 2025. Ms. Iyer is recommending that the Town issue an RFP for a one-year contract which would provide service through the 250th celebration in 2025 (would terminate March 31, 2026) and that the Town then move forward with a hybrid trolley and seek a different method of providing a driver contract in the future.

SUGGESTED MOTION:

There is no motion required at this time, but if the Select Board would discuss and provide general direction that they agree with the one-year contract and then seeking a different method of delivering this service in the future, staff can plan and budget accordingly.

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

4/29/2024

6:50pm

ATTACHMENTS:

Description	Type
 Memorandum from Sandhya Iyer	Cover Memo

Town of Lexington
Economic Development Office



MEMORANDUM

Date: March 18, 2024
To: Carol Kowalski, Assistant Town Manager for Development; James Malloy, Town Manager; Kelly Axtell, Deputy Town Manager; Carolyn Kosnoff, Assistant Town Manager for Finance; Elizabeth Mancini, Purchasing Director
From: Sandhya Iyer, Economic Development Director
Re: Liberty Ride Transportation Contract 2025-2026

Summary

The current term of the Liberty Ride Trolley contract is the third and final extension of the trolley contract with Joseph's Transportation at the rate of \$195 per/hour between April 1st, 2024 to March 31st, 2025.

The RFI and the Liberty Ride transportation RFP in 2023 resulted in one proposal from Joseph's Transportation. The proposal pricing ranged from \$200-\$295 for a ten-year contract. This contract was approved by the Select Board. Joseph's also agreed to purchase a new Trolley for the new contract and the updated rates included the new Trolley cost absorbed in the rates.

The proposal also included a new amendment through which the existing contract was extended from March 31st, 2024, to April 1st, 2025. The new rate and contract for 9 years were proposed to start after the new vehicle was procured. Also, with the new contract on a mutual agreement between the Town and Josephs, the Town agreed to waive the \$5,000 security deposit requirement as the new trolley would not have mechanical issues as the old trolley which led to failure of service.

Joseph's returned with additional requests below which led the town to cancel the bid:

- a) A clause for if the service was canceled for any reason (COVID, etc) the town would reimburse the company for the new vehicle.
- b) Remove the penalty clause in the contract.
- c) Ensure payments are within a certain period after the service.

We do not have any service contract lined up for 2025 and beyond after the bid was canceled.

Timeline Considerations and Next Steps

- 1) Our current contract ends on March 31st, 2025. I recommend that the Town explore a one-year contract to extend the trolley service for 2025. This bid for the one-year contract is to allow for continued service in the 2025 Liberty Ride season.

- 2) We have received quotes from vendors for a Hybrid trolley (used and brand new). The cost estimate is anywhere between \$270,000-\$350,000. The department would need to put in a Capital Request this fall to secure funding to purchase the trolley. We could explore driver service through the school contract or LexPress to see if we could use the drivers and premises to store and maintain the trolley.

We look forward to some guidance from the Select Board and the Management Team on the next steps to continue the service at least for the 2025 Trolley season.

Thank you.

Regards,
Sandhya Iyer
Economic Development Director
Lexington Visitors Center

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Review American Rescue Plan Act (ARPA) Requests for First Quarter of 2024

PRESENTER:

Jim Malloy, Town Manager

ITEM NUMBER:

I.3

SUMMARY:

Category: Decision-Making

Attached please find the ARPA requests for the first quarter of 2024. Of the requests, the only one that the Town Manager is not recommending is the \$40,000 request for food gift cards. This recommendation is based on the current balance of \$35,405 in a previously approved food gift card program the Select Board approved in 2022 & 2023. There is a second item, the mental health clinician, the Town Manager is recommending two years of funding opposed to the three years requested. This is due to the timing of when all ARPA funds have to be under contract and fully expended (3 years would extend into 2027 beyond the end date). Should the Select Board approve the remaining items, this will leave a balance of \$524,831 with two quarters (end of 2nd & 3rd quarters, the 4th quarter will be too late) remaining to approve the remainder of the funds. During the next quarter, there will be additional reviews to close out any prior approvals that are completed with remaining funds to return to the available balance.

In summary, the requests this quarter are to:

- Install free wifi in the Town Center, Center Fields and at Lincoln Field - cost: \$188,765
- Implement SeeClickFix on the Town's website to enable a two-way communication tool for residents - cost: \$9,778
- Purchase Virtual Reality Headsets for Town staff training (Red Cross) - cost: \$4,851
- To install a seasonal event tent at the Community Center - cost: \$9,750
- To fund a mental health clinician for two years - cost: \$160,000
- To fund DEI training - cost: \$2,000

As stated above, there is a request to fund a Fall (food) gift card program at \$40,000 but this is not recommended at this time and the mental health clinician is recommended to be funded at 2/3 of the request.

SUGGESTED MOTION:

Move to approve the follow ARPA requests:

1. Install free wifi in the Town Center, Center Fields and at Lincoln Field for \$188,765


- 2. Implement SeeClickFix on the Town's website to enable a two-way communication tool for residents for \$9,778
- 3. Purchase Virtual Reality Headsets for Town staff training for \$4,851
- 4. To install a seasonal event tent at the Community Center for \$9,750
- 5. To fund a mental health clinician for two years for \$160,000
- 6. To fund DEI training for \$2,000

FOLLOW-UP:

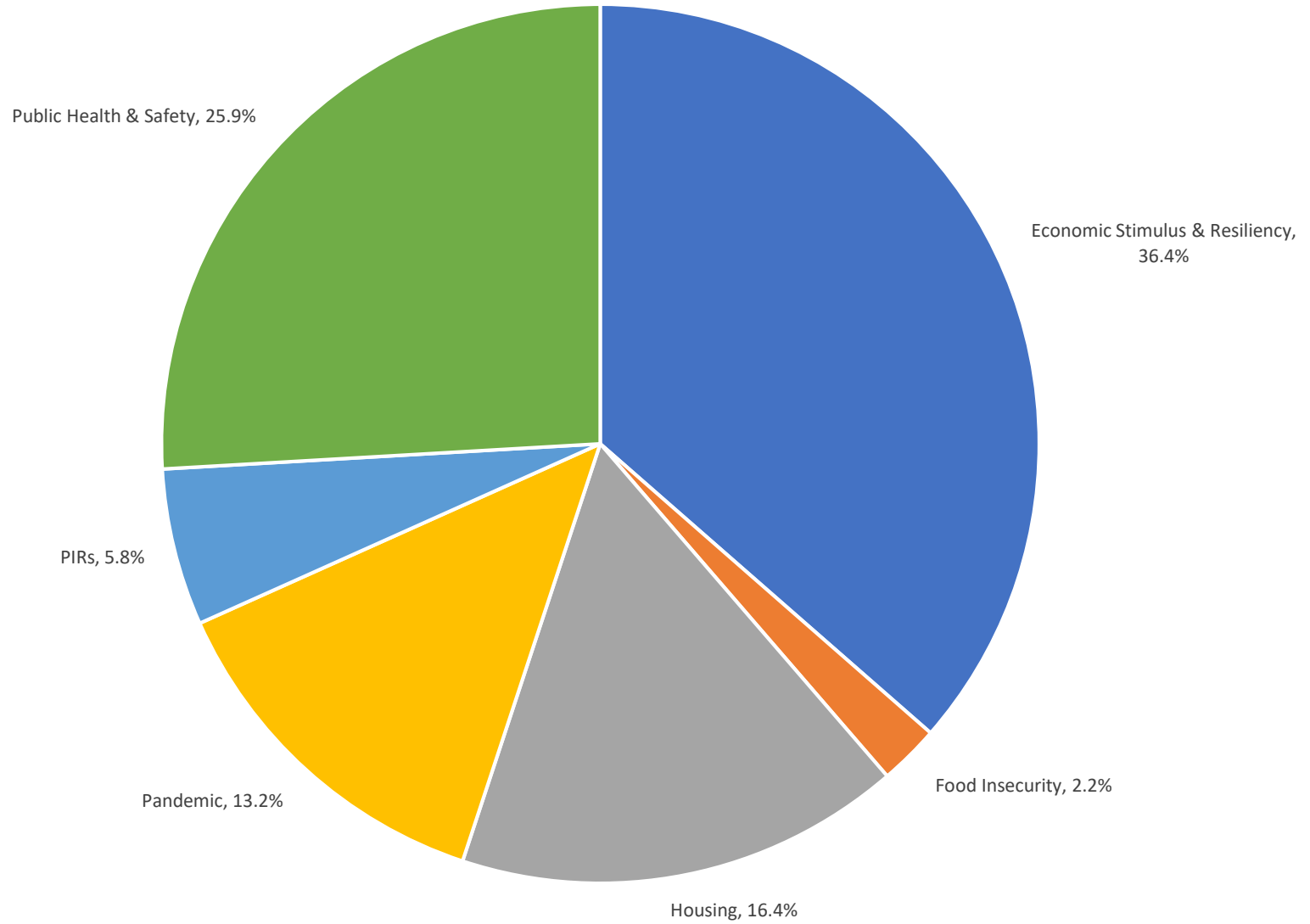
DATE AND APPROXIMATE TIME ON AGENDA:

4/29/2024 7:05pm

ATTACHMENTS:

Description		Type
	ARPA Spreadsheet and backup documents	Cover Memo

ARPA - Approved Spending



ARPA FUNDING REQUEST BY DEPARTMENTS - UPDATED 3-29-24

Total Amount Approved to Date	\$	9,003,407	90.9%
Total ARPA Funds	\$	9,903,381	
Additional Request for 4/1/24	\$	495,143	5.0%
ARPA Available Balance (if all current requests are approved)	\$	404,831	4.1%
Total of Previous Approvals to be Closed Out	\$	-	0.0%
Revised ARPA Balance	\$	404,831	4.1%

<u>Amounts Approved:</u>	<u>Previously Approved</u>			<u>Balance Remaining</u>			<u>New Requests</u>
Economic Stimulus & Resiliency	\$	3,280,103	36.4%	\$	1,326,036	40.4%	\$ 188,765
Food Insecurity	\$	200,000	2.2%	\$	35,405	17.7%	\$ 40,000
Housing	\$	1,479,235	16.4%	\$	34,635	2.3%	\$ -
Pandemic	\$	1,189,877	13.2%	\$	702,710	59.1%	\$ 242,000
PIRs	\$	521,000	5.8%	\$	75,000	14.4%	\$ -
Public Health & Safety	\$	2,333,192	25.9%	\$	528,511	22.7%	\$ 24,379
	\$	9,003,407	100.0%	\$	2,702,297	30.0%	\$ 495,143

Project	Department	Funding Request	Date Approved	Vote	Amount Approved/Requested	Notes	Updated 4-18-24	Goal	Status
43244	250th Committee	250th Event Planning and Implementation	6/5/2023	5-0	\$ 500,000	This request is to provide funding for event planning and implementation and any staff costs	\$ 477,837	Economic Stimulus & Resiliency	
43207	Committee/ Community Requests	LCA, Symphony, Munroe Center: Non-profit and Small Business Sustainability Fund for cultural sector	1/10/22	5-0	\$ 50,000		\$ -	Economic Stimulus & Resiliency	
43212	Committee/ Community Requests	Lex Retailer's Association: Discovery Day, Halloween Walk, Holiday Lighting, Taste of Lexington	2/1/22	5-0	\$ 48,903	There is a question whether this was intended to be a 3-year commitment	\$ -	Economic Stimulus & Resiliency	\$10,000 expended, \$20,000 for holiday lighting committed, \$20,000 remaining to use for Discovery Day and Taste of Lexington
43214	DPW	Picnic Tables for Center	2/1/22	5-0	\$ 24,000		\$ -	Economic Stimulus & Resiliency	The picnic tables have been delivered and staff is assembling them and delivering them to various sites.
43231	Economic Dev/DPW	Parklet – needs to be replaced	8/8/22	3-1	\$ 75,000		\$ -	Economic Stimulus & Resiliency	The parklet will be bid out this winter.
43208	Economic Development	Small Business Assistance	1/10/22	5-0	\$ 1,400,000	1/10/22 voted \$250,000; \$350,000 additional on 4/6/22; \$300,000 on 6/6/22; and \$500,000 voted on 12/5/22	\$ -	Economic Stimulus & Resiliency	All Small Business Assistance Items have been combined for Accounting Purposes
43213	Economic Development	Visitor Center website rebuild	2/1/22	5-0	\$ 50,000	2/1/22 voted \$25,000 & additional \$25,000 on 6/6/22	\$ 14,859	Economic Stimulus & Resiliency	Contractor Selected, work is underway.
43215	Economic Development	Pop Up Business Incubator	2/1/22	5-0	\$ 110,000	2/1/22 Voted \$100,000 & \$10,000 for the ramp on 6/6/22	\$ -	Economic Stimulus & Resiliency	100% expended + used \$4,600 from the small business grant
43216	Economic Development	Store back/ storefront improvement plan	2/1/22	5-0	\$ 100,000		\$ 100,000	Economic Stimulus & Resiliency	
43228	Economic Development	Non-Profit Business Assistance	6/6/22	5-0	\$ 50,000		\$ -	Economic Stimulus & Resiliency	100% Expended
43237	Economic Development	East Lexington Bike Path Landscape Improvements	9/6/22	4-1	\$ 400,000		\$ 352,400	Economic Stimulus & Resiliency	Working with a consultant now
43233	Human Services/Sustainability	Bike Racks for E. Lexington	8/8/22	4-0	\$ 7,200		\$ 3,365	Economic Stimulus & Resiliency	The Economic Development Department is working with two potential locations to place the bike racks in E. Lexington
43246	Select Board	Center Charette	7/10/2023	4-0	\$ 25,000	This has been requested from the Economic Development Committee and previously discussed by the Select Board.	\$ -	Economic Stimulus & Resiliency	

Project	Department	Funding Request	Date Approved	Vote	Amount Approved/Requested	Notes	Updated 4-18-24	Goal	Status
43222	Town Manager	Participatory Budget set-aside	2/1/22	5-0	\$ 440,000	2/1/22 voted \$500,000 + \$20,000 for community engagement; increased from \$500,000 to \$505,000 on 4/10/23 Reduced by \$85,000	\$ 377,575	Economic Stimulus & Resiliency	Responses have closed for initial submissions, staff have reviewed those responses and made an initial pass on what is acceptable for the Select Board's review it has been limited to 25 projects, staff is workign on cost estimates.
43205	Human Services	Food Insecurity	1/10/2022 & 7/10/2023	4-0	\$ 200,000	This is a request to continue the food gift cards, food pantry funding and replace refrigerator /freezer for Meals on Wheels	\$ 35,405	Food Insecurity	
43209	LexHab	Lexhab - Vine Street Design Funding	1/10/22	5-0	\$ 115,000		\$ 34,635	Housing	
43210	LexHab	Lexhab Request to buy houses	1/10/22, 12/5/22 & 6/5/23	5-0	\$ 1,340,000		\$ -	Housing	
43211	LUHD	Develop a proposal for a Municipal Affordable Housing Trust & Development Corporation	1/10/22	5-0	\$ -	Eliminated on 2/5/24 as unnecessary	\$ -	Housing	To date, the proposals were prepared without the need for ARPA funds. STM will vote Nov 2022 on the two proposals. Funds could now be used to support the Housing Trust in drafting the Action Plan and Guidelines for the Housing Trust.
43217	Select Board	Fund SPRD Consultant		5-0	\$ 24,235		\$ -	Housing	The SPRD Ad Hoc Committee will present an update to the elected boards November-February, and continues to work towards a zoning bylaw amendment to bring to 2023 Annual Town Meeting. Remaining funds will be used for a consultant to develop visualization tools to show how the new zoning will appear, and on design guidelines and public engagment leading up to Town Meeting.
43223	Human Resources	Administrative Assistant	8/8/22	4-0	\$ 26,609		\$ -	Pandemic	Candidate hired - will reclass salary at EOY
43224	IT	Remote/Hybrid Town Meeting Technology	2/27/2023	5-0	\$ 661,100	2/27/23 voted \$20,000; 5/16/22 voted \$40,000; on 9/6/22 voted \$20,000 & on 2/27/23 voted \$20,000 & 7/10/23 voted \$561,100	\$ 529,514	Pandemic	
43221	Recreation	Outside shelters for programming	2/1/22	5-0	\$ 235,000	2/1/22 voted \$160,000 & \$75,000 (4-0 vote) on 8/8/22	\$ 173,196	Pandemic	In porcess for finalizing quotes for a new shade structure at the pool and the Community Center and Lincoln Park and pocket parks.
43241	Select Board/DPW	Curbside Composting	\$ 44,970	May-00	\$ 216,000		\$ -	Pandemic	This is for a FY24 budget timeframe.
43245	Town Clerk	Front Hall Meeting Display	7/10/2023	4-0	\$ 1,168	This request is to add a AV display in the front hall that would publicize public meeting	\$ -	Pandemic	
43242	Town Manager	Internal Equity Audit	4/10/2023	4-0-1	\$ 50,000		\$ -	Pandemic	The Town received a \$50,000 grant to perform an equity audit and develop an Equity Plan, the estimated cost is \$100,000.
43256	DPW	Expanded Food Waste Program	2/5/2024	5-0	\$ 396,000	See PIR (Attached)	\$ -	PIR	
43257	Health	Vehicle	2/5/2024	5-0	\$ 50,000	See PIR (Attached)	\$ -	PIR	
43258	Town Manager	ADA Town Building Self Evaluation and Transition Plan	2/5/2024	5-0	\$ 75,000	See PIR (Attached)	\$ 75,000	PIR	
43218	DPW	Bikeways – 6 replacement bottle filling stations (\$6K each)	2/1/22	5-0	\$ 36,000		\$ 1,245	Public Health & Safety	The bottle filling stations have been received and will be installed in the spring of 2023.
43230	DPW	Two additional electronic sign boards for communications (\$15-\$20K each)	8/8/22	4-0	\$ 43,600		\$ -	Public Health & Safety	Two sign boards have been purchased for use by the Town
43243	DPW	Lead and Copper Service Line Inventory, Planning & Replacement	4/10/2023	4-0-1	\$ 329,580		\$ -	Public Health & Safety	This is for engineering and design services.
43229	Fire Deparment	Fire Pumper Overage	8/8/22	4-0	\$ 100,916	8/8/22 voted \$82,882 for fire pumper overage + \$18, 109 for new fire hose	\$ -	Public Health & Safety	Fire Pumper designed and ordered (540 Day Build) New hose selection and then will be ordered.
43229	Fire Department	Overtime	7/11/22	5-0	\$ 80,188		\$ 37,572	Public Health & Safety	Finance Department
43235	Fire Department	ATV Ambulance	10/3/2022	3-2	\$ 93,876		\$ -	Public Health & Safety	ATV and Trailer designed and ordered (200 Day Build)
43239	Fire Department	Fire Dept and Emergency Management Respirator Protection	12/5/22	5-0	\$ 40,000		\$ -	Public Health & Safety	If approved order to be placed.
43201	Health	Take Home Rapid Test Kits	1/10/22	5-0	\$ 22,863	\$25,000 approved \$2,137 closed out	\$ -	Public Health & Safety	100% expended
43203	Health	Ongoing Support for Lexington Health Department (contact tracing, food inspections, health nurse)	1/10/22	5-0	\$ 100,000		\$ 2,116	Public Health & Safety	Researching quotes to upgrade vaccine freezer and additional nursing help for clinics,
43204	Health	Community COVID events	1/10/22	5-0	\$ 175,000	Modified on 10/24/22 to allow for COVID Vaccination Events	\$ 28,000	Public Health & Safety	Community testing events have been held as planned earlier in 2022, the remaining balance has been set aside for community vaccination events

Project	Department	Funding Request	Date Approved	Vote	Amount Approved/Requested	Notes	Updated 4-18-24	Goal	Status
43206	Human Services	Mental Health Services/ Health Clinician	1/10/22	5-0	\$ 350,000	\$90,000 approved 1/10/22 and \$260,000 approved on 7/10/23 (This request is for \$80,000 for 3.25 years)	\$ 252,443	Public Health & Safety	Baylee Fairhurst from Eliot Community Human Services started at the end of August and had a full caseload by mid-September. Eliot has not yet invoiced the Town so the balance remains untouched as of 10/28.
43236	Human Services	William James Interface	10/3/2022	5-0	\$ 15,000		\$ -	Public Health & Safety	The funds were moved to a PO in mid-October and the invoice is awaiting approval to pay.
43240	Human Services/Transportation	Depot Bus Shelter (Emery Park)	12/5/22	5-0	\$ 58,000		\$ 3,476	Public Health & Safety	
43219	Police Dept	Lifepak AED devices	2/1/22	5-0	\$ 22,200		\$ 319	Public Health & Safety	The Police Department has received 11 Stryker AED's to replace the aging equipment in police cruisers
43220	Recreation	Bottle Fillers - at 3 locations	2/1/22	5-0	\$ 44,000	2/1/22 Voted \$24,000 & \$20,000 voted on 8/8/22	\$ 16,939	Public Health & Safety	Two completed, the third is outstanding at the reservoir.
43232	Recreation	Basketball Hoops (7)	8/8/22	4-0	\$ 19,936	8/8/23 Voted \$10,500 & \$9,436 voted on 5/22/23	\$ -	Public Health & Safety	Completed
43238	Recreation	Increasing Inclusion Through Technology	12/5/22	5-0	\$ 4,000		\$ 1,352	Public Health & Safety	Waiting a quote to order remaining supplies
43247	Recreation	Water Fountain Intallation at Lincoln Park	7/10/2023	4-0	\$ 6,800	This is related to a previous approval where there was additional work required for piping	\$ -	Public Health & Safety	Completed
43202	Select Board	N95 Masks	1/10/22	5-0	\$ -	\$25,000 approved \$25,000 closed out	\$ -	Public Health & Safety	No funds expended, item closed out
43234	Fire Department	Ambulance	9/6/2022 & 7/10/2023	4-0	\$ 436,862	This is related to the previous approval where the cost has escalated by this amount.	\$ -	Public Health and Safety	Note: This could be approved to allow the Town to order the ambulance and this amount could also be then appropriated at the FTM from the Ambulance Stabilization Account which has \$100,000 and then this could be revoted and returned to available ARPA funds.
43251	Fire Department	Electric Vehicle Fire Nozzle	2/5/2024	5-0	\$ 6,547	This request is to fund a special fire nozzle used to extinguish EV battery fires	\$ -	Public Health and Safety	
43251	Fire Department	Fire Hose	2/5/2024	5-0	\$ 51,216	This request is to purchase additional fire hose for the Fire Department	\$ -	Public Health and Safety	
43252	Fire Department	Radios	2/5/2024	5-0	\$ 69,354	This is a request to continue replacing radios in the Fire Department	\$ -	Public Health and Safety	This request has also been provided to the Lex250 Commission for funding through their ARPA funds as the need correlates to the 250th. If they approve the use of their funds, this does not need to be funded.
43253	Fire/DPW	Hartwell Ave Compost Site Water Main Extension	2/5/2024	5-0	\$ 75,000	This request is to improve public safety at the Compost site on Hartwell Avenue by extending the water main and add a hydrant	\$ 75,000	Public Health and Safety	
43249	Public Facilities	Hands Free Fixtures	7/10/2023	4-0	\$ 76,000	Hands Free fixtures in Community Center and Cary Library only	\$ 76,000	Public Health and Safety	
43254	Recreation	Health/Safety Equipment for Aquatics and Summer Staff	2/5/2024	5-0	\$ 18,320	This request is for First Aid/CPR/AED courses, Lifeguard and water safety courses and related equipment and supplies	\$ 2,817	Public Health and Safety	PO has been issued and order has been placed.
43255	Recreation	Code Blue Tower/Call Box	2/5/2024	5-0	\$ 23,000	This request would add a second Code Blue Call Box at the Center Recreation Area	\$ 5,441	Public Health and Safety	PO has been issued and order has been placed.
	Recreation	Therapeutic Recreation Safety & Supplies	11/6/2023	5-0	\$ 10,490	This is for non-violent mental health training	\$ 10,490	Public Health and Safety	PO has been issued and order has been placed.
43259	Select Board	Hanscom Field Emissions Study	11/27/2023	5-0	\$ 6,250	This is to fund 1/4 of the cost of a study on the emissions of Hanscom Field	\$ -	Public Health and Safety	The other three towns surrounding Hanscom will also be asked to fund \$6,250 to fund a total of \$25,000 for this study.
43248	Town Clerk	Electronic Letter Opener	7/10/2023	4-0	\$ 2,895	To improve administration of vote by mail	\$ -	Public Health and Safety	
	Town Clerk	Election Modernization	11/6/2023	5-0	\$ 15,300	High Speed Processing for large volume of mail in ballots	\$ 15,300	Public Health and Safety	During the COVID pandemic election laws changed to allow mail in voting, which has become very popular. Our current machines porcess 9 ballots per minute. This proposal would be equipment that processes 85 to 110 ballots per minute.
	IT	Outdoor Public Wifi	New	n/a	\$ 188,765	This would provide free wifi in public spaces in the Town Center, Center Fields and Pool and Lincoln Fields for 3 years.	n/a	Economic Stimulus & Resiliency	

Project	Department	Funding Request	Date Approved	Vote	Amount Approved/Requested	Notes	Updated 4-18-24	Goal	Status
	Town Manager	SeeClickFix	New	n/a	\$ 9,778	This is to fund the first year of SeeClickFix to provide residents a two-way communication tool with the Town. Subsequent years will be approximately \$20,000/year.	n/a	Public Health and Safety	Previously, SeeClickFix did not integrate with the Town's GIS/Work Order System. We have continued to follow up with them and their software now integrates with Town software (DPW).
	IT/Recreation	Virtual Reality Headsets for Training	New	n/a	\$ 4,851	This would provide a training option for the Recreation Department for lifeguards (Red Cross now provides VR Training)	n/a	Public Health and Safety	
	Recreation	Seasonal Event Tent	New	n/a	\$ 9,750	This request would fund a seasonal event tent at the Community Center	n/a	Public Health and Safety	
	Human Services	Fall Gift Card Program	New	n/a	\$ 40,000	This request would be to purchase 500 \$75 gift cards and provide \$2500 additional for emergencies	n/a	Food Insecurity	
	Human Services	Mental Health Clinician Partnership	New	n/a	\$ 240,000	This request would fund a mental health clinician at \$80,000 for 3 years	n/a	Pandemic	
	Equity/Recreation	Diversity, Equity, Inclusion & Belonging - Training Seasonal Staff to create diverse spaces where everyone belongs	New	n/a	\$ 2,000	This request would fund two 60 minute training sessions and undertake pre and post survey data collection and analysis	n/a	Pandemic	
	Public Facilities	Police Station Battery Option	New	n/a	\$ 889,000	The costs associated with building a solar canopy in a historic district is higher than anticipated and there is a funding shortage to meet all of the programmatic needs related to making the Police Station net zero.	n/a	Public Health and Safety	
	Sustainability	Municipal Building Decarbonization Roadmap	n/a	n/a	\$ 30,000	This request is to undertake a decarbonization plan for all municipal buildings.	n/a	Public Health & Safety	
	Economic Development	Sign Bylaw Update	n/a	n/a	\$ 75,000		n/a	Economic Stimulus & Resiliency	Through the Small Business Outreach program, Town representatives have heard concerns related to the Town's sign bylaw and the need to make updates.
	Fire Department	Fire Prevention Officer Furniture	2/5/2024	n/a	\$ 6,448	This would be used to fit out an office for an additional Fire Inspector if approved by Town Meeting.	n/a	Public Health and Safety	
	Town Manager	Police & Fire Staffing Needs Study	2/5/2024	n/a	\$ 120,000	This is to fund a study of both public safety departments to determine if current staffing is adequate and to review overtime costs, scheduling, etc.	n/a	Public Health and Safety	Cost was developed by obtaining an estimate from the Center for Public Safety Management. Both Chiefs have reviewed the proposal and support the review.
PIR	Town Manager	General Liability Insurance Consultant	2/5/2024	n/a	\$ 25,000	See PIR (Attached)	n/a	PIR	
PIR	Treasurer/Collector	Tyler ERP/Cashiering Module	2/5/2024	n/a	\$ 105,000	See PIR (Attached)	n/a	PIR	
PIR	Water/Sewer/Finance	Water/Sewer Rate Study	2/5/2024	n/a	\$ 50,000	See PIR (Attached)	n/a	PIR	
	Town Manager	Participatory Budget set-aside (2023 & 2024)	n/a	n/a	\$ 1,000,000	This would be the second and third year of participatory budgeting	n/a	Economic Stimulus & Resiliency	
	Human Services	Increase affordable housing stock - Providing short-term incentives for larger rental property owners (we've been hearing of the significant burden market rate apartments are having on residents, as well as even longer waitlists for subsidized/affordable housing.)	n/a	n/a	Grant basis - limit TBD (\$150,000 - \$200,000 annually)	Address negative economic impacts	n/a	n/a	n/a
	Human Services	Welcome to Lexington Packets	n/a	n/a	TBD	New	n/a	n/a	n/a
	Human Services	Muzzey Re-Use - Adult Day Health Center	n/a	n/a	\$ 500,000		n/a	n/a	n/a
	LUHD - Econ Dev	Financial support for Visitor Center and Liberty Ride	n/a	n/a	\$ 100,000		n/a	n/a	n/a
	250th Committee	Website and Promotion	n/a	n/a	\$ 40,000	New	n/a	n/a	Not Approved
	250th Committee	Penny Imprint Machine	n/a	n/a	\$ 7,000	New	n/a	n/a	Not Approved
	DPW	Water tower replacement	n/a	n/a	TBD (\$1,000,000-\$5,000,000+)	Water, Sewer, Broadband Infrastructure	n/a	n/a	Not Approved
	DPW	Permanent Electronic Sign Board	n/a	n/a	\$ 90,000		n/a	n/a	Not Approved
	Economic Development	Store Façade Improvement Guidelines	n/a	n/a	\$ 100,000	New	n/a	n/a	Not Approved

Project	Department	Funding Request	Date Approved	Vote	Amount Approved/Requested	Notes	Updated 4-18-24	Goal	Status
	Economic Development	Visitor Center/Tourism Study	n/a	n/a	\$ 75,000	New	n/a	n/a	Not Approved
	Fire Department	ATV Forestry	n/a	n/a	\$ 60,562		n/a	n/a	Not Approved
	Human Services	Lexpress Buses	n/a	n/a	\$ 827,562	New - Fund portion that MADOT does not fund	n/a	n/a	Not Approved
	Human Services	Blue Bikes	n/a	n/a	\$ 263,000	New (may be funded by earmark)	n/a	n/a	Not Approved
	Human Services	Uber Gift Cards	n/a	n/a	\$ 46,000	Fund portion if Mass Development Grant is received	n/a	n/a	Not Approved
	IT	Broadband/fiber cable expansion	n/a	n/a	\$ 1,000,000	Funded thru CIP + Grant	n/a	n/a	Not Approved
	LUHD - Econ Dev	Bike Node/Technical Assistance grant – expand Downtown initiative to increase ridership to East Lexington- bikeway, wayfinding, lighting	n/a	n/a	TBD - evaluation needed	Address negative economic impacts	n/a	n/a	Not Approved
	LUHD - Econ Dev	Women and minority businesses promotion and retention (MAPC)	n/a	n/a	\$ 30,000		n/a	n/a	Not Approved
	Public Facilities	Bridge Roof	n/a	n/a	\$ 1,525,100	Obtained price at the request of Select Board	n/a	n/a	Not Approved
	Recreation	Sustainable financial aid efforts	n/a	n/a	Grant basis - annual amount TBD	Previously removed from consideration	n/a	n/a	Not Approved
	Recreation	Replace Carpeting	n/a	n/a	TBD	New	n/a	n/a	Not Approved
	Recreation	Benches & Storage Shed	n/a	n/a	\$ 40,000	New	n/a	n/a	Not Approved
	Recreation	Broadband infrastructure to Pool and Old Res, Lincoln Field	n/a	n/a	\$120,000-\$225,000	High Expense/Operational - Not initially recommended by SMT	n/a	n/a	Not Approved
	Recreation	Replace fabric furniture in Community Center	n/a	n/a	\$ 75,000	New	n/a	n/a	Not Approved
	Recreation	Install fitness equipment for Community Center (outdoor) – add pour-in-place surface ~\$70K	n/a	n/a	\$ 70,000		n/a	n/a	Not Approved
	Sustainability	Add solar to affordable housing (LexHAB, LHA)	n/a	n/a	\$ 100,000		n/a	n/a	Not Approved
	TMO	Lawn games, Adirondack chair, etc. to encourage outdoor community building	n/a	n/a	\$ 3,000	Replace public sector revenue	n/a	n/a	Not Approved
	TMO	Improving Communication - sandwich boards, town-wide mailings (2)	n/a	n/a	\$ 11,000		n/a	n/a	Not Approved
	Town Manager	First Floor Info Screen/Photos	n/a	n/a	\$ 10,000	Replace 1980's static	n/a	n/a	Not Approved
	Town Manager	21st Century Select Board Meeting Room	n/a	n/a	\$ 500,000	Update appearance + technology for hybrid/remote meetings	n/a	n/a	Not Approved
	Lexhab	Future Home Purchase	Request	n/a	\$ 315,000	Please see opinion from Town Counsel	n/a	Housng	Please see opinion from Town Counsel
	Affordable Housing Trust	Housing Assistance	Request	n/a	\$ 500,000	Please see opinion from Town Counsel	n/a	Housng	Please see opinion from Town Counsel
	Public Facilities	Air Quality Monitoring System	Request	n/a	\$ 1,164,900	DPF was requested by the Select Board to obtain quotes. Staff is not recommending this project.	n/a	Public Health & Safety	DPF was requested by the Select Board to obtain quotes. Staff is not recommending this project.
	Town Clerk	Elections Trailer and Storage	n/a	n/a	\$ 10,000	This would allow all election equipment to be put in one trailer to be moved for elections.	n/a	?	I don't believe this meets the Board's criteria, although I support the idea of having an elections trailer, in other communities I know this has assisted staff in various departments during elections. This should come forward as a request in the FY25 budget.

Font	Items before the Board recommended for consideration
Font	Items before the Board not recommended
Font	Items already approved by the Board
Font	Items that are for future consideration
Font	Items that have not been approved

TOWN OF LEXINGTON ARPA REQUEST FORM

Name of Project:

Project Cost:

Department:

Cost Basis:

Please describe the project:

Please describe how this meets the Select Board's Nexus with COVID Pandemic:

Date Submitted to the Town Manager:

Submitted By:

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Submitted By:

**CivicPlus**

302 South 4th St. Suite 500
Manhattan, KS 66502
US

Quote #:**Date:****Expires On:**

Statement of Work

Q-59544-1

12/6/2023 2:45 PM

3/31/2024

Client:

LEXINGTON, MASSACHUSETTS

Bill To:

LEXINGTON, MASSACHUSETTS

SALESPERSON	Phone	EMAIL	DELIVERY METHOD	PAYMENT METHOD
John Pugh	(913) 954-0555	pugh@civicplus.com		Net 30

Discount(s)

QTY	PRODUCT NAME	DESCRIPTION	TOTAL
1.00	SeeClickFix Year 1 Annual Fee Discount	Year 1 Annual Fee Discount	USD -9,776.00

Recurring Service(s)

QTY	PRODUCT NAME	DESCRIPTION	TOTAL
1.00	SeeClickFix Request	Unlimited gov user licenses for service request management tool to intake citizen submissions via mobile app. Assign requests internally, resolve issues and measure request performance. Includes support and virtual training services.	USD 19,553.84
1.00	SeeClickFix Organization API	License for private SeeClickFix Organizational API	USD 0.00

List Price - Initial Term Total	USD 21,053.84
Total Investment - Initial Term	USD 9,777.84
Annual Recurring Services (Subject to Uplift)	USD 19,553.84

Initial Term	12 Months
Initial Term Invoice Schedule	100% Invoiced upon Signature Date

Renewal Procedure	Automatic 1 year renewal term, unless 60 days notice provided prior to renewal date
Annual Uplift	5% to be applied in year 2

This Statement of Work ("SOW") shall be subject to the terms and conditions of the CivicPlus Master Services Agreement and the applicable Solution and Services terms and conditions located at <https://www.civicplus.help/hc/en-us/p/legal-stuff> (collectively, the "Binding Terms"), By signing this SOW, Client expressly agrees to the terms and conditions of the Binding Terms throughout the term of this SOW.

Acceptance

The undersigned has read and agrees to the following Binding Terms, which are incorporated into this SOW, and have caused this SOW to be executed as of the date signed by the Customer which will be the Effective Date:

For CivicPlus Billing Information, please visit <https://www.civicplus.com/verify/>

Authorized Client Signature

CivicPlus

By:

By:

Name:

Name:

Title:

Title:

Date:

Date:

Organization Legal Name:

Billing Contact:

Title:

Billing Phone Number:

Billing Email:

Billing Address:

Mailing Address: (If different from above)

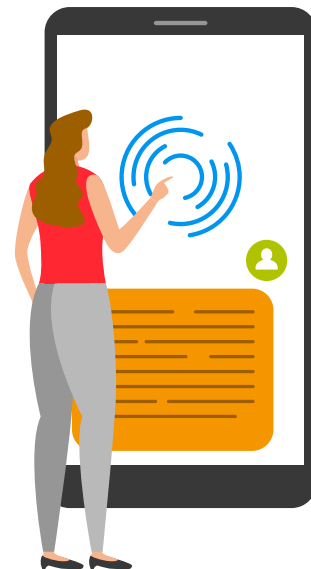
PO Number: (Info needed on Invoice (PO or Job#) if required)

SeeClickFix 311 CRM

POWERED BY CIVICPLUS™

Request Package

Proposal valid for 60 days from date of receipt



Powering and Empowering
Government

PS01252024

Company Overview

CivicPlus History

CivicPlus began in 1998 when our founder, Ward Morgan, decided to focus on helping local governments work better and engage their residents through their web environment. Over the years, CivicPlus has continued to implement new technologies and merge with industry forerunners to maintain the highest standards of excellence and efficiency for our customers.



Our portfolio includes solutions for website design and hosting, parks and recreation management, emergency and mass communications, agenda and meeting management, 311 and CRM, process automation and digital services, codification, licensing and permits, web governance and ADA remediation, social media archiving, and FOIA management.

EXPERIENCE

25+ Years
10,000+ Customers
850+ Employees

RECOGNITION

Inc. 5000 11-time Honoree
GovTech 2024 Top 100 Company
Stevie® Awards Recognized with multiple, global awards for sales and customer service excellence

Our commitment to deliver the right solutions in design and development, end-user satisfaction, and secure hosting has been instrumental in making us a leader in government web technology. We are proud to have earned the trust of our over 10,000 customers and their 100,000+ administrative users. In addition, over 340 million residents engage with our solutions daily.

Primary Office

302 S. 4th Street, Suite 500
Manhattan, KS 66502
Toll Free: 888.228.2233 | Fax: 785.587.8951
civicplus.com



civicplus.com

Powering & Empowering Government

We empower municipal leaders to transform interactions between residents and government into consistently positive experiences that elevate resident satisfaction, increase revenue, and streamline operations.

Government leaders tell us that one of their most pressing needs is to improve how residents access and experience municipal services; however, they struggle with budget cutbacks and technology constraints. CivicPlus enables civic leaders to solve these problems, making consistently positive interactions between residents and government possible.

What sets us apart is our Civic Experience Platform. CivicPlus is the only government technology company exclusively committed to powering and empowering governments to efficiently operate, serve, and govern using our innovative and integrated technology solutions built and supported by former municipal leaders and award-winning support teams. With it, municipalities increase revenue and operate more efficiently while fostering trust among residents.



Features & Functionality

The SeeClickFix 311 CRM is a proven leader of public service 311 request and work management software solutions. Through the use of web and mobile app services, we have helped millions of residents and hundreds of local governments build stronger communities. CivicPlus is committed to helping people and governments build more transparent, collaborative, and engaged communities.

Request & Work Order Management

IMPROVE STAFF EFFICIENCIES

- Easy-to-use mobile apps and website forms give residents a great experience allowing them to manage their request.
- Built-in duplicate detection saves you time and money.
- Geolocation detection from photos for increased location accuracy and ability to upload multiple photos.
- Automatic assignment workflows and due date escalation notification for quick documentation and resolution.
- Internal work orders created from service requests with related photos, locations, and details.
- Easily configure public and private settings for request categories and customizable questions.
- Easily log requests on behalf of residents with automatic updates sent.
- Support for marketing and rollout initiatives to ensure success at launch.
- Simple, clear report interfaces for quick access to data and core metrics.
- Recurring data exports tailored to your reporting requirements.
- Notification functionality for service request status.
- Mobile tools tailored to workers out in the field.
- Over 20 productized integrations and several API options.



RESIDENT MANAGEMENT

- View a resident's profile with their history of interactions.
- Automatic creation of a resident profile.
- Tag profiles for grouping together (business owners, neighborhood watch groups, e.g.).
- Add notes to keep unique information to better personalize interactions with each resident.

ACCESSIBILITY COMPLIANCE

We continuously work to improve best practices and adherence to WCAG, iOS, and Android accessibility guidelines.



INTEGRATION CAPABILITIES

The SeeClickFix 311 CRM can be integrated with numerous other software programs through our connectors. This will allow the system to work with your existing software. Implementation and/or annual subscription fees may apply. Other integrations may be available. Please contact your sales representative for more details.

Current Integrations

- Accela Automation
- ArcGIS Online
- ArcGIS Workforce
- Bigbelly
- Brightly Asset Essentials
- Cartegraph Operations Management Software (OMS)
- Cityworks Asset Management Software (AMS)
- CivicPlus Code Enforcement, Permitting, and Licensing
- Infor Public Sector (IPS)
- Lagan (Verint CRM)
- Lucity
- Maximo
- Microsoft Dynamics
- Motorola PremierOne CSR
- NaviLine
- Oracle Service Cloud
- PubWorks
- TRAKiT
- Tyler Technologies Enterprise Permitting & Licensing Software (EnerGov)
- Tyler Technologies Enterprise Asset Management (EAM)
- VUEWorks

Mobile App

Every organization utilizing the SeeClickFix 311 CRM for request management can deploy branding for the SeeClickFix container application, which geolocates the user and shows the relevant organization(s) for the resident's location. The SeeClickFix mobile application has thousands of reviews with over a 4+ rating in both the Google Play and Apple stores. We update our apps, including Android and iOS, when new features become available or serious bugs have been identified.

- Geo-specific SeeClickFix app.
- Utilization of mobile buttons to display content like payment sites, phone numbers, social media, etc. This can enable you to have an organization-wide mobile app for residents to connect with all aspects of your organization.
- Your internal staff can access most functionality to include due dates, assignments, and internal and public commentary for mobile management of requests.
- Allow for geographic-specific notifications via push to the app, email, and/or your web portal.



The Civic Experience Platform

Developed specifically to enable municipalities to deliver consistently positive interactions across every department and every service, the Civic Experience Platform includes technology innovations that deliver frictionless, one-stop, and personalized resident interactions. Local governments that leverage our Civic Experience Platform also benefit from:

- Single Sign-On (SSO) to all of your CivicPlus products supporting two-factor authentication and PCI Level password compatibility
- A single dashboard and toolbar for administrative access to your CivicPlus software stack
- Access to a continually growing and fully documented set of APIs to better connect your administration's processes and applications
- A centralized data store with robust data automation and integration capabilities

CIVICPLUS PORTAL

CivicPlus Portal strengthens your community's comprehensive resident relationship management capabilities. With a single username and password, residents can submit a public works request, ask a question, pay a utility bill, or register for an upcoming event. The result is more engaged and invested residents who are more likely to collaborate with you on the success of your community with fewer phone calls, walk-ins, or emails to your department asking how to submit a request or question.

INTEGRATION HUB

With Integration Hub's easy-to-use drag-and-drop interface, non-technical users can build integrations for syncing content and data between CivicPlus products or with third parties (for an additional fee) without the need for a developer. You can even easily create integrations using manual import, polling, and webhooks (for an additional cost).



For example, automatically create a request in the SeeClickFix 311 CRM with an IoT device.

The Integration Hub will reduce the amount of manual work your staff needs to do in the course of their daily work. This will save valuable time by automating your most time-consuming manual workflows.

Implementation

Project Timeline

From project kickoff to announcing the launch of your SeeClickFix 311 CRM, the implementation process averages 8-12 weeks. For projects that include specific integration to an approved third-party system, the timeline generally expands to 12-18 weeks. Your staff will work with a CivicPlus implementation consultant to establish a workable schedule once final scope has been determined and your project kicks off. This overview provides you with an outline of what to expect during each phase.

PHASE 1: INTRODUCTION & PLANNING	<ul style="list-style-type: none">• Introduction call• Final project timeline developed
PHASE 2: ACCOUNT CONFIGURATION	<ul style="list-style-type: none">• Configuration of account and best practices• Identify branding standards for mobile app• One hour backend control training
PHASE 3: USER TRAINING & TESTING	<ul style="list-style-type: none">• User training with customized agenda• User testing and revisions
PHASE 4: MARKETING PLANNING	<ul style="list-style-type: none">• Launch and public announcement planning• Development of press release, social media campaign templates, and digital marketing images
PHASE 5: LAUNCH	<ul style="list-style-type: none">• Assistance with launch press release• Press conference/council meeting assistance• Create theme campaigns for specific request types• Assistance developing messaging for PSA video or radio segment announcement

Approaching Your Project Implementation

Phase 1: Introduction & Planning

Implementation begins with an introduction call that includes your leadership team and implementation consultant. We will review your organization's goals, establish a timeline for launching your SeeClickFix 311 CRM, determine which departments will use the solution, and field any questions you have. During the introduction call, we will also determine if a kickoff presentation with your leadership team is needed.

After the introduction call, your implementation consultant will develop a final project timeline based on final scope, agreed milestones, and key deliverables.

Phase 2: Account Configuration

During this phase, your team will gain access to your SeeClickFix 311 CRM account and receive consultation on how to best configure your settings. This phase will also include a one-hour training session on the backend controls via webinar.

We will train you to configure your account for success. Configuration will include setting up members, request types, automatic assignments, and notifications, escalation contacts, timeline response goals, recurring data exports, preformatted response messages, custom emails, geographical areas for tracking and reporting, and mobile app buttons that link to webpages, call phone numbers, or display custom content.

Phase 3: User Training & Testing

Your training will include:

- How to effectively respond to service requests
- Understanding the differences between internal and external communications
- Process to generate work orders
- Creating usable reports
- Overview of new core concepts of application rules for request categories
- Secondary questions
- Workflows
- Request status alerts
- Notices
- User roles
- Access levels

We offer two approaches to training. Depending on the needs of your organization, training can be virtual for live groups or we can develop a train-the-trainer approach and work with two to three people on your team who will then train the remainder of your staff.

After training, authorized members can begin testing the platform to better understand the features and capabilities of the system. This testing also allows for feedback for configuration changes needed prior to launch.



See Click Fix offers two-three free monthly tutorials for customers to attend online at their convenience. We will review the topics you were previously trained on, and you can ask questions from our lead trainer. Many customers find these refresher tutorials extremely valuable as a review or even training of new staff members.

The goal of the SeeClickFix 311 CRM training is to educate system admins for the implementation process. If a custom agenda is required, we will work with you stakeholders to develop the best training for your team.

Your's responsibilities will include:

- Securing stakeholder availability for meeting(s) to customize training agenda.
- Ensure admins are available to participate in the system admin training.
- Have team members available for the SeeClickFix 311 CRM install, provide training on best practices, and system configuration.

Phase 4: Marketing Planning

We will host a specific call to discuss launch and public announcement planning. We can provide a variety of resources to assist in marketing, including our User Adoption Guide and downloadable materials available from our Help Desk.

The basic steps for marketing planning and launch include:

- Setting official launch and announcement date
- Completing a launch questionnaire
- Adding web portal and app links to your website
- Adding the app to Facebook page(s)
- Developing and executing marketing plan



Phase 5: Launch & Announcement

Your customer success manager will work with you to successfully announce the launch of the SeeClickFix 311 CRM in your community. This consulting and assistance may include:

- Assistance with crafting a press release
- Assistance with draft announcement language and design of organization newsletter, flyers, and other community-wide notices
- Assistance creating theme campaigns about specific request types (fall clean up, back to school, hurricane season preparation, etc.)
- Assistance with content/message of public service announcement video or radio segment



Continuing Services

Technical Support & Services

With technology, unlimited support is crucial. Our live technical support engineers based in North America are ready to answer your staff members' questions and ensure their confidence. CivicPlus' support team is available 9 a.m. – 6 p.m. (ET) to assist with any questions or concerns regarding the technical functionality and usage of your new solution.

CivicPlus Technical Support will provide a toll-free number as well as an online email support system for users to submit technical issues or questions. Emergency technical support is available 24/7 for designated, named points-of-contact, with members of CivicPlus' support teams available for urgent requests.

Support at a Glance

- Technical support engineers available 9 a.m. – 6 p.m. (ET) Monday – Friday (excluding holidays)
- Accessible via phone and email
- 4-hour response during normal hours
- 24/7 emergency technical support for named points of contact
- Dedicated customer success manager
- Online self-service help with the CivicPlus Help Center (civicplus.help)



AWARD-WINNING

CivicPlus has been honored with two Gold Stevie® Awards, three Silver Stevie® Awards, and seven Bronze Stevie® Awards in the categories of Front-Line Customer Service Team of the Year – Technology Industries, Customer Service Training or Coaching Program of the Year – Technology Industries, Customer Service Department of the Year – Computer Software – Up to 1,000 Employees, Most Valuable Response by a Customer Service Team (COVID-19), Best Customer Satisfaction Strategy, and Remote Customer Service Innovation of the Year. The Stevie Awards are the world's top honors for customer service, contact center, business development, and sales professionals.

CIVICPLUS HELP CENTER

CivicPlus customers have 24/7 access to our online Help Center where users can review articles, user guides, FAQs, and can get tips on best practices. Our Help Center is continually monitored and updated by our dedicated Knowledge Management Team to ensure we are providing the information and resources you need to optimize your solution. In addition, the Help Center provides our release notes to keep your staff informed of upcoming enhancements and maintenance.



CONTINUING PARTNERSHIP

We won't disappear after your application is launched. You'll be assigned a dedicated customer success manager. They will partner with you by providing information on best practices and how to utilize the tools of your new system to most effectively engage your residents.

MAINTENANCE

- Extensive automated test suites integrated with version control system
- Web based products receive updates daily via a continuous integration process.
- Mobile apps are managed on a standard schedule for features (every 2-3 months) and as needed for bug fixes



Hosting & Security

The SeeClickFix 311 CRM's operational goal is 99.9% availability. All our systems are monitored continuously with automatic contact mechanisms and escalation to multiple members of our engineering team if a problem is detected. When problems occur, we use various methods to communicate status updates with partners.

Our services operate within the data centers of Linode and AWS, both of which employ numerous techniques to ensure reliable uptimes for our equipment and network access. When outages occur in these facilities, we do depend on our vendors to provide timely updates and resolution.

We have designed our services with redundancy and recovery procedures in mind to mitigate single points of failure. This includes redundant systems, the ability to provision new instances if necessary, and regular data backups. Databases are replicated in real time to a secondary server and backed up at a different data center every four hours for disaster recovery purposes.

Our software and operational configurations are managed in a version control system, and in a worst-case scenario we are able to re-deploy our services from the database backups and version control repositories.

DDOS MITIGATION

We have rate limits and filters in place for our public endpoints to discard most forms of abusive traffic. In a more severe situation, we would be able to migrate our services to alternate IP addresses or employ a commercial DDoS mitigation service to respond to a persistent attack.



SYSTEM SECURITY

- Our server software is updated regularly to minimize exposure to security problems.
- We monitor various security announcement lists in order to respond quickly to any vulnerabilities.
- Systems are accessible to engineers only on an as-needed basis.
- Our software is revision controlled and can be used to recreate our systems as needed for scaling, repairs, or disaster recovery.
- Our systems have restricted visibility to the Internet via firewall mechanisms.
- We support SSL encryption on all our services, including integrations with remote systems.

DATA CENTERS

Our data centers provider employ a variety of physical and system security practices. For more details on their security policies:

- Linode: linode.com/security
- AWS: aws.amazon.com/security
- Heroku: heroku.com/policy/security



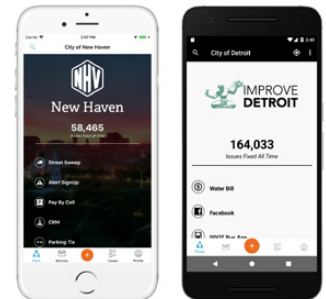
Optional Enhancements

CONVERSATIONS

Conversations is a multi-channel communication tool designed to improve and simplify citizen and local government engagement. Inbound citizen messages from email, text, in-person, and digital media channels are consolidated into a single interface for rapid outbound response. Citizen communication histories are documented at the individual profile level to facilitate optimal service interactions. Flexible internal processes and tools can be configured to ensure better service and more efficient internal workflows.

MARKETPLACE MOBILE APP

The Marketplace app upgrades the SeeClickFix app to a named app in the Google Play and Apple store with your organization's branding. SeeClickFix has built over 200 Marketplace branded apps for city and county governments throughout the U.S. and Canada. With the Marketplace app, you'll receive all of the great benefits of the SeeClickFix container app, but with custom branding - including design and marketing support.



CIVICPLUS CHATBOT POWERED BY FRASE

CivicPlus Chatbot is designed to convincingly simulate the way a human would behave during a customer service interaction. Our advanced technology combines the power of site search and artificial intelligence (AI) to deliver exceptional customer experiences to citizens using your solution. Our Chatbot crawls your CRM and other linked databases to create a continually, automatically updated, AI-powered knowledgebase that you don't have to maintain separately.

IDENTITY PROVIDER (IDP) INTEGRATION

CivicPlus offers IdP integration capabilities, which means you'll benefit from easier integration between your CivicEngage website your favorite third-party solutions. Provide single sign-on (SSO) functionality to streamline managing and supporting user credentials and identify management solutions. CivicPlus IdP partners include Microsoft's Azure Active Directory (AD), Microsoft's Active Directory Federation Services (AD FS) versions 3.0, 4.0, and 5.0, and Okta.

Disclaimer

Proposal as Non-Binding Document

A successful project begins with a contract that meets the needs of both parties. This proposal is intended as a non-binding document, and the contents hereof may be superseded by an agreement for services. Its purpose is to provide information on a proposed project we believe will meet your needs based on the information available. If awarded the project, CivicPlus reserves the right to negotiate the contractual terms, obligations, covenants, and insurance requirements before a final agreement is reached. We look forward to developing a mutually beneficial contract with you.



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AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Discuss Community Charrette on Lexington Center Revitalization Report

PRESENTER:

Doug Lucente, Select Board Member

ITEM NUMBER:

I.4

SUMMARY:

Category: Brainstorming

This is a continuing discussion on the Charette on Lexington Center. Attached please find the previous presentation from Dr. Kotval and Dr. Mullins. Additionally, the full report of the Charette is attached for review before discussion.

SUGGESTED MOTION:

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

4/29/2024

7:20pm

ATTACHMENTS:

Description	Type
📎 Presentation (Feb. 2024) Mullins & Kotval	Cover Memo
📎 Full Report	Cover Memo

Lexington Center: The Journey Forward

March 2024



The Workshops

Day One – November 17, 2023

The first day charrette focused on strategies, challenges and actions.

Top Strategies

- ***Retain and attract new uses*** that residents want in Lexington Center.
- ***Support existing businesses***
- ***Revise Zoning Bylaw*** to allow restaurants and nightlife.
- Address factors potentially ***inhibiting new small businesses*** from thriving in the Center.
- Address ***vacant storefronts***; prevent long-term vacancies.



Day Two: November 18, 2023

Day two of the workshop focused on the built environment in Lexington's Center and how it impacts downtown vibrancy.



Day One Discussion



- **Attract a variety of uses** and activities that cater to multiple publics and **extends the hours of operation**
- Get more **information from the businesses regarding the challenges** they face and how these could be minimized in the future.
- **Connecting with building owners** on future plans
- **Engage more youth** in the process and pay attention to their needs
- Building on **cultural and historic assets**
- **Connect the Minuteman Bikeway** to the Center
- Create better **wayfinding, parking and signage**
- Have **better marketing and promotion** for special events and activities
- **Change Zoning Regulations** to allow for night-time uses, raising height restrictions, signage and improved parking, use of upper stories, and limiting street level uses to retail and/or activities for youth and families.
- Ask MBTA to provide **better Mass transit**

Day Two Discussion

- The Town Center is a **Drive-to-Walkable destination**
- Lexington needs to physically achieve “**sense of place**” in the Center
 - Align the buildings
 - Minimize urban gaps
 - Width to height ratio
- Attention to **rear access** to Massachusetts Avenue businesses and **pedestrian connections** to Massachusetts Avenue from rear parking area.
- Lexington needs a **central gathering space** within the Town Center.



Our Recommendations



Develop an Action Agenda

- Understand **current and emerging trends**
- **Examine data on economic expenditures**, impacts of downtown movie theaters, and impacts of increased residential uses in downtowns
- **Analyze data** on events and how they influence expenditures
- Understand what **types of businesses** are inquiring about a location in downtown
- A “**road trip**” to towns that have successfully increased vibrancy should be considered
- Develop a **design competition** for alleyways, signature projects, wayfinding signage, etc.
- Create “**Developer Kits**” which are intended to be distributed to businesses interested in a Lexington location.

Focus On....

- **Build on Assets**
 - Historic Assets
 - The Minuteman Bikeway
 - Depot Square and Emery Park
- Public Parking and Strong **Pedestrian Connections**
- **Building Heights** on Massachusetts Avenue
- **Consistency in activities** and marketing
- **Way-finding, Signage and Road Diets**
- Places for **Multiple Publics**
- **Public Private Partnerships**
- Encourage **Mixed Uses and Zoning Reform**
- Focus on **Town owned lands**



Thank You!

- 
- Questions?
 - Comments?



Lexington Center: The Journey Forward

Prepared by Mullin Associates Inc. and Fuss & O'Neill

I. Introduction

The Town of Lexington faces a unique opportunity to play an active, leadership role in shaping the future of Lexington Center. The alternatives are clear: accept the status quo of current development or create guidance and incentives to turn the area into a vibrant, prosperous, walkable Town Center.

Over a period of two days (November 18 and 19th) close to 150 Lexington residents participated in workshops to develop strategies and goals for addressing this challenge. Building on excellent work previously produced by the Town, Mullin Associates, Fuss & O'Neill and Town staff set the stage for residents and Town leaders to explore a range of options for guiding and leading the future evolution of the Lexington Center study area. The consultant team features the unique blend of Mullin Associates' policy, economic and public participation expertise with Fuss & O'Neal's team leadership, physical planning and participatory design skills.

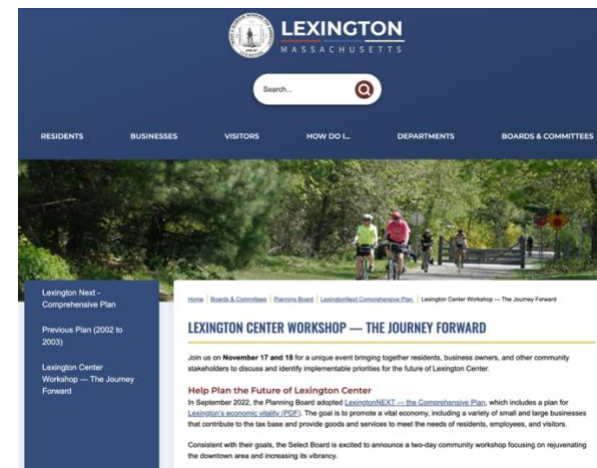
The Town is well planned, having recently completed a Comprehensive Master Plan in 2022 a Strategic Tourism Marketing Plan in 2020 and a Center Retail Strategy Report in 2019. All three of these planning documents speak to strategies to revitalize Lexington Town Center. There were 28 strategic actions highlighted in these reports. The Town has been diligently working on addressing these strategies and at least 10 have either been addressed.

Purpose of the Project

The purpose of this report is to summarize the results of a two-day set of workshops concerning the future development of the Lexington Center. Driven by the Town's desire to bolster the sense of place in Lexington and to create a vibrant downtown, the public was invited to participate in workshops designed to obtain the thoughts, concerns, and ideas of the citizens of Lexington, along with those of a professional team of planners and designers, and to synthesize them into a series of possible options that could serve as a guide to future actions in the area.

The report is divided into five sections:

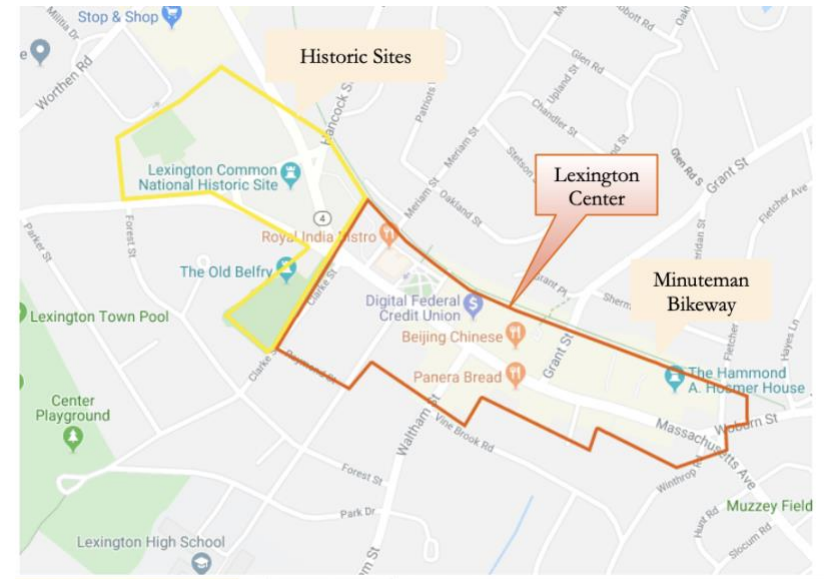
1. The Introduction and Purpose
2. Our Preliminary Observations
3. Lexington Today
4. The Workshops
5. Our Recommendations



II. Our Preliminary Observations

The following thoughts and observations concerning the future of downtown Lexington are based on meetings with Town officials, a review of Town planning related documents, and tours of downtown.

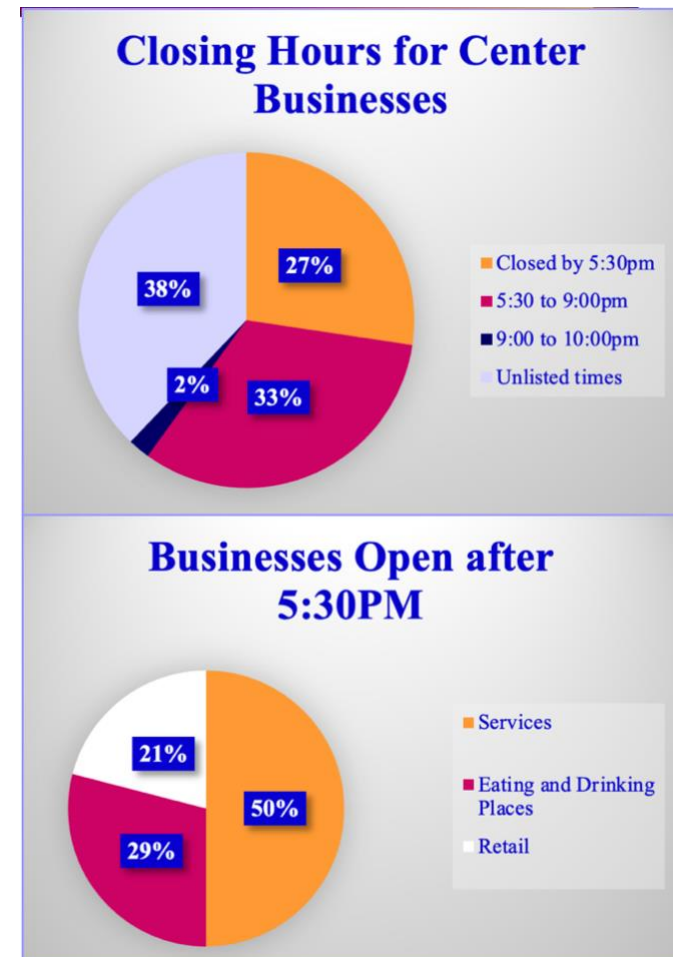
- The Town is well planned and actions are being taken to implement many of the goals and objectives found in planning documents.
- The downtown in a structural sense is in excellent condition with little evidence of neglect or decay.
- The Center is well marked by strong borders consisting of the Battle Green to the west, the rail trail to the north and civic complex to the east.
- The Lexington Battle Green, and many of its surrounding structures, are among a small list of the most historically significant spaces in America. It is a place of honor, pride, respect and even contemplation.
- The downtown, in terms of footprint, is too small to function as the major shopping area for the Town. However, given the high density of housing situated within one mile of its location, it could function quite nicely as the Center of a well-defined urban village. Data collected from ESRI reports show there are market niches that could be attracted to this location.



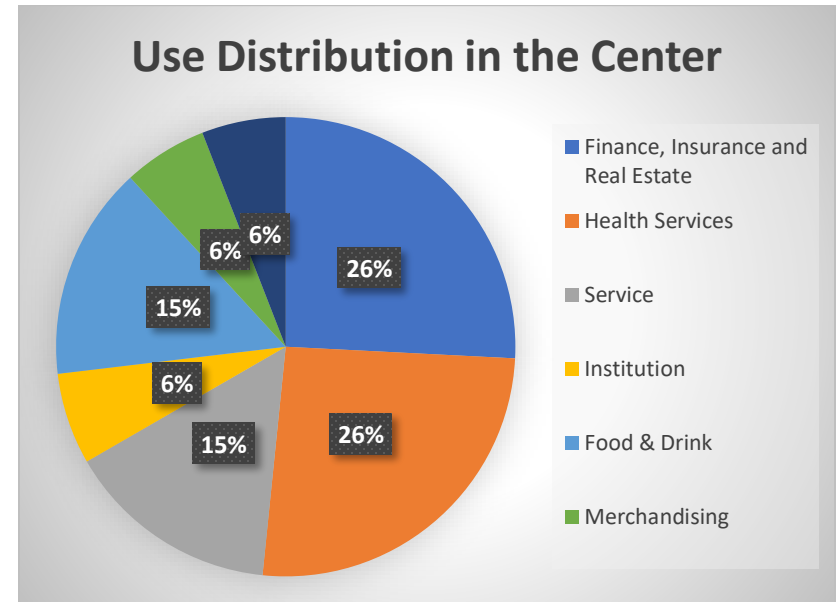
- The downtown suffers from a lack of consistency concerning the flow of people moving into it in terms of both daily use and seasonal activities. Visits to the Battle Green largely occur in warm weather. Visits to Town civic areas are driven by intermittent activities (i.e.: paying taxes or fines, voting, musical events), and parking areas are filled with commuters arriving in early evening and departing in late afternoon.
- Most downtown shops and restaurants are open when potential shoppers are busy elsewhere. There is very little traffic after 5:00PM.

- A successful downtown must attract multiple publics. There is very little evidence that this is occurring in downtown Lexington.
- Special events, exhibits and festival-like activities are occurring. However, data on how much and where visitors spend money while enjoying them is missing. Do merchants gain from these activities?
- There is a shortage of both market and-non-market rate housing within downtown proper. By increasing the heights of several buildings through zoning revisions, there is an opportunity for additional housing downtown.
- Emery Park needs attention. It has the potential to be an active “people’s place” dedicated to Lexington’s multiple publics while being reframed by higher density housing or office uses on its east and west sides. Given the historic character of the Depot Building, this would have to be accomplished with great sensitivity to its special attributes.
- The Theatre building is a potential “jewel” for downtown. Located at mid-point in the Center, it has the potential to play a major role in downtown vibrancy. Downtown theatres in many communities are key stimuli in increasing activity in well-established downtowns.
- There is considerable wasted space in the parking lots between the Minuteman Bikeway and the backs of building. They provide an unappealing transition from the bikeway to downtown.
- There are several pedestrian entry points between the parking lots and the backs of individual downtown shops. While this may attract potential customers to these

businesses, it does little in terms of having them explore other shopping and eating opportunities along Massachusetts Avenue. For this reason, it may be more profitable, for all merchants, if well designed alleys connected the parking lots to the streets.



- The bikeway is one of the most heavily used in the country. It clearly is an asset for the community. However, it does little to directly benefit the downtown merchants. There are several opportunities that could be explored.
- The servicing of electrically powered vehicles (EV's) may be an opportunity. There will be a shift to these vehicles over the next decade. This shift may be an opportunity to attract more people downtown. While there are a variety of such stations, most require at least twenty to forty minutes for a vehicle to be fully powered. Thus, placing such facilities in the downtown lots may result in increased foot traffic. Indeed, competitions from across the globe to make these stations destinations rather part of a journey are now on-going.
- There is an opportunity to add office space or housing units above existing structures on the south side of Massachusetts Avenue in the vicinity of the movie theatre. By so doing, the "Saw Tooth Character" of that area will be eliminated.
- Given Lexington's Town character, the lack of specialized shops dedicated to antiques, fine jewelry, wine stores, art galleries is surprising.



III. Lexington Today

Downtowns reflect the heart of a community and require special focus. Literature shows vitality in downtowns often come with four pillars of activity— Live, Work, Shop, and Play¹. Each of these pillars require policies, procedures and physical enhancements to be successful. Lexington has much in its favor, such as a well delineated Center, cultural and historic assets, committed staff and committees and a desire for added vibrancy in downtown.

Based on the four pillars of vitality, Lexington can enhance its downtown. A quick assessment of the Center today shows:

- **Live:** Downtown housing options would inherently increase the people living and working in downtown and create a captive customer base. Lexington has passed zoning to allow for increased height and residential activity on upper floors in the Center.
- **Work:** Lexington already offers a variety of opportunities to work in downtown. Increasing height and the number of stories allowed in the downtown area will increase the opportunity for more live and work space.
- **Shop:** Lexington currently has an extremely small amount (6% of uses) of retail options in downtown. Retail follows people and a substantial customer base. Attention to the three other pillars will hopefully result

in an adequate customer base to attract more retail shops to the downtown area.

- **Play:** While the Town is involved in a number of events and festivities, there is a need for sustained placemaking experiences and activities that can pull in multiple publics over a longer time-frame. Lexington lacks opportunities for a “16-hour day” and enough activities to draw in youth and young professionals into the area. Adding well designed and programmed activities to the Center will bring in more people and increase the vitality of the area.

Market Profile

With a median disposable income of \$156,000, Lexington’s population is wealthier than most communities in Middlesex County and the State of Massachusetts. Key selected market profile characteristics are listed below:

In 2023, the highest sectors of consumer spending were:

- Shelter/Lodging
- Healthcare
- Food at Home
- Entertainment and Recreation
- Cash Contributions/Support Payments/Gifts in Kind

¹ The American Planning Association’s Planning Advisory Service Report # 590.

The market profile suggests the following businesses would do well in the Center.

- High-end Retailers
- Art Galleries
- Bakeries and Cafes
- Fine Dining
- Bars and Clubs
- Healthy/Gourmet food stores
- Recreation Center

Tapestry Segments

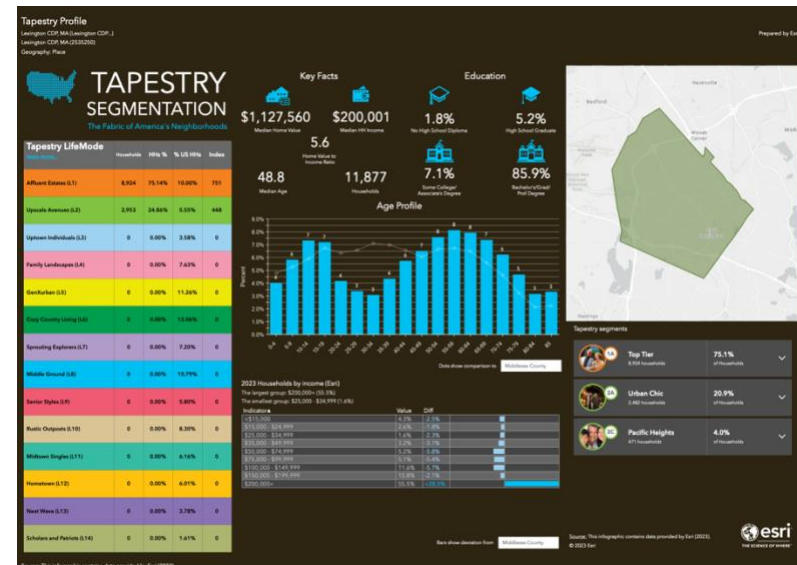
There are 2 dominant categories of residents in Lexington (based on ESRI's Tapestry Segments): "Top Tier" and "Urban Chic". According to ESRI's national research, the predominant characteristics of these market profiles are as follows:

Top Tier Segment

- This is the wealthiest market segment
- They tend to frequent upscale Spas and Salons, Fitness Centers, and shop at high-end retailers
- They enjoy Opera, music concerts, fine arts (art galleries) and shopping
- They frequently cook at home, use fresh and organic products and are highly aware and conscious of their health and nutrition
- They spend considerably on housing maintenance and care services
- They tend to exercise at executive clubs

Urban Chic Segment

- This market segment represents sophisticated and executive lifestyles
- They are avid readers, moviegoers, environmentally active and financially stable
- They are technologically savvy
- They tend to travel both domestic and international
- They actively participation in sports activities such as skiing, yoga, hiking and tennis



IV. The Workshops

Day One of the Workshop

The first day charrette focused on strategies, challenges and implementable actions. We focused on strategies already identified in the three reports mentioned earlier. Of the 28 identified strategies, ten were already completed. With limited time and resources, the workshop participants were asked to prioritize the remaining 18 strategies, identify challenges and explore actions that should be taken to get to the next level.

Top Strategies

1. *Retain and attract new uses that residents want in the Center.*
2. *Support existing businesses*
3. *Revise Zoning Bylaw to allow restaurants, nightlife in evenings.*
4. *Address factors potentially inhibiting new small businesses from thriving in the Center.*
5. *Address vacant storefronts; prevent long-term vacancies.*
6. *Streamline sign permitting and Historic District Commission (HDC) guidelines for businesses.*
7. *Expand the number and type of activities to reinforce the image as a "social place / community Center", increase users and potential customer base.*
8. *Reduce parking requirements and make it more desirable for new businesses to lease space in Lexington Center and reduce the perception of lack of parking.*
9. *Use technology to tell stories of Town history through apps, sites, etc.*
10. *Identify opportunities for individuals or organizations to participate in celebrations*



Much of the discussion focused on the need for downtown to **attract a variety of uses and activities that cater to multiple publics and extends the hours of operation**. An increase in activities and uses will bring more people into downtown to patronize local stores and offerings, add vibrancy to the area and promote a sense of place. The added customer base will help retain existing businesses and potentially attract new businesses and unique opportunities to downtown.

There is a clear mandate for additional uses and activities. While the need for additional retail stores was predominant, participants also wished to see more activity-based spaces such as makerspace for youth and adults, art galleries, seasonal pop-up markets, bowling alleys, skating rinks, performance spaces and out-door active recreational areas. Bars and late-night restaurants were often quoted.

Participants felt the need to get more **information from the businesses regarding the challenges they face and how these could be minimized in the future**. Challenges included the current Zoning requirements limiting evening uses that were needed to create a vibrant nightlife. Other perceived challenges were high rents and high property taxes. One suggestion that repeated itself was to administer a survey to existing businesses and comparing rents and taxes in surrounding communities and **connecting with building owners** to understand their concerns and visions for the future.

While there was a small group of active youth at the workshop, there was a call for **more attention to the youth** and the need to ask them what they would like to see and do in the Center.

Suggestions ranged from youth surveys, focus groups and visits to the schools.

Participants focused on a consistent theme of **building on cultural and historic assets** through increased awareness, promotion and creation of materials (paper and digital) to attract more savvy tourists to the Center.

Some discussion on better **connecting the Minuteman Bikeway to the Center** was also expressed. The Bikeway is one of the most used assets and the Town needs to capitalize on it. There was also mention of **creating a museum** to celebrate history and culture.



Controlling the **speed of traffic and width of the road** were commented on. Possible road diets were discussed. **Wayfinding, parking and signage** also received much attention. The need for better directional and information signage and ease of access to parking were mentioned. Improving visual connections between the bikeway and main street were mentioned.

Participants raised the need for consistency in activities with **better marketing and promotion**. A one stop place to obtain information on all downtown activity including festivals, sales, new enterprises and options to volunteer and participate.

Significant discussions on the need to **change Zoning regulations** to allow for night-time uses, raising height restrictions, signage and improved parking, use of upper stories, and limiting street level uses to retail and or activities for youth and families. The difficulty of changing Zoning was mentioned.

Additional actions included exploring **Business Improvement Districts (BID) and Tax Increment Financing (TIF)** tools to help building owners and businesses to lower the cost of doing business in the Center. Coordinating with the **MBTA to provide better mass transit** to include an efficient way to get to the Center from Alewife, introduce a road diet to narrow Mass Ave from four lanes to two and use traffic calming techniques.

A compiled list of identified challenges and proposed actions can be found in the Appendix A.



Umbrellas in Alleyways

Day Two of the Workshop

Day two of the workshop focused on the built environment in Lexington's Center and how it impacts downtown vibrancy. Participants were led on a walk through the Center to identify areas that could be activated with physical design and placemaking activities. After the tour, the team reviewed the key observations of the walk with the group and led an interactive discussion on short- and long-term design considerations and strategic target areas. Part of the strategy included focusing first on Town owned land where implementation would not be impeded by private interests, whereas other strategies would be long-term and require public/private partnerships and be market driven.



Key Design Considerations for Enriching Lexington's Town Center Experience:

In previous decades “Main Streets” faced different challenges that ranged from suburban malls to big box stores. Today, “Main Streets” face an even greater challenge – the convenience of the couch. In a click of a button, we can purchase practically anything and have it on our doorstep within minutes, hours, or a few days. The success of “Main Street” today has very little to do with convenience – it is all about the quality of the experience. To compete with the convenience of the couch, Lexington's Center must be experiential, unique, diverse, and serve multiple publics. The following observations and design considerations offer some of the important ingredients required to achieve vibrancy in Lexington's Town Center.

The Town Center is a Drive to Walkable Condition.

Acknowledging the type of development pattern that exists in Lexington's Center is an important first-step in evaluating how to improve the Center's vibrancy. Although there are beautiful neighborhoods that surround downtown Lexington, the reality is that the number of rooftops within 5-to-10-minute walk is limited. This is due to several factors including topography, large single-family residential lots, and some disconnected streets. Most visitors to the center of Town arrive by car, which makes Lexington's Town Center predominantly a “drive to walkable” condition.

This means that the Town Center is technically ‘walkable’ but most of its visitors arrive by car and then enter a pedestrian environment.

Lexington needs to physically achieve “sense of place” in the Town Center. The term “sense of place” has become planning jargon for when a downtown or “Main Street” feels good, has positive energy or vibe, and often is equated to places that are inherently vibrant. The architect and urban planner Andres Duany has identified several factors in the built environment that collectively can achieve the attributes associated with achieving a “sense of place” which are paraphrased below:

Align the buildings. Buildings provide the walls to the outdoor room that is “Main Street”. The building walls contain the space and the quality of the space plays a large role in how a place feels. Massachusetts Avenue is Lexington's “Main Street” and the buildings in the Town Center do an excellent job of defining the public realm.

Minimize urban gaps. Voids in the urban fabric, in the walls that contain the space of “Main Street”, erode and disrupt the sense of place and ultimately the visitor experience. Examples of urban gaps are as follows:

- Parking lots
- Vacant parcels
- Uninspired architecture
- Large non-retail or non-civic uses

Lexington's Center does not have physical urban gaps. The street wall along Massachusetts Avenue is completely intact, but Lexington's Center has an abundance of urban gaps in the form of non-retail establishments. Specifically, Lexington has several banks, real estate offices, and hair salons that occupy a disproportionate amount of the Center's storefronts.

- A standard small downtown shop is approximately 25' to 30' wide. Adjoining storefront collectively maintain visual interest and diversity of offerings enriching the downtown experience.
- Non-retail uses tend to occupy large amount of storefront area without contributing to the visual interest or diversity of offerings resulting in the erosion of experience.

Width to height ratio. The ratio of width to height is a critical component to how a place feels. If the buildings are too tall compared to the distance from face of building to face of building on the other side of the street the space can feel cavernous. Conversely, if the buildings are too short in comparison to the distance from building face to building face the space can feel too open – too uncontained.

- The ideal width to height ratio for "Main Streets" in the United States is 3:1.
 - The width to height ratio along Massachusetts Avenue in Lexington Center is approximately 5:1, which is too wide compared to the height of the buildings. This impacts how the space feels, the visual interest of the architecture, and the opportunity for mixed-use structures.

- "Main Streets" with ideal width to height ratios typically are multi-storied.
 - The additional benefit of multi-stories on Massachusetts Avenue is that the people who occupy those upper floors of architecture add vibrancy to the Town Center by living and/or working there.

Rear access to Massachusetts Avenue Businesses. Although providing direct access to a business from the parking lot behind the buildings on Massachusetts Avenue delivers a level of convenience to the customer...in the big picture it is limiting to the overall vibrancy of the Town center. Many businesses in Lexington's center have direct rear access to their store, which collectively reduces downtown vibrancy.

- Entering a particular "Main Street" business from the rear in isolation is not a huge problem, but when multiple businesses provide direct rear access it is akin to treating the back-of-house like a strip mall, whereby a customer parks and walks directly into the store they intended to go, purchases their items, and walks directly back to their vehicle without ever setting foot on Massachusetts Avenue. This process eliminates or reduces spin-off economics and ultimately erodes vibrancy.
- Once the Town Center visitor parks their car, we want them to walk to the front of the buildings along Massachusetts Avenue as they make their way to their destination. This is important for several reasons:
 - Spin-off Economics: we want the visitor to pass by other businesses on their way to their destination and be compelled to grab a coffee, notice a book in the window by their favorite author, and potentially run into a

neighbor and strike up a conversation. Those impulses, moments, and chance occurrences increase dwell time, which in turn increase spending and enrich the visitor's experience.

- The business owner invested in and choreographed the visitor experience from the front entrance. Most businesses have a front and a back, and typically, when a visitor enters a business from a rear entrance, they are greeted with the rest room and a storage closet. Convenient yes, experiential no.

Pedestrian Connections to Massachusetts Avenue from rear parking areas and the Minuteman Bikeway. As stated above the goal should be for the Town Center visitor to make their way to the front of the buildings along Massachusetts Avenue to promote spin-off economics and contribute to the Center's vibrancy. To that end, it is important that the visitor's experience is considered in its entirety and include the pedestrian connection from parking to the Town Center building's storefronts.

- These connections should be clearly articulated and whenever possible celebrated. 95% of the visitors come from the parking areas at the rear of the buildings, so making the pedestrian experience positive is critical.
- Making the connection to and from parking feel safe, inviting, and integral to the Town Center experience is particularly important at night.
- The Minuteman Commuter Bikeway's proximity to the Lexington Town Center is a tremendous asset and should be celebrated to the fullest potential.

- Currently inefficiencies in the public parking areas located to the rear of the Massachusetts Avenue buildings and directly adjacent to the Bikeway result in a large amount of unnecessary pavement. The excess pavement does not result in additional parking, and it adds confusion to vehicular and pedestrian circulation.
- The excessive pavement also limits the opportunity to properly celebrate the Bikeway with landscape and place making.



Alleyway in Cambridge, MA

Lexington needs a Central Gathering Space within the Town Center. Most great Town Centers have a space that offers the opportunity for the community to gather year-round. Typically, in the northeast, these gathering spaces are predominantly hardscape so that they can have flexible programming even in the winter months.

- Having a place for the community to gather for festivals, seasonal celebrations, and special programming in the heart of the Town Center adds instant vibrancy and promotes spin-off economics.

V. Our Recommendations based on Observations and Community Engagement.

Lexington has a well-defined downtown that has the potential to become a vibrant place for multiple publics. The regeneration of downtown will take time, effort and resources. Some of our recommended actions can be achieved quickly while others will need extensive time and political will.

Develop an Action Agenda

The Lexington Center Committee, in concert with the Planning Department, the Tourism Committee, the Economic Development Advisory Committee, the Economic Development Office and the Chamber of Commerce should create an agenda for downtown vitality. This Committee should be prepared to function as a permanent committee due to the fact that many of the key actions will require the combined support of town government and the private sector. Indeed, the transformation of downtowns can often take decades. For example, Downtown Plymouth, with several characteristics like Lexington, took more than twenty years to move from 60% occupancy in 1990 to 100% today. Its growth has focused on distilleries, restaurants, shopping and culture. The Boston Globe recently headlined an article on its achievements stating, “More than a Rock and the Mayflower, Downtown Plymouth Aims High”. Downtown Hudson MA, while having an industrial character to its center and a population two thirds that of Lexington, also has had a remarkable renaissance. Ten years ago, the center was virtually empty. Today it houses, among others, sixteen restaurants, a

plethora of bakeries, four quick markets, seventeen specialty shops and fourteen artist shops. The Boston Globe has concluded Hudson is now “on the culinary map”. Downtown Falmouth and Great Barrington are other examples where a strong sense of vitality can be found. All of the above examples are the result of combined private and public involvement.

To start Lexington’s efforts, the next year should focus on information gathering and sharing. Possible activities for the Center Committee would include the following:

- The **ESRI data on economic expenditures should be carefully examined** such that the Lexington Center Committee understands possible growth areas. For example, the data for Lexington shows that those residents living within a walking distance of fifteen minutes of Downtown spent more than twelve million dollars last year at restaurants. Given the paucity of such establishments and their hours of operation, one can safely surmise that very little of this amount was spent in Downtown. The ESRI data is reasonable current and should also be shared with business community.
- Many of the ideas and concerns raised at the workshops are of concern in other communities across the United States. There are also new ideas emerging that have yet to be commonly embraced. For this reason, it may be helpful for committee members to gain an **understanding of current trends**. We suggest the Committee subscribe to the Downtown Idea Exchange. It is a very useful source for current and emerging trends across the United States.

- Discussions with real estate agents and bankers should be undertaken to gain an **understanding of what types of businesses are inquiring about a location in downtown** Lexington. This should be shared with the business community.
- **Data on downtown events should be collected concerning how they influence expenditures in downtown.** This should be shared with the business community. The reason for this is to ensure that these important events not only stimulate a climate of community spirit and serendipity but also enable downtown businesses to expand potential customer bases.
- Data on communities, similar in size and character to Lexington, presently undertaking efforts to increase downtown residential and/or offices densities, should be collected and analyzed. We recommend that this action take place due to the concerns raised at the workshop.
- **A “road trip” to towns that have successfully increased vibrancy should be considered** by members of the Lexington Center Committee. Such trips can be quite fruitful to gain a sense of the reality. The town planning staff could be very helpful in identifying successful communities. Alternatively, the committee could invite officials from Towns, such as Hudson (MA) that have seen successful transformations to come to Lexington and talk about how change was fostered.
- A “Town Lyceum” type event could be created where the key leaders involved in improving the vitality of their towns are invited to Lexington to explain how their plans were implemented to the townspeople.
- Discussions on how to **develop a design competition** that would illustrate what future development could look like should be undertaken. The competition would emphasize

both architectural and landscape architectural elements. We recommend this based on reactions to concerns of workshop participants over the impacts of possible development on downtown’s existing character. As well, the competition would expose the citizens of Lexington to the range of design options that are now being developed in downtowns across the Commonwealth and beyond. It also would be an opportunity for the citizens to again provide input concerning the possible character of downtown.

- Information on examples of the impacts of regenerated movie theatres should be collected and analyzed. We regard this as important. Indeed, in instances across the United States, the regeneration of older and minimally maintained theatres has been a key factor in creating increased vitality, investment and foot traffic in a downtown. The Amherst (MA) Cinema complex provides an excellent example. Several years ago, after closing, the building was purchased by a non-profit corporation. It was then changed into a multiplex theatre showing a wide array of art films and converted excess space facing the street to small businesses.
- Policies concerning the issuance of liquor licenses for restaurants and bars should be reviewed and revised. The need to allow restaurants and bars to operate late into the evening is a critical element in attracting new businesses downtown.
- The fact that the parking lots separate the bikeway from the downtown shops provides a unique **opportunity to link bikers to the shops.** Information on the creation of a multipurpose bike maintenance, security, comfort station and a possible bus in the parking area should be collected

and analyzed. This could possibly be included as part of the design competition.

- The Lexington Center Committee and the Economic Development Office should **create “Developer Kits” which are intended to be distributed to businesses interested in a Lexington location.** The kit would include economic data highlighting Lexington Center, provide information on current efforts to improve the center, explain town regulations concerning the center and list the various organizations that are available to assist the interested parties.

Once these activities have taken place, the Center Committee would be in position to prepare an “Action Agenda”.

Here are some areas to focus attention on:

Building on Assets

Historic Assets

It is critical that Lexington build on its many assets. Being the “Birthplace of the American Liberty”, Lexington has historic appeal and recognition. The Battle Green, the Tavern, the Depot and Emery Park can all be activated to be vibrant places for tourists and residents alike. There is a need to be sensitive to the design characteristics related to activating these places. Many of the citizens at the workshop would very much like to see examples of what these spaces could become. To this end, we suggest that the Town, merchants and banks collectively sponsor design competitions that would show what changes would look like. These can be done in several ways including

sponsoring design competitions, reaching out to university/college design and preservation programs, and asking for the assistance of architects/landscape architects who are living and/or practicing in Lexington.

The Minuteman Bikeway

The bike path is an incredible asset to the community. Given that downtown is close to the half-way mark on the trail, it may be feasible to create a “bike/bus station” that would include repair services, beverages and snacks, and restrooms. The station could also serve as a “bicycle security facility”. As one participant commented, “many of us have expensive, top of the line, bikes and are uncomfortable placing them in unattended racks”. It could also provide information on Lexington’s attractions and businesses and serve as a stopping point for tourist busses. If such an intermodal facility was sited in the parking lot adjacent to the shops and the trail, there would also be an opportunity to funnel these visitors onto Massachusetts Avenue.



The bike path in Lexington's Center can be further celebrated with the integration of additional landscaping, site furnishings, and wayfinding signage. Making the Town Center's section of the bike path feel special and highlighting the opportunities to stop and rest will encourage bike path users to explore downtown. The space required for these improvements adjacent to the bike path could be made possible with a reconfiguration of the surrounding public parking lot which has an inefficient layout with large amounts of unnecessary pavement. The excessive pavement in the parking lot does not equate to any additional parking. Once reclaimed the additional space can be used to add value and improve the visitor experience.

The Depot Square and Emery Park

Depot Square is a perfect place to create "sizzle and buzz." Emery Park offers a tremendous opportunity to have a vibrant and flexible community gathering space in the heart of Lexington's downtown that can be programmed as a year-round attraction. The square has a wonderful proportion defined by the surrounding buildings, mature trees within Emery Park, and an existing road network that is independent of Massachusetts Avenue – meaning that the square can easily be shut-down to vehicular traffic and become entirely pedestrian focused for festivals and special events.

As beautiful as Depot Square is today, there are several improvements that could be made over time to the square that could enhance the Square's flexibility, accessibility, economics, and ability to be utilized 360 days per year as a vibrancy generator and the hub of the community.

Emery Park: Although Emery Park is a lovely greenspace, it could be considered underutilized from the standpoint of what the potential utilization could be based upon the Square's location in Lexington's Center.

- This is particularly true in the winter months when the grass and landscaped areas of the park are utilized significantly less.
- Adding an appropriate amount of additional hardscape to Emery Park would offer flexibility for year-round utilization and the potential for family-oriented park features to encourage longer visits in the downtown area.



Birdseye view of Depot Square depicting additional plaza space and multi-story mixed use structures.

Depot Square Street Improvements: The street named “Depot Square” that surrounds Emery Park on three sides offers additional opportunities for maximizing flexibility and placemaking. During the day, the Square’s Street network serves an important role as a primary vehicular connection to the public parking lot behind the Massachusetts Avenue buildings and as a transit hub for several important bus and shuttle services. Additionally, the street offers on-street parking on two sides of the park.

- In the short-term the street can be instantly transformed into additional ‘plaza’ space by shutting down the vehicular circulation around the Square. Food Trucks and pop-up vendors could instead occupy the on-street parking stalls and the pavement in front of the Depot Building could locate a temporary stage. These types of events have been hosted in this space in the past and should be encouraged in the future.
- A longer-term goal, once the utilization of Depot Square as a community gathering space has proven to be a dynamic hub of vibrancy that benefits all of downtown, is to modify the Square’s streets into a “Woonerf” (“street for living”). A Woonerf is a Dutch term for a common space to be shared by pedestrians, bicyclists, and low-speed vehicles. To emphasize the priority of the pedestrian, the street would be raised to sidewalk level and the surface material would be consistent with a plaza or hardscaped area. Vehicles are allowed in these areas under normal business hours but are slowed by using street trees, planters, and other site furnishings. In general, the Square would function as it does today during daytime hours, but on nights, weekends, and special events the Square could be closed to vehicular

traffic. The goal would be to maximize flexibility, aesthetics, ‘sense of place,’ and ultimately the vibrancy of the square. Many downtowns in the United States and internationally that have utilized this progression of space have had so much success that they ultimately closed the street to vehicles permanently.



Depot Square with expanded plaza areas, programed amenities, and maintained transit stop.



The surrounding buildings: The buildings that flank each side of Depot Square literally define the limits of the Square, and as stated above create a nicely proportioned space. However, from both an architectural standpoint and a land-use standpoint the buildings' contributions to the vibrancy and utilization of the Square are limited.

- One large, single-story building with a consistent architectural style overlooks each side of the square. Collectively, the buildings on each side account for approximately 255' of storefront. The problem is that the buildings overlooking the park only have four businesses (2 on each side) that face the Square. Typical downtown businesses have storefronts of 25-30' wide, which would equate to 8-10 businesses facing the park and taking advantage of the premium real estate. This is further exacerbated by the fact that most of the frontage is occupied by two banks (one on each corner). These non-retail uses occupying significant space in what should be the hub of activity and downtown vibrancy is a missed opportunity.
- Other factors related to the buildings that flank the Square are the limited occupancy and architectural impact resulting from single-story structures. If these large building masses were 3-4 stories tall it would provide a substantial increase to the number of downtown residents and office workers. In addition to the benefit of increased density that a multi-story building would offer, a taller building would provide greater architectural interest and improve the feeling of containment within the square resulting in an enriched "sense of place."



Existing building massing along Massachusetts Avenue and Depot Square



Massachusetts Avenue and Depot Square with multi-story mixed use buildings

Public Parking and Strong Pedestrian Connections

Lexington has an ample amount of public parking located behind each side of the buildings along Massachusetts Avenue. The public lots generally have good access and offer short walking distances to the businesses within the Town Center through pedestrian alleyways. The amount of public parking and number of pedestrian connections to the Center is commendable, but the quality of wayfinding, layout, circulation, and placemaking has room for significant improvement.

Public Parking: The public parking area located behind the north side of Massachusetts Avenue offers the best opportunity for enhancement due to the inefficiencies of its layout and the substantial amount of unnecessary pavement.

- Parking lot geometries are straightforward and should be strictly followed. Excessive pavement in parking areas erodes the visitors' experience because it creates confusion for both the driver and the pedestrian, while also wasting the opportunity to add value through landscaping, wayfinding, site furnishings, and place making.
- The public lot behind the south side of Massachusetts Avenue is circuitous and confusing to visitors due to its unconventional layout and partial use of one-way and two-way circulation patterns. Further study is warranted, but it appears that standard parking lot configurations and conventional circulation can be achieved in the available space simply by re-striping.

Pedestrian Connections: All the pedestrian connections within the Lexington Center should be celebrated and designed to pull visitors to the front of the Massachusetts Avenue storefronts.

- The pedestrian easement that runs from the public parking lot on the north side of Massachusetts Avenue along the side of the Bank of America Building is a perfect example of a physical connection that is a wasted opportunity to enhance the visitor's experience. This connection is centrally located and has enough width to introduce a variety of placemaking elements that would greatly enhance the visitors walk to and from parking. Landscaping, public art, lighting, and signage can be used in a variety of ways to celebrate these pedestrian passages and ensure that Lexington's center feels inviting and safe.



Building Heights on Massachusetts Avenue

Currently the “sense of place” and vibrancy along Massachusetts Avenue in Lexington is limited in part due to the excessive width-to-height-ratio between building faces. The space is too wide compared to the height of the buildings. The north side of the street is predominantly comprised of single-story structures resulting in the public realm feeling too open and dominated by the view of 6-layers of vehicles despite having a well-designed streetscape. As previously mentioned, single-story buildings also have a negative impact on the Center’s vibrancy because they limit the opportunity to live and/ or work in the downtown.

- If the market in downtown Lexington could support multi-story mixed-use structures along Massachusetts Avenue it would have an immediate impact on the vibrancy of the Town Center.

One of the concerns that was echoed consistently by citizens during the workshop was regarding the required additional parking that would correspond to adding residents and workers downtown. This is, of course, a fair concern but new development would require a much different footprint than exists today and could provide added space for the additional parking.

- The existing buildings along Massachusetts Avenue, particularly on the north side, are excessively deep (over 100’) by today’s development standards.
- Historically, downtown buildings were deep and narrow (25-30’), and the upper floors were connected vertically within their footprint. Mixed-use developments today are quite different due to the developers needing to reach a “bottom line” of units to make the development viable. The

result is that most new mixed-use developments within a downtown fabric are approximately 60-70’ deep with a wide footprint that runs parallel to the street. This dimension is to accommodate a double loaded hallway. (units on both sides)

- A new mixed-use development in downtown Lexington would very likely include similar footprint requirements resulting in buildings that are less deep, in-turn creating space to accommodate the additional parking for upper floor workers/residents.



Consistency in activities and marketing

While there is a significant amount of attention being paid to downtown events and festivals, there seemed to be a general feeling amongst participants that the planned activities lacked consistency and marketing. Consistency of activities creates a rhythm in downtowns and people come to expect them, plan for them and participate. Examples would be Shakespeare in the park on Sunday afternoons, movie nights on Fridays in summer, concerts on the green on Saturdays, yoga in the park on Thursday mornings. In winter months, Cary Library could do some consistent programming such as meet the author lecture series. These events should be done in partnership with downtown businesses. Sponsorships and funding could be requested. A survey, conducted by the Center Committee, on what types of activities and marketing avenues the public would like to see may be in order.

Way-finding, Signage and Road Diets

There was much discussion on wayfinding, signage and movement of traffic on Massachusetts Avenue. The parking lots between the bike path and the backs of buildings need to be reconfigured and designed with directional and wayfinding signs. Additionally, the current width to height ratio of Massachusetts Avenue makes car traffic the dominant element. As this is a State numbered road, it may be hard to reduce the number of lanes. Cities nationally are embracing a low-cost way to boost traffic safety and reduce pedestrian fatalities: They're installing street murals. Compared to narrowing streets, asphalt art is a quick and inexpensive way to slow cars and make motorists more aware of their surroundings. For example, Bloomberg

Philanthropies has given a number of cities grants of up to \$25,000 for street murals.



Street Art in Asheville, NC

Places for Multiple Publics

Engage Youth

Young people need to have a voice in defining downtown vibrancy. A youth workshop, survey, visits to the high schools and area community colleges are all ways to get youth participation. Low-cost activities include socializing in cafes and restaurants, attending cultural events, visiting recreational spaces like parks or sports facilities, and participating in community programs. Activity spaces such as a gaming arcade, makerspace, skating area, and eating options such as food trucks, sandwich shops and ice cream parlors are traditional options. The engagement with youth will certainly yield others.

Young Professionals

Young professionals are likely to visit trendy places and shops. Socially, young professionals often explore downtown's dining scene, attend happy hours, and frequent trendy bars or cafes. They may also attend cultural events, performances, or galleries. Recreationally, activities like fitness classes, jogging in parks, or participating in sports leagues are common.

Young professionals are also trending on urban living in downtown condominiums. A two-car garage is not always a priority for this group of people. The bike path and good mass-transit options may be enough. We strongly urge the Town to create more housing on upper stories in the downtown area.

On a side note, for developers, the return on investment is highest for housing. When housing is allowed on upper stories, developers will be more likely to consider Town desired uses on the ground floors and create added amenities and architectural design-oriented facades.

Families with Children

Families with children in downtown areas typically require amenities that cater to both the needs of parents and the well-being of children. Some essential amenities include:

1. Parks and Playgrounds: Green spaces with playgrounds provide children with a safe and enjoyable environment to play.
2. Family-Friendly Restaurants: Restaurants with kid-friendly menus and atmospheres make it easier for families to dine out together.

3. Community Centers: Facilities offering family-oriented programs, events, and services contribute to a sense of community.
4. Cultural and Recreational Activities: Access to museums, libraries, and recreational spaces that offer family-friendly activities can enhance the overall quality of life for families.
5. Safe Pedestrian Infrastructure: Well-designed sidewalks, pedestrian crossings, and traffic management contribute to the safety of families navigating the downtown area on foot.
6. Community Events: Regular events and festivals geared towards families provide opportunities for socializing and community engagement.

Meeting these needs contributes to creating a family-friendly downtown environment that attracts and retains families with children.

Older Adults

Older adults are often the most affluent group of people in a community. This group is also trending toward urban living as they look to downsize from single family homes. Older adults engage in a variety of activities during their spare time. They enjoy socializing with friends and family, pursuing hobbies such as gardening, painting, knitting, reading, participating in low-impact exercises to maintain physical health and well-being. They also frequently attend cultural events, concerts, theater performances, or visiting museums and galleries, and participate in educational programs. Older adults frequently volunteer their time for causes and activities they appreciate.

Public Private Partnerships

Lexington prides itself on having committed residents and ad hoc committees that can easily avail themselves to public private partnerships to accomplish many tasks such as bringing together landlords and business owners to converse on challenges to succeed in downtown. Often peer-to-peer conversations yield better results. The Economic Development Advisory and Lexington Center Committee can work with the Chamber of Commerce to obtain sponsorships from downtown banks and other non-retail businesses for events and festivals. Much of the data collection on comparative towns and main street programs could also be undertaken by citizen volunteers. The Town may also explore ideas of BIDs, TIFs, rent subsidy programs and tax credits to lower the cost of doing business in downtown. Mentorship programs and networking opportunities for local entrepreneurs and small businesses can help them survive and reduce turnover.

Encourage Mixed Uses and Zoning Reform

While this may take time, zoning reform to facilitate mixed use and other considerations such as, Finance, Insurance and Real Estate (FIRE) focused uses to be allowed on side streets, upper floors and backs of buildings. Raising the height limit to achieve a 3:1 ratio of road width to height of buildings would allow for a more pedestrian friendly, urban village atmosphere. The raised height would also allow for residential uses in downtown.

Limiting new ground floor uses to retail and activity-based uses would make a big difference to the rhythm of downtown. Attracting local entrepreneurs to start-up businesses in downtown with assistance in speedy regulatory processes, help

from the Small Business Administration and financial assistance in terms of tax credits and rental assistance may incentivize home-grown businesses to locate in the center. Potential placemaking activities and uses to consider are:

- Farmers Markets
- Pop-Up art and festivals
- Murals on the street and sides of buildings
- Makerspace
- Art Galleries and Walks
- Bars and Restaurants
- Incubators for local entrepreneurs
- Active open space

Temporary uses, pop-up markets and incubator space for local entrepreneurs to experiment with their craft before investing in permanent space is a great way to encourage new businesses.

Focus on Town owned lands

We strongly recommend that the Town begins activating spaces that it currently owns such as Emery Park and the parking lots behind buildings. Activating these spaces will not require much negotiation with private owners and will be a catalyst for future change. Once the community recognizes the potential for a vibrant downtown, the private sector will likely follow. If the Town has the opportunity to own strategic properties in downtown, they may wish to do a developer RFP to attract developer to invest in the property and develop sites in concert with the Town's wishes. Retail or active spaces on the ground floor, office and residential on upper floors along with desired amenities and design features.

Potential Grants

The Project for Public Spaces

<https://www.pps.org/community-placemaking-grants> has grants for Community Placemaking. Also explore additional innovative funding programs at <https://www.pps.org/article/innovative-funding-programs-for-placemaking>

The **National Association of Realtors** has the Placemaking Grant program available to REALTOR® associations to help them plan, organize, implement and maintain these types of Placemaking activities in their communities. <https://www.nar.realtor/grants/placemaking-grant> and <https://realtorparty.realtor/community-outreach/placemaking>

Our Town is the **National Endowment for the Art's** creative placemaking grants program. <https://www.arts.gov/grants/our-town>

The **National Alliance for Community Economic Development Associations** also a resource for funding opportunities <https://naceda.memberclicks.net/creative-places-funding>

The **Urban Institute** guide to fund Placemaking can be downloaded here: <https://www.urban.org/urban-wire/four-ways-local-governments-can-fund-equitable-placemaking>

Bloomberg Philanthropies: Helping cities use art and community engagement to improve street safety and revitalize public space. <https://asphaltart.bloomberg.org/>

Massachusetts Department of Transportation – **Shared Streets and Spaces Program**. <https://www.mass.gov/info-details/program-overview-shared-streets-and-spaces-grant-program>

Resources for Measuring Community Vitality

The International Downtown Association Vitality Index. <https://downtown.org/ida-vitality-index/>

The Knight Foundation Toolkit: How to Measure Progress Toward Downtown Revitalization and Engaging Public Spaces. <https://knightfoundation.org/wp-content/uploads/2020/07/KF-Toolkit-Measuring-Progress-toward-Final.pdf>

A Case Study: Analyzing City Vitality with Four Pillars of Activity-Live, Work, Shop, and Play. <https://pubmed.ncbi.nlm.nih.gov/27441585/>

APPENDICES

Appendix A: Notes from the Day One Workshop

Appendix B: Design Concepts

Appendix C: Vitality Fact Sheets.

Appendix D: ESRI Data and Infographics

Appendix A: Notes from the Day One Workshop

Notes from the Day One Workshop

Participants were provided a list of 18 identified strategies from previous planning documents and asked to prioritize their top three within their tables. Once identified, participants were asked to articulate challenges and potential actions to improve downtown. There were a total of 15 tables and approximately 120 participants. This report is a compilation of the sheets used to record the discussion at each table.

Top Identified Strategies:

- 1. Retain and attract new uses that residents want in the center.***
(7 out of 15 tables voted for this in their top 3 strategies)
- 2. Support existing businesses***
(6 out of 15 tables voted for this in their top 3 strategies)
- 3. Revise Zoning Bylaw to allow restaurants, nightlife in evenings.***
(6 out of 15 tables voted for this in their top 3 strategies)
- 4. Address factors potentially inhibiting new small businesses from thriving in the center.***
(6 out of 15 tables voted for this in their top 3 strategies)
- 5. Address vacant storefronts; prevent long-term vacancies.***
(5 out of 15 tables voted for this in their top 3 strategies)
- 6. Streamline sign permitting and HDC guidelines for businesses.***
(3 out of 15 tables voted for this in their top 3 strategies)
- 7. Expand the number and type of activities to reinforce the image as a "social place / community center", increase users and potential customer base.***
(3 out of 15 tables voted for this in their top 3 strategies)
- 8. Reduce parking requirements and make it more desirable for new businesses to lease space in Lexington center and Improve the perception of lack of parking.***
(2 out of 15 tables voted for this in their top 3 strategies)
- 9. Use Technology to tell stories of town history through apps, sites, etc.***
(1 out of 15 tables voted for this in their top 3 strategies)
- 10. Identify opportunities for individuals or organizations to participate in celebrations***
(1 out of 15 tables voted for this in their top 3 strategies)

Identified Challenges:

1. The effects of post-pandemic impact on businesses.
2. Lack of Staffing options.
3. Construction- its cost, and time taken is a barrier.
4. Rent and Taxes too high.
5. There are absentee landlords and are they local, invested in the town center.
6. No penalties regarding vacancies or inadequate incentives to keep them occupied.
7. Lack of requirement regarding keeping windows active when space is vacant.
8. Landlords don't reside in Lexington hence they aren't motivated to rent.
9. Need something to spark the interest of people.
10. Staying at home is more comfortable for people.
11. Increased popularity of online shopping.
12. Need family friendly areas as well.
13. Lack of variety/diversity to draw In foot traffic.
14. Not enough seating with tables
15. There will be resistance from some people to the changing character of the Center.
16. There would be noise concerns from neighborhoods.
17. The town does not run/Fund events like discovery day.
18. Lack of Funding for businesses to survive.
19. Lack of younger demographics.
20. Lack of business for youth and younger demographics.
21. Where could we open "Fast Eats" places.
22. There is no place in town for young people to be able to afford to hangout.
23. Lack of Bars, pubs, trivia, thrift stores, lunch and brunch places.
24. Lack of housing in the center
25. Lack of diversity of businesses and offerings
26. Limited number of stores offering uniqueness and lack of character in storefronts.
27. There is limited area for large events to take place.
28. Can banks and real estate be moved to the second level?
29. Lexington needs a museum.
30. Choosing attractive businesses.
31. Need to make Mass Ave narrow and ped friendly.
32. Lack of Strategy for creating identity in the center.
33. Educating retail establishments about events co-ordination
34. The Lack of communication of what already exists, and the central source and residents don't know what resources are available at the visitor's center.
35. Raising awareness between residents and locals about buying in town to support existing businesses.
36. Lack of awareness of what already exists.
37. The historic commission limits the size and looks of signs.
38. The board is very protective of the "Historic" character of the center.
39. Snow removal during heavy winters is hard.
40. Lack of sidewalks on the Waltham side.
41. Accessible public transportation for staff and residents.

42. Lack of signage /directional information.
43. Lack of Mass transit.
44. Real/perceived parking difficulties.
45. Each store is responsible for its own parking, hence it's tough to expand or change the land-use.
46. Overlapping bodies of authority created a lack of clarity.
47. Increase the number of floors.
48. Due to zoning bylaws, there is a restriction on opening bars but opening a restaurant is harder.
49. A town meeting approval is necessary for a change in zoning bylaw changes.
50. Trying to change the bylaw regarding liquid license would affect select town committee board members, hence approvals are necessary.
51. The permit approval process is lengthy.
52. It would take a lot of time, maybe even months, for Zoning boards approvals along with HDC.
53. Changing the zoning bylaws could be difficult.

Identified Actions:

1. Help new businesses to start with grants and help them with registration.
2. Make capital more accessible for them, maybe start an incubator.
3. Investigate use of TIFs to incentivize a variety of businesses.
4. Proactively survey landlords to understand vacancy issues.
5. Compare rents and taxes to concord and take actions to lower them.
6. Conduct a local job fair to recruit more people.
7. Need to communicate with the town about why the rents are high.
8. Maximize ways to get businesses here.
9. Investigate "Carrot or Stick" means of regulating empty storefronts (Arlington).
10. Need to incentivize landlords to reduce rent.
11. Changing zoning laws for temporary uses.
12. Need food options on Sunday and Monday as well.
13. Need a place for young people to hangout, something affordable not limiting them to library.
14. Affordable housing + transportation required.
15. Have more food trucks at the depot.
16. Delineate retail mix to create identity in the center.
17. The town center must be inviting, have a lot of green space, vibrant and safe, a place that all age groups should want to linger around.
18. Conduct "Taste of Lexington" at least once every season.
19. Identify more "Fast eats" places like Panera or any local business.
20. Identify areas like 2nd story bowling alley for events to take place.
21. Market bike paths and utilize them well.
22. Creating accessible business listings online and improving wifi mesh coverage.
23. Historically respectful electronic signboards (Parties involved IT department, Econ. Department, Communications office chamber, Retailers association, etc.)
24. Engage the Lexington Historical Society along with minuteman students involved.

25. Mix History classes(Content) + Multimedia Engineering (Tech)
26. Host a forum for youth from high school + middle school.
27. Work on how we could recruit teens and improve connection for school-Work place commute.
28. Invite and choose better business and change the aesthetic appeal of Mass Ave
29. Narrow Mass Ave down from 4 lanes to 2 lanes.
30. Contact MBTA with respect to improving mass transit.
31. Improve transportation and accessibility for workplace commutes.
32. Need better mass transit connection to Alewife
33. Identify where the parking signs are needed for more clarity.
34. Improve the directions to help easy navigation of where to go.
35. Creating a guidebook for sign approval with collaboration of all relevant parties so that majority compliance would result in approvals (parties like HDC, planning Department, Retailers association, etc.)
36. Discuss/Collaborate with the historic committee to improve signage.
37. Create maps for more details of businesses around the center.
38. Cultural district group can talk about use of theater.
39. Send out surveys to know what kind of businesses residents want in the center, and make sure to involve all demographics, later analyze the response and develop strategies to attract everyone.
40. Increase "Buy Local" campaign with municipality backing.
41. Find ways to deal with empty storefronts.
42. Incentivize the banks and real estate to move upstairs.
43. Find sponsors and link them with organizers for more community activities.
44. Would have to have referendum to change
45. Change the zoning bylaws regarding noise would be beneficial to opening up new places.
46. Building public consensus momentum about changing the bylaws using surveys and interactions with neighbors.
47. Change regulations so that there aren't any absentee landlords.
48. Make changes to zoning in town meeting.
49. Need to simplify the regulation process.
50. Connect Lex 250.

Email and Facebook Feedback

In addition to the discussion generated at the workshops, we also received the following feedback via email and facebook.

If I were there, I would suggest looking at the power substation and its presence on Mass Ave. There is a LOT that could be done there. As a minimum, a pocket park. But it could also be a narrow band of commercial . . . better. The building itself could stand a recladding with some expression that contributes to a renewed image/atmosphere.

Fewer restrictions on uses for the space.

Signage on the front of the building, possibly for two tenants.

Creating a storefront at the back door -unless this is something you can do without approval.

Usage beside retail.

Survey other Towns for taxes per sq ft for their downtown areas.

Using a current photo would have been better it's like your ignoring all that was just done - just saying it's a little frustrating.

Whatever happened to the parklet that was on the south side of the street in the center? That was a vibrant sort of addition that we need more of but lost.

Bring back Steve's Ice Cream or Baskin Robbins

Pop-ups would "make it more fun" by adding some new ops for businesses that can't afford the \$\$ rents long term. Banks and real estate offices predominantly anchor the town square. Definitely don't exude "fun."

A DINER! Minuteman Diner Bedford, MA would love it...if I had the money (or I would invest as a partner) I would do it. I would call it "The Musket Diner"

I have always said that the center needs a good breakfast place/diner. The problems is parking.

A lot of people who drive trucks or are early risers on their way to work would love a place to get a good breakfast to eat in or take it to go. But it needs to have good baked goods.

Woolworths would be nice!

A pub. A bar. That serves cocktails With a billiard table. Please.

Appendix B: Design Renderings and Sketches

Renderings for Building Heights and Massing

Current



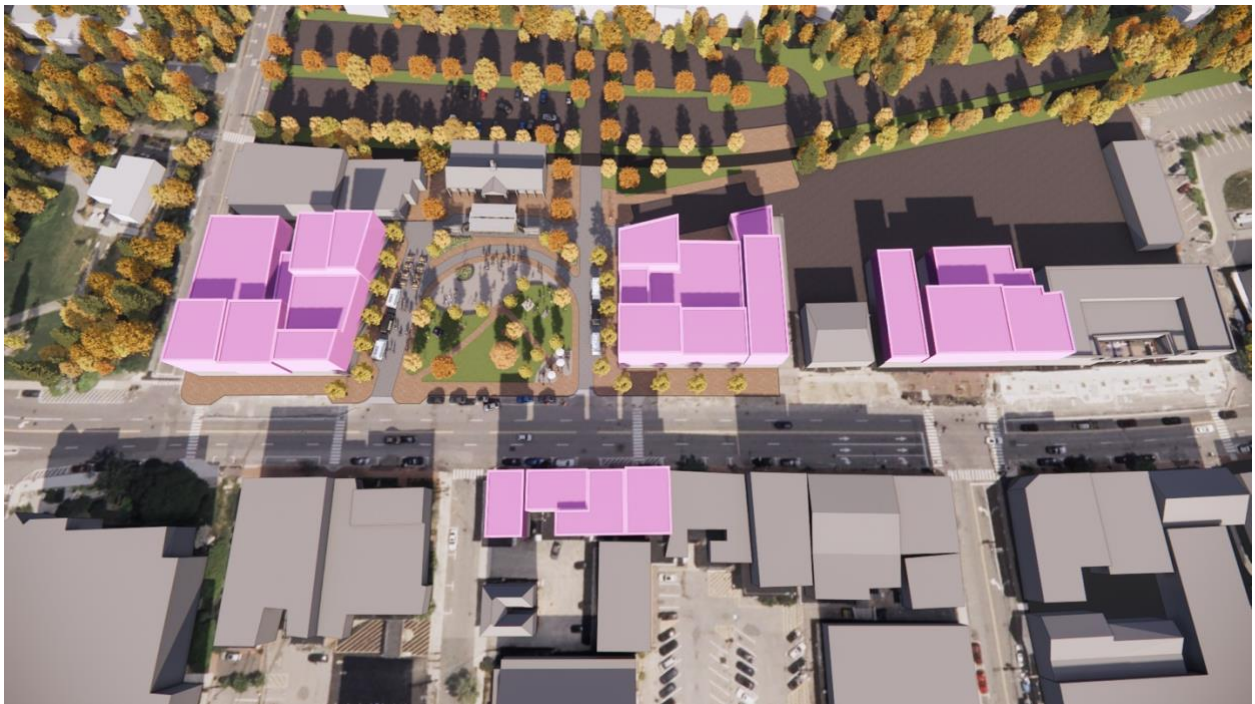
Proposed



Current



Proposed



Current



Proposed



Current



Proposed



Renderings for Depot Square





Sketch for Parking Area Improvements



Appendix C: Community Vitality Fact Sheets

Interested in Assessing Your Downtown?

If you are interested in bringing vibrancy to your main street, conducting an assessment is a great way to get started. An assessment allows you to gather preliminary data about your main street and quickly identify key assets and opportunities for improvement. Following the pandemic, main street likely looks and feels different. Conducting an assessment is the first step in moving forward towards rebuilding and recovery.



Step 1	Form a group of diverse volunteers to conduct the assessment. Consider a range of different people: all ages, all income levels, long-time residents, newcomers, business owners, municipal staff, etc.
Step 2	Define your downtown and determine the study area of your assessment.
Step 3	Choose a date to conduct your assessment. Your downtown may look different depending on the day of the week, time of year and the weather.
Step 4	Conduct the assessment. You will need a notebook, pen, and a list of the characteristics. Walk through your downtown, making notes and taking photos of what stands out. This is not an inventory of all of the characteristics present, but rather a highlight of what is excellent (assets), what could use some improvement or what is missing (opportunities). As you walk through your downtown, consider how people are interacting with the characteristics. For example, are there children playing in the parks? Are there people patronizing the restaurants? Are the sidewalks and trails being utilized?
Step 5	Share your findings. Gather your group together and discuss your observations.
Step 6	Take action. Looking at the list of assets and opportunities, make a list of possible projects. Consider what assets the assessment highlighted, and how to build upon those. Similarly, identify opportunities where something can be improved, like a great location for a mural, a need for more frequent trash pickup, or adding color to main street through landscaping. Make a list of possible projects and prioritize which project to work on first.



Community Assessment by Walking

Community assessment by walking around is a basic way to understand your community, downtown or neighborhood. It includes walking or driving around and recording your observations.

More Information:

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Extension

The University of New Hampshire Cooperative Extension is an equal opportunity educator and employer. UNH, U.S. Dept. of Agriculture and New Hampshire counties cooperating.



Extension

Characteristics of A Vibrant Downtown

Casey Porter, Community & Economic Development Program Manager

Main street is the heart of your community. Your downtown serves as a place to enjoy a meal, connect with friends and neighbors, browse local shops, enjoy community art and conduct business. A vibrant downtown has businesses that contribute to the economy, opportunities for people to connect and represents your history and culture. Main streets that are working to rebuild after the pandemic will likely be experiencing loss of businesses and vacant buildings. Despite these challenges, there are still ways to bring activity and vibrancy to your downtown. People value having a downtown that is walkable, well maintained and visually appealing.

What Contributes to Vibrancy?

The following characteristics describe the components of what makes a downtown vibrant for a resident, visitor or business owner. It is important to have a mix of these characteristics. A downtown with lots of great businesses but inadequate seating lacks vibrancy because there is no place for people to stop, rest and connect with others. Similarly, a downtown with a beautiful streetscape cannot be vibrant without community art, businesses or something to draw people to the downtown. Main streets with a limited number of businesses may focus on leveraging characteristics such as community art, seating, parks, landscaping, and displays and signage to bring vibrancy and encourage people to visit the downtown.



Identifying Assets and Opportunities for Improvement on Main Street

Asset-based community development is an approach that focuses on identifying community assets rather than only focusing on community needs. Identifying assets helps community members determine what resources may be leveraged or built upon to reach shared goals. There are a variety of assets that may be mapped in a community, including people, community services, organizations, businesses and physical structures. While all of these types of assets are important for main street revitalization, this guide focuses on identifying assets as and opportunities for improvement that exist in the built environment.

The characteristics of a vibrant downtown are adapted from First Impressions programs in multiple states and are informed by the National Civic League's Civic Index. While these characteristics are based on the built environment, it is important to also assess how people are interacting in a downtown. People are a critical piece of a vibrant downtown, whether they are taking a walk on main street, playing in the park, patronizing businesses or enjoying community art. A main street that lacks activity and people, no matter how beautiful its buildings or infrastructure, will not feel like a place you would like to spend your time.

The following characteristics are key to a vibrant downtown:

Businesses

A variety of businesses provides reason for people to visit your downtown, whether they are residents, employees or visitors. Vibrant downtowns have a diversity of businesses that attract people, like restaurants, coffee shops, breweries, retail stores, fitness facilities, or financial institutions. Businesses should have visually appealing facades and storefronts, including attractive signage, well-maintained exteriors and window displays that draw the customer in. Beyond visual appeal, it is important that employees are friendly and welcoming to patrons.

Downtown Entrance

Simply put, the downtown entrance should indicate to visitors and residents that they are in the downtown. The entrance is often the first impression of your downtown, and should be well marked and welcoming to visitors and residents. Downtown entrances should have a visible sign and may be adorned with flowers, plaques or statues. There are likely multiple entrances to your downtown area and all should be welcoming and visually appealing.

Natural Feature

Natural features include streams, rivers, lakes, mountains, community forests. These provide opportunities for swimming, hiking, biking, walking, paddling or enjoying the view. With the help of marketing and signage you can draw people to your main street from natural areas. Ideally, there are natural features in proximity or connected to your downtown.

Community Art

Community art brings vibrancy to your main street in a variety of ways. This includes murals and temporary installations like sidewalk chalk art or artwork hung in vacant storefronts. These are interesting for people to look at and can help disguise vacant buildings. Performance arts like street performers, musicians, and concerts in the downtown area also draw people in, providing a sense of activity even if main street has fewer businesses. Lively painted pianos and percussion walls provide interactive community art. Community art displays show that the community takes pride and cares about main street.

Landscaping

Landscaping contributes to the visual appeal of your main street, from hanging baskets of flowers on lighting, to planters outside of storefronts, to well-maintained grass and trees along the sidewalks. Beautiful landscaping shows that main street is well taken care of and that there is civic pride. Plants and colorful flowers brighten and bring interest to the downtown area.



Displays & Signage

Plentiful and visually attractive displays and signage help residents and visitors navigate your downtown. Informational signage includes wayfinding signs, parking signs, and municipal signs. Signage should be well-placed and cohesive. There may be a bulletin board or kiosk that informs people of upcoming events in your downtown which helps residents and visitors learn about who you are as a community.

Lighting

Lighting is important on your main street as its presence contributes to a feeling of safety and security. There should be adequate, well-maintained lighting along the streets and sidewalks, parking lots, and parking garages.



Sidewalks, Crosswalks & Trails

A vibrant downtown is walkable, with well-maintained sidewalks and crosswalks that are accessible to people with different abilities. Ideally, there are nearby trails that are connected to your downtown. Pedestrians should feel like the downtown is cohesive and that there are connections between businesses and other points of interest. People should feel safe to walk in your main street area.

Parks

Parks provide a place to sit, visit and gather with others. People may use the park for exercise, walk their dog or simply enjoy the outdoors. Larger parks may serve as location for concerts, festivals, sports and community activities. Smaller pocket parks provide relief from buildings and add green space to the main street.

Points of Interest

These add interest to your downtown and attract residents and visitors to the downtown to learn about your community’s history and culture. This category includes museums, unique architecture, historic homes and buildings, monuments, memorials, statues and plaques. Points of interest help tell the story of your community.

Streets & Transportation

Your downtown should also have well-maintained streets, accessible to motorists and bicyclists. There should be bike lanes and bike racks. Ideally, there should also be a variety of transportation options, like taxis, ridesharing, and public buses. Main street requires adequate parking, which may include street parking, public and private lots and garages.

Public Facility

Public facilities are important to citizen life. Many of these are located on your main street, and include the town or city hall, police/fire station, post office, library, and schools. Public facilities serve as places where community members interact and conduct business. Other facilities may serve as gathering spaces and locations for activities and events, like the school or library.

Seating

Seating is important to a vibrant downtown as it provides a place for people to rest, gather, and connect. People might come visit the downtown just to watch or observe. Seating is not limited to typical park benches, but includes outdoor dining, stoops, lawns, courtyards, chairs, and anywhere people gather to sit. Benches and permanent fixtures should be located in attractive areas where people naturally want to sit.

Waste & Recycling

Adequate and well-placed waste and recycling receptacles help keep your downtown clean, contributing to an attractive main street. Waste and recycling receptacles should be emptied regularly.



Issue 182
September 2015

Measuring Success in Small City Downtown Revitalization Efforts

Various words are commonly used to describe successful downtown revitalization efforts. Three words that are often used, as defined by the Merriam-Webster Dictionary, are:

- Vitality – the capacity to live and develop
- Vibrancy - having or showing great life, activity, and energy
- Resiliency - the ability to become strong, healthy, or successful again after something bad happens

All three describe positive change. To demonstrate change with evidence, measures of downtown's progress must be monitored and objectively reported. This issue summarizes a literature search on Downtown Success Indicators prepared by Dr. Mary Edwards and Manish Singh of the University of Illinois-Urbana-Champaign, in cooperation with Kathleen Brown of the University of Illinois Extension.

What Defines a Successful Downtown?

The literature review was completed to determine what constitutes "success" in small city downtowns. The review explored literature related to best places to live; downtown success stories; and research-based and empirical literature. Quantitative and qualitative indicators of downtown success were sorted into ten categories as listed below:

1. Retail Development Indicators
 - Proportion of all retail businesses located downtown
 - Increase in retail businesses over a time

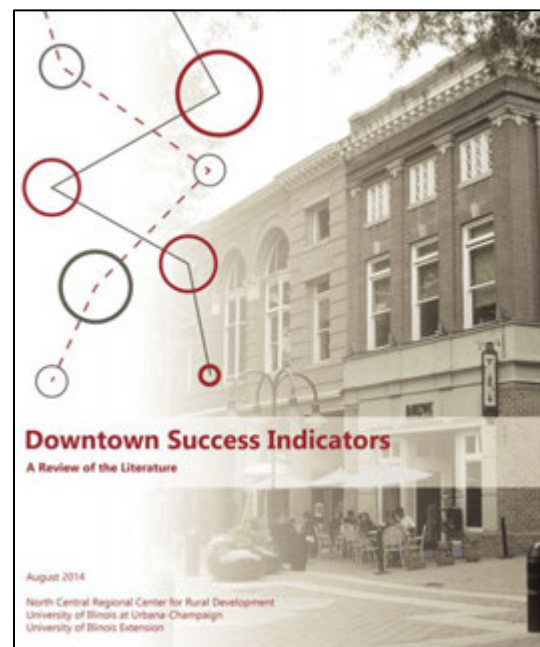
- Occupancy rate (or drop in vacancy rate)
- Longevity of businesses (or turnover rate)
- Retail activity
- Daytime population
- Business mix
- Flux in downtown businesses

2. Downtown Housing Indicators

- Proportion of city's population downtown
- Increase in housing units over time
- High density residential development
- Surrounding market rate residential
- Regulatory framework supporting downtown housing

3. Organization and Partnership Indicators

- Active leadership
- Downtown development authority (or organizational support)
- Partnerships and coalitions
- Downtown redevelopment plan
- Community involvement (or affection from citizenry)



4. Downtown Traffic Generator Indicators

- Proportion of city's civic and cultural uses located downtown
- Access to natural amenities (or waterfront development)
- Arts and entertainment amenities
- Educational establishments
- Civic buildings
- Sports stadiums and convention centers

5. Preservation and Rehabilitation Indicators

- Proportion of city's registered historic structures located downtown
- Number of hotel/motel rooms per 1,000 central city residents
- Rehabilitation projects
- Historic preservation initiatives
- Heritage tourism activity

6. Immigration and Diversity Indicators

- Percentage of foreign born population
- Percentage of non-white population
- Civic leaders' attitude toward diverse population

7. Multi-functionality Indicators

- Mixed use development
- Office development
- Conference/meeting space

8. Downtown Design Indicators

- Sense of place
- Clear boundary
- Clear entrance
- Design guidelines
- Bike/pedestrian friendliness
- Public space
- Streetscape and façade improvement programs
- Accessibility and connectivity

9. Branding and Promotion Indicators

- Special events
- Marketing initiatives

10. Downtown Finance, Employment and Demographic Indicators

- Change in assessed value of property
- Change in real property investment
- Change in downtown employment
- Percentage increase in rental value
- Lease rate comparison with peer cities
- Income of downtown residents
- Crime known to police per 1000 residents
- Make up of downtown labor force
- Environmental sustainability

Conclusion

The literature identified a variety of indicators to define downtown success. These indicators define both traditional and contemporary perceptions of success. Traditional indicators show success in retail and finance; however, more recent indicators focus on immigration, design, housing, organization and promotion.

For More on Economic Benchmarking

Statistical data can be used to measure progress related to your community's downtown economy. The data can be used to create a statistical snapshot or profile to help inform prospective business operators and investors about the market and demonstrate downtown's importance in the community. Extension's Downtown and Business District Market Analysis toolbox provides a list of metrics that can measure your district's economic performance.

<http://fyi.uwex.edu/downtown-market-analysis/>

Source: Edwards, Mary, Manish Singh, and Kathleen Brown. "Downtown Success Indicators: A Review of the Literature." August 2014. Produced by the Department of Urban and Regional Planning, University of Illinois at Urbana-Champaign in cooperation with University of Illinois Extension.



Contact: Bill Ryan, Center For Community & Economic Development, University of Wisconsin-Extension
610 Langdon Street, Madison, WI 53703-1104

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An EEO/Affirmative Action Employer, UW-Extension provides equal opportunities in employment and programming, including Title IX and ADA requirements.

Appendix D: ESRI Data and Infographics

Key Facts

Lexington CDP, MA (Lexington CDP...)
Lexington CDP, MA (2535250)
Geography: Place

Prepared by Esri



Key Facts

Lexington CDP, MA
Geography: Place

KEY FACTS

34,449

Population



Average Household Size

48.8

Median Age

\$200,001

Median Household Income

EDUCATION

1.8%

No High School Diploma



5.2%

High School Graduate



7.1%

Some College/
Associate's Degree



85.9%

Bachelor's/Grad/
Prof Degree

BUSINESS



1,419

Total Businesses



20,813

Total Employees

EMPLOYMENT



92.3%

White Collar



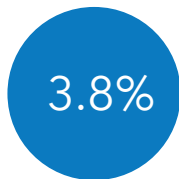
3.5%

Blue Collar



4.2%

Services



Unemployment Rate

INCOME



\$200,001

Median Household Income



\$103,436

Per Capita Income



\$1,406,663

Median Net Worth

2023 Households by income (Esri)

The largest group: \$200,000+ (55.5%)

The smallest group: \$25,000 - \$34,999 (1.6%)

Indicator▲	Value	Diff	
<\$15,000	4.3%	-2.5%	
\$15,000 - \$24,999	2.6%	-1.8%	
\$25,000 - \$34,999	1.6%	-2.3%	
\$35,000 - \$49,999	3.2%	-3.1%	
\$50,000 - \$74,999	5.2%	-5.8%	
\$75,000 - \$99,999	5.1%	-5.4%	
\$100,000 - \$149,999	11.6%	-5.7%	
\$150,000 - \$199,999	10.8%	-2.1%	
\$200,000+	55.5%	+28.5%	

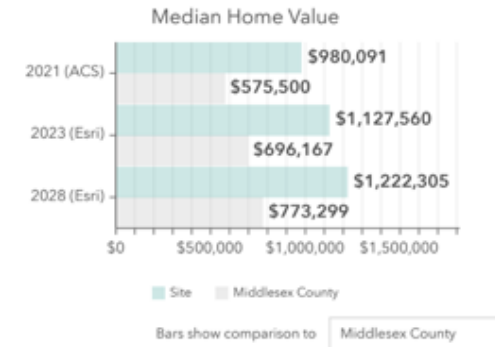
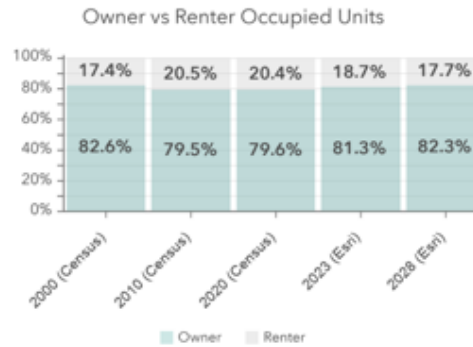
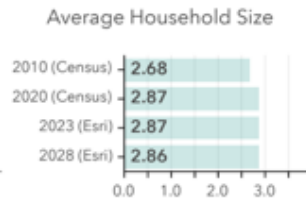
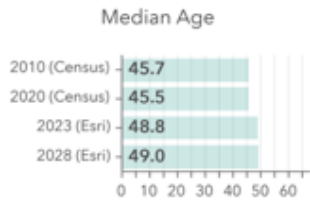
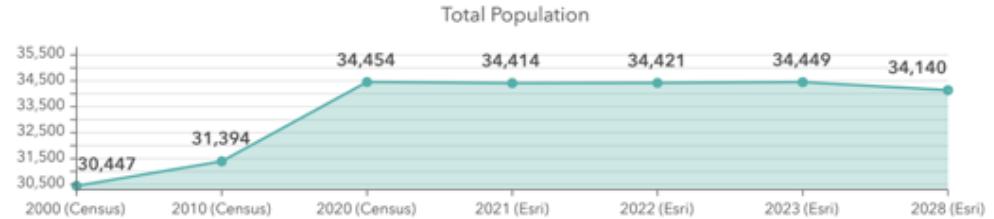
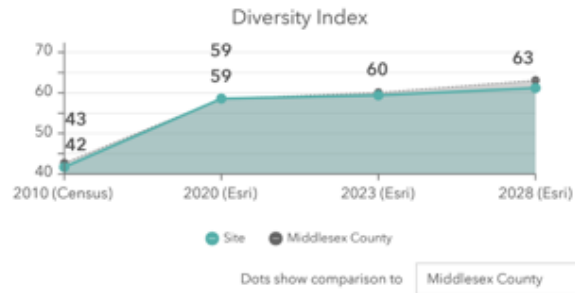
Bars show deviation from Middlesex County

Source: This infographic contains data provided by Esri (2023, 2028), Esri-Data Axle (2023). © 2023 Esri

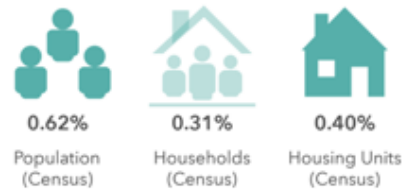
Source: This infographic contains data provided by Esri (2023, 2028), Esri-Data Axle (2023).

Community Change Snapshot

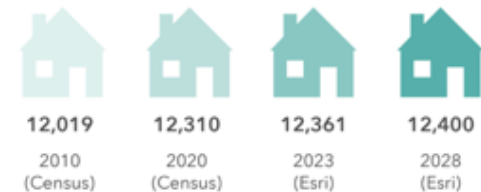
Lexington CDP, MA
Geography: Place



2000-2020 Compound Annual Growth Rate



Total Housing Units: Past, Present, Future



Source: This infographic contains data provided by U.S. Census (2000, 2010, 2020), Esri (2023, 2028), ACS (2017-2021). © 2023 Esri

Source: This infographic contains data provided by U.S. Census (2000, 2010, 2020), Esri (2023, 2028), ACS (2017-2021).

Target Market Summary

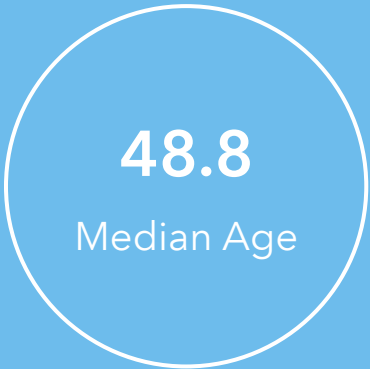
Lexington CDP, MA (Lexington CDP...)
Lexington CDP, MA (2535250)
Geography: Place

Prepared by Esri

TARGET MARKET SUMMARY

Lexington CDP, MA
Geography: Place

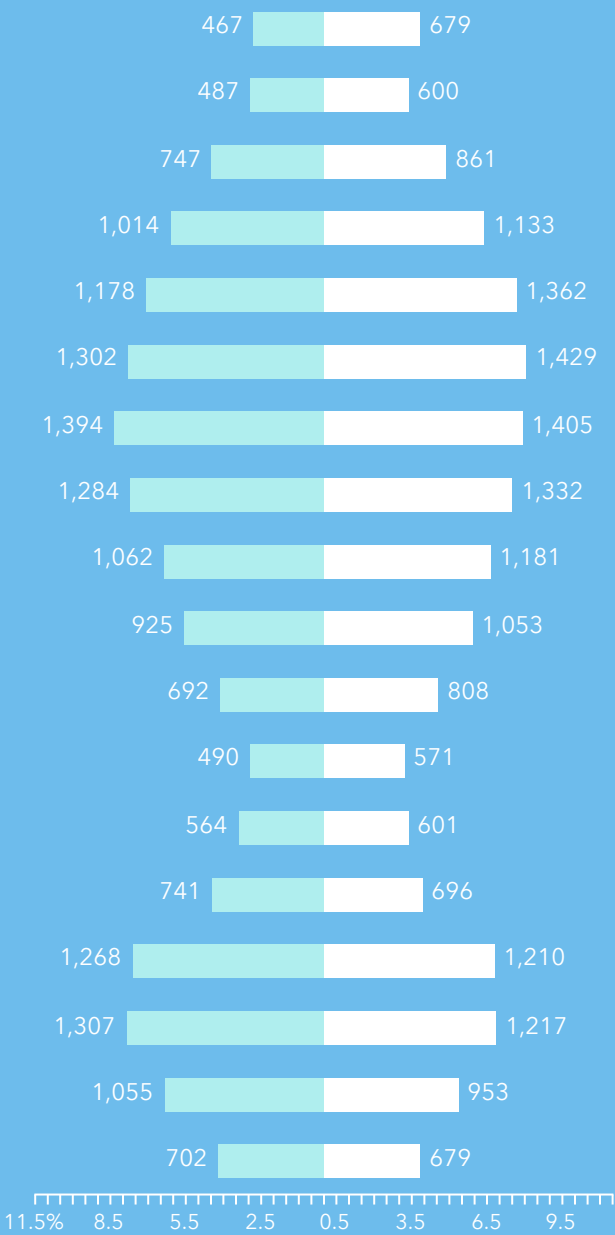
Key Facts



Source: This infographic contains data provided by Esri (2023, 2028), Esri-U.S. BLS (2023), Esri-MRI-Simmons (2023).

© 2023 Esri

Age Pyramid



The largest group:
2023 Females Age 60-64

The smallest group:
2023 Males Age 85+

Annual Lifestyle Spending



\$6,536
Travel



\$171
Theatre/Operas/Concerts



\$139
Movies/Museums/ Parks



\$190
Sports Events



\$21
Online Games



\$362
Audio

Tapestry segments



1A

Top Tier
8,924 households

75.1%
of Households



2A

Urban Chic
2,482 households

20.9%
of Households

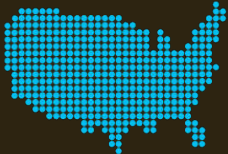


2C

Pacific Heights
471 households

4.0%
of Households

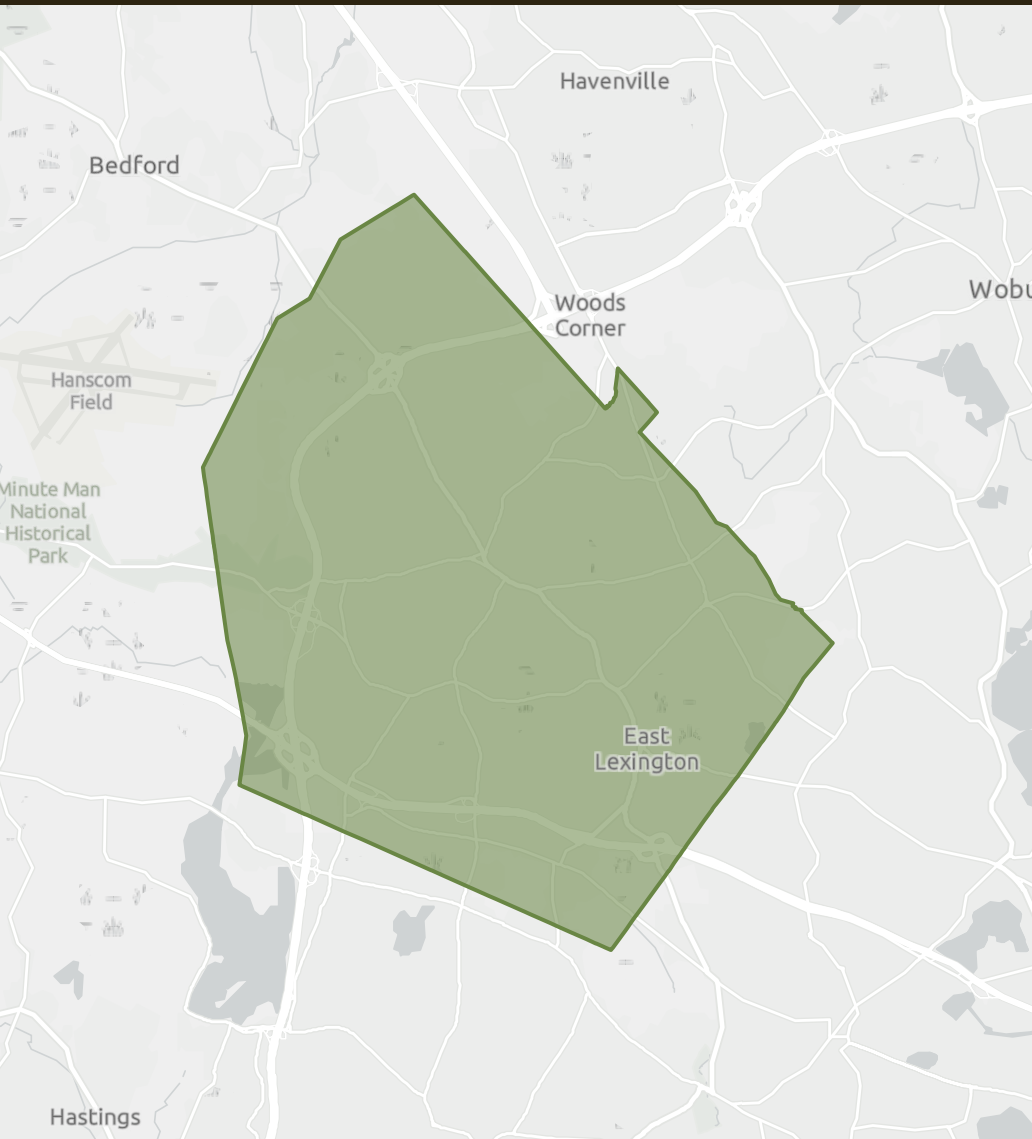
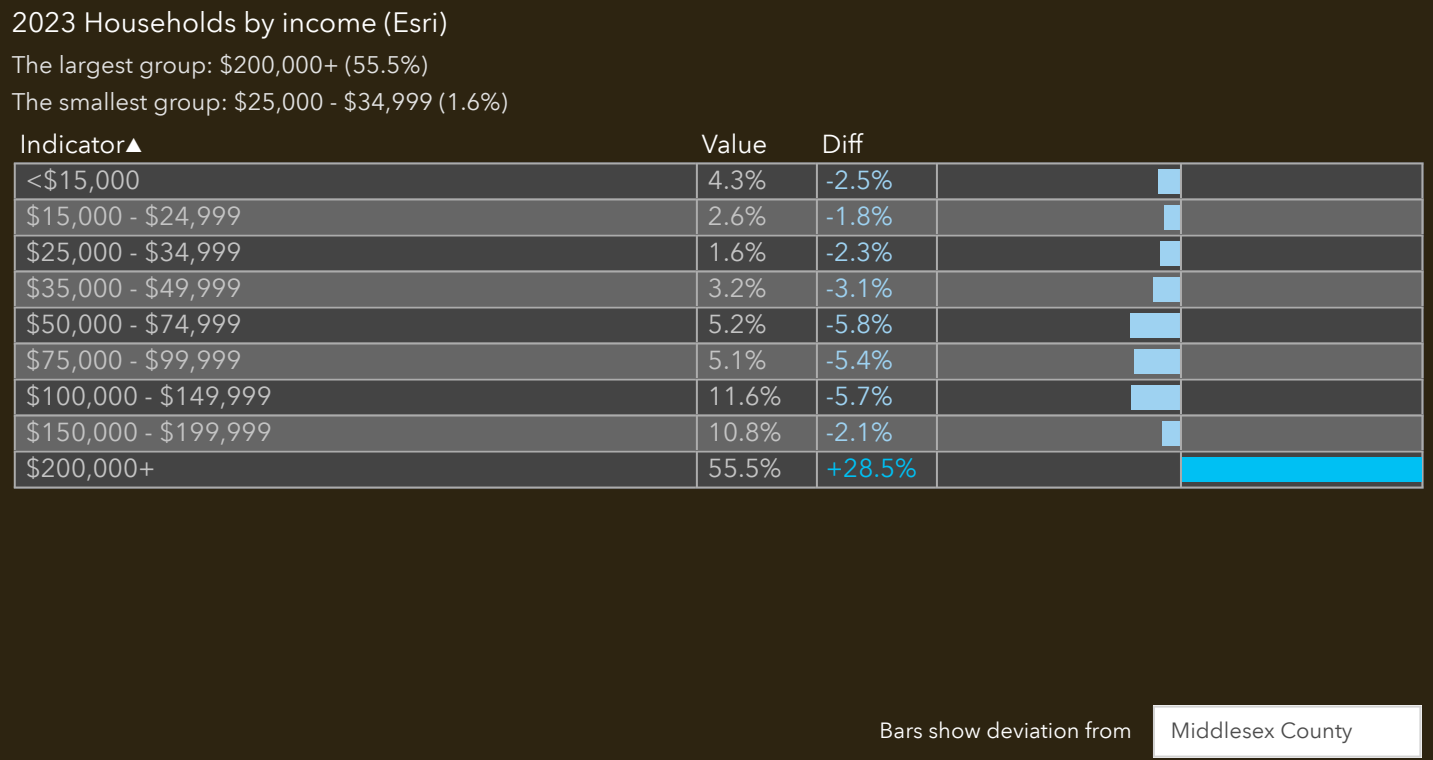
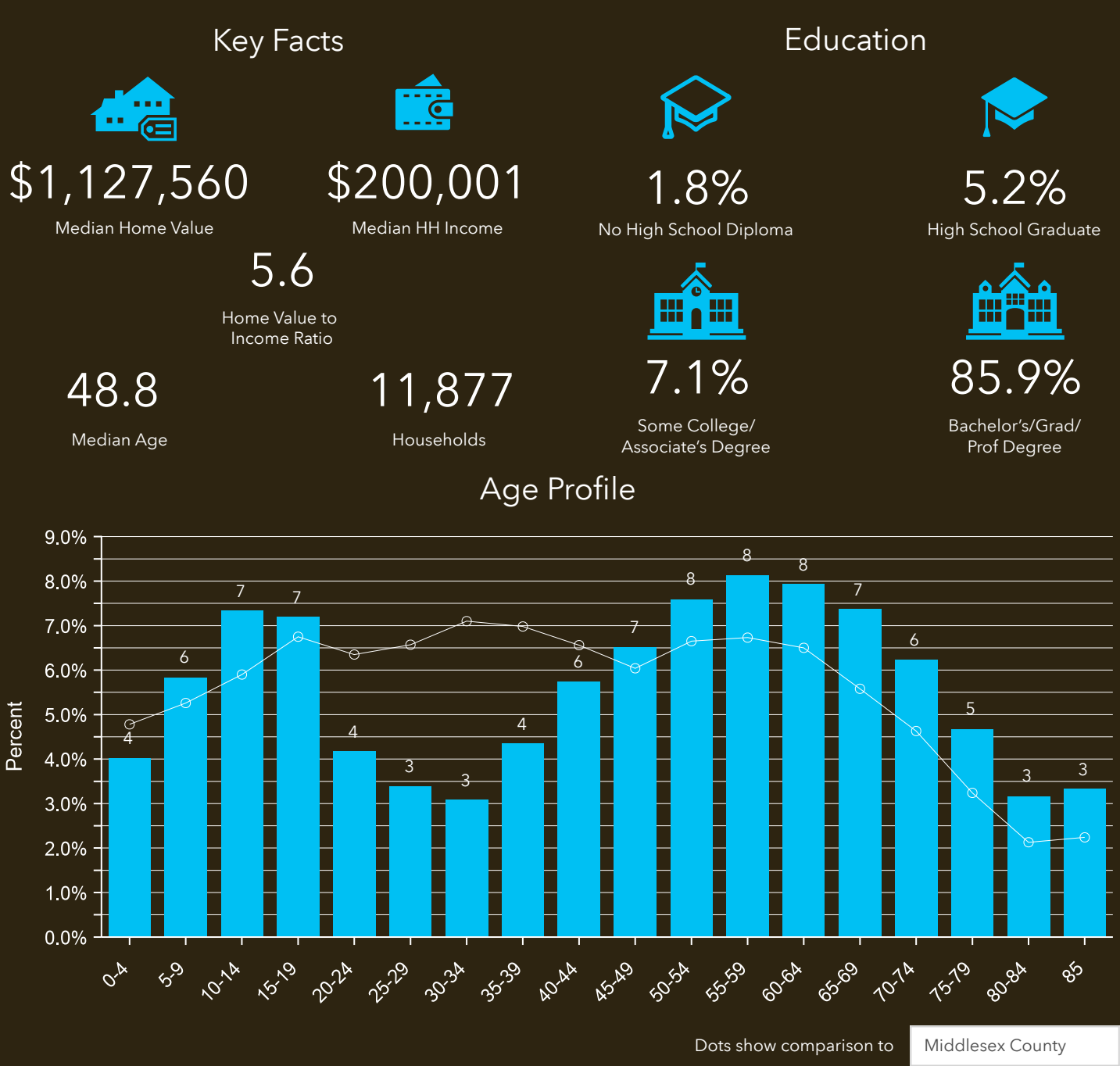







TAPESTRY SEGMENTATION

The Fabric of America's Neighborhoods

Tapestry LifeMode				
	Households	HHs %	% US HHs	Index
Affluent Estates (L1)	8,924	75.14%	10.00%	751
Upscale Avenues (L2)	2,953	24.86%	5.55%	448
Uptown Individuals (L3)	0	0.00%	3.58%	0
Family Landscapes (L4)	0	0.00%	7.63%	0
GenXurban (L5)	0	0.00%	11.26%	0
Cozy Country Living (L6)	0	0.00%	12.06%	0
Sprouting Explorers (L7)	0	0.00%	7.20%	0
Middle Ground (L8)	0	0.00%	10.79%	0
Senior Styles (L9)	0	0.00%	5.80%	0
Rustic Outposts (L10)	0	0.00%	8.30%	0
Midtown Singles (L11)	0	0.00%	6.16%	0
Hometown (L12)	0	0.00%	6.01%	0
Next Wave (L13)	0	0.00%	3.78%	0
Scholars and Patriots (L14)	0	0.00%	1.61%	0



Tapestry segments

 <div>1A</div>	<div>Top Tier</div> <div>8,924 households</div>	<div>75.1%</div> <div>of Households</div> <div>▼</div>
 <div>2A</div>	<div>Urban Chic</div> <div>2,482 households</div>	<div>20.9%</div> <div>of Households</div> <div>▼</div>
 <div>2C</div>	<div>Pacific Heights</div> <div>471 households</div>	<div>4.0%</div> <div>of Households</div> <div>▼</div>



Retail Demand Outlook

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 5 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Top Tapestry Segments	Percent	Demographic Summary	2023	2028
Top Tier (1A)	100.0%	Population	475	469
	0.0%	Households	214	212
	0.0%	Families	155	153
	0.0%	Median Age	50.8	50.7
	0.0%	Median Household Income	\$200,001	\$200,001
		2023 Consumer Spending	2028 Forecasted Demand	Projected Spending Growth
Apparel and Services		\$1,180,604	\$1,313,876	\$133,272
Men's		\$216,222	\$240,631	\$24,409
Women's		\$399,507	\$444,605	\$45,098
Children's		\$160,012	\$178,075	\$18,063
Footwear		\$264,429	\$294,279	\$29,850
Watches & Jewelry		\$114,884	\$127,852	\$12,968
Apparel Products and Services (1)		\$25,550	\$28,434	\$2,884
Computer				
Computers and Hardware for Home Use		\$136,432	\$151,833	\$15,401
Portable Memory		\$2,278	\$2,535	\$257
Computer Software		\$7,450	\$8,291	\$841
Computer Accessories		\$13,422	\$14,937	\$1,515
Entertainment & Recreation		\$2,069,750	\$2,303,395	\$233,645
Fees and Admissions		\$473,818	\$527,305	\$53,487
Membership Fees for Clubs (2)		\$185,747	\$206,715	\$20,968
Fees for Participant Sports, excl. Trips		\$76,712	\$85,372	\$8,660
Tickets to Theatre/Operas/Concerts		\$35,770	\$39,808	\$4,038
Tickets to Movies		\$14,283	\$15,896	\$1,613
Tickets to Parks or Museums		\$13,606	\$15,142	\$1,536
Admission to Sporting Events, excl. Trips		\$41,373	\$46,043	\$4,670
Fees for Recreational Lessons		\$105,895	\$117,849	\$11,954
Dating Services		\$431	\$480	\$49
TV/Video/Audio		\$668,430	\$743,886	\$75,456
Cable and Satellite Television Services		\$432,999	\$481,878	\$48,879
Televisions		\$69,632	\$77,492	\$7,860
Satellite Dishes		\$677	\$754	\$77
VCRs, Video Cameras, and DVD Players		\$2,278	\$2,535	\$257
Miscellaneous Video Equipment		\$6,649	\$7,400	\$751
Video Cassettes and DVDs		\$2,955	\$3,289	\$334
Video Game Hardware/Accessories		\$16,007	\$17,814	\$1,807
Video Game Software		\$7,511	\$8,359	\$848
Rental/Streaming/Downloaded Video		\$54,363	\$60,500	\$6,137
Installation of Televisions		\$1,047	\$1,165	\$118
Audio (3)		\$73,264	\$81,535	\$8,271
Rental and Repair of TV/Radio/Sound Equipment		\$1,047	\$1,165	\$118
Pets		\$489,579	\$544,845	\$55,266
Toys/Games/Crafts/Hobbies (4)		\$75,789	\$84,344	\$8,555
Recreational Vehicles and Fees (5)		\$100,662	\$112,025	\$11,363
Sports/Recreation/Exercise Equipment (6)		\$144,743	\$161,083	\$16,340
Photo Equipment and Supplies (7)		\$24,811	\$27,612	\$2,801
Reading (8)		\$74,373	\$82,768	\$8,395
Catered Affairs (9)		\$17,547	\$19,527	\$1,980
Food		\$5,483,318	\$6,102,303	\$618,985
Food at Home		\$3,534,977	\$3,934,024	\$399,047
Bakery and Cereal Products		\$462,243	\$514,423	\$52,180
Meats, Poultry, Fish, and Eggs		\$762,812	\$848,922	\$86,110
Dairy Products		\$346,929	\$386,092	\$39,163
Fruits and Vegetables		\$716,760	\$797,671	\$80,911
Snacks and Other Food at Home (10)		\$1,246,234	\$1,386,915	\$140,681
Food Away from Home		\$1,948,341	\$2,168,280	\$219,939
Alcoholic Beverages		\$404,863	\$450,566	\$45,703

Data Note: The Consumer Spending data is household-based and represents the amount spent for a product or service by all households in an area. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2023 and 2028; Consumer Spending data are derived from the 2019 and 2020 Consumer Expenditure Surveys, Bureau of Labor Statistics.



Retail Demand Outlook

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 5 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

	2023 Consumer Spending	2028 Forecasted Demand	Projected Spending Growth
Financial			
Value of Stocks/Bonds/Mutual Funds	\$31,297,386	\$34,830,398	\$3,533,012
Value of Retirement Plans	\$103,316,423	\$114,979,320	\$11,662,897
Value of Other Financial Assets	\$6,418,208	\$7,142,729	\$724,521
Vehicle Loan Amount excluding Interest	\$1,627,701	\$1,811,445	\$183,744
Value of Credit Card Debt	\$1,686,374	\$1,876,741	\$190,367
Health			
Nonprescription Drugs	\$80,529	\$89,620	\$9,091
Prescription Drugs	\$176,450	\$196,369	\$19,919
Eyeglasses and Contact Lenses	\$60,397	\$67,215	\$6,818
Home			
Mortgage Payment and Basics (11)	\$8,526,376	\$9,488,878	\$962,502
Maintenance and Remodeling Services	\$2,526,699	\$2,811,926	\$285,227
Maintenance and Remodeling Materials (12)	\$408,126	\$454,197	\$46,071
Utilities, Fuel, and Public Services	\$2,879,722	\$3,204,800	\$325,078
Household Furnishings and Equipment			
Household Textiles (13)	\$65,138	\$72,491	\$7,353
Furniture	\$430,598	\$479,206	\$48,608
Rugs	\$27,336	\$30,421	\$3,085
Major Appliances (14)	\$285,177	\$317,369	\$32,192
Housewares (15)	\$59,289	\$65,982	\$6,693
Small Appliances	\$34,293	\$38,164	\$3,871
Luggage	\$7,757	\$8,633	\$876
Telephones and Accessories	\$56,765	\$63,172	\$6,407
Household Operations			
Child Care	\$305,309	\$339,774	\$34,465
Lawn and Garden (16)	\$418,838	\$466,119	\$47,281
Moving/Storage/Freight Express	\$44,451	\$49,469	\$5,018
Housekeeping Supplies (17)	\$486,192	\$541,076	\$54,884
Insurance			
Owners and Renters Insurance	\$424,749	\$472,697	\$47,948
Vehicle Insurance	\$1,018,806	\$1,133,814	\$115,008
Life/Other Insurance	\$428,443	\$476,808	\$48,365
Health Insurance	\$2,571,704	\$2,862,011	\$290,307
Personal Care Products (18)	\$290,533	\$323,330	\$32,797
School Books and Supplies (19)	\$67,539	\$75,163	\$7,624
Smoking Products	\$150,469	\$167,455	\$16,986
Transportation			
Payments on Vehicles excluding Leases	\$1,404,953	\$1,563,551	\$158,598
Gasoline and Motor Oil	\$1,166,382	\$1,298,049	\$131,667
Vehicle Maintenance and Repairs	\$641,217	\$713,601	\$72,384
Travel			
Airline Fares	\$286,224	\$318,534	\$32,310
Lodging on Trips	\$443,404	\$493,457	\$50,053
Auto/Truck Rental on Trips	\$45,683	\$50,839	\$5,156
Food and Drink on Trips	\$322,671	\$359,096	\$36,425

Data Note: The Consumer Spending data is household-based and represents the amount spent for a product or service by all households in an area. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

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Retail Demand Outlook

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 5 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

- (1) Apparel Products and Services** includes shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.
- (2) Membership Fees for Clubs** includes membership fees for social, recreational, and health clubs.
- (3) Audio** includes satellite radio service, radios, stereos, sound components, equipment and accessories, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, musical instruments and accessories, and rental and repair of musical instruments.
- (4) Toys and Games** includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, online entertainment and games, and stamp and coin collecting.
- (5) Recreational Vehicles & Fees** includes docking and landing fees for boats and planes, payments on boats, trailers, campers and RVs, rental of boats, trailers, campers and RVs, and camp fees.
- (6) Sports/Recreation/Exercise Equipment** includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.
- (7) Photo Equipment and Supplies** includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.
- (8) Reading** includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers.
- (9) Catered Affairs** includes expenses associated with live entertainment and rental of party supplies.
- (10) Snacks and Other Food at Home** includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fats and oils, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips and other snacks, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.
- (11) Mortgage Payment and Basics** includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent on owned dwellings.
- (12) Maintenance and Remodeling Materials** includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.
- (13) Household Textiles** includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers and decorative pillows.
- (14) Major Appliances** includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.
- (15) Housewares** includes flatware, dishes, cups glasses, serving pieces, nonelectric cookware, and tableware.
- (16) Lawn and Garden** includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.
- (17) Housekeeping Supplies** includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.
- (18) Personal Care Products** includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, other miscellaneous care products and personal care appliances.
- (19) School Books and Supplies** includes school books and supplies for college, elementary school, high school, vocational/technical school, preschool and other schools.

Data Note: The Consumer Spending data is household-based and represents the amount spent for a product or service by all households in an area. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2023 and 2028; Consumer Spending data are derived from the 2019 and 2020 Consumer Expenditure Surveys, Bureau of Labor Statistics.



Retail Demand Outlook

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 10 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Top Tapestry Segments	Percent	Demographic Summary	2023	2028
Top Tier (1A)	91.2%	Population	2,178	2,151
Urban Chic (2A)	8.8%	Households	818	810
	0.0%	Families	586	580
	0.0%	Median Age	51.6	51.7
	0.0%	Median Household Income	\$200,001	\$200,001
		2023 Consumer Spending	2028 Forecasted Demand	Projected Spending Growth
Apparel and Services		\$4,679,638	\$5,173,498	\$493,860
Men's		\$859,379	\$950,062	\$90,683
Women's		\$1,587,314	\$1,754,812	\$167,498
Children's		\$633,578	\$700,445	\$66,867
Footwear		\$1,047,186	\$1,157,704	\$110,518
Watches & Jewelry		\$451,075	\$498,699	\$47,624
Apparel Products and Services (1)		\$101,105	\$111,776	\$10,671
Computer				
Computers and Hardware for Home Use		\$545,537	\$603,088	\$57,551
Portable Memory		\$9,088	\$10,047	\$959
Computer Software		\$30,025	\$33,192	\$3,167
Computer Accessories		\$53,467	\$59,109	\$5,642
Entertainment & Recreation		\$8,204,424	\$9,070,266	\$865,842
Fees and Admissions		\$1,866,807	\$2,063,870	\$197,063
Membership Fees for Clubs (2)		\$729,876	\$806,932	\$77,056
Fees for Participant Sports, excl. Trips		\$302,915	\$334,888	\$31,973
Tickets to Theatre/Operas/Concerts		\$140,774	\$155,635	\$14,861
Tickets to Movies		\$57,268	\$63,309	\$6,041
Tickets to Parks or Museums		\$54,178	\$59,894	\$5,716
Admission to Sporting Events, excl. Trips		\$160,928	\$177,926	\$16,998
Fees for Recreational Lessons		\$419,117	\$463,351	\$44,234
Dating Services		\$1,750	\$1,935	\$185
TV/Video/Audio		\$2,654,407	\$2,934,515	\$280,108
Cable and Satellite Television Services		\$1,713,097	\$1,893,901	\$180,804
Televisions		\$277,916	\$307,237	\$29,321
Satellite Dishes		\$2,726	\$3,013	\$287
VCRs, Video Cameras, and DVD Players		\$9,217	\$10,189	\$972
Miscellaneous Video Equipment		\$26,554	\$29,356	\$2,802
Video Cassettes and DVDs		\$11,921	\$13,178	\$1,257
Video Game Hardware/Accessories		\$64,269	\$71,048	\$6,779
Video Game Software		\$30,419	\$33,627	\$3,208
Rental/Streaming/Downloaded Video		\$218,377	\$241,410	\$23,033
Installation of Televisions		\$4,146	\$4,584	\$438
Audio (3)		\$291,511	\$322,270	\$30,759
Rental and Repair of TV/Radio/Sound Equipment		\$4,254	\$4,702	\$448
Pets		\$1,944,891	\$2,150,123	\$205,232
Toys/Games/Crafts/Hobbies (4)		\$301,811	\$333,656	\$31,845
Recreational Vehicles and Fees (5)		\$393,858	\$435,447	\$41,589
Sports/Recreation/Exercise Equipment (6)		\$577,538	\$638,471	\$60,933
Photo Equipment and Supplies (7)		\$98,951	\$109,391	\$10,440
Reading (8)		\$295,729	\$326,935	\$31,206
Catered Affairs (9)		\$70,430	\$77,859	\$7,429
Food		\$21,790,215	\$24,089,566	\$2,299,351
Food at Home		\$14,041,939	\$15,523,701	\$1,481,762
Bakery and Cereal Products		\$1,832,635	\$2,026,038	\$193,403
Meats, Poultry, Fish, and Eggs		\$3,029,142	\$3,348,794	\$319,652
Dairy Products		\$1,378,392	\$1,523,845	\$145,453
Fruits and Vegetables		\$2,849,313	\$3,149,975	\$300,662
Snacks and Other Food at Home (10)		\$4,952,457	\$5,475,050	\$522,593
Food Away from Home		\$7,748,276	\$8,565,865	\$817,589
Alcoholic Beverages		\$1,606,407	\$1,775,930	\$169,523

Data Note: The Consumer Spending data is household-based and represents the amount spent for a product or service by all households in an area. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2023 and 2028; Consumer Spending data are derived from the 2019 and 2020 Consumer Expenditure Surveys, Bureau of Labor Statistics.



Retail Demand Outlook

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 10 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

	2023 Consumer Spending	2028 Forecasted Demand	Projected Spending Growth
Financial			
Value of Stocks/Bonds/Mutual Funds	\$122,967,091	\$135,949,273	\$12,982,182
Value of Retirement Plans	\$404,494,785	\$447,205,732	\$42,710,947
Value of Other Financial Assets	\$25,531,198	\$28,225,187	\$2,693,989
Vehicle Loan Amount excluding Interest	\$6,468,355	\$7,150,910	\$682,555
Value of Credit Card Debt	\$6,689,315	\$7,395,241	\$705,926
Health			
Nonprescription Drugs	\$318,787	\$352,432	\$33,645
Prescription Drugs	\$694,767	\$768,110	\$73,343
Eyeglasses and Contact Lenses	\$238,414	\$263,579	\$25,165
Home			
Mortgage Payment and Basics (11)	\$33,541,033	\$37,081,920	\$3,540,887
Maintenance and Remodeling Services	\$9,936,378	\$10,985,364	\$1,048,986
Maintenance and Remodeling Materials (12)	\$1,606,582	\$1,776,182	\$169,600
Utilities, Fuel, and Public Services	\$11,413,018	\$12,617,485	\$1,204,467
Household Furnishings and Equipment			
Household Textiles (13)	\$259,168	\$286,515	\$27,347
Furniture	\$1,708,931	\$1,889,271	\$180,340
Rugs	\$107,534	\$118,886	\$11,352
Major Appliances (14)	\$1,127,078	\$1,246,038	\$118,960
Housewares (15)	\$235,591	\$260,451	\$24,860
Small Appliances	\$137,969	\$152,520	\$14,551
Luggage	\$30,923	\$34,185	\$3,262
Telephones and Accessories	\$226,365	\$250,248	\$23,883
Household Operations			
Child Care	\$1,211,143	\$1,338,956	\$127,813
Lawn and Garden (16)	\$1,646,678	\$1,820,520	\$173,842
Moving/Storage/Freight Express	\$179,198	\$198,095	\$18,897
Housekeeping Supplies (17)	\$1,924,586	\$2,127,707	\$203,121
Insurance			
Owners and Renters Insurance	\$1,669,146	\$1,845,364	\$176,218
Vehicle Insurance	\$4,052,790	\$4,480,430	\$427,640
Life/Other Insurance	\$1,678,649	\$1,855,893	\$177,244
Health Insurance	\$10,162,830	\$11,235,493	\$1,072,663
Personal Care Products (18)	\$1,155,702	\$1,277,649	\$121,947
School Books and Supplies (19)	\$268,788	\$297,147	\$28,359
Smoking Products	\$602,152	\$665,673	\$63,521
Transportation			
Payments on Vehicles excluding Leases	\$5,565,350	\$6,152,699	\$587,349
Gasoline and Motor Oil	\$4,650,112	\$5,140,734	\$490,622
Vehicle Maintenance and Repairs	\$2,551,075	\$2,820,257	\$269,182
Travel			
Airline Fares	\$1,139,167	\$1,259,366	\$120,199
Lodging on Trips	\$1,751,137	\$1,935,970	\$184,833
Auto/Truck Rental on Trips	\$181,177	\$200,297	\$19,120
Food and Drink on Trips	\$1,279,940	\$1,415,013	\$135,073

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Retail Demand Outlook

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 10 minute radius

Prepared by Esri
Latitude: 42.44740
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- (1) Apparel Products and Services** includes shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.
- (2) Membership Fees for Clubs** includes membership fees for social, recreational, and health clubs.
- (3) Audio** includes satellite radio service, radios, stereos, sound components, equipment and accessories, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, musical instruments and accessories, and rental and repair of musical instruments.
- (4) Toys and Games** includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, online entertainment and games, and stamp and coin collecting.
- (5) Recreational Vehicles & Fees** includes docking and landing fees for boats and planes, payments on boats, trailers, campers and RVs, rental of boats, trailers, campers and RVs, and camp fees.
- (6) Sports/Recreation/Exercise Equipment** includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.
- (7) Photo Equipment and Supplies** includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.
- (8) Reading** includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers.
- (9) Catered Affairs** includes expenses associated with live entertainment and rental of party supplies.
- (10) Snacks and Other Food at Home** includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fats and oils, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips and other snacks, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.
- (11) Mortgage Payment and Basics** includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent on owned dwellings.
- (12) Maintenance and Remodeling Materials** includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.
- (13) Household Textiles** includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers and decorative pillows.
- (14) Major Appliances** includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.
- (15) Housewares** includes flatware, dishes, cups glasses, serving pieces, nonelectric cookware, and tableware.
- (16) Lawn and Garden** includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.
- (17) Housekeeping Supplies** includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.
- (18) Personal Care Products** includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, other miscellaneous care products and personal care appliances.
- (19) School Books and Supplies** includes school books and supplies for college, elementary school, high school, vocational/technical school, preschool and other schools.

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Retail Demand Outlook

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 15 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Top Tapestry Segments	Percent	Demographic Summary	2023	2028
Top Tier (1A)	91.1%	Population	3,758	3,711
Urban Chic (2A)	8.9%	Households	1,378	1,364
	0.0%	Families	998	988
	0.0%	Median Age	51.6	51.7
	0.0%	Median Household Income	\$200,001	\$200,001
		2023 Consumer Spending	2028 Forecasted Demand	Projected Spending Growth
Apparel and Services		\$7,825,121	\$8,654,715	\$829,594
Men's		\$1,437,078	\$1,589,405	\$152,327
Women's		\$2,654,338	\$2,935,699	\$281,361
Children's		\$1,059,431	\$1,171,756	\$112,325
Footwear		\$1,751,044	\$1,936,695	\$185,651
Watches & Jewelry		\$754,171	\$834,175	\$80,004
Apparel Products and Services (1)		\$169,060	\$186,985	\$17,925
Computer				
Computers and Hardware for Home Use		\$912,339	\$1,009,007	\$96,668
Portable Memory		\$15,198	\$16,809	\$1,611
Computer Software		\$50,219	\$55,537	\$5,318
Computer Accessories		\$89,413	\$98,889	\$9,476
Entertainment & Recreation		\$13,719,150	\$15,173,605	\$1,454,455
Fees and Admissions		\$3,121,341	\$3,452,386	\$331,045
Membership Fees for Clubs (2)		\$1,220,323	\$1,349,771	\$129,448
Fees for Participant Sports, excl. Trips		\$506,496	\$560,206	\$53,710
Tickets to Theatre/Operas/Concerts		\$235,374	\$260,339	\$24,965
Tickets to Movies		\$95,777	\$105,924	\$10,147
Tickets to Parks or Museums		\$90,600	\$100,202	\$9,602
Admission to Sporting Events, excl. Trips		\$269,026	\$297,583	\$28,557
Fees for Recreational Lessons		\$700,818	\$775,124	\$74,306
Dating Services		\$2,927	\$3,237	\$310
TV/Video/Audio		\$4,438,720	\$4,909,242	\$470,522
Cable and Satellite Television Services		\$2,864,503	\$3,168,226	\$303,723
Televisions		\$464,767	\$514,017	\$49,250
Satellite Dishes		\$4,559	\$5,042	\$483
VCRs, Video Cameras, and DVD Players		\$15,417	\$17,049	\$1,632
Miscellaneous Video Equipment		\$44,408	\$49,113	\$4,705
Video Cassettes and DVDs		\$19,939	\$22,050	\$2,111
Video Game Hardware/Accessories		\$107,487	\$118,873	\$11,386
Video Game Software		\$50,882	\$56,268	\$5,386
Rental/Streaming/Downloaded Video		\$365,231	\$403,918	\$38,687
Installation of Televisions		\$6,933	\$7,668	\$735
Audio (3)		\$487,481	\$539,149	\$51,668
Rental and Repair of TV/Radio/Sound Equipment		\$7,115	\$7,868	\$753
Pets		\$3,252,278	\$3,597,024	\$344,746
Toys/Games/Crafts/Hobbies (4)		\$504,711	\$558,202	\$53,491
Recreational Vehicles and Fees (5)		\$658,473	\$728,342	\$69,869
Sports/Recreation/Exercise Equipment (6)		\$965,828	\$1,068,178	\$102,350
Photo Equipment and Supplies (7)		\$165,477	\$183,013	\$17,536
Reading (8)		\$494,530	\$546,948	\$52,418
Catered Affairs (9)		\$117,792	\$130,269	\$12,477
Food		\$36,438,118	\$40,300,527	\$3,862,409
Food at Home		\$23,481,131	\$25,970,176	\$2,489,045
Bakery and Cereal Products		\$3,064,475	\$3,389,356	\$324,881
Meats, Poultry, Fish, and Eggs		\$5,065,352	\$5,602,300	\$536,948
Dairy Products		\$2,304,974	\$2,549,303	\$244,329
Fruits and Vegetables		\$4,764,713	\$5,269,757	\$505,044
Snacks and Other Food at Home (10)		\$8,281,617	\$9,159,461	\$877,844
Food Away from Home		\$12,956,987	\$14,330,350	\$1,373,363
Alcoholic Beverages		\$2,686,214	\$2,970,979	\$284,765

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Retail Demand Outlook

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 15 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

	2023 Consumer Spending	2028 Forecasted Demand	Projected Spending Growth
Financial			
Value of Stocks/Bonds/Mutual Funds	\$205,595,485	\$227,404,625	\$21,809,140
Value of Retirement Plans	\$676,263,145	\$748,016,446	\$71,753,301
Value of Other Financial Assets	\$42,694,485	\$47,219,766	\$4,525,281
Vehicle Loan Amount excluding Interest	\$10,816,539	\$11,963,082	\$1,146,543
Value of Credit Card Debt	\$11,185,746	\$12,371,565	\$1,185,819
Health			
Nonprescription Drugs	\$533,054	\$589,572	\$56,518
Prescription Drugs	\$1,161,655	\$1,284,864	\$123,209
Eyeglasses and Contact Lenses	\$398,644	\$440,918	\$42,274
Home			
Mortgage Payment and Basics (11)	\$56,080,084	\$62,028,464	\$5,948,380
Maintenance and Remodeling Services	\$16,613,395	\$18,375,604	\$1,762,209
Maintenance and Remodeling Materials (12)	\$2,686,206	\$2,971,117	\$284,911
Utilities, Fuel, and Public Services	\$19,084,400	\$21,107,684	\$2,023,284
Household Furnishings and Equipment			
Household Textiles (13)	\$433,395	\$479,330	\$45,935
Furniture	\$2,857,662	\$3,160,598	\$302,936
Rugs	\$179,795	\$198,865	\$19,070
Major Appliances (14)	\$1,884,582	\$2,084,417	\$199,835
Housewares (15)	\$393,961	\$435,720	\$41,759
Small Appliances	\$230,755	\$255,195	\$24,440
Luggage	\$51,712	\$57,192	\$5,480
Telephones and Accessories	\$378,551	\$418,668	\$40,117
Household Operations			
Child Care	\$2,025,253	\$2,239,952	\$214,699
Lawn and Garden (16)	\$2,753,197	\$3,045,238	\$292,041
Moving/Storage/Freight Express	\$299,719	\$331,459	\$31,740
Housekeeping Supplies (17)	\$3,218,163	\$3,559,372	\$341,209
Insurance			
Owners and Renters Insurance	\$2,790,746	\$3,086,779	\$296,033
Vehicle Insurance	\$6,777,270	\$7,495,607	\$718,337
Life/Other Insurance	\$2,806,515	\$3,104,278	\$297,763
Health Insurance	\$16,993,190	\$18,795,109	\$1,801,919
Personal Care Products (18)	\$1,932,620	\$2,137,462	\$204,842
School Books and Supplies (19)	\$449,480	\$497,122	\$47,642
Smoking Products	\$1,007,031	\$1,113,727	\$106,696
Transportation			
Payments on Vehicles excluding Leases	\$9,306,093	\$10,292,735	\$986,642
Gasoline and Motor Oil	\$7,776,382	\$8,600,498	\$824,116
Vehicle Maintenance and Repairs	\$4,266,038	\$4,718,200	\$452,162
Travel			
Airline Fares	\$1,904,983	\$2,106,889	\$201,906
Lodging on Trips	\$2,928,036	\$3,238,531	\$310,495
Auto/Truck Rental on Trips	\$302,961	\$335,078	\$32,117
Food and Drink on Trips	\$2,140,292	\$2,367,188	\$226,896

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Retail Demand Outlook

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 15 minute radius

Prepared by Esri
Latitude: 42.44740
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- (1) Apparel Products and Services** includes shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.
- (2) Membership Fees for Clubs** includes membership fees for social, recreational, and health clubs.
- (3) Audio** includes satellite radio service, radios, stereos, sound components, equipment and accessories, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, musical instruments and accessories, and rental and repair of musical instruments.
- (4) Toys and Games** includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, online entertainment and games, and stamp and coin collecting.
- (5) Recreational Vehicles & Fees** includes docking and landing fees for boats and planes, payments on boats, trailers, campers and RVs, rental of boats, trailers, campers and RVs, and camp fees.
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- (7) Photo Equipment and Supplies** includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.
- (8) Reading** includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers.
- (9) Catered Affairs** includes expenses associated with live entertainment and rental of party supplies.
- (10) Snacks and Other Food at Home** includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fats and oils, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips and other snacks, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.
- (11) Mortgage Payment and Basics** includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent on owned dwellings.
- (12) Maintenance and Remodeling Materials** includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.
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- (15) Housewares** includes flatware, dishes, cups glasses, serving pieces, nonelectric cookware, and tableware.
- (16) Lawn and Garden** includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.
- (17) Housekeeping Supplies** includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.
- (18) Personal Care Products** includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, other miscellaneous care products and personal care appliances.
- (19) School Books and Supplies** includes school books and supplies for college, elementary school, high school, vocational/technical school, preschool and other schools.

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Retail Goods and Services Expenditures

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 5 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Top Tapestry Segments	Percent	Demographic Summary	2023	2028
Top Tier (1A)	100.0%	Population	475	469
	0.0%	Households	214	212
	0.0%	Families	155	153
	0.0%	Median Age	50.8	50.7
	0.0%	Median Household Income	\$200,001	\$200,001
		Spending Potential Index	Average Amount Spent	Total
Apparel and Services		251	\$5,516.84	\$1,180,604
Men's		247	\$1,010.38	\$216,222
Women's		250	\$1,866.86	\$399,507
Children's		225	\$747.72	\$160,012
Footwear		248	\$1,235.65	\$264,429
Watches & Jewelry		318	\$536.84	\$114,884
Apparel Products and Services (1)		268	\$119.39	\$25,550
Computer				
Computers and Hardware for Home Use		249	\$637.53	\$136,432
Portable Memory		231	\$10.64	\$2,278
Computer Software		241	\$34.81	\$7,450
Computer Accessories		250	\$62.72	\$13,422
Entertainment & Recreation		256	\$9,671.73	\$2,069,750
Fees and Admissions		311	\$2,214.10	\$473,818
Membership Fees for Clubs (2)		312	\$867.98	\$185,747
Fees for Participant Sports, excl. Trips		300	\$358.47	\$76,712
Tickets to Theatre/Operas/Concerts		306	\$167.15	\$35,770
Tickets to Movies		242	\$66.74	\$14,283
Tickets to Parks or Museums		229	\$63.58	\$13,606
Admission to Sporting Events, excl. Trips		331	\$193.33	\$41,373
Fees for Recreational Lessons		341	\$494.84	\$105,895
Dating Services		188	\$2.01	\$431
TV/Video/Audio		231	\$3,123.50	\$668,430
Cable and Satellite Television Services		235	\$2,023.36	\$432,999
Televisions		223	\$325.38	\$69,632
Satellite Dishes		185	\$3.16	\$677
VCRs, Video Cameras, and DVD Players		221	\$10.64	\$2,278
Miscellaneous Video Equipment		246	\$31.07	\$6,649
Video Cassettes and DVDs		211	\$13.81	\$2,955
Video Game Hardware/Accessories		186	\$74.80	\$16,007
Video Game Software		181	\$35.10	\$7,511
Rental/Streaming/Downloaded Video		206	\$254.03	\$54,363
Installation of Televisions		304	\$4.89	\$1,047
Audio (3)		253	\$342.36	\$73,264
Rental and Repair of TV/Radio/Sound Equipment		176	\$4.89	\$1,047
Pets		248	\$2,287.75	\$489,579
Toys/Games/Crafts/Hobbies (4)		224	\$354.15	\$75,789
Recreational Vehicles and Fees (5)		313	\$470.38	\$100,662
Sports/Recreation/Exercise Equipment (6)		241	\$676.37	\$144,743
Photo Equipment and Supplies (7)		248	\$115.94	\$24,811
Reading (8)		274	\$347.54	\$74,373
Catered Affairs (9)		270	\$82.00	\$17,547
Food		243	\$25,622.98	\$5,483,318
Food at Home		243	\$16,518.58	\$3,534,977
Bakery and Cereal Products		245	\$2,160.01	\$462,243
Meats, Poultry, Fish, and Eggs		242	\$3,564.54	\$762,812
Dairy Products		246	\$1,621.16	\$346,929
Fruits and Vegetables		250	\$3,349.35	\$716,760
Snacks and Other Food at Home (10)		238	\$5,823.52	\$1,246,234
Food Away from Home		245	\$9,104.40	\$1,948,341
Alcoholic Beverages		280	\$1,891.88	\$404,863

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2023 and 2028; Consumer Spending data are derived from the 2019 and 2020 Consumer Expenditure Surveys, Bureau of Labor Statistics.

September 07, 2023



Retail Goods and Services Expenditures

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 5 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

	Spending Potential Index	Average Amount Spent	Total
Financial			
Value of Stocks/Bonds/Mutual Funds	372	\$146,249.47	\$31,297,386
Value of Retirement Plans	341	\$482,787.02	\$103,316,423
Value of Other Financial Assets	350	\$29,991.63	\$6,418,208
Vehicle Loan Amount excluding Interest	209	\$7,606.08	\$1,627,701
Value of Credit Card Debt	249	\$7,880.25	\$1,686,374
Health			
Nonprescription Drugs	220	\$376.30	\$80,529
Prescription Drugs	224	\$824.53	\$176,450
Eyeglasses and Contact Lenses	254	\$282.23	\$60,397
Home			
Mortgage Payment and Basics (11)	308	\$39,842.88	\$8,526,376
Maintenance and Remodeling Services	311	\$11,807.00	\$2,526,699
Maintenance and Remodeling Materials (12)	243	\$1,907.13	\$408,126
Utilities, Fuel, and Public Services	232	\$13,456.64	\$2,879,722
Household Furnishings and Equipment			
Household Textiles (13)	249	\$304.38	\$65,138
Furniture	244	\$2,012.14	\$430,598
Rugs	307	\$127.74	\$27,336
Major Appliances (14)	252	\$1,332.60	\$285,177
Housewares (15)	258	\$277.05	\$59,289
Small Appliances	221	\$160.25	\$34,293
Luggage	253	\$36.25	\$7,757
Telephones and Accessories	247	\$265.26	\$56,765
Household Operations			
Child Care	276	\$1,426.68	\$305,309
Lawn and Garden (16)	292	\$1,957.19	\$418,838
Moving/Storage/Freight Express	232	\$207.71	\$44,451
Housekeeping Supplies (17)	244	\$2,271.93	\$486,192
Insurance			
Owners and Renters Insurance	254	\$1,984.81	\$424,749
Vehicle Insurance	219	\$4,760.78	\$1,018,806
Life/Other Insurance	289	\$2,002.07	\$428,443
Health Insurance	243	\$12,017.31	\$2,571,704
Personal Care Products (18)	246	\$1,357.63	\$290,533
School Books and Supplies (19)	236	\$315.60	\$67,539
Smoking Products	162	\$703.13	\$150,469
Transportation			
Payments on Vehicles excluding Leases	217	\$6,565.20	\$1,404,953
Gasoline and Motor Oil	215	\$5,450.38	\$1,166,382
Vehicle Maintenance and Repairs	229	\$2,996.34	\$641,217
Travel			
Airline Fares	287	\$1,337.50	\$286,224
Lodging on Trips	287	\$2,071.98	\$443,404
Auto/Truck Rental on Trips	269	\$213.47	\$45,683
Food and Drink on Trips	270	\$1,507.81	\$322,671

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2023 and 2028; Consumer Spending data are derived from the 2019 and 2020 Consumer Expenditure Surveys, Bureau of Labor Statistics.

September 07, 2023



Retail Goods and Services Expenditures

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 5 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

- (1) Apparel Products and Services** includes shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.
- (2) Membership Fees for Clubs** includes membership fees for social, recreational, and health clubs.
- (3) Audio** includes satellite radio service, radios, stereos, sound components, equipment and accessories, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, musical instruments and accessories, and rental and repair of musical instruments.
- (4) Toys and Games** includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, online entertainment and games, and stamp and coin collecting.
- (5) Recreational Vehicles & Fees** includes docking and landing fees for boats and planes, payments on boats, trailers, campers and RVs, rental of boats, trailers, campers and RVs, and camp fees.
- (6) Sports/Recreation/Exercise Equipment** includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.
- (7) Photo Equipment and Supplies** includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.
- (8) Reading** includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers.
- (9) Catered Affairs** includes expenses associated with live entertainment and rental of party supplies.
- (10) Snacks and Other Food at Home** includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fats and oils, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips and other snacks, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.
- (11) Mortgage Payment and Basics** includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent on owned dwellings.
- (12) Maintenance and Remodeling Materials** includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.
- (13) Household Textiles** includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers and decorative pillows.
- (14) Major Appliances** includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.
- (15) Housewares** includes flatware, dishes, cups glasses, serving pieces, nonelectric cookware, and tableware.
- (16) Lawn and Garden** includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.
- (17) Housekeeping Supplies** includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.
- (18) Personal Care Products** includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, other miscellaneous care products and personal care appliances.
- (19) School Books and Supplies** includes school books and supplies for college, elementary school, high school, vocational/technical school, preschool and other schools.

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2023 and 2028; Consumer Spending data are derived from the 2019 and 2020 Consumer Expenditure Surveys, Bureau of Labor Statistics.

September 07, 2023



Retail Goods and Services Expenditures

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 10 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Top Tapestry Segments	Percent	Demographic Summary	2023	2028
Top Tier (1A)	91.2%	Population	2,178	2,151
Urban Chic (2A)	8.8%	Households	818	810
	0.0%	Families	586	580
	0.0%	Median Age	51.6	51.7
	0.0%	Median Household Income	\$200,001	\$200,001
		Spending Potential Index	Average Amount Spent	Total
Apparel and Services		260	\$5,720.83	\$4,679,638
Men's		257	\$1,050.59	\$859,379
Women's		260	\$1,940.48	\$1,587,314
Children's		233	\$774.55	\$633,578
Footwear		257	\$1,280.18	\$1,047,186
Watches & Jewelry		327	\$551.44	\$451,075
Apparel Products and Services (1)		278	\$123.60	\$101,105
Computer				
Computers and Hardware for Home Use		261	\$666.92	\$545,537
Portable Memory		242	\$11.11	\$9,088
Computer Software		254	\$36.71	\$30,025
Computer Accessories		261	\$65.36	\$53,467
Entertainment & Recreation		265	\$10,029.86	\$8,204,424
Fees and Admissions		321	\$2,282.16	\$1,866,807
Membership Fees for Clubs (2)		321	\$892.27	\$729,876
Fees for Participant Sports, excl. Trips		310	\$370.31	\$302,915
Tickets to Theatre/Operas/Concerts		315	\$172.10	\$140,774
Tickets to Movies		254	\$70.01	\$57,268
Tickets to Parks or Museums		238	\$66.23	\$54,178
Admission to Sporting Events, excl. Trips		337	\$196.73	\$160,928
Fees for Recreational Lessons		353	\$512.37	\$419,117
Dating Services		200	\$2.14	\$1,750
TV/Video/Audio		239	\$3,245.00	\$2,654,407
Cable and Satellite Television Services		243	\$2,094.25	\$1,713,097
Televisions		233	\$339.75	\$277,916
Satellite Dishes		195	\$3.33	\$2,726
VCRs, Video Cameras, and DVD Players		234	\$11.27	\$9,217
Miscellaneous Video Equipment		257	\$32.46	\$26,554
Video Cassettes and DVDs		223	\$14.57	\$11,921
Video Game Hardware/Accessories		195	\$78.57	\$64,269
Video Game Software		192	\$37.19	\$30,419
Rental/Streaming/Downloaded Video		216	\$266.96	\$218,377
Installation of Televisions		315	\$5.07	\$4,146
Audio (3)		264	\$356.37	\$291,511
Rental and Repair of TV/Radio/Sound Equipment		187	\$5.20	\$4,254
Pets		258	\$2,377.62	\$1,944,891
Toys/Games/Crafts/Hobbies (4)		233	\$368.96	\$301,811
Recreational Vehicles and Fees (5)		320	\$481.49	\$393,858
Sports/Recreation/Exercise Equipment (6)		251	\$706.04	\$577,538
Photo Equipment and Supplies (7)		259	\$120.97	\$98,951
Reading (8)		285	\$361.53	\$295,729
Catered Affairs (9)		283	\$86.10	\$70,430
Food		253	\$26,638.40	\$21,790,215
Food at Home		252	\$17,166.18	\$14,041,939
Bakery and Cereal Products		255	\$2,240.39	\$1,832,635
Meats, Poultry, Fish, and Eggs		252	\$3,703.11	\$3,029,142
Dairy Products		256	\$1,685.08	\$1,378,392
Fruits and Vegetables		260	\$3,483.27	\$2,849,313
Snacks and Other Food at Home (10)		247	\$6,054.35	\$4,952,457
Food Away from Home		254	\$9,472.22	\$7,748,276
Alcoholic Beverages		291	\$1,963.82	\$1,606,407

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2023 and 2028; Consumer Spending data are derived from the 2019 and 2020 Consumer Expenditure Surveys, Bureau of Labor Statistics.

September 07, 2023



Retail Goods and Services Expenditures

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 10 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

	Spending Potential Index	Average Amount Spent	Total
Financial			
Value of Stocks/Bonds/Mutual Funds	382	\$150,326.52	\$122,967,091
Value of Retirement Plans	350	\$494,492.40	\$404,494,785
Value of Other Financial Assets	365	\$31,211.73	\$25,531,198
Vehicle Loan Amount excluding Interest	217	\$7,907.52	\$6,468,355
Value of Credit Card Debt	259	\$8,177.65	\$6,689,315
Health			
Nonprescription Drugs	228	\$389.72	\$318,787
Prescription Drugs	231	\$849.35	\$694,767
Eyeglasses and Contact Lenses	262	\$291.46	\$238,414
Home			
Mortgage Payment and Basics (11)	317	\$41,003.71	\$33,541,033
Maintenance and Remodeling Services	320	\$12,147.16	\$9,936,378
Maintenance and Remodeling Materials (12)	250	\$1,964.04	\$1,606,582
Utilities, Fuel, and Public Services	240	\$13,952.34	\$11,413,018
Household Furnishings and Equipment			
Household Textiles (13)	259	\$316.83	\$259,168
Furniture	253	\$2,089.16	\$1,708,931
Rugs	316	\$131.46	\$107,534
Major Appliances (14)	261	\$1,377.85	\$1,127,078
Housewares (15)	268	\$288.01	\$235,591
Small Appliances	232	\$168.67	\$137,969
Luggage	264	\$37.80	\$30,923
Telephones and Accessories	257	\$276.73	\$226,365
Household Operations			
Child Care	287	\$1,480.61	\$1,211,143
Lawn and Garden (16)	300	\$2,013.05	\$1,646,678
Moving/Storage/Freight Express	244	\$219.07	\$179,198
Housekeeping Supplies (17)	252	\$2,352.79	\$1,924,586
Insurance			
Owners and Renters Insurance	261	\$2,040.52	\$1,669,146
Vehicle Insurance	228	\$4,954.51	\$4,052,790
Life/Other Insurance	296	\$2,052.14	\$1,678,649
Health Insurance	251	\$12,424.00	\$10,162,830
Personal Care Products (18)	256	\$1,412.84	\$1,155,702
School Books and Supplies (19)	245	\$328.59	\$268,788
Smoking Products	170	\$736.13	\$602,152
Transportation			
Payments on Vehicles excluding Leases	225	\$6,803.61	\$5,565,350
Gasoline and Motor Oil	224	\$5,684.73	\$4,650,112
Vehicle Maintenance and Repairs	238	\$3,118.67	\$2,551,075
Travel			
Airline Fares	299	\$1,392.62	\$1,139,167
Lodging on Trips	297	\$2,140.75	\$1,751,137
Auto/Truck Rental on Trips	279	\$221.49	\$181,177
Food and Drink on Trips	280	\$1,564.72	\$1,279,940

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

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September 07, 2023



Retail Goods and Services Expenditures

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 10 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

- (1) Apparel Products and Services** includes shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.
- (2) Membership Fees for Clubs** includes membership fees for social, recreational, and health clubs.
- (3) Audio** includes satellite radio service, radios, stereos, sound components, equipment and accessories, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, musical instruments and accessories, and rental and repair of musical instruments.
- (4) Toys and Games** includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, online entertainment and games, and stamp and coin collecting.
- (5) Recreational Vehicles & Fees** includes docking and landing fees for boats and planes, payments on boats, trailers, campers and RVs, rental of boats, trailers, campers and RVs, and camp fees.
- (6) Sports/Recreation/Exercise Equipment** includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.
- (7) Photo Equipment and Supplies** includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.
- (8) Reading** includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers.
- (9) Catered Affairs** includes expenses associated with live entertainment and rental of party supplies.
- (10) Snacks and Other Food at Home** includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fats and oils, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips and other snacks, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.
- (11) Mortgage Payment and Basics** includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent on owned dwellings.
- (12) Maintenance and Remodeling Materials** includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.
- (13) Household Textiles** includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers and decorative pillows.
- (14) Major Appliances** includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.
- (15) Housewares** includes flatware, dishes, cups glasses, serving pieces, nonelectric cookware, and tableware.
- (16) Lawn and Garden** includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.
- (17) Housekeeping Supplies** includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.
- (18) Personal Care Products** includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, other miscellaneous care products and personal care appliances.
- (19) School Books and Supplies** includes school books and supplies for college, elementary school, high school, vocational/technical school, preschool and other schools.

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2023 and 2028; Consumer Spending data are derived from the 2019 and 2020 Consumer Expenditure Surveys, Bureau of Labor Statistics.

September 07, 2023



Retail Goods and Services Expenditures

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 15 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Top Tapestry Segments	Percent	Demographic Summary	2023	2028
Top Tier (1A)	91.1%	Population	3,758	3,711
Urban Chic (2A)	8.9%	Households	1,378	1,364
	0.0%	Families	998	988
	0.0%	Median Age	51.6	51.7
	0.0%	Median Household Income	\$200,001	\$200,001
		Spending Potential Index	Average Amount Spent	Total
Apparel and Services		258	\$5,678.61	\$7,825,121
Men's		255	\$1,042.87	\$1,437,078
Women's		258	\$1,926.22	\$2,654,338
Children's		232	\$768.82	\$1,059,431
Footwear		255	\$1,270.71	\$1,751,044
Watches & Jewelry		324	\$547.29	\$754,171
Apparel Products and Services (1)		276	\$122.69	\$169,060
Computer				
Computers and Hardware for Home Use		259	\$662.07	\$912,339
Portable Memory		240	\$11.03	\$15,198
Computer Software		252	\$36.44	\$50,219
Computer Accessories		259	\$64.89	\$89,413
Entertainment & Recreation		263	\$9,955.84	\$13,719,150
Fees and Admissions		318	\$2,265.12	\$3,121,341
Membership Fees for Clubs (2)		319	\$885.58	\$1,220,323
Fees for Participant Sports, excl. Trips		307	\$367.56	\$506,496
Tickets to Theatre/Operas/Concerts		313	\$170.81	\$235,374
Tickets to Movies		252	\$69.50	\$95,777
Tickets to Parks or Museums		236	\$65.75	\$90,600
Admission to Sporting Events, excl. Trips		334	\$195.23	\$269,026
Fees for Recreational Lessons		351	\$508.58	\$700,818
Dating Services		198	\$2.12	\$2,927
TV/Video/Audio		238	\$3,221.13	\$4,438,720
Cable and Satellite Television Services		241	\$2,078.74	\$2,864,503
Televisions		231	\$337.28	\$464,767
Satellite Dishes		194	\$3.31	\$4,559
VCRs, Video Cameras, and DVD Players		232	\$11.19	\$15,417
Miscellaneous Video Equipment		255	\$32.23	\$44,408
Video Cassettes and DVDs		222	\$14.47	\$19,939
Video Game Hardware/Accessories		194	\$78.00	\$107,487
Video Game Software		191	\$36.92	\$50,882
Rental/Streaming/Downloaded Video		215	\$265.04	\$365,231
Installation of Televisions		312	\$5.03	\$6,933
Audio (3)		262	\$353.76	\$487,481
Rental and Repair of TV/Radio/Sound Equipment		186	\$5.16	\$7,115
Pets		256	\$2,360.14	\$3,252,278
Toys/Games/Crafts/Hobbies (4)		231	\$366.26	\$504,711
Recreational Vehicles and Fees (5)		318	\$477.85	\$658,473
Sports/Recreation/Exercise Equipment (6)		250	\$700.89	\$965,828
Photo Equipment and Supplies (7)		257	\$120.08	\$165,477
Reading (8)		283	\$358.88	\$494,530
Catered Affairs (9)		281	\$85.48	\$117,792
Food		251	\$26,442.76	\$36,438,118
Food at Home		251	\$17,040.01	\$23,481,131
Bakery and Cereal Products		253	\$2,223.86	\$3,064,475
Meats, Poultry, Fish, and Eggs		250	\$3,675.87	\$5,065,352
Dairy Products		254	\$1,672.70	\$2,304,974
Fruits and Vegetables		258	\$3,457.70	\$4,764,713
Snacks and Other Food at Home (10)		245	\$6,009.88	\$8,281,617
Food Away from Home		253	\$9,402.75	\$12,956,987
Alcoholic Beverages		289	\$1,949.36	\$2,686,214

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2023 and 2028; Consumer Spending data are derived from the 2019 and 2020 Consumer Expenditure Surveys, Bureau of Labor Statistics.

September 07, 2023



Retail Goods and Services Expenditures

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 15 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

	Spending Potential Index	Average Amount Spent	Total
Financial			
Value of Stocks/Bonds/Mutual Funds	379	\$149,198.47	\$205,595,485
Value of Retirement Plans	347	\$490,757.00	\$676,263,145
Value of Other Financial Assets	362	\$30,982.94	\$42,694,485
Vehicle Loan Amount excluding Interest	216	\$7,849.45	\$10,816,539
Value of Credit Card Debt	257	\$8,117.38	\$11,185,746
Health			
Nonprescription Drugs	227	\$386.83	\$533,054
Prescription Drugs	229	\$843.00	\$1,161,655
Eyeglasses and Contact Lenses	260	\$289.29	\$398,644
Home			
Mortgage Payment and Basics (11)	315	\$40,696.72	\$56,080,084
Maintenance and Remodeling Services	317	\$12,056.16	\$16,613,395
Maintenance and Remodeling Materials (12)	248	\$1,949.35	\$2,686,206
Utilities, Fuel, and Public Services	239	\$13,849.35	\$19,084,400
Household Furnishings and Equipment			
Household Textiles (13)	257	\$314.51	\$433,395
Furniture	251	\$2,073.78	\$2,857,662
Rugs	313	\$130.48	\$179,795
Major Appliances (14)	259	\$1,367.62	\$1,884,582
Housewares (15)	266	\$285.89	\$393,961
Small Appliances	230	\$167.46	\$230,755
Luggage	262	\$37.53	\$51,712
Telephones and Accessories	255	\$274.71	\$378,551
Household Operations			
Child Care	284	\$1,469.70	\$2,025,253
Lawn and Garden (16)	298	\$1,997.97	\$2,753,197
Moving/Storage/Freight Express	243	\$217.50	\$299,719
Housekeeping Supplies (17)	250	\$2,335.39	\$3,218,163
Insurance			
Owners and Renters Insurance	260	\$2,025.21	\$2,790,746
Vehicle Insurance	227	\$4,918.19	\$6,777,270
Life/Other Insurance	294	\$2,036.66	\$2,806,515
Health Insurance	249	\$12,331.78	\$16,993,190
Personal Care Products (18)	254	\$1,402.48	\$1,932,620
School Books and Supplies (19)	243	\$326.18	\$449,480
Smoking Products	169	\$730.79	\$1,007,031
Transportation			
Payments on Vehicles excluding Leases	224	\$6,753.33	\$9,306,093
Gasoline and Motor Oil	223	\$5,643.24	\$7,776,382
Vehicle Maintenance and Repairs	236	\$3,095.82	\$4,266,038
Travel			
Airline Fares	296	\$1,382.43	\$1,904,983
Lodging on Trips	295	\$2,124.84	\$2,928,036
Auto/Truck Rental on Trips	277	\$219.86	\$302,961
Food and Drink on Trips	278	\$1,553.19	\$2,140,292

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2023 and 2028; Consumer Spending data are derived from the 2019 and 2020 Consumer Expenditure Surveys, Bureau of Labor Statistics.

September 07, 2023



Retail Goods and Services Expenditures

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 15 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

- (1) Apparel Products and Services** includes shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.
- (2) Membership Fees for Clubs** includes membership fees for social, recreational, and health clubs.
- (3) Audio** includes satellite radio service, radios, stereos, sound components, equipment and accessories, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, musical instruments and accessories, and rental and repair of musical instruments.
- (4) Toys and Games** includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, online entertainment and games, and stamp and coin collecting.
- (5) Recreational Vehicles & Fees** includes docking and landing fees for boats and planes, payments on boats, trailers, campers and RVs, rental of boats, trailers, campers and RVs, and camp fees.
- (6) Sports/Recreation/Exercise Equipment** includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.
- (7) Photo Equipment and Supplies** includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.
- (8) Reading** includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers.
- (9) Catered Affairs** includes expenses associated with live entertainment and rental of party supplies.
- (10) Snacks and Other Food at Home** includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fats and oils, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips and other snacks, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.
- (11) Mortgage Payment and Basics** includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent on owned dwellings.
- (12) Maintenance and Remodeling Materials** includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.
- (13) Household Textiles** includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers and decorative pillows.
- (14) Major Appliances** includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.
- (15) Housewares** includes flatware, dishes, cups glasses, serving pieces, nonelectric cookware, and tableware.
- (16) Lawn and Garden** includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.
- (17) Housekeeping Supplies** includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.
- (18) Personal Care Products** includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, other miscellaneous care products and personal care appliances.
- (19) School Books and Supplies** includes school books and supplies for college, elementary school, high school, vocational/technical school, preschool and other schools.

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2023 and 2028; Consumer Spending data are derived from the 2019 and 2020 Consumer Expenditure Surveys, Bureau of Labor Statistics.

September 07, 2023



Retail Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 5 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Demographic Summary		2023	2028
Population		475	469
Population 18+		369	371
Households		214	212
Median Household Income		\$200,001	\$200,001

Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
Apparel (Adults)			
Bought Men`s Clothing/12 Mo	230	62.3%	102
Bought Women`s Clothing/12 Mo	181	49.1%	95
Bought Shoes/12 Mo	279	75.6%	102
Bought Fine Jewelry/12 Mo	69	18.7%	91
Bought Watch/12 Mo	43	11.7%	84
Automobiles (Households)			
HH Owns or Leases Any Vehicle	207	96.7%	106
HH Bought or Leased New Vehicle/12 Mo	37	17.3%	171
Automotive Aftermarket (Adults)			
Bought Gasoline/6 Mo	343	93.0%	103
Bought or Changed Motor Oil/12 Mo	152	41.2%	80
Had Vehicle Tune-Up/12 Mo	106	28.7%	116
Beverages (Adults)			
Drank Non-Diet (Regular) Cola/6 Mo	89	24.1%	65
Drank Beer or Ale/6 Mo	163	44.2%	111
Cameras (Adults)			
Own Digital Point and Shoot Camera/Camcorder	62	16.8%	153
Own Digital SLR Camera or Camcorder	64	17.3%	160
Printed Digital Photos/12 Mo	122	33.1%	122
Cell Phones (Adults/Households)			
Bought Cell Phone/12 Mo	120	32.5%	93
Have a Smartphone	353	95.7%	102
Have Android Phone (Any Brand) Smartphone	87	23.6%	61
Have Apple iPhone Smartphone	272	73.7%	131
HH Owns 1 Cell Phone	39	18.2%	60
HH Owns 2 Cell Phones	91	42.5%	109
HH Owns 3+ Cell Phones	81	37.9%	132
HH Has Cell Phone Only (No Landline Telephone)	104	48.6%	71
Computers (Households)			
HH Owns Computer	203	94.9%	111
HH Owns Desktop Computer	105	49.1%	123
HH Owns Laptop or Notebook	166	77.6%	110
HH Owns Apple/Mac Brand Computer	81	37.9%	156
HH Owns PC/Non-Apple Brand Computer	154	72.0%	101
HH Purchased Most Recent Home Computer at Store	93	43.5%	111
HH Purchased Most Recent Home Computer Online	68	31.8%	116
HH Spent \$1-499 on Most Recent Home Computer	24	11.2%	71
HH Spent \$500-999 on Most Recent Home Computer	48	22.4%	110
HH Spent \$1K-1499 on Most Recent Home Computer	34	15.9%	131
HH Spent \$1500-1999 on Most Recent Home Computer	20	9.3%	203
HH Spent \$2K+ on Most Recent Home Computer	19	8.9%	164

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. **Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 07, 2023



Retail Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 5 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
Convenience Stores (Adults)			
Shopped at C-Store/6 Mo	193	52.3%	82
Bought Brewed Coffee at C-Store/30 Days	37	10.0%	83
Bought Cigarettes at C-Store/30 Days	10	2.7%	44
Bought Gas at C-Store/30 Days	97	26.3%	67
Spent \$1-19 at C-Store/30 Days	27	7.3%	99
Spent \$20-39 at C-Store/30 Days	35	9.5%	96
Spent \$40-50 at C-Store/30 Days	26	7.0%	91
Spent \$51-99 at C-Store/30 Days	13	3.5%	58
Spent \$100+ at C-Store/30 Days	38	10.3%	49
Entertainment (Adults)			
Attended Movie/6 Mo	159	43.1%	117
Went to Live Theater/12 Mo	42	11.4%	167
Went to Bar or Night Club/12 Mo	61	16.5%	102
Dined Out/12 Mo	216	58.5%	112
Gambled at Casino/12 Mo	32	8.7%	81
Visited Theme Park/12 Mo	39	10.6%	91
Viewed Movie (Video-on-Demand)/30 Days	75	20.3%	183
Viewed TV Show (Video-on-Demand)/30 Days	52	14.1%	186
Used Internet to Download Movie/30 Days	30	8.1%	135
Downloaded Individual Song/6 Mo	76	20.6%	102
Used Internet to Watch Movie/30 Days	143	38.8%	113
Used Internet to Watch TV Program/30 Days	97	26.3%	119
Played (Console) Video or Electronic Game/12 Mo	36	9.8%	76
Played (Portable) Video or Electronic Game/12 Mo	20	5.4%	82
Financial (Adults)			
Have 1st Home Mortgage	170	46.1%	121
Used ATM or Cash Machine/12 Mo	252	68.3%	108
Own Any Stock	102	27.6%	185
Own U.S. Savings Bonds	39	10.6%	149
Own Shares in Mutual Fund (Stocks)	93	25.2%	184
Own Shares in Mutual Fund (Bonds)	59	16.0%	187
Have Interest Checking Account	191	51.8%	132
Have Non-Interest Checking Account	136	36.9%	97
Have Savings Account	300	81.3%	110
Have 401(k) Retirement Savings Plan	111	30.1%	123
Own or Used Any Credit/Debit Card/12 Mo	352	95.4%	103
Avg \$1-110 Monthly Credit Card Expenditures	24	6.5%	57
Avg \$111-225 Monthly Credit Card Expenditures	19	5.1%	67
Avg \$226-450 Monthly Credit Card Expenditures	33	8.9%	97
Avg \$451-700 Monthly Credit Card Expenditures	30	8.1%	88
Avg \$701-1000 Monthly Credit Card Expenditures	34	9.2%	113
Avg \$1001-2000 Monthly Credit Card Expenditures	67	18.2%	155
Avg \$2001+ Monthly Credit Card Expenditures	95	25.7%	233
Did Banking Online/12 Mo	244	66.1%	113
Did Banking by Mobile Device/12 Mo	188	50.9%	106

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. **Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 07, 2023



Retail Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 5 minute radius

Prepared by Esri
Latitude: 42.44740
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Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
Grocery (Adults)			
HH Used Bread/6 Mo	203	94.9%	100
HH Used Chicken (Fresh or Frozen)/6 Mo	149	69.6%	100
HH Used Turkey (Fresh or Frozen)/6 Mo	34	15.9%	107
HH Used Fish or Seafood (Fresh or Frozen)/6 Mo	134	62.6%	104
HH Used Fresh Fruit or Vegetables/6 Mo	196	91.6%	104
HH Used Fresh Milk/6 Mo	177	82.7%	100
HH Used Fish or Seafood (Fresh or Frozen)/6 Mo	134	62.6%	126
Health (Adults)			
Exercise at Home 2+ Times/Wk	213	57.7%	117
Exercise at Club 2+ Times/Wk	59	16.0%	136
Visited Doctor/12 Mo	318	86.2%	108
Used Vitamins or Dietary Supplements/6 Mo	259	70.2%	106
Home (Households)			
HH Did Home Improvement/12 Mo	99	46.3%	117
HH Used Maid/Prof Cln Svc (+ Furn/Carpet)/12 Mo	106	49.5%	163
HH Purchased Low Ticket HH Furnishing/12 Mo	54	25.2%	103
HH Purchased Big Ticket HH Furnishing/12 Mo	61	28.5%	100
HH Bought Small Kitchen Appliance/12 Mo	53	24.8%	95
HH Bought Large Kitchen Appliance/12 Mo	37	17.3%	106
Insurance (Adults/Households)			
Currently Carry Life Insurance	204	55.3%	108
Personally Carry Any Med/Hosp/Accident Insur	338	91.6%	107
Homeowner Carries Home/Personal Property Insurance	273	74.0%	120
Renter Carries Home/Pers Property Insurance	33	8.9%	75
HH Has 1 Vehicle Covered w/Auto Insurance	48	22.4%	73
HH Has 2 Vehicles Covered w/Auto Insurance	85	39.7%	121
HH Has 3+ Vehicles Covered w/Auto Insurance	63	29.4%	111
Pets (Households)			
HH Owns Cat	34	15.9%	69
HH Owns Dog	83	38.8%	98
Psychographics (Adults)			
Represents adults who "completely agree" with the statement:			
Am Interested in How to Help Env: 4-Agr Cmpl	72	19.5%	105
Buying American Is Important: 4-Agr Cmpl	100	27.1%	84
Buy Based on Quality Not Price: 4-Agr Cmpl	61	16.5%	110
Buy on Credit Rather Than Wait: 4-Agr Cmpl	46	12.5%	98
Only Use Coupons Brands Usually Buy: 4-Agr Cmpl	39	10.6%	96
Will Pay More for Env Safe Prods: 4-Agr Cmpl	55	14.9%	122
Buy Based on Price Not Brands: 4-Agr Cmpl	86	23.3%	86
Am Interested in How to Help Env: 4-Agr Cmpl	72	19.5%	105
Reading (Adults)			
Bought Digital Book/12 Mo	99	26.8%	142
Bought Hardcover Book/12 Mo	124	33.6%	124
Bought Paperback Book/12 Mo	142	38.5%	113
Read Daily Newspaper (Paper Version)	88	23.8%	155
Read Digital Newspaper/30 Days	254	68.8%	136
Read Magazine (Paper/Electronic Vers)/6 Mo	344	93.2%	107

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September 07, 2023



Retail Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 5 minute radius

Prepared by Esri
Latitude: 42.44740
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Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
Restaurants (Adults)			
Went to Family Restrnt/SteakHse/6 Mo	219	59.3%	90
Went to Family Restrnt/SteakHse 4+ Times/30 Days	73	19.8%	96
Spent \$101-200 at Family Restrnt/SteakHse/30 Days	36	87.0%	96
Went to Fast Food/Drive-In Rest 9+ Times/30 Days	114	30.9%	79
Ordered Eat-In Fast Food/6 Mo	61	16.5%	81
Ordered Home Delivery Fast Food/6 Mo	51	13.8%	103
Take-Out/Drive-Thru/Curbside Fast Food/6 Mo	187	50.7%	87
Ordered Take-Out/Walk-In Fast Food/6 Mo	103	27.9%	125
Television & Electronics (Adults/Households)			
Own Tablet	249	67.5%	115
Own E-Reader	82	22.2%	155
Own E-Reader/Tablet: Apple iPad	203	55.0%	148
HH Owns Internet Connectable TV	99	46.3%	107
Own Portable MP3 Player	46	12.5%	111
HH Owns 1 TV	35	16.4%	90
HH Owns 2 TVs	59	27.6%	97
HH Owns 3 TVs	51	23.8%	104
HH Owns 4+ TVs	56	26.2%	116
HH Subscribes to Cable TV	102	47.7%	140
HH Subscribes to Fiber Optic TV	33	15.4%	293
HH Owns Portable GPS Device	50	23.4%	112
HH Purchased Video Game System/12 Mo	18	8.4%	105
HH Owns Internet Video Device for TV	123	57.5%	109
Travel (Adults)			
Took Domestic Trip in Continental U.S./12 Mo	240	65.0%	121
Took 3+ Domestic Non-Business Trips/12 Mo	75	20.3%	146
Spent \$1-999 on Domestic Vacations/12 Mo	49	13.3%	97
Spent \$1K-1499 on Domestic Vacations/12 Mo	26	7.0%	111
Spent \$1500-1999 on Domestic Vacations/12 Mo	15	4.1%	106
Spent \$2K-2999 on Domestic Vacations/12 Mo	20	5.4%	136
Spent \$3K+ on Domestic Vacations/12 Mo	43	11.7%	176
Used Intrnt Travel Site for Domestic Trip/12 Mo	26	7.0%	127
Took Foreign Trip (Incl Alaska & Hawaii)/3 Yrs	181	49.1%	148
Took 3+ Foreign Trips by Plane/3 Yrs	49	13.3%	182
Spent \$1-999 on Foreign Vacations/12 Mo	51	13.8%	178
Index: Spent \$1K-2999 on Foreign Vacations/12 Mo	13	3.5%	115
Spent \$3K+ on Foreign Vacations/12 Mo	28	7.6%	179
Used General Travel Site: Foreign Trip/3 Yrs	38	10.3%	162
Spent Night at Hotel or Motel/12 Mo	191	51.8%	114
Took Cruise of More Than One Day/3 Yrs	57	15.4%	153
Member of Frequent Flyer Program	187	50.7%	184
Member of Hotel Rewards Program	156	42.3%	147

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September 07, 2023



Retail Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 10 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Demographic Summary		2023	2028
Population		2,178	2,151
Population 18+		1,702	1,704
Households		818	810
Median Household Income		\$200,001	\$200,001
Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
Apparel (Adults)			
Bought Men`s Clothing/12 Mo	1,056	62.0%	101
Bought Women`s Clothing/12 Mo	838	49.2%	95
Bought Shoes/12 Mo	1,290	75.8%	102
Bought Fine Jewelry/12 Mo	318	18.7%	91
Bought Watch/12 Mo	197	11.6%	84
Automobiles (Households)			
HH Owns or Leases Any Vehicle	790	96.6%	106
HH Bought or Leased New Vehicle/12 Mo	135	16.5%	163
Automotive Aftermarket (Adults)			
Bought Gasoline/6 Mo	1,581	92.9%	103
Bought or Changed Motor Oil/12 Mo	703	41.3%	80
Had Vehicle Tune-Up/12 Mo	492	28.9%	117
Beverages (Adults)			
Drank Non-Diet (Regular) Cola/6 Mo	410	24.1%	65
Drank Beer or Ale/6 Mo	752	44.2%	111
Cameras (Adults)			
Own Digital Point and Shoot Camera/Camcorder	285	16.7%	152
Own Digital SLR Camera or Camcorder	295	17.3%	160
Printed Digital Photos/12 Mo	560	32.9%	122
Cell Phones (Adults/Households)			
Bought Cell Phone/12 Mo	553	32.5%	93
Have a Smartphone	1,627	95.6%	102
Have Android Phone (Any Brand) Smartphone	403	23.7%	61
Have Apple iPhone Smartphone	1,254	73.7%	130
HH Owns 1 Cell Phone	155	18.9%	62
HH Owns 2 Cell Phones	348	42.5%	109
HH Owns 3+ Cell Phones	305	37.3%	130
HH Has Cell Phone Only (No Landline Telephone)	407	49.8%	73
Computers (Households)			
HH Owns Computer	775	94.7%	111
HH Owns Desktop Computer	400	48.9%	122
HH Owns Laptop or Notebook	637	77.9%	111
HH Owns Apple/Mac Brand Computer	313	38.3%	158
HH Owns PC/Non-Apple Brand Computer	587	71.8%	101
HH Purchased Most Recent Home Computer at Store	355	43.4%	111
HH Purchased Most Recent Home Computer Online	261	31.9%	116
HH Spent \$1-499 on Most Recent Home Computer	92	11.2%	71
HH Spent \$500-999 on Most Recent Home Computer	183	22.4%	110
HH Spent \$1K-1499 on Most Recent Home Computer	134	16.4%	135
HH Spent \$1500-1999 on Most Recent Home Computer	73	8.9%	194
HH Spent \$2K+ on Most Recent Home Computer	73	8.9%	165

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. **Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.



Retail Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 10 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
Convenience Stores (Adults)			
Shopped at C-Store/6 Mo	891	52.4%	82
Bought Brewed Coffee at C-Store/30 Days	172	10.1%	84
Bought Cigarettes at C-Store/30 Days	46	2.7%	44
Bought Gas at C-Store/30 Days	449	26.4%	67
Spent \$1-19 at C-Store/30 Days	128	7.5%	102
Spent \$20-39 at C-Store/30 Days	161	9.5%	96
Spent \$40-50 at C-Store/30 Days	120	7.1%	91
Spent \$51-99 at C-Store/30 Days	60	3.5%	58
Spent \$100+ at C-Store/30 Days	178	10.5%	50
Entertainment (Adults)			
Attended Movie/6 Mo	728	42.8%	116
Went to Live Theater/12 Mo	192	11.3%	165
Went to Bar or Night Club/12 Mo	282	16.6%	102
Dined Out/12 Mo	992	58.3%	112
Gambled at Casino/12 Mo	152	8.9%	83
Visited Theme Park/12 Mo	181	10.6%	91
Viewed Movie (Video-on-Demand)/30 Days	344	20.2%	182
Viewed TV Show (Video-on-Demand)/30 Days	237	13.9%	184
Used Internet to Download Movie/30 Days	139	8.2%	136
Downloaded Individual Song/6 Mo	352	20.7%	103
Used Internet to Watch Movie/30 Days	664	39.0%	114
Used Internet to Watch TV Program/30 Days	451	26.5%	120
Played (Console) Video or Electronic Game/12 Mo	166	9.8%	76
Played (Portable) Video or Electronic Game/12 Mo	93	5.5%	82
Financial (Adults)			
Have 1st Home Mortgage	778	45.7%	120
Used ATM or Cash Machine/12 Mo	1,160	68.2%	108
Own Any Stock	463	27.2%	182
Own U.S. Savings Bonds	177	10.4%	146
Own Shares in Mutual Fund (Stocks)	425	25.0%	182
Own Shares in Mutual Fund (Bonds)	271	15.9%	186
Have Interest Checking Account	881	51.8%	132
Have Non-Interest Checking Account	624	36.7%	97
Have Savings Account	1,385	81.4%	110
Have 401(k) Retirement Savings Plan	512	30.1%	123
Own or Used Any Credit/Debit Card/12 Mo	1,623	95.4%	103
Avg \$1-110 Monthly Credit Card Expenditures	113	6.6%	58
Avg \$111-225 Monthly Credit Card Expenditures	85	5.0%	65
Avg \$226-450 Monthly Credit Card Expenditures	155	9.1%	99
Avg \$451-700 Monthly Credit Card Expenditures	142	8.3%	91
Avg \$701-1000 Monthly Credit Card Expenditures	162	9.5%	116
Avg \$1001-2000 Monthly Credit Card Expenditures	306	18.0%	153
Avg \$2001+ Monthly Credit Card Expenditures	428	25.1%	228
Did Banking Online/12 Mo	1,126	66.2%	113
Did Banking by Mobile Device/12 Mo	866	50.9%	106

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. **Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 07, 2023



Retail Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 10 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
Grocery (Adults)			
HH Used Bread/6 Mo	775	94.7%	100
HH Used Chicken (Fresh or Frozen)/6 Mo	571	69.8%	100
HH Used Turkey (Fresh or Frozen)/6 Mo	132	16.1%	109
HH Used Fish or Seafood (Fresh or Frozen)/6 Mo	511	62.5%	104
HH Used Fresh Fruit or Vegetables/6 Mo	748	91.4%	103
HH Used Fresh Milk/6 Mo	675	82.5%	100
HH Used Fish or Seafood (Fresh or Frozen)/6 Mo	511	62.5%	129
Health (Adults)			
Exercise at Home 2+ Times/Wk	992	58.3%	118
Exercise at Club 2+ Times/Wk	270	15.9%	135
Visited Doctor/12 Mo	1,463	86.0%	108
Used Vitamins or Dietary Supplements/6 Mo	1,196	70.3%	106
Home (Households)			
HH Did Home Improvement/12 Mo	377	46.1%	117
HH Used Maid/Prof Cln Svc (+ Furn/Carpet)/12 Mo	401	49.0%	161
HH Purchased Low Ticket HH Furnishing/12 Mo	208	25.4%	104
HH Purchased Big Ticket HH Furnishing/12 Mo	235	28.7%	101
HH Bought Small Kitchen Appliance/12 Mo	201	24.6%	94
HH Bought Large Kitchen Appliance/12 Mo	142	17.4%	107
Insurance (Adults/Households)			
Currently Carry Life Insurance	934	54.9%	107
Personally Carry Any Med/Hosp/Accident Insur	1,558	91.5%	107
Homeowner Carries Home/Personal Property Insurance	1,248	73.3%	119
Renter Carries Home/Pers Property Insurance	158	9.3%	78
HH Has 1 Vehicle Covered w/Auto Insurance	189	23.1%	75
HH Has 2 Vehicles Covered w/Auto Insurance	319	39.0%	119
HH Has 3+ Vehicles Covered w/Auto Insurance	238	29.1%	110
Pets (Households)			
HH Owns Cat	134	16.4%	71
HH Owns Dog	313	38.3%	97
Psychographics (Adults)			
Represents adults who "completely agree" with the statement:			
Am Interested in How to Help Env: 4-Agr Cmpl	341	20.0%	108
Buying American Is Important: 4-Agr Cmpl	461	27.1%	84
Buy Based on Quality Not Price: 4-Agr Cmpl	281	16.5%	110
Buy on Credit Rather Than Wait: 4-Agr Cmpl	213	12.5%	98
Only Use Coupons Brands Usually Buy: 4-Agr Cmpl	181	10.6%	96
Will Pay More for Env Safe Prods: 4-Agr Cmpl	254	14.9%	122
Buy Based on Price Not Brands: 4-Agr Cmpl	393	23.1%	85
Am Interested in How to Help Env: 4-Agr Cmpl	341	20.0%	108
Reading (Adults)			
Bought Digital Book/12 Mo	453	26.6%	141
Bought Hardcover Book/12 Mo	574	33.7%	125
Bought Paperback Book/12 Mo	658	38.7%	114
Read Daily Newspaper (Paper Version)	403	23.7%	154
Read Digital Newspaper/30 Days	1,177	69.2%	137
Read Magazine (Paper/Electronic Vers)/6 Mo	1,589	93.4%	107

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. **Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 07, 2023



Retail Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 10 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
Restaurants (Adults)			
Went to Family Restrnt/SteakHse/6 Mo	1,007	59.2%	89
Went to Family Restrnt/SteakHse 4+ Times/30 Days	332	19.5%	95
Spent \$101-200 at Family Restrnt/SteakHse/30 Days	164	87.1%	96
Went to Fast Food/Drive-In Rest 9+ Times/30 Days	521	30.6%	79
Ordered Eat-In Fast Food/6 Mo	282	16.6%	81
Ordered Home Delivery Fast Food/6 Mo	233	13.7%	102
Take-Out/Drive-Thru/Curbside Fast Food/6 Mo	860	50.5%	86
Ordered Take-Out/Walk-In Fast Food/6 Mo	476	28.0%	125
Television & Electronics (Adults/Households)			
Own Tablet	1,141	67.0%	114
Own E-Reader	379	22.3%	155
Own E-Reader/Tablet: Apple iPad	929	54.6%	146
HH Owns Internet Connectable TV	378	46.2%	107
Own Portable MP3 Player	211	12.4%	111
HH Owns 1 TV	137	16.7%	92
HH Owns 2 TVs	228	27.9%	99
HH Owns 3 TVs	191	23.3%	102
HH Owns 4+ TVs	208	25.4%	113
HH Subscribes to Cable TV	384	46.9%	138
HH Subscribes to Fiber Optic TV	124	15.2%	288
HH Owns Portable GPS Device	189	23.1%	111
HH Purchased Video Game System/12 Mo	68	8.3%	104
HH Owns Internet Video Device for TV	470	57.5%	109
Travel (Adults)			
Took Domestic Trip in Continental U.S./12 Mo	1,106	65.0%	121
Took 3+ Domestic Non-Business Trips/12 Mo	342	20.1%	144
Spent \$1-999 on Domestic Vacations/12 Mo	231	13.6%	99
Spent \$1K-1499 on Domestic Vacations/12 Mo	121	7.1%	112
Spent \$1500-1999 on Domestic Vacations/12 Mo	72	4.2%	111
Spent \$2K-2999 on Domestic Vacations/12 Mo	93	5.5%	137
Spent \$3K+ on Domestic Vacations/12 Mo	196	11.5%	174
Used Intrnt Travel Site for Domestic Trip/12 Mo	121	7.1%	128
Took Foreign Trip (Incl Alaska & Hawaii)/3 Yrs	833	48.9%	148
Took 3+ Foreign Trips by Plane/3 Yrs	222	13.0%	179
Spent \$1-999 on Foreign Vacations/12 Mo	235	13.8%	178
Index: Spent \$1K-2999 on Foreign Vacations/12 Mo	59	3.5%	113
Spent \$3K+ on Foreign Vacations/12 Mo	127	7.5%	176
Used General Travel Site: Foreign Trip/3 Yrs	176	10.3%	163
Spent Night at Hotel or Motel/12 Mo	883	51.9%	114
Took Cruise of More Than One Day/3 Yrs	255	15.0%	148
Member of Frequent Flyer Program	859	50.5%	183
Member of Hotel Rewards Program	713	41.9%	145

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. **Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 07, 2023



Retail Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 15 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Demographic Summary		2023	2028
Population		3,758	3,711
Population 18+		2,941	2,942
Households		1,378	1,364
Median Household Income		\$200,001	\$200,001

Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
Apparel (Adults)			
Bought Men`s Clothing/12 Mo	1,825	62.1%	101
Bought Women`s Clothing/12 Mo	1,449	49.3%	95
Bought Shoes/12 Mo	2,230	75.8%	102
Bought Fine Jewelry/12 Mo	550	18.7%	91
Bought Watch/12 Mo	341	11.6%	84
Automobiles (Households)			
HH Owns or Leases Any Vehicle	1,331	96.6%	106
HH Bought or Leased New Vehicle/12 Mo	227	16.5%	163
Automotive Aftermarket (Adults)			
Bought Gasoline/6 Mo	2,732	92.9%	103
Bought or Changed Motor Oil/12 Mo	1,214	41.3%	80
Had Vehicle Tune-Up/12 Mo	851	28.9%	117
Beverages (Adults)			
Drank Non-Diet (Regular) Cola/6 Mo	709	24.1%	65
Drank Beer or Ale/6 Mo	1,299	44.2%	111
Cameras (Adults)			
Own Digital Point and Shoot Camera/Camcorder	493	16.8%	153
Own Digital SLR Camera or Camcorder	510	17.3%	160
Printed Digital Photos/12 Mo	968	32.9%	122
Cell Phones (Adults/Households)			
Bought Cell Phone/12 Mo	956	32.5%	93
Have a Smartphone	2,812	95.6%	102
Have Android Phone (Any Brand) Smartphone	697	23.7%	61
Have Apple iPhone Smartphone	2,167	73.7%	131
HH Owns 1 Cell Phone	261	18.9%	62
HH Owns 2 Cell Phones	586	42.5%	109
HH Owns 3+ Cell Phones	513	37.2%	129
HH Has Cell Phone Only (No Landline Telephone)	687	49.9%	73
Computers (Households)			
HH Owns Computer	1,305	94.7%	111
HH Owns Desktop Computer	675	49.0%	122
HH Owns Laptop or Notebook	1,072	77.8%	110
HH Owns Apple/Mac Brand Computer	527	38.2%	158
HH Owns PC/Non-Apple Brand Computer	988	71.7%	101
HH Purchased Most Recent Home Computer at Store	598	43.4%	111
HH Purchased Most Recent Home Computer Online	439	31.9%	116
HH Spent \$1-499 on Most Recent Home Computer	155	11.2%	71
HH Spent \$500-999 on Most Recent Home Computer	308	22.4%	110
HH Spent \$1K-1499 on Most Recent Home Computer	226	16.4%	136
HH Spent \$1500-1999 on Most Recent Home Computer	124	9.0%	196
HH Spent \$2K+ on Most Recent Home Computer	123	8.9%	165

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. **Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 07, 2023



Retail Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 15 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
Convenience Stores (Adults)			
Shopped at C-Store/6 Mo	1,540	52.4%	82
Bought Brewed Coffee at C-Store/30 Days	298	10.1%	84
Bought Cigarettes at C-Store/30 Days	80	2.7%	45
Bought Gas at C-Store/30 Days	775	26.4%	67
Spent \$1-19 at C-Store/30 Days	221	7.5%	102
Spent \$20-39 at C-Store/30 Days	278	9.5%	96
Spent \$40-50 at C-Store/30 Days	207	7.0%	91
Spent \$51-99 at C-Store/30 Days	104	3.5%	58
Spent \$100+ at C-Store/30 Days	308	10.5%	50
Entertainment (Adults)			
Attended Movie/6 Mo	1,258	42.8%	116
Went to Live Theater/12 Mo	333	11.3%	166
Went to Bar or Night Club/12 Mo	487	16.6%	102
Dined Out/12 Mo	1,715	58.3%	112
Gambled at Casino/12 Mo	262	8.9%	83
Visited Theme Park/12 Mo	312	10.6%	91
Viewed Movie (Video-on-Demand)/30 Days	595	20.2%	182
Viewed TV Show (Video-on-Demand)/30 Days	409	13.9%	183
Used Internet to Download Movie/30 Days	241	8.2%	136
Downloaded Individual Song/6 Mo	608	20.7%	103
Used Internet to Watch Movie/30 Days	1,147	39.0%	114
Used Internet to Watch TV Program/30 Days	779	26.5%	120
Played (Console) Video or Electronic Game/12 Mo	286	9.7%	76
Played (Portable) Video or Electronic Game/12 Mo	162	5.5%	83
Financial (Adults)			
Have 1st Home Mortgage	1,344	45.7%	120
Used ATM or Cash Machine/12 Mo	2,005	68.2%	108
Own Any Stock	800	27.2%	182
Own U.S. Savings Bonds	306	10.4%	146
Own Shares in Mutual Fund (Stocks)	734	25.0%	182
Own Shares in Mutual Fund (Bonds)	468	15.9%	186
Have Interest Checking Account	1,523	51.8%	132
Have Non-Interest Checking Account	1,078	36.7%	97
Have Savings Account	2,394	81.4%	110
Have 401(k) Retirement Savings Plan	884	30.1%	123
Own or Used Any Credit/Debit Card/12 Mo	2,805	95.4%	103
Avg \$1-110 Monthly Credit Card Expenditures	195	6.6%	58
Avg \$111-225 Monthly Credit Card Expenditures	148	5.0%	66
Avg \$226-450 Monthly Credit Card Expenditures	268	9.1%	99
Avg \$451-700 Monthly Credit Card Expenditures	245	8.3%	91
Avg \$701-1000 Monthly Credit Card Expenditures	280	9.5%	116
Avg \$1001-2000 Monthly Credit Card Expenditures	530	18.0%	153
Avg \$2001+ Monthly Credit Card Expenditures	741	25.2%	228
Did Banking Online/12 Mo	1,945	66.1%	113
Did Banking by Mobile Device/12 Mo	1,496	50.9%	106

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September 07, 2023



Retail Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 15 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
Grocery (Adults)			
HH Used Bread/6 Mo	1,306	94.8%	100
HH Used Chicken (Fresh or Frozen)/6 Mo	962	69.8%	100
HH Used Turkey (Fresh or Frozen)/6 Mo	222	16.1%	109
HH Used Fish or Seafood (Fresh or Frozen)/6 Mo	861	62.5%	104
HH Used Fresh Fruit or Vegetables/6 Mo	1,260	91.4%	103
HH Used Fresh Milk/6 Mo	1,137	82.5%	100
HH Used Fish or Seafood (Fresh or Frozen)/6 Mo	861	62.5%	129
Health (Adults)			
Exercise at Home 2+ Times/Wk	1,714	58.3%	118
Exercise at Club 2+ Times/Wk	467	15.9%	135
Visited Doctor/12 Mo	2,527	85.9%	108
Used Vitamins or Dietary Supplements/6 Mo	2,067	70.3%	106
Home (Households)			
HH Did Home Improvement/12 Mo	634	46.0%	117
HH Used Maid/Prof Cln Svc (+ Furn/Carpet)/12 Mo	675	49.0%	161
HH Purchased Low Ticket HH Furnishing/12 Mo	350	25.4%	103
HH Purchased Big Ticket HH Furnishing/12 Mo	395	28.7%	101
HH Bought Small Kitchen Appliance/12 Mo	339	24.6%	94
HH Bought Large Kitchen Appliance/12 Mo	240	17.4%	107
Insurance (Adults/Households)			
Currently Carry Life Insurance	1,614	54.9%	107
Personally Carry Any Med/Hosp/Accident Insur	2,692	91.5%	107
Homeowner Carries Home/Personal Property Insurance	2,157	73.3%	119
Renter Carries Home/Pers Property Insurance	272	9.2%	77
HH Has 1 Vehicle Covered w/Auto Insurance	318	23.1%	75
HH Has 2 Vehicles Covered w/Auto Insurance	538	39.0%	119
HH Has 3+ Vehicles Covered w/Auto Insurance	400	29.0%	110
Pets (Households)			
HH Owns Cat	226	16.4%	71
HH Owns Dog	527	38.2%	97
Psychographics (Adults)			
Represents adults who "completely agree" with the statement:			
Am Interested in How to Help Env: 4-Agr Cmpl	589	20.0%	108
Buying American Is Important: 4-Agr Cmpl	796	27.1%	84
Buy Based on Quality Not Price: 4-Agr Cmpl	485	16.5%	110
Buy on Credit Rather Than Wait: 4-Agr Cmpl	368	12.5%	98
Only Use Coupons Brands Usually Buy: 4-Agr Cmpl	312	10.6%	96
Will Pay More for Env Safe Prods: 4-Agr Cmpl	438	14.9%	122
Buy Based on Price Not Brands: 4-Agr Cmpl	678	23.1%	85
Am Interested in How to Help Env: 4-Agr Cmpl	589	20.0%	108
Reading (Adults)			
Bought Digital Book/12 Mo	782	26.6%	141
Bought Hardcover Book/12 Mo	992	33.7%	125
Bought Paperback Book/12 Mo	1,137	38.7%	114
Read Daily Newspaper (Paper Version)	696	23.7%	154
Read Digital Newspaper/30 Days	2,034	69.2%	137
Read Magazine (Paper/Electronic Vers)/6 Mo	2,745	93.3%	107

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. **Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 07, 2023



Retail Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 15 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
Restaurants (Adults)			
Went to Family Restrnt/SteakHse/6 Mo	1,741	59.2%	90
Went to Family Restrnt/SteakHse 4+ Times/30 Days	574	19.5%	95
Spent \$101-200 at Family Restrnt/SteakHse/30 Days	283	87.0%	96
Went to Fast Food/Drive-In Rest 9+ Times/30 Days	900	30.6%	79
Ordered Eat-In Fast Food/6 Mo	487	16.6%	81
Ordered Home Delivery Fast Food/6 Mo	403	13.7%	102
Take-Out/Drive-Thru/Curbside Fast Food/6 Mo	1,485	50.5%	86
Ordered Take-Out/Walk-In Fast Food/6 Mo	823	28.0%	125
Television & Electronics (Adults/Households)			
Own Tablet	1,972	67.1%	114
Own E-Reader	655	22.3%	155
Own E-Reader/Tablet: Apple iPad	1,606	54.6%	146
HH Owns Internet Connectable TV	637	46.2%	107
Own Portable MP3 Player	364	12.4%	111
HH Owns 1 TV	231	16.8%	92
HH Owns 2 TVs	385	27.9%	99
HH Owns 3 TVs	322	23.4%	102
HH Owns 4+ TVs	351	25.5%	113
HH Subscribes to Cable TV	647	47.0%	138
HH Subscribes to Fiber Optic TV	208	15.1%	287
HH Owns Portable GPS Device	318	23.1%	111
HH Purchased Video Game System/12 Mo	114	8.3%	103
HH Owns Internet Video Device for TV	792	57.5%	109
Travel (Adults)			
Took Domestic Trip in Continental U.S./12 Mo	1,911	65.0%	121
Took 3+ Domestic Non-Business Trips/12 Mo	590	20.1%	144
Spent \$1-999 on Domestic Vacations/12 Mo	399	13.6%	99
Spent \$1K-1499 on Domestic Vacations/12 Mo	209	7.1%	112
Spent \$1500-1999 on Domestic Vacations/12 Mo	125	4.3%	111
Spent \$2K-2999 on Domestic Vacations/12 Mo	160	5.4%	137
Spent \$3K+ on Domestic Vacations/12 Mo	339	11.5%	174
Used Intrnt Travel Site for Domestic Trip/12 Mo	210	7.1%	128
Took Foreign Trip (Incl Alaska & Hawaii)/3 Yrs	1,440	49.0%	148
Took 3+ Foreign Trips by Plane/3 Yrs	384	13.1%	179
Spent \$1-999 on Foreign Vacations/12 Mo	407	13.8%	178
Index: Spent \$1K-2999 on Foreign Vacations/12 Mo	101	3.4%	112
Spent \$3K+ on Foreign Vacations/12 Mo	220	7.5%	176
Used General Travel Site: Foreign Trip/3 Yrs	304	10.3%	163
Spent Night at Hotel or Motel/12 Mo	1,526	51.9%	114
Took Cruise of More Than One Day/3 Yrs	440	15.0%	148
Member of Frequent Flyer Program	1,484	50.5%	183
Member of Hotel Rewards Program	1,232	41.9%	145

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. **Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 07, 2023



Restaurant Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 5 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Demographic Summary		2023	2028
Population		475	469
Population 18+		369	371
Households		214	212
Median Household Income		\$200,001	\$200,001
Product/Consumer Behavior	Expected Number of Adults	Percent	MPI
Went to Family Restaurant/Steak House/6 Mo	219	59.3%	90
Went to Family Restaurant/Steak House 4+ Times/30 Days	73	19.8%	96
Spent \$1-30 at Family Restaurant/Steak House/30 Days	15	4.1%	61
Spent \$31-50 at Family Restaurant/Steak House/30 Days	21	5.7%	66
Spent \$51-100 at Family Restaurant/Steak House/30 Days	47	12.7%	86
Spent \$101-200 at Family Restaurant/Steak House/30 Days	36	9.8%	100
Spent \$201+ at Family Restaurant/Steak House/30 Days	23	6.2%	127
Spent \$1-100 at Fine Dining Restaurants/30 Days	17	4.6%	153
Spent \$101-200 at Fine Dining Restaurants/30 Days	22	6.0%	257
Spent \$201+ at Fine Dining Restaurants/30 Days	19	5.1%	257
Went for Breakfast at Family Restaurant/Steak House/6 Mo	33	8.9%	88
Went for Lunch at Family Restaurant/Steak House/6 Mo	47	12.7%	78
Went for Dinner at Family Restaurant/Steak House/6 Mo	150	40.7%	93
Went for Snacks at Family Restaurant/Steak House/6 Mo	5	1.4%	96
Went on Workday to Family Restaurant/Steak House/6 Mo	101	27.4%	92
Went on Weekend to Family Restaurant/Steak House/6 Mo	127	34.4%	94
Went to Applebee`s/6 Mo	30	8.1%	61
Went to Bob Evans/6 Mo	4	1.1%	48
Went to Buffalo Wild Wings/6 Mo	23	6.2%	77
Went to California Pizza Kitchen/6 Mo	11	3.0%	213
Went to Carrabba`s/6 Mo	5	1.4%	69
Went to The Cheesecake Factory/6 Mo	33	8.9%	145
Went to Chili`s Grill & Bar/6 Mo	23	6.2%	69
Went to Cracker Barrel/6 Mo	21	5.7%	58
Went to Denny`s/6 Mo	12	3.3%	57
Went to Golden Corral/6 Mo	2	0.5%	18
Went to IHOP/6 Mo	24	6.5%	91
Went to Logan`s Roadhouse/6 Mo	2	0.5%	31
Went to Longhorn Steakhouse/6 Mo	12	3.3%	59
Went to Olive Garden/6 Mo	28	7.6%	56
Went to Outback Steakhouse/6 Mo	18	4.9%	69
Went to Red Lobster/6 Mo	16	4.3%	70
Went to Red Robin/6 Mo	15	4.1%	80
Went to Ruby Tuesday/6 Mo	6	1.6%	98
Went to Texas Roadhouse/6 Mo	18	4.9%	46
Went to T.G.I. Friday`s/6 Mo	7	1.9%	87
Went to Waffle House/6 Mo	7	1.9%	43
Went to Fast Food/Drive-In Restaurant/6 Mo	321	87.0%	96
Went to Fast Food/Drive-In Rest 9+ Times/30 Days	114	30.9%	79
Spent \$1-10 at Fast Food Restaurant/30 Days	16	4.3%	105
Spent \$11-20 at Fast Food Restaurant/30 Days	32	8.7%	103
Spent \$21-40 at Fast Food Restaurant/30 Days	53	14.4%	86
Spent \$41-50 at Fast Food Restaurant/30 Days	30	8.1%	88
Spent \$51-100 at Fast Food Restaurant/30 Days	64	17.3%	85
Spent \$101-200 at Fast Food Restaurant/30 Days	38	10.3%	83
Spent \$201+ at Fast Food Restaurant/30 Days	21	5.7%	109
Ordered Eat-In Fast Food/6 Mo	61	16.5%	81

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 07, 2023



Restaurant Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 5 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Product/Consumer Behavior	Expected Number of		MPI
	Adults	Percent	
Ordered Home Delivery Fast Food/6 Mo	51	13.8%	103
Take-Out/Drive-Thru/Curbside Fast Food/6 Mo	187	50.7%	87
Ordered Take-Out/Walk-In Fast Food/6 Mo	103	27.9%	125
Bought Breakfast at Fast Food Restaurant/6 Mo	104	28.2%	81
Bought Lunch at Fast Food Restaurant/6 Mo	184	49.9%	93
Bought Dinner at Fast Food Restaurant/6 Mo	181	49.1%	91
Bought Snack at Fast Food Restaurant/6 Mo	48	13.0%	97
Bought from Fast Food Restaurant on Weekday/6 Mo	224	60.7%	93
Bought from Fast Food Restaurant on Weekend/6 Mo	175	47.4%	90
Bought A&W/6 Mo	4	1.1%	52
Bought Arby`s/6 Mo	36	9.8%	55
Bought Baskin-Robbins/6 Mo	16	4.3%	139
Bought Boston Market/6 Mo	9	2.4%	126
Bought Burger King/6 Mo	78	21.1%	76
Bought Captain D`s/6 Mo	5	1.4%	48
Bought Carl`s Jr./6 Mo	17	4.6%	98
Bought Checkers/6 Mo	6	1.6%	66
Bought Chick-Fil-A/6 Mo	112	30.4%	93
Bought Chipotle Mexican Grill/6 Mo	83	22.5%	140
Bought Chuck E. Cheese`s/6 Mo	2	0.5%	52
Bought Church`s Fried Chicken/6 Mo	2	0.5%	17
Bought Cold Stone Creamery/6 Mo	11	3.0%	106
Bought Dairy Queen/6 Mo	31	8.4%	55
Bought Del Taco/6 Mo	15	4.1%	124
Bought Domino`s Pizza/6 Mo	42	11.4%	71
Bought Dunkin` Donuts/6 Mo	71	19.2%	130
Bought Five Guys/6 Mo	37	10.0%	103
Bought Hardee`s/6 Mo	7	1.9%	37
Bought Jack in the Box/6 Mo	21	5.7%	84
Bought Jersey Mike`s/6 Mo	30	8.1%	113
Bought Jimmy John`s/6 Mo	17	4.6%	78
Bought KFC/6 Mo	40	10.8%	63
Bought Krispy Kreme Doughnuts/6 Mo	21	5.7%	83
Bought Little Caesars/6 Mo	12	3.3%	28
Bought Long John Silver`s/6 Mo	3	0.8%	34
Bought McDonald`s/6 Mo	163	44.2%	87
Bought Panda Express/6 Mo	35	9.5%	78
Bought Panera Bread/6 Mo	68	18.4%	143
Bought Papa John`s/6 Mo	19	5.1%	63
Bought Papa Murphy`s/6 Mo	7	1.9%	53
Bought Pizza Hut/6 Mo	24	6.5%	53
Bought Popeyes Chicken/6 Mo	38	10.3%	74
Bought Sonic Drive-In/6 Mo	20	5.4%	46
Bought Starbucks/6 Mo	91	24.7%	120
Bought Steak `N Shake/6 Mo	5	1.4%	46
Bought Subway/6 Mo	56	15.2%	70
Bought Taco Bell/6 Mo	68	18.4%	68
Bought Wendy`s/6 Mo	73	19.8%	75
Bought Whataburger/6 Mo	12	3.3%	55
Bought White Castle/6 Mo	5	1.4%	55
Bought Wing-Stop/6 Mo	11	3.0%	88

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 07, 2023



Restaurant Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 5 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Went to Fine Dining Restaurant/6 Mo	81	22.0%	181
Went to Fine Dining Restaurant/30 Days	65	17.6%	195
Went to Fine Dining Restaurant 2+ Times/30 Days	33	8.9%	216
Used DoorDash Site/App for Take-Out/Del/30 Days	50	13.6%	117
Used Grubhub Site/App for Take-Out/Del/30 Days	29	7.9%	144
Used Postmates Site/App for Take-Out/Del/30 Days	7	1.9%	111
Used Restrnt Site/App for Take-Out/Del/30 Days	98	26.6%	120
Used Uber Eats Site/App for Take-Out/Del/30 Days	36	9.8%	151
Used Yelp Site/App for Take-Out/Del/30 Days	10	2.7%	163

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 07, 2023



Restaurant Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 10 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Demographic Summary		2023	2028
Population		2,178	2,151
Population 18+		1,702	1,704
Households		818	810
Median Household Income		\$200,001	\$200,001
Product/Consumer Behavior	Expected Number of		
	Adults	Percent	MPI
Went to Family Restaurant/Steak House/6 Mo	1,007	59.2%	89
Went to Family Restaurant/Steak House 4+ Times/30 Days	332	19.5%	95
Spent \$1-30 at Family Restaurant/Steak House/30 Days	67	3.9%	59
Spent \$31-50 at Family Restaurant/Steak House/30 Days	96	5.6%	66
Spent \$51-100 at Family Restaurant/Steak House/30 Days	214	12.6%	85
Spent \$101-200 at Family Restaurant/Steak House/30 Days	164	9.6%	99
Spent \$201+ at Family Restaurant/Steak House/30 Days	108	6.3%	129
Spent \$1-100 at Fine Dining Restaurants/30 Days	77	4.5%	150
Spent \$101-200 at Fine Dining Restaurants/30 Days	97	5.7%	245
Spent \$201+ at Fine Dining Restaurants/30 Days	86	5.1%	252
Went for Breakfast at Family Restaurant/Steak House/6 Mo	153	9.0%	88
Went for Lunch at Family Restaurant/Steak House/6 Mo	218	12.8%	78
Went for Dinner at Family Restaurant/Steak House/6 Mo	690	40.5%	93
Went for Snacks at Family Restaurant/Steak House/6 Mo	21	1.2%	88
Went on Workday to Family Restaurant/Steak House/6 Mo	465	27.3%	92
Went on Weekend to Family Restaurant/Steak House/6 Mo	582	34.2%	93
Went to Applebee`s/6 Mo	137	8.0%	60
Went to Bob Evans/6 Mo	17	1.0%	44
Went to Buffalo Wild Wings/6 Mo	107	6.3%	78
Went to California Pizza Kitchen/6 Mo	51	3.0%	214
Went to Carrabba`s/6 Mo	22	1.3%	66
Went to The Cheesecake Factory/6 Mo	150	8.8%	143
Went to Chili`s Grill & Bar/6 Mo	107	6.3%	70
Went to Cracker Barrel/6 Mo	92	5.4%	55
Went to Denny`s/6 Mo	57	3.3%	59
Went to Golden Corral/6 Mo	9	0.5%	18
Went to IHOP/6 Mo	107	6.3%	88
Went to Logan`s Roadhouse/6 Mo	10	0.6%	34
Went to Longhorn Steakhouse/6 Mo	54	3.2%	57
Went to Olive Garden/6 Mo	129	7.6%	56
Went to Outback Steakhouse/6 Mo	82	4.8%	69
Went to Red Lobster/6 Mo	72	4.2%	68
Went to Red Robin/6 Mo	70	4.1%	81
Went to Ruby Tuesday/6 Mo	25	1.5%	89
Went to Texas Roadhouse/6 Mo	83	4.9%	46
Went to T.G.I. Friday`s/6 Mo	32	1.9%	86
Went to Waffle House/6 Mo	29	1.7%	39
Went to Fast Food/Drive-In Restaurant/6 Mo	1,482	87.1%	96
Went to Fast Food/Drive-In Rest 9+ Times/30 Days	521	30.6%	79
Spent \$1-10 at Fast Food Restaurant/30 Days	73	4.3%	104
Spent \$11-20 at Fast Food Restaurant/30 Days	148	8.7%	103
Spent \$21-40 at Fast Food Restaurant/30 Days	247	14.5%	87
Spent \$41-50 at Fast Food Restaurant/30 Days	137	8.0%	87
Spent \$51-100 at Fast Food Restaurant/30 Days	293	17.2%	84
Spent \$101-200 at Fast Food Restaurant/30 Days	174	10.2%	83
Spent \$201+ at Fast Food Restaurant/30 Days	96	5.6%	108
Ordered Eat-In Fast Food/6 Mo	282	16.6%	81

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 07, 2023



Restaurant Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 10 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Product/Consumer Behavior	Expected Number of		MPI
	Adults	Percent	
Ordered Home Delivery Fast Food/6 Mo	233	13.7%	102
Take-Out/Drive-Thru/Curbside Fast Food/6 Mo	860	50.5%	86
Ordered Take-Out/Walk-In Fast Food/6 Mo	476	28.0%	125
Bought Breakfast at Fast Food Restaurant/6 Mo	479	28.1%	81
Bought Lunch at Fast Food Restaurant/6 Mo	849	49.9%	93
Bought Dinner at Fast Food Restaurant/6 Mo	835	49.1%	91
Bought Snack at Fast Food Restaurant/6 Mo	223	13.1%	98
Bought from Fast Food Restaurant on Weekday/6 Mo	1,031	60.6%	92
Bought from Fast Food Restaurant on Weekend/6 Mo	807	47.4%	90
Bought A&W/6 Mo	17	1.0%	48
Bought Arby`s/6 Mo	163	9.6%	54
Bought Baskin-Robbins/6 Mo	72	4.2%	136
Bought Boston Market/6 Mo	42	2.5%	127
Bought Burger King/6 Mo	352	20.7%	74
Bought Captain D`s/6 Mo	22	1.3%	46
Bought Carl`s Jr./6 Mo	83	4.9%	104
Bought Checkers/6 Mo	25	1.5%	59
Bought Chick-Fil-A/6 Mo	517	30.4%	93
Bought Chipotle Mexican Grill/6 Mo	380	22.3%	139
Bought Chuck E. Cheese`s/6 Mo	8	0.5%	45
Bought Church`s Fried Chicken/6 Mo	10	0.6%	18
Bought Cold Stone Creamery/6 Mo	49	2.9%	102
Bought Dairy Queen/6 Mo	142	8.3%	55
Bought Del Taco/6 Mo	70	4.1%	125
Bought Domino`s Pizza/6 Mo	194	11.4%	71
Bought Dunkin` Donuts/6 Mo	323	19.0%	128
Bought Five Guys/6 Mo	168	9.9%	101
Bought Hardee`s/6 Mo	31	1.8%	36
Bought Jack in the Box/6 Mo	99	5.8%	86
Bought Jersey Mike`s/6 Mo	139	8.2%	113
Bought Jimmy John`s/6 Mo	81	4.8%	81
Bought KFC/6 Mo	181	10.6%	61
Bought Krispy Kreme Doughnuts/6 Mo	95	5.6%	81
Bought Little Caesars/6 Mo	59	3.5%	30
Bought Long John Silver`s/6 Mo	11	0.6%	27
Bought McDonald`s/6 Mo	747	43.9%	87
Bought Panda Express/6 Mo	163	9.6%	79
Bought Panera Bread/6 Mo	308	18.1%	141
Bought Papa John`s/6 Mo	86	5.1%	62
Bought Papa Murphy`s/6 Mo	33	1.9%	54
Bought Pizza Hut/6 Mo	107	6.3%	51
Bought Popeyes Chicken/6 Mo	175	10.3%	74
Bought Sonic Drive-In/6 Mo	91	5.3%	45
Bought Starbucks/6 Mo	422	24.8%	121
Bought Steak `N Shake/6 Mo	22	1.3%	44
Bought Subway/6 Mo	256	15.0%	70
Bought Taco Bell/6 Mo	315	18.5%	68
Bought Wendy`s/6 Mo	335	19.7%	75
Bought Whataburger/6 Mo	53	3.1%	53
Bought White Castle/6 Mo	24	1.4%	57
Bought Wing-Stop/6 Mo	51	3.0%	89

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 07, 2023



Restaurant Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 10 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Went to Fine Dining Restaurant/6 Mo	367	21.6%	178
Went to Fine Dining Restaurant/30 Days	294	17.3%	191
Went to Fine Dining Restaurant 2+ Times/30 Days	150	8.8%	213
Used DoorDash Site/App for Take-Out/Del/30 Days	231	13.6%	117
Used Grubhub Site/App for Take-Out/Del/30 Days	133	7.8%	143
Used Postmates Site/App for Take-Out/Del/30 Days	35	2.1%	121
Used Restrnt Site/App for Take-Out/Del/30 Days	450	26.4%	119
Used Uber Eats Site/App for Take-Out/Del/30 Days	161	9.5%	147
Used Yelp Site/App for Take-Out/Del/30 Days	44	2.6%	156

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 07, 2023



Restaurant Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 15 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Demographic Summary		2023	2028
Population		3,758	3,711
Population 18+		2,941	2,942
Households		1,378	1,364
Median Household Income		\$200,001	\$200,001
Product/Consumer Behavior	Expected Number of		
	Adults	Percent	MPI
Went to Family Restaurant/Steak House/6 Mo	1,741	59.2%	90
Went to Family Restaurant/Steak House 4+ Times/30 Days	574	19.5%	95
Spent \$1-30 at Family Restaurant/Steak House/30 Days	117	4.0%	60
Spent \$31-50 at Family Restaurant/Steak House/30 Days	167	5.7%	66
Spent \$51-100 at Family Restaurant/Steak House/30 Days	370	12.6%	85
Spent \$101-200 at Family Restaurant/Steak House/30 Days	283	9.6%	98
Spent \$201+ at Family Restaurant/Steak House/30 Days	186	6.3%	128
Spent \$1-100 at Fine Dining Restaurants/30 Days	133	4.5%	150
Spent \$101-200 at Fine Dining Restaurants/30 Days	168	5.7%	246
Spent \$201+ at Fine Dining Restaurants/30 Days	148	5.0%	251
Went for Breakfast at Family Restaurant/Steak House/6 Mo	264	9.0%	88
Went for Lunch at Family Restaurant/Steak House/6 Mo	376	12.8%	78
Went for Dinner at Family Restaurant/Steak House/6 Mo	1,193	40.6%	93
Went for Snacks at Family Restaurant/Steak House/6 Mo	37	1.3%	89
Went on Workday to Family Restaurant/Steak House/6 Mo	804	27.3%	92
Went on Weekend to Family Restaurant/Steak House/6 Mo	1,005	34.2%	93
Went to Applebee`s/6 Mo	237	8.1%	61
Went to Bob Evans/6 Mo	29	1.0%	44
Went to Buffalo Wild Wings/6 Mo	185	6.3%	78
Went to California Pizza Kitchen/6 Mo	88	3.0%	214
Went to Carrabba`s/6 Mo	38	1.3%	66
Went to The Cheesecake Factory/6 Mo	259	8.8%	142
Went to Chili`s Grill & Bar/6 Mo	184	6.3%	69
Went to Cracker Barrel/6 Mo	160	5.4%	55
Went to Denny`s/6 Mo	98	3.3%	59
Went to Golden Corral/6 Mo	16	0.5%	19
Went to IHOP/6 Mo	185	6.3%	88
Went to Logan`s Roadhouse/6 Mo	17	0.6%	33
Went to Longhorn Steakhouse/6 Mo	93	3.2%	57
Went to Olive Garden/6 Mo	222	7.5%	56
Went to Outback Steakhouse/6 Mo	141	4.8%	68
Went to Red Lobster/6 Mo	124	4.2%	68
Went to Red Robin/6 Mo	120	4.1%	81
Went to Ruby Tuesday/6 Mo	43	1.5%	88
Went to Texas Roadhouse/6 Mo	144	4.9%	46
Went to T.G.I. Friday`s/6 Mo	55	1.9%	86
Went to Waffle House/6 Mo	50	1.7%	39
Went to Fast Food/Drive-In Restaurant/6 Mo	2,560	87.0%	96
Went to Fast Food/Drive-In Rest 9+ Times/30 Days	900	30.6%	79
Spent \$1-10 at Fast Food Restaurant/30 Days	126	4.3%	104
Spent \$11-20 at Fast Food Restaurant/30 Days	255	8.7%	103
Spent \$21-40 at Fast Food Restaurant/30 Days	427	14.5%	87
Spent \$41-50 at Fast Food Restaurant/30 Days	236	8.0%	87
Spent \$51-100 at Fast Food Restaurant/30 Days	506	17.2%	84
Spent \$101-200 at Fast Food Restaurant/30 Days	301	10.2%	83
Spent \$201+ at Fast Food Restaurant/30 Days	166	5.6%	108
Ordered Eat-In Fast Food/6 Mo	487	16.6%	81

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September 07, 2023



Restaurant Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 15 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Product/Consumer Behavior	Expected Number of		MPI
	Adults	Percent	
Ordered Home Delivery Fast Food/6 Mo	403	13.7%	102
Take-Out/Drive-Thru/Curbside Fast Food/6 Mo	1,485	50.5%	86
Ordered Take-Out/Walk-In Fast Food/6 Mo	823	28.0%	125
Bought Breakfast at Fast Food Restaurant/6 Mo	828	28.2%	81
Bought Lunch at Fast Food Restaurant/6 Mo	1,468	49.9%	93
Bought Dinner at Fast Food Restaurant/6 Mo	1,443	49.1%	91
Bought Snack at Fast Food Restaurant/6 Mo	385	13.1%	98
Bought from Fast Food Restaurant on Weekday/6 Mo	1,781	60.6%	92
Bought from Fast Food Restaurant on Weekend/6 Mo	1,394	47.4%	90
Bought A&W/6 Mo	29	1.0%	48
Bought Arby`s/6 Mo	282	9.6%	54
Bought Baskin-Robbins/6 Mo	124	4.2%	135
Bought Boston Market/6 Mo	72	2.4%	126
Bought Burger King/6 Mo	609	20.7%	74
Bought Captain D`s/6 Mo	38	1.3%	46
Bought Carl`s Jr./6 Mo	143	4.9%	104
Bought Checkers/6 Mo	44	1.5%	60
Bought Chick-Fil-A/6 Mo	894	30.4%	93
Bought Chipotle Mexican Grill/6 Mo	657	22.3%	139
Bought Chuck E. Cheese`s/6 Mo	14	0.5%	46
Bought Church`s Fried Chicken/6 Mo	18	0.6%	19
Bought Cold Stone Creamery/6 Mo	84	2.9%	101
Bought Dairy Queen/6 Mo	245	8.3%	55
Bought Del Taco/6 Mo	121	4.1%	125
Bought Domino`s Pizza/6 Mo	336	11.4%	71
Bought Dunkin` Donuts/6 Mo	559	19.0%	128
Bought Five Guys/6 Mo	290	9.9%	101
Bought Hardee`s/6 Mo	53	1.8%	35
Bought Jack in the Box/6 Mo	170	5.8%	86
Bought Jersey Mike`s/6 Mo	240	8.2%	113
Bought Jimmy John`s/6 Mo	139	4.7%	80
Bought KFC/6 Mo	312	10.6%	61
Bought Krispy Kreme Doughnuts/6 Mo	164	5.6%	81
Bought Little Caesars/6 Mo	101	3.4%	29
Bought Long John Silver`s/6 Mo	20	0.7%	29
Bought McDonald`s/6 Mo	1,290	43.9%	87
Bought Panda Express/6 Mo	281	9.6%	79
Bought Panera Bread/6 Mo	532	18.1%	141
Bought Papa John`s/6 Mo	149	5.1%	62
Bought Papa Murphy`s/6 Mo	57	1.9%	54
Bought Pizza Hut/6 Mo	185	6.3%	51
Bought Popeyes Chicken/6 Mo	303	10.3%	74
Bought Sonic Drive-In/6 Mo	157	5.3%	45
Bought Starbucks/6 Mo	729	24.8%	121
Bought Steak `N Shake/6 Mo	38	1.3%	44
Bought Subway/6 Mo	442	15.0%	70
Bought Taco Bell/6 Mo	544	18.5%	68
Bought Wendy`s/6 Mo	579	19.7%	75
Bought Whataburger/6 Mo	91	3.1%	52
Bought White Castle/6 Mo	42	1.4%	57
Bought Wing-Stop/6 Mo	88	3.0%	89

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

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September 07, 2023



Restaurant Market Potential

1717-1741 Mass Ave, Lexington, Massachusetts, 02420
Walk time: 15 minute radius

Prepared by Esri
Latitude: 42.44740
Longitude: -71.22710

Went to Fine Dining Restaurant/6 Mo	634	21.6%	178
Went to Fine Dining Restaurant/30 Days	508	17.3%	191
Went to Fine Dining Restaurant 2+ Times/30 Days	260	8.8%	214
Used DoorDash Site/App for Take-Out/Del/30 Days	399	13.6%	117
Used Grubhub Site/App for Take-Out/Del/30 Days	230	7.8%	143
Used Postmates Site/App for Take-Out/Del/30 Days	60	2.0%	120
Used Restrnt Site/App for Take-Out/Del/30 Days	777	26.4%	119
Used Uber Eats Site/App for Take-Out/Del/30 Days	278	9.5%	146
Used Yelp Site/App for Take-Out/Del/30 Days	77	2.6%	158

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 07, 2023

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Discuss Trees at Emery Park

PRESENTER:

Jim Malloy, Town Manager

ITEM NUMBER:

I.5

SUMMARY:

Category: Brainstorming

This item is coming before the Select Board based on discussions during the Center Charrette process that Emery Park be used as a community gathering space. Two large trees were removed in 2023 in Emery Park and there is a plan to replace these with two additional trees, since the Charrette was completed and there were comments on how the park looked without the trees, Town staff is seeking input from the Select Board on whether the trees should be replaced in Emery Park or in different public space. The Center Committee has weighed in (see attached email) and voted 10-0 to support replacing the trees in Emery Park. In either event, the Town intends to replant two additional trees, the question is whether the Board prefers them to be in Emery Park.

Several different photos from google street view at different times of the year with trees in place vs. the view today without the trees have been attached for the Board's review.

SUGGESTED MOTION:

In this case, Emery Park falls under the Town Manager, but a general consensus of the Select Board would provide direction on whether to replant in Emery Park or elsewhere.

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

4/29/2024

7:50pm

ATTACHMENTS:

Description	Type
📎 December 2021 Street View Emery Park	Cover Memo
📎 October 2017 Street View Emery Park	Cover Memo
📎 July 2015 Street View Emery Park	Cover Memo
📎 Emery Park View 4-24-24	Cover Memo
📎 Center Committee Email	Cover Memo

1810 MA-4



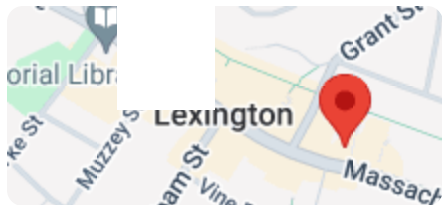
Lexington, Massachusetts

Google Street View

Dec 2021

See more dates

Image capture: Dec 2021 © 2024 Google



Google Maps 1810 MA-4

Lexington, Massachusetts

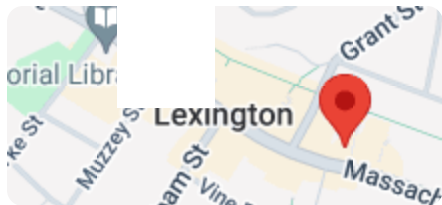
Google Street View

Oct 2017

See latest date



Image capture: Oct 2017 © 2024 Google



Google Maps 1818 MA-4

Lexington, Massachusetts

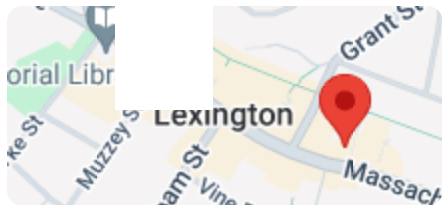
Google Street View

Jul 2015

See latest date



Image capture: Jul 2015 © 2024 Google





James Malloy

From: jerry@michelsonshoes.com
Sent: Tuesday, April 23, 2024 4:14 PM
To: James Malloy; joe@joepato.org
Cc: doug@promedllc.com; David Pinsonneault
Subject: RE: Postpone 4/10 discusion re Emery Park

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Hi Joe and Jim-

At the April 11th meeting of the Lexington Center Committee we discussed the replacement of the trees in Emery Park. It was noted that the trees in Emery Park that were taken down last year (for good reason) need to be replaced. It was also noted that the trees were an integral part of the latest overall re-design of the park. The location of the old trees did not inhibit activities in the park. The need to have shade trees in Emery Park, no matter what activities occur in the park, is important.

The Center Committee voted 10 to 0 to recommend to the Select Board that new trees be planted that are appropriate to today's conditions for survival.

Respectfully,
Jerry Michelson
Lexington Center Committee, chair

On Tue, 2 Apr 2024 17:16:14 +0000, James Malloy <jmalloy@lexingtonma.gov> wrote:

Hi Jerry – Happy to postpone so the Center Committee can weigh in. Joe and I will be meeting later today to set the upcoming agendas. The Charrette Report is good to review, the park does look nice without the trees, it opens up the area as a plaza and will set it up nicely as a community gathering spot. Once we plant trees, it would be difficult to remove them. The other thing that Dave Pinsonneault and I discussed is that we'd be happy to plant two trees elsewhere on public property to remove any concerns about fewer trees/less carbon sequestration (we're committed to planting trees and ultimately in a few years maybe it will be better to plant trees at Emery Park, but for now and until we have a chance to really consider what will be done in that area, we'd like to hold off). Copying Dave here for his information.

Please let me know if you need any more information or have any questions. Thanks.

Jim

Jim Malloy

Town Manager

Town of Lexington

1625 Massachusetts Avenue

Lexington, MA 02420

781-698-4540

www.lexingtonma.gov

Please note most emails sent to/from this account are a public record and consider the environment before printing this email. Thanks!

From: jerry@michelsonshoes.com <jerry@michelsonshoes.com>

Sent: Tuesday, April 2, 2024 12:18 PM

To: joe@joepato.org; James Malloy <jmalloy@lexingtonma.gov>

Cc: doug@promedllc.com

Subject: Postpone 4/10 discussion re Emery Park

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Joe and Jim-

I noticed that there is an intended discussion planned for 4/10 regarding the trees at Emery Park.

Can you delay this one week so that the Lexington Center Committee can discuss at our 4/11 meeting and be able to advise the Board with our opinion? If so, is there specific information that we should be reviewing beyond the report from the Charrette?

Jerry Michelson
Lexington Center Committee

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

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Discuss Options for Facilitated Community Listening Session for Lexington Human Rights Committee

PRESENTER:

Dana Bickelman, Director of Human Services

ITEM NUMBER:

I.6

SUMMARY:

Category: Decision-Making

Attached please find a memorandum from Dana Bickelman, Director of Human Services and Hemali Shah, Chief Equity Officer on developing a community dialogue event to discuss the recent HRC concerns. Ms. Bickelman and Ms. Shah will be available at the Select Board meeting to discuss. This proposal includes members of the Human Rights Committee, staff and a member of the Select Board and proposes to include a facilitator for the community discussion.

SUGGESTED MOTION:

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

4/29/2024

8:00pm

ATTACHMENTS:

Description	Type
<input type="checkbox"/> Memo on Facilitated Community Listening Session	Cover Memo



Town of Lexington
Human Services Department

781-698-4840
Fax 781-274-7209

Date: April 25, 2024

To: Jim Malloy, Town Manager

CC: Kelly Axtell, Deputy Town Manager

Fr: Dana Bickelman, Director of Human Services

RE: Community Dialogue Event

A Working Group consisting of Town staff and Human Rights Committee members, including Chief Equity Officer Hemali Shah and Human Services Director Dana Bickelman, Human Rights Committee Chair Christina Lin, Human Rights Committee Vice Chair Stephanie Hsu, and Select Board Member Mark Sandeen have been diligently working on organizing a community dialogue event. In light of recent interactions, a professional facilitator will be leading the dialogue, a decision made after thorough vetting. We are pleased to announce that we have chosen Jen Wofford, MSW, LICSW, who the Massachusetts Peace Collation highly recommends to guide us through this important event.

Much of Jen's recent work has focused on the Israeli-Palestinian conflict. Jen has facilitated similar dialogues at Mass General Hospital and for the Town of Brookline. Her work is primarily focused on healing and listening. Some of the skills she teaches during these dialogues include listening, understanding, connecting, soothing reactive dialogue, and non-violent communication.

An outline for the structure of Jennifer's work will begin with what she calls Brief Grounding, which uses tools from Somatic Experiencing and IFS parts (Internal Family Systems) – orienting, breathing, and feeling the support of a chair. Jen recently used this method during her work at MGH. Her past program structure has included brief ground rules for having respectful dialogue, followed by break-out groups where smaller intimate conversations can be had, ending with larger group conversations. Part of this grounding experience also includes feelings and how you soothe those feelings during the exercise, including using parts that feel reactive, sad, angry, or scared. Jen previously brought in a Muslim Social Worker to help her lead similar conversations, which would be available to us for this event.

Upon support from the Select Board, we will set up another meeting with Jen to discuss her cost and strategize the next steps. Beyond that, we plan to meet the Human Rights Committee and other identified community partners to confirm the date and location of the event. The group is committed to ensuring all stakeholders are included in the dialogue. Jen will send the flyer they used to advertise the event in Brookline, as it might also be something we can use. While we only have one event scheduled for now, there is the possibility of continued conversations and series with Jen, as more will needed as things change and evolve.

Cc; Hemali Shah, Chief Equity Officer

Cc; Lexington Human Rights Committee

Cc; Mark Sandeen, Select Board Member

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Discuss Town Manager Search Screening Committee Appointment Process and Criteria

PRESENTER:

Jill Hai, Select Board Member

ITEM NUMBER:

I.7

SUMMARY:

Category: Brainstorming

There are six spots to be allocated on the Search Screening Committee - 1 for a business representative and 5 for residents, representing "a diversity of lived experience, relevant expertise and community involvement." In order to ensure that our selections reflect that diversity, and that we provide an equal opportunity for all applicants to be fairly considered, it is recommended that the Board list the top criteria/experiences which should be reflected in the committee as a whole, and against which applicants would be evaluated.

To do so, two actions are suggested:

- 1) Agree to a list of the criteria/experiences
- 2) Follow up questions sent to all applicants, allowing them to elaborate on their experience/fit for the specified criteria.

This would provide an opportunity for applicants to provide their relevant information directly to the Board, and provide the Board an opportunity to understand the qualifications of all applicants equally.

Example -

- 1.) The Select Board is looking to ensure the TMSSC includes (fill in qualifications/experiences). Please tell us how you meet one or more of these.
- 2.) Please tell us what you uniquely bring to the TMSSC.

Please limit your answers to 250 words each and please respond by (date).

Once we have the fuller information and responses, each member would be asked to submit a list of proposed members, meeting the qualifications/criteria and the office would compile, as usual.

SUGGESTED MOTION:

Move to approve sending all applicants for the TMSSC the follow up questionnaire as discussed.

FOLLOW-UP:

Select Board Office

DATE AND APPROXIMATE TIME ON AGENDA:

4/29/2024

8:15pm