

Board of Selectmen: Goal Setting Ranked Priorities FY 2018-FY2019

	Topic Areas	Proposed Selectmen Goals	Proposed Selectmen Policies	Selectmen lead
	High Priority			
1	Public Safety Facilities	<p>Establish design plans and determine location for swing space and permanent Fire and Police facilities.</p> <p>Action Items:</p> <ol style="list-style-type: none"> 1. Review conceptual design for Fire Station. Schedule for Town Meeting vote. 2. Continue to evaluate the mitigation that might be necessary to alleviate service impacts of temporary Fire and Police swing space. 		Suzie/Peter
2	Affordability for the Residents	<p>Revisit residential tax-exemption and other options to help vulnerable residents. Develop a process for evaluating what is an appropriate amount of a tax increase, given the need for a debt exclusion. Will school enrollment growth impact budgets; if so School Committee should inform BOS immediately. Collect additional data on the impacts of tax increases to low-income households.</p> <p>Action items:</p> <p>Mr. Pato has created a working group to consider:</p> <ol style="list-style-type: none"> 1. Update target early fall/2017 for revisiting tax exemption for vulnerable residents. 2. Consideration of residential tax exemption and other programs to help keep seniors in their homes. The Real Estate Residential Exemption may shift some of the tax burden from smaller-valued homes to larger-valued homes. The effect of the residential exemption may make the real estate tax more progressive - with the result that living in an existing smaller home becomes more affordable, and larger homes are taxed at a higher relative premium. 3. Increase the awareness of senior housing issues and collaborate with existing Town committees. 4. Explore innovative housing options with Lexhab, Lexington Housing Authority, Lexington Housing Partnership 5. Review the Sudbury Tax Relief Special Legislation 	<p>The need for program cutbacks may eventually be considered. Expand communication with the School Department and School Committee during budget season. Identify sustainable funding sources for new projects.</p> <p>Action Items:</p> <ol style="list-style-type: none"> 1. Define policy, seek agreement from policy makers on the "correct" amount for capital debt exclusion for all projects before the Town. 2. Define circumstances for which Selectmen would consider an operating override. Send clear policy signals and set expectations regarding when BOS would or would not support an operating override. Consider changing the income threshold to to 120% of Area Median Income (~\$124,000 for a family of four) to qualify for low/moderate income housing. 3. Evaluate the impact of reducing the CPA surcharge during the period when exempt debt services is placing pressure on property taxes. 	All/Joe

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3	Capital Planning	<p>a. Adopt a Town-wide Facilities Master Plan, preferably with projected funding requirements in then-year dollars, as soon as practical. Include 30-year bonding and financial planning for Lexington High School renovation or replacement in all modeling. Provide a range of models for each project to help evaluate true costs and cumulative effects as part of decision-making process. (This plan must be integrated with the School Master Facilities Plan.) A Town-wide Facilities Master Plan would allow a benchmark against which we can both mark progress and evaluate Capital options.</p> <p>b. Develop and adopt a model “Capital-Project Matrix/Timeline” template to be used and maintained for each major Capital Project. At this time, it is not clear when or if each of the stakeholders in a Capital Project (e.g., the Town’s Boards, Committees & Commissions, the public, etc.) should be brought in to participate on any major Capital Project. While exceptions may be made, having such a “roadmap” for each Capital Project would provide a basis for consistent actions across the spectrum of major Capital Projects.</p> <p>c. Continued discussion regarding expanding capacity at school facilities.</p>		Joe/Doug
4	Recreational Marijuana Zoning	<p>Work with Town Counsel to explore options of opting out and/or rezoning. BOS needs to determine its position.</p> <p>Action items:</p> <ol style="list-style-type: none"> 1. Submit STM article for Fall/2017 		Michelle/Doug
5	Comprehensive Plan	<p>Provide guidance during comp plan development. Assign Selectmen liaison to committee.</p> <p>Consider a Bicycle Plan for the Town of Lexington as part of the forthcoming comprehensive transportation planning process.</p> <p>Collaborate with the Planning Board to help evaluate potential impacts of Plan outcomes.</p>		Joe/Michelle
6	Planning/Housing	<p>Balanced Housing and Public Benefit Development Housing Bylaw: Consider whether the intent of these two bylaws should be combined since we see more Balanced Housing developments, which create 'smaller' units, but do not create affordable units, and few Public Benefit developments, which, if approved, result in the creation of affordable units.</p> <p>Action Items:</p> <ol style="list-style-type: none"> 1. Clarify/strengthen Town's policy on requiring affordable units in consideration for denser development (zoning relief). 2. Joint meeting with Planning Board to develop article for ATM 2018 	No density increase without affordable units.	Peter

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7	New Revenue Sources	Action Items: 1. Review cemetery design options at schematic level. Explore options of constructing family gathering room on site at cemetery to establish new source of revenue. 2. Consider betterments or other revenue streams for sidewalk project. 3. With increasingly stringent federal mandates, it is anticipated that stormwater management costs will escalate in coming years, with an impact on the Town's operating budget. The Town should continue its evaluation of alternative funding options for stormwater management costs, recognizing that: (a) the addition of or increases in fees have an equal or greater financial impact on residents than increases in taxes, but (b) a fee structure may allow better matching of payments with user burdens on the system and the establishment of positive incentive structures. 4. Explore public/private partnerships for Community Center expansion.	Evaluate new revenue sources to support the budget, particularly the capital budget. A potential source is a Stormwater Management Utility with abatement options.	All/Michelle

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8	Sustainability; Standards and Process for Building Projects	<p>Integrate sustainability design into building projects (have PBC and SLC, with any needed input from the Energy Committee, develop a model for integrating sustainability design requirements at the beginning of project specification; specify requirements in the context of a recognized design framework (e.g., LEED). Expand upon LEED requirements to incorporate concepts around healthy buildings, energy efficiency, and other stretch goals not yet captured in LEED. Improve process for working with multiple committees to reduce consultant costs, increase understanding of outcomes, reduce design delays, incorporate community objectives.</p> <p>Action Items:</p> <ol style="list-style-type: none"> 1. Continue coordination between the Sustainable Lexington, Permanent Building Committee, Energy Conservation Committee, Capital Expenditures Committee, and Appropriation Committee. 2. Support development of a communications and publicity program aimed at informing Lexington's residents of the energy conservation initiatives and accomplishments. 3. Continue installing solar panels at town and school facilities, as well as open land, as opportunities arise. Opportunities include car ports, Hastings and Diamond Middle School. Pursue all available federal, state and utility funding for any conservation measures. 	<p>Action Items:</p> <ol style="list-style-type: none"> 1. Consider a "Better Building" policy - continuous improvement of our standards for building "health" and sustainability - when embarking on construction or renovation projects. Develop clearly defined policy objectives for new or renovated municipal buildings. 2. Clarify committee role, PBC, and DPF. 3. Clarify Boards Goals regarding Sustainable Building Design. 4. Adopt a Sustainable Design Policy as proposed by the PBC, Sustainable Lexington Committee and Energy Conservation Committee. 5. Consider Sustainable Lexington's energy-savings initiatives for residents and commercial business. 6. Support the "Getting to Net Zero" effort. 	Peter/Joe
9	Public Information & Communication	<p>Work with CIO to make information more accessible to citizens. Centralize emergency notifications, consider survey tools to get a representative sample of community opinion.</p> <p>Action Items:</p> <ol style="list-style-type: none"> 1. Work with staff to establish a protocol to continually put out the same, need-to-know, public information on website and social media. 2. Work with staff to set up information tables at flu clinics and public pools. 3. Work with staff to provide basic translation services on the Town's website; Recruit qualified volunteers to assist. <p>Identify steps to take by the Board, given staff workload/availability to continue to connect with residents. Need to look at cutting edge cost effective solutions to connect with residents; ongoing effort to get info out there</p> <p>Action items:</p> <ol style="list-style-type: none"> 1. Look at creating an "Actions Taken by the Selectman" Report as an easy way to convey BOS decisions to the public. 2. Consider engaging outside firm (through PIR in FY19 budget) to establish engagement plan for both municipal and school. 	<p>General goal to identify community engagement models. Develop policy, standard communication, outreach and polling plan to be applied in different types of situations.</p> <p>Action Items:</p> <ol style="list-style-type: none"> 1. Determine if interest exists for collaboration with the School Department to improve communication with residents and the broader community and how. 2. Explore local professional resources for strategies and best practices towards crafting a municipal communication plan. 3. Improve transparency on key municipal and school issues. 	Suzie/Doug

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10	COMPLETE STREETS	<p>Provide safer passage for all modes of transportation - with a focus on expanding accommodations to non-automobile modes of transportation. Complete workable plans for the Center Streetscape project.</p> <p>Action Items:</p> <ol style="list-style-type: none"> 1. Continue to educate public on Complete Street concept and apply for state grants to help fund a Complete Streets initiative. 2. The Hartwell Avenue area TMOD Plan is a priority for the Planning Board, especially if the Selectmen are interested in additional economic development activity in the area. 3. An increased emphasis on bicycle safety education and on renewing our bicycle friendly status (and perhaps improving from bronze level to silver) has been requested by the Bicycle Committee to be considered as part of complete streets. 	<p>Safe-passage for all modes of transportation as a priority - higher than aesthetics. Support the incorporation of transportation-related infrastructure along with policies that advance implementation of Complete Streets initiatives. Examples include shelters at key bus stops, transportation information kiosks at key locations, and first & last mile bicycle and pedestrian connections. TAC suggests that bus shelters for key Center locations, similar to the one recently installed in front of Beth Israel on Bedford Street, be added to the Center Streetscape plan and that non-intrusive ways of providing the type of transportation information suggested in this goal be provided at these locations.</p> <p>Add a specific policy to Complete Streets incorporating current best practices for identifying tree planting locations and planting practices for street trees.</p> <p>Implement the new 20/25 mph guidelines adopted by Town Meeting and BOS.</p>	Michelle
11	Road and Sidewalk Maintenance	<p>Improve Pavement Condition Index (PCI rating).</p> <p>Board to review draft of staff sidewalk request ranking system.</p> <p>Need to add an element of the sidewalk ranking to include speed and volume on a road and bring to Board for approval as a new policy. More clearly identify target PCI for both roads and sidewalks.</p> <p>Contract with PathVu to measure the current smoothness and vibration of walkways.</p>	<p>For future public pedestrian pathways, consider the purchase of special equipment that measures smoothness/vibration, fully adopt the new standard for vibration, and integrate the assessment of sidewalk vibration into the Town's workflow protocols for design, installation, inspection, and maintenance.</p> <p>Consider a betterment policy for sidewalks.</p>	Michelle
12	Transportation-related	<p>Work with TSG to review, clarify and update existing policy on traffic calming and traffic calming implementation.</p>	<p>Provide TSG with direction regarding the phasing of traffic calming options when petitioners request that more aggressive options be implemented in the initial phase.</p> <p>Review options for one way streets, time-restricted passage</p>	Michelle
13	Youth Issues	<p>Monitor work of the Youth Coalition.</p> <p>Action item:</p> <ol style="list-style-type: none"> 1. Joint meeting with School Committee and Human Services Committee to discuss Town/School roles/responsibilities in mental health services. 	<p>Need to reevaluate Town's role(s) with youth in Lexington.</p> <p>Assess possible overlaps in Town committees (Human Services, Youth Services Council, Lexington Youth Commission) and School Committees (SHAC).</p>	Doug
14	Vacant Buildings	<p>Find uses for empty buildings: Muzzey Condo Space, Hosmer House, Ellen Stone Building, Carriage House at Community Center</p> <p>Action:</p> <ol style="list-style-type: none"> 1. Create volunteer committee to study use options and report to BOS. 		Peter/Doug

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15	Parking Requirements in Zoning Bylaw	Continue Center parking management initiative. Action Items: 1. Provide direction, feedback and support to the PB regarding parking requirements.		Peter
Low Priority				
16	Investigate a reduction in the CPA surcharge	Form a small working group (3-5 members) to study impact and track any updates from the State House.	In light of the potential increase in residential taxes due to upcoming debt exclusion votes, and also because there is a likelihood of a reduced state match of CPA funds, should the town consider reducing the CPA surcharge from the current 3%. This would financially help our residents who are on fixed incomes.	Joe
17	CPC Projects	Evaluate the CPA project requests early in the budget process as the CPC can be delayed in forming recommendations on applications before it, while waiting for the Board of Selectmen to take a position on the proposed projects. This, in turn, delays pertinent information reaching the Finance Committees and can result in time wasted vetting projects that ultimately are not brought forward.		Joe
18	Public service impacts of changing demographics, diversity	Adopt 20/20 Vision Demographics Subcommittee recommendations on engaging minority residents in town activities. Action Items: 1. Work with staff to recruit residents with dual-language skills to assist in translation for publication materials. 2. Consider training for retail establishments. 3. Town should offer short term projects with regard to Committee and Board appointments. 4. BOS representative should attend civic/ethnic/racial organizations that are active in the Town.	Encourage linguistic diversity among Town staff when hiring. Recruit new members with an eye toward diversifying Committee membership, representing Lexington across the lifespan. Action: 1. Investigate staff learning basic language skills. 2. Investigate universal visual signs, on-line translation services.	Suzie/Joe
19	Annual Town Meeting - Warrant	Consider by-law change for delivery of warrant. Action Items: 1. Should/needs to come to fall STM; Bring to the Fall STM so that we are clear for the next ATM		Suzie

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20	Ad Hoc Committee - HISTORIC DISTRICT COMMISSION transition to 40C enabling legislation	Create an ad hoc committee to evaluate changing Historic district commission from special legal authority to MGL authority.		Suzie/Michelle
21	Noise Bylaw	Provide guidance and direction to the noise committee to pursue quiet landscaping equipment and/or bylaw development for use of blowers & mowers; assist and support the noise committee in pursuing highway sound barriers from MassDOT/Federal Highway.		Peter/Michelle