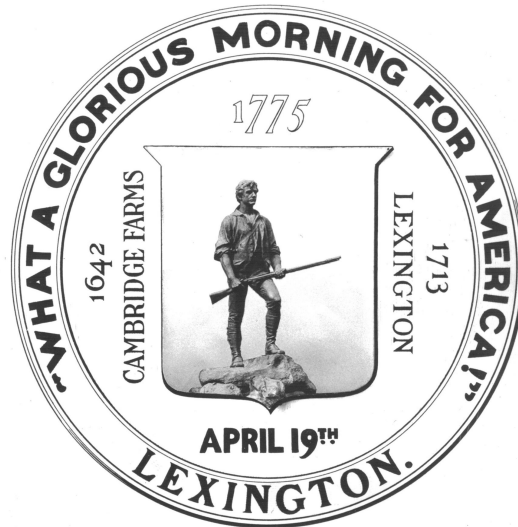


# CAPITAL EXPENDITURES COMMITTEE

## TOWN OF LEXINGTON



### REPORT TO THE 2019 ANNUAL TOWN MEETING (ATM)

**Released March 25, 2019**

**Submitted by:**

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**Summary of Warrant-Article Recommendations  
is Appendix C at the end of the report**

## Table of Contents

<b>Executive Summary</b> .....	1
The Mission of the Capital Expenditures Committee.....	2
How to Read This Report .....	2
<b>Summary of FY2020 Capital-Budget Requests</b> .....	3
Capital Budget.....	4
Capital Projects.....	5
The Community Preservation Act (CPA).....	6
Enterprise Fund Projects .....	9
Revolving-Fund Projects.....	9
<b>Five-Year Capital Plan</b> .....	10
<b>Programs</b> .....	15
Conservation and Open Space.....	15
Lexington Community Center.....	16
Fire & Rescue.....	17
Police .....	18
Cary Memorial Library.....	19
Public Works.....	20
Public Facilities .....	28
Recreation .....	31
Schools.....	32
Information Services.....	34
Town Clerk’s Office.....	34
Affordable Housing .....	35
Planning .....	37
Economic Development.....	38
<b>2019 ATM Warrant-Article Explanations and Recommendations</b> .....	39
Article 4: Reduce Community Preservation Act (CPA) Surcharge Rate From 3% To 1% Pursuant To G.L. c. 44B, § 16 (Citizen Article).....	39
Article 6: Appropriate For Cremation Facility at Westview Cemetery (Citizen Article) .....	39
Article 8: Funding For Sustainability Actions (Citizen Article).....	40
Article 10: Appropriate To Post Employment Insurance Liability Fund .....	41
Article 14: Appropriate the FY2020 Community Preservation Committee Operating Budget and CPA Projects (Multiple Categories) .....	42
Article 15: Appropriate for Recreation Capital Projects .....	46
Article 16: Appropriate for Municipal Capital Projects and Equipment.....	47
Article 17: Appropriate for Water Distribution System Improvements .....	55
Article 18: Appropriate for Wastewater System Improvements.....	55
Article 19: Appropriate for School Capital Projects and Equipment.....	56
Article 20: Appropriate for Public Facilities Capital Projects .....	57
Article 21: Rescind Prior Borrowing Authorizations.....	60
Article 22: Establish, Dissolve and Appropriate To and From Specified Stabilization Funds (SFs).....	61
Article 23: Appropriate to General Stabilization Fund .....	62
Article 24: Appropriate from Debt Service Stabilization Fund .....	62
Article 27: Appropriate for Authorized Capital Improvements.....	63

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

Article 32: Addition Of Capital Expenditures Committee-Related Provisions To The  
Representative Town Meeting And Selectmen-Town Manager Acts ..... 63

Article 35: Amend Article III Of Chapter 118 (Citizen Article) ..... 64

Article 36: Implement An Outcomes-Based Approach To Town Building Projects  
(Citizen Article) ..... 65

Appendix A: Information on the Town’s Current Specified Stabilization Funds ..... A-1

Appendix B: Used Acronyms Expanded ..... B-1

**Appendix C: Summary of Warrant-Article Recommendations ..... C-1**

## **Executive Summary**

We expect that most of you will not read this report from cover to cover (and that is ok). If you only have time for one section, please read this Executive Summary. If you have a little more time, read this section and review our recommendations in the Warrant Articles section as preparation for the presentations and debate at Town Meeting, either using Appendix C (Summary of Warrant-Article Recommendations) or the Article explanations and recommendations in this report starting on Page 39. The rest of the report can serve as reference material for when your constituents ask you hard-to-answer questions about the Town departments and offices that are involved with capital projects and the projects themselves.

For many years, this Committee has stressed the need for rational, long-term planning, and for just as many years, the Town has achieved a reasonable level of success in sequencing and executing our capital program. We welcome the new Town Manager, Jim Malloy, and anticipate that he will refine the capital-budget process all the way from before a Preliminary Budget is formed and through the long-range strategic planning. We anticipate that all proposed projects will be prioritized; that there will be emphasis on better out-year cost estimation using then-year amounts; that there will be more inclusive debt-service modeling which considers *all* anticipated projects, even if they are beyond the five-year horizon; and where possible, continued capital “program” migration from debt- to cash-based financing. Rome wasn’t built in a day, so this will take some time to fully achieve.

It may seem that we have reached the end of nearly two decades of large capital projects, including renovation or rebuilding of all our schools to enhance capacity, a new Samuel Hadley Public Services Building, and a new Community Center; improved roads and sidewalks; land purchases; and enhanced playing fields; but our collective work isn’t done. At this Town Meeting, you will consider three major projects: Center Streetscape Improvements, Automatic Meter Reading System, and Westview Cemetery Facility. At the 2019 Fall Town Meeting, you’ll be asked to vote construction money for a long-planned Police Headquarters with a corresponding debt-exclusion referendum relatively soon after that. Included in the yet-to-be modeled or defined potential projects: A Community Center Expansion and an Outdoor/Indoor Firing Range at the Town’s Hartwell Avenue site.

Article 4 at this Town Meeting originally proposed to reduce the Community Preservation Act Surcharge from 3% to 1%. This is an important debate, and it is not the first time it has arisen since Lexington adopted the Community Preservation Act in 2006. This Committee supports periodically reviewing the question about the surcharge percentage and encourages Town Meeting and the public to evaluate the projects that the Community Preservation Committee is considering each year for approval, but *we will strongly oppose any rollback in the near term, just as we did in 2013.*

For the past several years, this Committee has insisted that we not ignore the 800-pound gorilla in the room: addressing the need for replacement or major renovations at the Lexington High School. We have seen the finance model and to the surprise of no one, the news is not good. Using a \$350 million project cost (a figure which this Committee believes is too low based on neighboring towns’ comparative costs), minus 10% for the design process and a 30% estimated MSBA reimbursement of the balance, total net financing by the Town would be about \$245 million—not including the cost to the Town of the initial feasibility study. That would cause a spike to tax bills unlike any we have seen before.

Of course, it is too early for this Committee to take a position on that project, other than to say that it needs to be built into our planning and modeling. But one way or the other, the Town will have to either reduce project scope, extend project timelines, or increase taxes. There is no magic solution to avoiding this project. It is a keystone in our superb school system and with the number of students involved, no major curriculum change is seen as being acceptable to our residents, let alone providing a solution.

Finally, bear in mind that this Committee is appointed by the Moderator and chartered to advise Town Meeting. We take that charter seriously. While we work collegially with other boards and committees, our recommendations represent what we believe to be the best interests of our Town, and are offered for consideration by you, Town Meeting.

## **The Mission of the Capital Expenditures Committee**

From the Code of the Town of Lexington (§29-13):

- D. Each year the Capital Expenditures Committee shall request and receive from the Town Manager information on all capital expenditures requested by Town boards and departments that may be required within the ensuing five-year period. The Committee shall consider the relative need, timing and cost of these projects, the adequacy thereof and the effect these expenditures might have on the financial position of the Town.
- E. The Committee shall prior to each Town Meeting for the transaction of business prepare, publish and distribute by making copies available at the office of the Town Clerk and at Cary Memorial Library, and by mailing or otherwise distributing to each Town meeting member, a report of its findings, setting forth a list of all such capital expenditures together with the Committee's recommendations as to the projects that should be undertaken within the five-year period, the approximate schedule for the funding of each recommended project to the extent practical, and its recommendations on policies with either a direct or indirect effect on capital matters. This publication may be combined with and distributed at the same time as the Appropriation Committee report.

From the Code of the Town of Lexington (§29-14): “The term capital expenditures shall mean any and all expense of a nonrecurring nature not construed as an ordinary operating expense, the benefit of which will accrue to the Town over an extended period of time.”

From the Code of the Town of Lexington (§29-26): “The Capital Expenditures Committee shall state whether it endorses each recommendation of the Community Preservation Committee.”

## **How to Read This Report**

Our report is divided into four sections:

- An overview of capital projects in Lexington;
- Presentation of a five-year capital budget;
- Spending history and general capital plan for each department and program; and
- This year’s capital-related Warrant Articles.

“ATM Town Warrant” refers to the Town of Lexington Town Warrant for the 2019 Annual Town Meeting, February 4, 2019. “Brown Book” refers to the “Town of Lexington Fiscal Year 2020 Recommended Budget & Financing Plan”, March 4, 2019. Where our narrative includes a “See Article   .” it is referring you to that Article in the last section—“Warrant-Article Explanations and Recommendations”. In that section you will find:

We have quoted the Town’s or a Town Committee’s documentation for each of the Articles on which we are reporting. If we believe that quote has both adequately described the proposed work and satisfactorily made the case for the Town’s need, we will not reiterate either of those matters in this report. However, additional narrative is included where we felt it helpful.

Our Committee’s recommendations and how we voted are shown only in the boxed header for each Article and, if applicable, in any sub-elements unless there are further comments on our recommendation. (In any case where we are not unanimous in an Approval recommendation to Town Meeting there will be comments.) If there are comments, they will be *in italics* at the end of the text below the boxed header.

Our oral report on Town Meeting floor will highlight elements of our written report and present any new information not available as of this writing. When we report on a capital article on Town Meeting floor during the deliberations, a committee member will provide the committee’s recommendation and, if applicable, comments related to that recommendation.

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

## Summary of FY2020 Capital-Budget Requests

*IP = Indefinite Postponement    N/A = Not Applicable*

Article	Categories	Requests						CEC Differences from Request
		General Fund		Enterprise Funds <sup>2</sup>	CPF <sup>3</sup>	Approp. & Auth. Other <sup>4</sup>	Total	
		Debt	Cash <sup>1</sup>					
<b>Land Use, Health and Development</b>								
14(a)	Conservation Land Acquisition				\$275,000		\$275,000	
14(b)	Willard's Woods Site Improvements				\$138,273		\$138,273	
16(l)	Transportation Mitigation		\$100,000				\$100,000	
	<b>Subtotals Land Use, Health and Development</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$413,273</b>	<b>\$0</b>	<b>\$513,273</b>	
<b>Culture and Recreation</b>								
15(a)	Pine Meadows Improvements			\$75,000			\$75,000	
15(b)	Recreation Community Needs Assessment			\$50,000			\$50,000	
14(h)	Park Improvements - Hard Court Resurfacing				\$70,000		\$70,000	
14(i)	Park Improvements - Athletic Fields				\$435,000		\$435,000	
14(f)	Athletic Field Complex at Minuteman School						IP	
	<b>Subtotals Culture and Recreation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$125,000</b>	<b>\$505,000</b>	<b>\$0</b>	<b>\$630,000</b>	
<b>Library</b>								
20(h)	Cary Library Children's Room Renovation Design <sup>5</sup>		\$100,000				\$100,000	
<b>Public Facilities</b>								
20(a)	Public Facilities Bid Documents		\$100,000				\$100,000	
20(b)(1)	Building Flooring Program		\$125,000				\$125,000	
20(c)	Municipal Building Envelope and Systems		\$203,865				\$203,865	
20(d)	School Building Envelopes and Systems Program		\$233,448				\$233,448	
20(b)(2)	School Paving & Sidewalks Program		\$326,740				\$326,740	
14(j)	Playground Replacement Program - Bridge School				\$302,000		\$302,000	
20(e)	LHS Field House Track Resurfacing		\$250,000				\$250,000	
20(f)	Public Facilities Mechanical/Electrical System Replacements	\$605,000					\$605,000	
14(g)	Old Reservoir Bathhouse Renovation				\$620,000		\$620,000	
20(g)	Westview Cemetery Building Construction <sup>6</sup>	\$2,800,000					\$2,800,000	
6	Cremation Facility at Westview Cemetery		\$90,000				\$90,000	Disapprove
Fall STM	Lexington Police Station Rebuild-Construction	\$25,651,792					\$25,651,792	TBD
	<b>Subtotals Public Facilities</b>	<b>\$29,056,792</b>	<b>\$1,329,053</b>	<b>\$0</b>	<b>\$922,000</b>	<b>\$0</b>	<b>\$31,307,845</b>	
<b>Public Works</b>								
16(e)	Center Streetscape Improvements	\$9,101,730					\$9,101,730	
16(f)	Automatic Meter Reading System			\$5,940,000			\$5,940,000	
16(i)	Equipment Replacement	\$900,000		\$400,000			\$1,300,000	
16(k)	Street Improvements <sup>7</sup>		\$2,616,801			\$973,796	\$3,590,597	
16(b)	Storm Drainage Improvements and NPDES compliance		\$385,000				\$385,000	
18(a)	Sanitary Sewer System Investigation and Improvements			\$1,000,000			\$1,000,000	
16(a)	Hydrant Replacement Program		\$75,000	\$75,000			\$150,000	
18(b)	Pump Station Upgrades			\$700,000			\$700,000	
16(c)	Comprehensive Watershed Stormwater Management Study and Implementation		\$390,000				\$390,000	
17	Water Distribution System Improvements			\$2,200,000			\$2,200,000	
16(g)	Sidewalk Improvement	\$800,000					\$800,000	
14(d)	Battle Green Master Plan - Phase 3				\$253,394		\$253,394	
16(d)	Townwide Culvert Replacement		\$390,000				\$390,000	
16(j)	Townwide Signalization Improvements		\$125,000				\$125,000	
16(h)	Hill Street New Sidewalk Project	\$1,500,000					\$1,500,000	
16(p)	Electrical Vehicle Charging Stations					\$40,750	\$40,750	
	<b>Public Works Sub-Totals</b>	<b>\$12,301,730</b>	<b>\$3,981,801</b>	<b>\$10,315,000</b>	<b>\$253,394</b>	<b>\$1,014,546</b>	<b>\$27,866,471</b>	
<b>Lexington Public Schools</b>								
19	LPS Technology Program	\$724,088	\$1,019,812				\$1,743,900	
<b>Information Services</b>								
16(m)	Municipal Technology Improvement Program		\$150,000				\$150,000	
16(n)	Application Implementation		\$150,000				\$150,000	
(16(o)	Network Core Equipment Replacement		\$480,000				\$480,000	
	<b>Information Services Sub-Totals</b>	<b>\$0</b>	<b>\$780,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$780,000</b>	

(Continued on next page)

## Summary of FY2020 Capital-Budget Requests (continued)

Article	Categories	Requests						CEC Differences from Request
		General Fund		Enterprise Funds <sup>2</sup>	CPF <sup>3</sup>	Approp. & Auth. Other <sup>4</sup>	Total	
		Debt	Cash <sup>1</sup>					
<b>Town Clerk's Office</b>								
14(c)	Archives & Records Management/Records Conservation & Preservation				\$20,000		\$20,000	
<b>Government (Other)</b>								
4	Reduce CPA Surcharge Rate from 3% to 1%						IP	
8	Fund for Sustainability Actions						IP	
10	Post-Employment Insurance Liability Fund		\$1,879,721	\$5,765			\$1,885,486	<b>Commentary Only</b>
21	Rescind Prior Borrowing Authorizations						N/A	
22	Establish, Dissolve Appropriate To and From Specified Stabilization Funds		\$1,536,759			-\$5,200,000	-\$3,663,241	
23	Appropriate to General Stabilization Fund						IP	
24	Appropriate from Debt Service Stabilization Fund					\$124,057	\$124,057	
27	Appropriate for Authorized Capital Improvement						IP	
32	Addition of CEC-Related Provisions to the Representative Town Meeting & Selectmen-Town Manager Acts						N/A	
35	Amend Article III of Chapter 118						N/A	<b>Disapprove</b>
36	Implement An Outcomes-Based Approach to Town Building Projects						N/A	
14(l)	Community Preservation Committee Debt Service				\$3,094,680		\$3,094,680	
14(m)	Community Preservation Committee Administrative Budget				\$150,000		\$150,000	
<b>Government (Other) Sub-Totals</b>		<b>\$0</b>	<b>\$3,416,480</b>	<b>\$5,765</b>	<b>\$3,244,680</b>	<b>-\$5,075,943</b>	<b>\$1,590,982</b>	
<b>Non-Governmental Projects</b>								
14(e)	Historical Renovation & Adaptive Reuse of 9 Oakland Street				\$70,000		\$70,000	
14(k)	Lexhab Rehabilitation Funding				\$99,700		\$99,700	
<b>Non-Governmental Projects Sub-Totals</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$169,700</b>	<b>\$0</b>	<b>\$169,700</b>	
<b>Grand Totals</b>		<b>\$42,082,610</b>	<b>\$10,727,146</b>	<b>\$10,445,765</b>	<b>\$5,528,047</b>	<b>-\$4,061,397</b>	<b>\$64,722,171</b>	

<sup>1</sup> All types of General Fund. For the specific types, see the Summary in Appendix C or the Warrant-Article Explanations and Recommendations starting on Page 39.

<sup>2</sup> Includes use of retained earning and debt. For specific types, see the Summary in Appendix C or the Warrant-Article Explanations and Recommendations starting on Page 39.

<sup>3</sup> Includes both cash & debt appropriations.

<sup>4</sup> Includes using Town-created Revolving Funds (within the authorizations), Town Specified Stabilization Funds, Special Revenue Accounts, Town's Parking Meter Fund, State Chapter 90 funds, State Transportation Improvement Plan (TIP) funds, Rescinded Prior Borrowing Authorizations (as negative numbers) and private funding.

<sup>5</sup> Elsewhere appropriately carried as a DPF project.

<sup>6</sup> Debt service would be funded from the Sale of Cemetery Lots Special Revenue Account and partially from GF (Cash)(with portion of Burial revenue).

<sup>7</sup> Chapter 90 funds (\$973,796) do not need to be appropriated.

## Capital Budget

Lexington allocates appropriate resources to needed capital projects by considering them in three categories:

- Capital Projects (by definition those that can be financed, are greater than \$25,000; and have a useful life of at least 5 years for vehicles and equipment and 10 years for buildings or building components);
- Enterprise & Revolving Funds projects (greater than \$25,000); and
- Community Preservation Fund (CPF) projects (any dollar amount).



The Capital Expenditures Committee (CEC):

- Assesses capital needs brought forward by each department (municipal and schools) as well as the Community Preservation Committee (CPC) through the annual budgeting process;
- Works with those departments and the CPC to identify likely capital needs for the next five years;
- Independently considers public facilities, infrastructure systems, and prospective longer-term needs, as well as issues and facilities not being addressed within any department; and
- Through this report and in presentations, advises Town Meeting about necessary and prudent investments to maintain, improve, and create facilities required to serve Lexington citizens safely, effectively, and efficiently. During the year, Committee members also work with, advise, and consult staff members in various departments and with other public committees—notably in budget summits with the Board of Selectmen (BoS), the Appropriation Committee, and the School Committee—in an effort to shape a responsible capital budget for Lexington.

**Please note these important caveats:**

- All cost figures are estimates and often do not reflect the cost in then-year dollars. The degree of accuracy varies by project. Those projected several years into the future are the most uncertain. They are subject to refinement as projects are designed, bid, and built. Even relatively near-term work is subject to cost uncertainties until projects are bid and contracts signed as material, labor, and contract-management costs are often highly variable even over a period of just a few months.
- The scope of future projects is often highly uncertain. Accordingly, project budgets are subject to significant revision as the work is defined through the political and budgeting processes.
- Dates for appropriations and taxpayer impact of financing projects, unless otherwise specified, are given in fiscal years, beginning July 1.

### **Capital Projects**

Capital projects require careful analysis, budgeting, and broad support. Generally, recommended large capital projects have been funded through borrowing, consistent with their expected life and annual budgeting for operating needs.

This debt service can be funded in one of three ways:

1. Any portion of the borrowing not covered by Community Preservation Act (CPA) funds is absorbed into the operating budget. This option has significant implications on financing other Town needs.
2. Costs outside the Proposition 2½ tax-levy limit are financed, if approved to be so by the Town voters in a debt-exclusion referendum, which then reinforces broad support.
3. When projects are funded under the CPA, a debt-exclusion vote is not required.

This Committee applauds the Town departments' emphasis on continual infrastructure maintenance and upgrades. We continue to work closely with the stewards of our assets to prioritize, plan, and project the Capital work for a period of five years or more.

### **The Projects Agenda**

The following is a comprehensive list of big-ticket items that are under consideration in Lexington. Except for the first three items identified by the BoS as the Town's highest priorities—with which this Committee agrees—no priority ranking is intended; the rest of this listing is simply alphabetical.

- **School Buildings**—Expansion, Renovation & Reconstruction.
- **Fire Station Central Headquarters**—Replacement.
- **Police Headquarters**—Renovation or Replacement.
- **Carriage House** (next to Lexington Community Center)—Determine Use and Renovation
- **Community (Affordable) Housing**—Development and Acquisition (See Article 14(k).)
- **Conservation/Open Space Land**—Acquisition and Enhancement (See Article 14(a & b).)
- **Center Streetscape Improvements** (See Article 16(e).)

- **Greenways Corridor**—Implementation. These are projects to link open spaces with trails. The major West Lexington Greenway Project—the proposed trail network west of I-95/Route 128 linking all Town-owned open space and the Minuteman Bikeway with the Battle Road Trail in the Minuteman National Historic Park via accessible trails—has been studied.
- **Hammond A. Hosmer House**, 1557 Massachusetts Avenue (previously called the White House)—Determine Use and Renovation. This structure has been stabilized, but is not code compliant nor suitable for use without further renovation or build-out. (For the on-going action, see Page 29 under Public Facilities.)
- **Hartwell Avenue Transportation Management Overlay District Improvements**
- **Munroe School**
- **Muzzey High Condominium Unit** (former Senior Center), 1475 Massachusetts Avenue—Determine Use and Renovation
- **Recreation Facilities**—A continuing need (See Articles 14(f), 14(j), and 15.)
- **Roads**—A continuing need (See Article 16(k).)
- **Sidewalks**—A continuing need (See Article 16(g).)
- **Stone Building** (previously the East Lexington Library), 735 Massachusetts Avenue—Determine Use and Renovation. This structure has been stabilized, but is not code compliant nor suitable for use without further renovation or build-out.
- **Transportation Mitigation**—This is a continuing need. (See Article 16(l).) (Actions taken are often an element of road-related projects, rather than being solely to achieve specific mitigation)
- **Visitors Center**—Being rebuilt
- **Westview Cemetery**—Replace the maintenance building with possibility of adding a crematory facility at a later date (See Article 6 and Article 20(g).)

The BoS, School Committee (SC), CPC, and Permanent Building Committee (PBC) will continue to evaluate, refine, prioritize, and schedule these projects for the next several years. Realistic cost proposals should be incorporated in the 5-year projections. The Town-wide Facility Master Plan—that will incorporate Schools and Municipal Plans—is still a work in progress, but each component Plan completed will contribute to that process.

### **The Community Preservation Act (CPA)**

In March, 2006, Lexington voted to adopt the CPA—an opt-in, State funding mechanism for selected purposes. CPA funds may be used for capital projects proposed by municipal and non-municipal entities within the four categories of Community Housing, Historic Resources, Open Space, and Recreational Use as provided in the enabling Act. This separate pool of money can help accomplish some of our Town’s traditional needs, but only those that fall within the limited purposes of the Act. (See Article 14(a)-(m).)

Each community opting in to the Act voluntarily adds a surcharge of 1% to 3% on its municipal taxes to fund its CPF. Lexington chose 3%. Under the statute, each CPA municipality is then eligible for annual supplemental State funding proportional to its level of surtax. The original state supplement was intended to "match" the total of each municipality's surcharge receipts at 100%, but as more municipalities opted into the program, the supplement level to each has diminished. When the initial distribution to towns is less than 100%, the State does a second, and potentially third, round calculation to determine the final supplemental funding for those communities that have adopted the maximum 3% surcharge. (See the Table below for the supplemental distributions received by Lexington for each of the years it has participated in the CPA, including the projection for FY2020.)

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

This table reflects Lexington’s actual State, supplemental, receipts since adopting the CPA, along with a projection for FY2020:

Year in which supplement received	Prior-Year's CPA Surcharge Collected <sup>1</sup>	State Supplement Percentage				Total Supplement Amount
		1st Round	2nd Round	3rd Round	Total	
FY2008 (Actual)	\$2,556,362	100.0%	N/A	N/A	100.0%	\$2,556,362
FY2009 (Actual)	\$2,777,882	67.6%	1.8%	N/A	69.4%	\$1,927,708
FY2010 (Actual)	\$2,931,678	34.8%	0.9%	0.5%	36.2%	\$1,060,390
FY2011 (Actual)	\$3,042,587	27.2%	0.6%	0.4%	28.2%	\$858,729
FY2012 (Actual)	\$3,206,117	26.6%	0.6%	0.4%	27.6%	\$885,463
FY2013 (Actual) <sup>2</sup>	\$3,344,371	26.8%	0.6%	0.4%	27.8%	\$929,507
FY2014 (Actual) <sup>3</sup>	\$3,572,460	52.2%	1.1%	0.7%	54.1%	\$1,932,347
FY2015 (Actual) <sup>4</sup>	\$3,777,676	31.5%	0.7%	0.4%	32.6%	\$1,230,116
FY2016 (Actual) <sup>5</sup>	\$4,012,883	29.7%	0.6%	0.4%	30.7%	\$1,229,774
FY2017 (Actual) <sup>6</sup>	\$4,217,305	20.6%	0.4%	0.3%	21.3%	\$897,243
FY2018 (Actual) <sup>7</sup>	\$4,442,893	17.2%	0.4%	0.2%	17.8%	\$789,905
FY2019 (Actual) <sup>8</sup>	\$4,659,786	19.0%	0.5%	0.3%	19.8%	\$922,256
Total Actual:	\$42,542,000			Received to date:	35.8%	\$15,219,800
FY2020 (Projected) <sup>9</sup>	\$4,878,270	TBD	TBD	TBD	11.5%	\$561,000
Totals including projected:	\$47,420,270				33.3%	\$15,780,800

<sup>1</sup> The "actuals" are the net amounts as used by the State; the "projected" is the Town's projection for the net collection.

<sup>2</sup> The Total Supplement Amount includes \$255 to correct an underpayment in FY2012 from an error with Phillipston's surcharge.

<sup>3</sup> The Total Supplement Amount reflects a \$25 million addition to the State's CPA Trust Fund because the State finished FY2013 with a surplus of at least that amount—thereby permitting the maximum amount authorized by the State Legislature to go into that Fund.

<sup>4</sup> The Total Supplement Amount reflects a \$11.4 million addition to the State's CPA Trust Fund because the State finished FY2014 with a surplus of at least that amount—thereby permitting the maximum amount authorized by the State Legislature to go into that Fund.

<sup>5</sup> The Total Supplement Amount reflects a \$10 million addition to the State's CPA Trust Fund because the State finished FY2015 with a surplus of at least that amount—thereby permitting the maximum amount authorized by the State Legislature to go into that Fund.

<sup>6</sup> There was no State budget surplus from FY2016 so, while the State Legislature authorized up to a \$10 million addition from any surplus, there was no subsequent State infusion into the State's CPA Trust Fund.

<sup>7</sup> There was no State budget surplus from FY2017 so, while the State Legislature authorized up to a \$10 million addition from any surplus, there was no subsequent State infusion into the State's CPA Trust Fund. The Total Supplement Amount includes a \$168 deduction as an adjustment due to an update to FY2017 data after last year's distribution was made.

<sup>8</sup> The Total Supplement Amount reflects a \$10 million addition to the State's CPA Trust Fund because the State finished FY2018 with a surplus of at least that amount—thereby permitting the maximum amount authorized by the State Legislature to go into that Fund.

<sup>9</sup> The projected percentage does not include any increase resulting from the State deciding to infuse the State's CPA Trust Fund with additional funding from a prior-year budget surplus or a revision to the fees at the Registries of Deeds.

The funds available for these State supplements are taken from surcharges on the transaction fees charged by the State’s Registries of Deeds and vary from year to year with the level of activities at those Registries. For the past six years, the State has allocated additional funds to the state Community Preservation Act Trust Fund (CPATF) if the State’s prior-year’s budget ended with a surplus. However, the State’s budgets did not always end with a surplus. (See the footnotes to the above table.)

"An Act to Preserve Community Preservation" is currently pending in the State legislature to raise registry fee surcharges to a level that—at the current rate of activity at the registries—should maintain each municipality’s CPA supplement above 40%. Between the House and the Senate, there are now 131 sponsors, and the Governor has indicated that he would look favorably upon a surcharge increase to maintain funding for the CPA. If the bill passes in the current legislative session, we would first see enhanced funding in FY2021

## CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

The Lexington CPF receives the annual receipts from our local surcharge, State supplement, and interest on the balance in our Town's CPF. Under the statute, 10% of the total each year is allocated to each of the following categories: Community Housing, Historic Resources, and Open Space. The remaining 70% of this income may be spent for any of these categories or for Recreation. Funds may be accrued from year to year and are available for debt service on previously approved projects.

Projects are brought to Town Meeting for action upon the recommendation of a Community Preservation Committee (CPC) whose membership, in our Town, is prescribed in the Code of Lexington as follows:

**§ 29-23A.** There is hereby established a Community Preservation Committee pursuant to Section 5 of Chapter 44B of the General Laws (the "Act") consisting of nine members. The Board of Selectmen shall appoint three members of the Community Preservation Committee and the following bodies shall each select one of its members for membership on the Community Preservation Committee: The Conservation Commission, the Planning Board, the Recreation Committee, the Historical Commission, the Housing Authority and the Housing Partnership.

Town Meeting can only approve, reduce the funding, or disapprove a project; it cannot change the purpose. Town Counsel has provided an opinion that Town Meeting can change the funding mechanism for a given project (cash or debt). This Committee gives our recommendation on each of the projects put before the Town Meeting.

See the report of the CPC for information on how Lexington has spent the funds from its CPF since 2007.

It is important to note that the projected available CPF cash is not a limitation on what the CPC can recommend to Town Meeting for spending approval. The method of paying for projects recommended by the CPC can—and often does—include, in part or in total, issuing debt instruments which are then paid over the term of the borrowing using the CPF. It remains the recommendation of this Committee that: (1) Any such debt be for as short a term and payment front-end loaded, as practical, after considering the funding projected for the CPF (not including any State supplemental funds) over at least the next 10 years; and (2) Such debt should be approved only after consideration of future projects that might come before the CPC for consideration which would require funds beyond those allocated to the three, mandatory reserves for Open Space, Historic Resources, and Community (Affordable) Housing.

The debt service on such debt instruments is an obligation borne by the CPF throughout the term of those instruments—whether short-term financing (i.e., notes, such as a Bond Anticipation Note [BAN]) and/or long-term financing (i.e., a bond). (If a project relies on such debt, it is the Town's practice that each year's debt service will be paid from any funds remaining in the reserve category under which that project was eligible—whether or not initially financed from that reserve—before use of other available funds.) In future years, it is incumbent on the CPC to recommend to Town Meeting, and for Town Meeting to approve, those obligatory debt-service-payment appropriations. (See Article 14(1).)

One approach that provides flexibility in deciding how much, if any, CPF cash should be applied up front for a large project is to defer that decision by initially issuing a BAN for a term of one year or less for the full amount of the project. (A BAN typically carries an interest rate substantially below even the relatively low rates paid on the Town's bonds.) When a BAN matures, a decision can be made whether to use CPF cash to reduce the total for which a longer-term bond would then be issued. Doing so gives the Town a better idea of how much CPF cash should be held in anticipation of the next—and later—years' demands upon the CPF. This mechanism has been used in the past, and this Committee expects it to be proposed in the future for other large projects.

The CPC carefully husbands available funds, and this year approved only projects which could be funded with current income and funds on hand, after debt service and its administrative costs. The goal is to avoid any further borrowing until a substantial portion of the current obligations is retired.

The Town, the CPC, and this Committee are mindful of the additional taxes which the CPA imposes on our community at a time when our tax burden is high and projected to rise in order to pay for essential capital projects like the police station and a new or renovated Lexington High School. To lessen the impact on Lexington households, particularly those with smaller homes, the Town has adopted a

provision that excepts the first \$100,000 of home value from the CPA surcharge. Based on FY2019 calculations, the *average* additional tax burden per household from the CPA surcharge is \$452 per year.

As is clear from the Table in this section, by choosing the maximum 3% surcharge, Lexington has received the maximum supplement paid from the State for every year since 2007. As of FY2019, the Town has received \$15,219,800. Had our participation been at the 1% level, not only would our initial proportional distributions have been lower, we would not have received the second and third round distributions, and our total supplemental receipts would have been less than a third of what they were. For relatively small contributions per household, the Town has realized enormous benefits, and will continue to do so, even with the lower percentage supplements of recent years. For these reasons this Committee believes that Lexington should maintain its CPA participation at the 3% level, and that not to do so would be "penny wise and pound foolish."

See the CPA Summary in the Brown Book (Appendix C, Page C-7) for a summary of the CPF status, including projects that have been funded from the CPF since its inception in Lexington and those being requested in FY2020 under Article 14. Also see the CPC's report to these Town Meetings for its projection of what the CPF balance would be after this Town Meeting if Town Meeting were to approve all of the CPC's recommendations.

### **Enterprise Fund Projects**

The Town operates three enterprise funds for revenue-producing activities funded outside the tax levy by user fees: water distribution, wastewater distribution [sanitary sewers], and certain Recreation and Community Programs (R&CP) services, such as the golf course, swimming pools, and tennis courts. Unlike property-tax revenues, enterprise-fund fees are *not* subject to a limit under Proposition 2½. Recreational playground restoration and equipment, in contrast, are not fee generating and capital investment for such equipment is therefore, normally funded as part of the small-ticket program of the GF. The 2012 amendments to the CPA expanded the range of recreation projects that are eligible for funding under that Act; therefore, many recreational projects have since have been submitted to our CPC with requests for use of the CPF as the fund source. That continues this year; many of the recreation projects coming before this ATM will be for full or partial funding from the CPF rather than from the EF or GF.

The R&CP EF had paid \$100,000 per year for Lincoln Field debt service from FY2004 until FY2018, when that debt was retired.

This Town Meeting will consider requests from the Departments that manage the Water, Sewer, and R&CP EFs. (See Articles 10, 15-18, 20.)

### **Revolving-Fund Projects**

Revolving funds established under the provisions of Massachusetts General Laws (MGL) Chapter 44, Section 53E½, must be authorized annually by Town Meeting vote. (As the Schools Food Service Revolving Fund was established, instead, under MGL Ch. 548 of the Acts of 1948, it does not require Town Meeting's annual authorization or appropriation to use it.)

The fund is credited with only the departmental receipts received in connection with the programs supported by such revolving fund, and expenditures may be made from the revolving fund, without further appropriation, for those programs.

Revolving funds are usually expended to cover non-capital costs, and this Committee normally does not report on their annual authorizations unless a capital expense is contemplated. Such an expense is not contemplated in FY2020.

## Five-Year Capital Plan

The table on the next four pages summarizes the five-year capital plan that this Committee is submitting for Town Meeting’s consideration. It reflects the expected FY2020 appropriations at the 2019 ATM and the FY2021–FY2024 requests that this Committee anticipates. We started with the amounts and timing shown in the Brown Book, Page XI-4 for FY2020, and XI-24 & -25 for FY2021–FY2024. Those requests have been updated based on any information we received after it was published and we have made additional entries or changes where we feel, based on earlier studies, design & engineering (D&E) (also architect/engineer [A/E]) work), or the existence of a multi-phase project, that there might be future requests, although no formal position has been taken by the Town. In that vein, there are important caveats to that table:

- Please see the footnotes for information on the status of many of the entries and how this Committee’s position differs from that presented by the Town in the Brown Book.
- *Excluding* the many tens of millions of dollars of to-be-determined (TBD) entries, the total in this Committee’s Plan for FY2021–FY2024 is just shy of \$92.4 million. The TBD entries include future construction phases and yet to be determined elements of projects for which there may be additional phases not yet specified or entire major facility projects (e.g., Lexington High School renovation/reconstruction design & construction and the Police Outdoor/Indoor Firing Range at Hartwell Avenue, Community Center Expansion, etc.). The TBDs will swamp the total estimated amounts.
- The Capital Stabilization Fund (CSF) is receiving another meaningful appropriation for FY2020. (See Article 22.) For several years the Town has been building the resources of this Fund so that reserve can be used toward mitigation of the tax impact of the debt service from the capital projects. Given the current proposed and possible out-year projects in our Capital Plan, it is expected that the use of the CSF to mitigate our debt service will fully deplete that reserve before the debt service for the projects currently contemplated in this Plan is completed.
- Because of the ongoing challenge the Town faces with regard to the renovation/replacement/renewal of its Capital Assets, this Committee urges the BoS to continue to refine a formal, Town-wide, Facilities Master Plan—including a financing plan that also identifies the likely debt-exclusion referendums. This Committee stands ready to assist in any way it can.
- This Committee appreciates the Town’s concern about citing a preliminary estimate for projects that are not yet well-defined and hence, the Town’s out-year amounts generally do not reflect the costs in then-year dollars. As this Committee does not have the means to reasonably adjust current-year values to then-year values, we are using the Town’s dollar values unless we have made a change for another reason—in which case there will be an explaining footnote.

CEC Five-Year Capital Plan (FY2020–FY2024) <sup>1</sup>						
Project	FY2020 Recommended	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	Non-TBD Totals
<i>Information Technology</i>						
Phone Systems & Unified Communication		\$150,000	\$120,000	\$120,000	\$120,000	\$510,000
Network Core Equipment Replacement	\$480,000	\$75,000	\$190,000		\$260,000	\$1,005,000
Municipal Technology Improvement Program	\$150,000	\$85,000	\$85,000	\$125,000	\$125,000	\$570,000
Network Redundancy & Improvement Plan		\$330,000	\$220,000		\$100,000	\$650,000
Application Implementation	\$150,000	\$75,000	\$75,000	\$150,000	\$75,000	\$525,000
<b>Subtotals—Information Technology</b>	<b>\$780,000</b>	<b>\$715,000</b>	<b>\$690,000</b>	<b>\$395,000</b>	<b>\$680,000</b>	<b>\$3,260,000</b>
<i>Town Clerk</i>						
Archives & Records Management/Records Conservation & Preservation	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
<b>Subtotal—Town Clerk</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$100,000</b>
<i>Land Use, Health and Development</i>						
Conservation Land Acquisition	\$275,000					\$275,000
Transportation Mitigation	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Parking Lot Consolidation and Repaving <sup>2</sup>		\$105,000	\$1,500,000			\$1,605,000
Willard's Woods Site Improvements	\$138,273	\$597,114				\$735,387
Daisy Wilson Meadow Restoration		\$22,425				\$22,425
West Farm Meadow Preservation			\$22,425			\$22,425
Stone Building Use Analysis <sup>3</sup>				TBD		
<b>Subtotals—Land Use, Health and Development</b>	<b>\$513,273</b>	<b>\$824,539</b>	<b>\$1,622,425</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$3,160,237</b>
<i>Fire &amp; Rescue</i>						
Ambulance Replacement		\$280,000			\$290,000	\$570,000
Replace 2004 Pumper				\$625,000		\$625,000
Portable Radio Replacement (also applies to Police) <sup>4</sup>				TBD		
<b>Subtotals—Fire &amp; Rescue</b>	<b>\$0</b>	<b>\$280,000</b>	<b>\$0</b>	<b>\$625,000</b>	<b>\$290,000</b>	<b>\$1,195,000</b>
<i>Police</i>						
Portable Radio Replacement (also applies to Fire & Rescue) <sup>4</sup>				TBD		
Police Outdoor/Indoor Firing Range - Hartwell Ave. <sup>5</sup>		\$125,000	TBD			\$125,000
<b>Subtotals—Police</b>	<b>\$0</b>	<b>\$125,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$125,000</b>
<i>Library</i>						
Cary Library Children's Room Renovation <sup>6</sup>	\$100,000	\$120,000	\$1,950,000			\$2,170,000
<b>Subtotals—Library</b>	<b>\$100,000</b>	<b>\$120,000</b>	<b>\$1,950,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,170,000</b>
<i>Public Facilities</i>						
Townwide Roofing Program		\$2,010,152	\$200,934	\$5,626,693	\$2,196,029	\$10,033,808
School Building Envelopes and Systems Program	\$233,448	\$239,285	\$245,199	\$251,400	\$257,684	\$1,227,016
Municipal Building Envelopes and Systems	\$203,865	\$208,962	\$214,186	\$219,540	\$245,486	\$1,092,039
Building Flooring Program	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
School Paving & Sidewalk Program	\$326,740	\$125,000	\$125,000	\$125,000	\$125,000	\$826,740
Public Facilities Bid Documents	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Public Facilities Mechanical/Electrical System Replacements	\$605,000	\$672,000	\$728,000	\$788,500	\$850,000	\$3,643,500

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CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

CEC Five-Year Capital Plan (FY2020–FY2024) <sup>1</sup> (continued)						
Project	FY2020 Recommended	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	Non-TBD Totals
Lexington High School—New or Rehabilitation <sup>7</sup>		\$1,825,000		TBD		\$1,825,000
LHS Field House Track Resurfacing	\$250,000					\$250,000
Playground Replacement—Bridges School	\$302,000					\$302,000
Old Reservoir Bathhouse Renovation	\$620,000					\$620,000
Westview Cemetery Building Construction	\$2,800,000					\$2,800,000
Lexington Police Station Rebuild—Construction <sup>8</sup>	\$25,651,792					\$25,651,792
Middle & High School Short-Term Capacity Enhancements <sup>9</sup>		\$150,000		TBD		\$150,000
<b>Subtotals—Public Facilities</b>	<b>\$31,217,845</b>	<b>\$5,455,399</b>	<b>\$1,738,319</b>	<b>\$7,236,133</b>	<b>\$3,899,199</b>	<b>\$49,546,895</b>
<i>Public Works</i>						
Center Streetscape Improvements	\$9,101,730				TBD	\$9,101,730
Massachusetts Avenue/Woburn Street Intersection Improvement <sup>10</sup>						
Automatic Meter Reading System	\$5,940,000					\$5,940,000
Battle Green Master Plan - Phase 3	\$253,394	\$317,044				\$570,438
Hill Street New Sidewalk Project	\$1,500,000					\$1,500,000
Electrical Vehicle Charging Stations	\$40,750					\$40,750
DPW Equipment Replacement	\$1,300,000	\$1,232,500	\$1,209,000	\$1,407,000	\$1,357,000	\$6,505,500
Street Improvements <sup>11</sup>	\$2,616,801	\$2,634,022	\$2,651,674	\$2,669,767	\$2,688,312	\$13,260,576
Storm Drainage Improvements and NPDES compliance	\$385,000	\$385,000	\$385,000	\$385,000	\$385,000	\$1,925,000
Sanitary Sewer System Investigation and Improvements	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Hydrant Replacement Program	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Pump Station Upgrades	\$700,000	\$602,000	\$520,000	\$50,000		\$1,872,000
Comprehensive Watershed Stormwater Management Study and Implementation	\$390,000	\$390,000	\$390,000	\$390,000	\$390,000	\$1,950,000
Water Distribution System Improvements	\$2,200,000	\$2,530,000	\$3,040,000	\$2,200,000	\$2,200,000	\$12,170,000
Sidewalk Improvement	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$4,000,000
Townwide Culvert Replacement	\$390,000	\$390,000	\$390,000	\$390,000	\$390,000	\$1,950,000
Townwide Signalization Improvements	\$125,000	\$125,000	\$125,000	\$50,000	\$55,000	\$480,000
Municipal Parking Lot Improvements		\$40,000	\$480,000			\$520,000
Hartwell Avenue Compost Site Improvements				\$200,000		\$200,000
Battle Green Streetscape Improvements		\$200,000	\$3,000,000			\$3,200,000
Public Parking Lot Improvement Program			\$100,000	\$500,000	\$500,000	\$1,100,000
Public Grounds Irrigation Improvements					\$200,000	\$200,000
<b>Subtotals—Public Works</b>	<b>\$26,892,675</b>	<b>\$10,795,566</b>	<b>\$14,240,674</b>	<b>\$10,191,767</b>	<b>\$10,115,312</b>	<b>\$72,235,994</b>
<i>Culture &amp; Recreation</i>						
Pine Meadows Improvements	\$75,000		\$60,000			\$135,000
Recreation Community Needs Assessment <sup>12</sup>	\$50,000	TBD				\$50,000
Recreation Fields Assessment <sup>13</sup>		TBD				
Athletic Field Complex at Minuteman School <sup>14</sup>	TBD					
Park and Playground Improvements		\$92,000	\$105,000	\$70,000		\$267,000
Park Improvements - Athletic Fields	\$435,000	\$360,000	\$125,000	\$190,000	\$195,000	\$1,305,000

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CEC Five-Year Capital Plan (FY2020–FY2024) <sup>1</sup> (continued)						
Project	FY2020 Recommended	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	Non-TBD Totals
Pine Meadows Equipment		\$80,000		\$70,000	\$70,000	\$220,000
Park Improvements - Hard Court Resurfacing	\$70,000	\$85,000	\$65,000	\$1,590,000		\$1,810,000
Outdoor Pickleball Court Construction <sup>15</sup>			TBD			
Cricket Field Construction <sup>15</sup>			TBD			
Community Center Campus Expansion <sup>16</sup>					TBD	
Pine Meadows Clubhouse Renovation		\$100,000	\$750,000			\$850,000
Recreation Software Upgrade		\$50,000				\$50,000
<b>Subtotals—Culture &amp; Recreation</b>	<b>\$630,000</b>	<b>\$767,000</b>	<b>\$1,105,000</b>	<b>\$1,920,000</b>	<b>\$265,000</b>	<b>\$4,687,000</b>
<i>Schools</i>						
LPS Technology Capital Request	\$1,743,900	\$1,249,600	\$1,661,500	\$1,872,020	\$1,069,500	\$7,596,520
<b>Subtotals—Schools</b>	<b>\$1,743,900</b>	<b>\$1,249,600</b>	<b>\$1,661,500</b>	<b>\$1,872,020</b>	<b>\$1,069,500</b>	<b>\$7,596,520</b>
<i>Non-Government</i>						
Historical Renovation & Adaptive Reuse of 9 Oakland	\$70,000					\$70,000
Lexhab Rehabilitation Funding	\$99,700					\$99,700
<b>Subtotals—Non-Government</b>	<b>\$169,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$169,700</b>
<i>Community-Wide</i>						
Future Conservation Land Acquisition <sup>17</sup>		TBD	TBD	TBD	TBD	
Future LexHAB Projects <sup>17</sup>		TBD	TBD	TBD	TBD	
Lexington Housing Authority Projects <sup>17</sup>		TBD	TBD	TBD	TBD	
Community Housing on the Leary Property <sup>18</sup>		TBD				
Other Future CPF-Funded Projects <sup>19</sup>		TBD	TBD	TBD	TBD	
CPA Debt Service <sup>20</sup>	\$3,094,680	\$3,016,730	\$2,920,840	\$1,866,600	\$1,788,900	\$12,687,750
CPA Administrative Budget <sup>20</sup>	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
<b>Subtotals—Community-Wide</b>	<b>\$3,244,680</b>	<b>\$3,166,730</b>	<b>\$3,070,840</b>	<b>\$2,016,600</b>	<b>\$1,938,900</b>	<b>\$13,437,750</b>
<b>Grand Totals</b>	<b>\$65,312,073</b>	<b>\$23,518,834</b>	<b>\$26,098,758</b>	<b>\$24,376,520</b>	<b>\$18,377,911</b>	<b>\$157,684,096</b>

**FOOTNOTES**

<sup>1</sup> The following apply to all items below: (a) all changes from the Town's 5-Year Capital Plan or information provided in these footnotes, unless otherwise identified, are done by this Committee; (b) the amounts include all fund sources; (c) "TBD" indicates undefined at present, but the potential exists for one or more requests in those years; (d) most FY2021–FY2024 amounts are not presented on an inflation-adjusted basis; and (e) individual amounts may be below the \$25,000 capital threshold if projected to be funded from the CPF.

<sup>2</sup> Construction is expected to be executed by DPW.

<sup>3</sup> Included as use for this Town asset should be determined.

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**CEC Five-Year Capital Plan (FY2020–FY2024)<sup>1</sup> (continued)**  
**FOOTNOTES (continued)**

<p><sup>4</sup> Placekeeper for when the Federal Communications Commission issues an expected directive that requires public-safety radios change to another frequency band.</p>	<p><sup>5</sup> While not established, this project's design and construction should be executed by DPF (as it includes a building) with assistance by DPW, as it is their site.</p>	<p><sup>6</sup> The Library intends to pursue Library Foundation and private contributions to support the FY2022 renovation cost.</p>	<p><sup>7</sup> Funding for feasibility study moved from FY2023 to FY2021 to be on the potential, earlier, timeline as the Statement of Interest was submitted to the MSBA in March, 2019, and a TBD is added for FY2022–FY2024 for both the design and construction funding.</p>	<p><sup>8</sup> Expected to be presented to a Special Town Meeting this fall.</p>	<p><sup>9</sup> Only FY2021 has been formally presented; later TBD is a placekeeper.</p>	<p><sup>10</sup> This intersection improvement was removed from the Center Streetscape Improvement Project, but although work is anticipated, a formal request has yet to be made. The inclusion in this plan is made so as to keep the need in sight—with the TBD arbitrarily placed in FY2024.</p>	<p><sup>11</sup> Does not include the usually substantial Chapter 90 fundings—now approaching \$1 million that is expected annually from the State and that do not require appropriation.</p>	<p><sup>12</sup> Added a TBD in FY2021 for at least initial implementation in response to the findings of the Needs Assessment.</p>	<p><sup>13</sup> Included as it is expected to be requested, especially if participation in a Minuteman Athletic Field Complex is not achieved.</p>	<p><sup>14</sup> Included as a placekeeper in case negotiations on an Inter-Municipal Agreement (IMA) regarding Lexington participation in a Minuteman Athletic Field Complex should resume and be completed in time for a funding request to be made at a Fall Special Town Meeting. It does not, however, indicate what this Committee's position would be were such a request made. The maximum the Town was prepared to present to the 2019 Annual Town Meeting if the IMA had been successfully completed with Lexington being the sole, external, participant in the use of such a Complex was \$4,900,000; however, that request was known to be indefinitely postponed before this Committee had taken a position on it.</p>	<p><sup>15</sup> As it is not known whether the introduction of those two activities (Outdoor Pickleball &amp; Cricket) could be accomplished by repurposing existing facilities (thereby replacing an existing use) or by acquisition of new recreation land, this Committee has reservations about the plan to effect either of those actions or the total costs to do so. Therefore, TBDs have been substituted for the \$100,000 in FY2022 for Outdoor Pickleball Court Construction and the \$200,000 in FY2022 for Cricket Field Construction and running to FY2023 as the priority of providing for those two sports has not been demonstrated to this Committee.</p>	<p><sup>16</sup> As this project has not been included in modeling of future funding needs and, thus, there is no proposed source for the follow-on costs, this Committee removed the FY2022 \$250,000 for Schematic Design, the FY2023 \$210,000 (taken to be for advancing the design through construction/bid documents, but considered to be insufficient if \$250,000 is needed for Schematic Design), and the FY2024 \$22,550,000 for construction. In their place, TBD is entered for FY2024 when it may be feasible to have addressed how it would be practical to proceed with funding once the full impact of the Lexington High School renovation/replacement is understood.</p>	<p><sup>17</sup> Included as potential requests to the CPC during the time frame of this Plan.</p>	<p><sup>18</sup> Included this long-delayed project to add community housing to land the Town had purchased with the explicit intent for such housing on a dedicated portion of that purchase is a priority for this Committee.</p>	<p><sup>19</sup> Included as expected requests from the CPC during the time frame of this Plan.</p>	<p><sup>20</sup> Included as routine, annual, appropriations from the CPF.</p>
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## Programs

### Conservation and Open Space

#### **Ongoing Projects**

**Wright Farm.** As part of the ongoing development of the Wright Farm property, purchased by the Town in 2012 and 2015, the 2017 ATM approved a supplemental appropriation of \$87,701 for site assessment, land management, and legal work associated with the purchase and assignment of the housing portion of the property to the Lexington Housing Assistance Board (LexHAB). The assessment has been completed, and the transfer to LexHAB, as well as creation of conservation and housing deed restrictions, are to be completed this year. The parcel now provides 12.6 acres of open space, including a barn being restored as a public space for environmental education, and an additional portion (43,446 square feet) containing a single-family home which is being restored for community (affordable) housing.

**Cotton Farm.** The 2017 ATM approved an appropriation of \$301,300 for design and construction work at the Town-owned Cotton Farm, to include relocating the parking area and installing an ADA-accessible trail and viewing platform. To date, survey and wetlands delineation have been completed, and design and permitting are expected to be completed this spring, with construction bids to be received so as to begin construction in late spring of this year.

**Meadowlands.** As part of its ongoing program of restoration and preservation of meadow lands, the Conservation Commission anticipates applications for funding of projects at the Daisy Wilson and West Farm Meadows in the next five years.

**Community Farm.** The Lexington Community Farm Coalition continues to operate a community farm on the site of the former Busa Farm property on Lowell Street under a ten-year lease which began January 1, 2014. Operating revenue and private donors support its ongoing operations.

There were no conservation funding requests before the 2018 ATM.

The 2019 ATM will consider a request to allow the Town to acquire two parcels of land for conservation 1 (See Article 14(a).)

**Willard's Woods.** The 2017 ATM approved \$40,480 in CPA funds for the restoration and preservation of Willard's Woods, the largest and most utilized conservation area in the Town. After input from Conservation Stewards and others, that work has been deferred until the completion of a comprehensive land management and site plan for the area which will address the restoration and expansion of pathways in compliance with the ADA. See Article 14(b).

**Conservation and Open Space 5-Year Capital Appropriation History (All Sources)**

	FY2015	FY2016	FY2017	FY2018	FY2019
Conservation Restriction Enforcement					
Lexington Center Pocket Park					
ACROSS Lexington					
5-Year Open Space & Recreation Plan Update					
Land Acquisition Off Concord Avenue (Portion of Sellars Parcel)	\$220,000				
Parkers Meadow Accessible Trail D&E <sup>1</sup>	\$34,500				
Lower Vinebrook Paved Recreation Path		\$369,813			
Wright Farm <sup>2,3</sup>		\$376,980	\$35,000	\$87,701	
Conservation Meadow Preservation		\$26,400		\$40,480	
Cotton Farm Conservation Area Improvement				\$301,300	
<b>Totals</b>	<b>\$254,500</b>	<b>\$773,193</b>	<b>\$35,000</b>	<b>\$429,481</b>	<b>\$0</b>

<sup>1</sup>This project is the result of a joint request from the Conservation Commission, the Commission on Disability, and the Recreation Committee.

<sup>2</sup>Purchase of Parcel 2 of 43,446 sq ft (just under 1 acre) was authorized at the 2015 ATM, Article 9. Closing date was February 11, 2016. The purchase price was \$520,000 and \$98,000 was needed for purchase-associated costs. The acquisition is for both Open Space (Conservation) and Community Housing. The allocation of area and the same proportion of the total cost are 26,492 sq ft (61%) and \$376,980 for Conservation. (See Community Housing for the balance of the area and the cost.)

<sup>3</sup>2016 ATM, Article 8(g), funded structural and architectural analysis of the barn as well as an educational-programming needs assessment.

**Lexington Community Center**

Lexington’s Community Center (LexCC), at 39 Marrett Road, was purchased by the Town in 2013. A Selectmen-appointed Ad hoc Community Center Advisory Committee (AhCCAC) worked to identify short-term and long-term improvements to the building needed to support Town programs there. Appropriations for the resulting renovations appear in the DPF funding-history table on Page 30.

The LexCC incorporates previous functions of the Lexington Senior Center and provides expanded, multi-generational services to the Town. To manage the LexCC and the closely associated Town functions, the BoS created the Recreation and Community Programs Department. Programming began in 2015 and includes drop-in programs such as yoga, table tennis, and billiards, as well as structured classes. LexCC also provides much needed meeting and function spaces.

The 2016 ATM appropriated supplementary funds for debt service on the final stages of the LexCC renovations. A bond anticipation note (BAN) was issued for additional costs, but available CPA funds allowed the BAN to be retired without the need to issue a bond, avoiding bond-issuance costs and long-term interest.

While planned renovations of the LexCC have been completed, the AhCCAC suggested that two more additions—a gymnasium and a larger, multipurpose, space—would allow the Center to offer broader programming. The 2016 Town Meeting approved \$8 million for the purchase of a parcel of land on Pelham Road (adjacent to the LexCC) for school and municipal purposes. The building on the site had a large gym and kitchen/cafeteria that might have functioned as the LexCC addition after renovations. However, the town decided to demolish the existing building as the renovation costs needed to bring the facility to Lexington’s educational standards was substantial, and build a standalone Lexington Children’s Place instead.

DiNisco Designs, was contracted to develop a master plan for the combined 39 Marrett Road and 20 Pelham Road site. In January 2018, they presented three options to the Board of Selectmen. Two of the

proposed designs for the LexCC expansion are attached to the current LexCC building and use the available property on 20 Pelham Road for additional parking. The third design is a standalone LexCC addition on the Pelham Road property. Funding for this site master plan has come from two appropriations for bid documents totaling \$189,750 (\$72,000 under 2016 ATM, Article 15(e), and \$117,750 under 2017 ATM, Article 16(e)). A request for additional design funds at the 2018 ATM (Article 20(f)) failed to secure sufficient votes. The Recreation Department has design funds for a Community Center expansion included in their five-year plan.

At present, there is no decision on use of the space in the Muzzey High Condominiums that previously housed the Town's Senior Center. Deed restrictions on that space limit it to uses for the benefit of seniors. The Carriage House located next to the Community Center also has deed restrictions that limit its use. The Department of Public Facilities (DPF) currently maintains both spaces in a caretaker mode.

## **Fire & Rescue**

The Fire & Rescue Department uses industry standards and its own experience to establish its capital-equipment replacement schedule. Unlike many pieces of Town equipment, fire engines and medic trucks (rescue-ambulances) are partially custom-made and equipped, require detailed specifications, and typically require many months between placing the order and the delivery and acceptance.

The mission of this Department in the 21<sup>st</sup> century has shifted beyond traditional firefighting to emergency services, homeland security, and community education, with our firefighters now being trained for Emergency Medical Services (EMS) and Advanced Life Support (ALS). The equipment to perform these missions has changed with new technologies for firefighting and communications, yet the basic pumper truck, ladder truck, and rescue ambulance are still essential to the mission.

The FY2020 Capital Budget has no requests for this department. (What was to be a Capital request for Protective Clothing is now in the Operating Budget.)

The primary, on-going, capital effort for this Department is the construction of a sorely needed new Headquarters to meet 21<sup>st</sup>-century standards. The BoS agreed that this will be best achieved at the Headquarters current location at 45 Bedford Street, with an interim operating facility ("swing space") during construction at the 173 Bedford Street site that had been purchased in October, 2016. Both of these projects are being executed by the DPF. (The move to the swing space was completed on October 4, 2018.) The Headquarters project was approved by the voters in the December 4, 2017, Debt-Exclusion Referendum. (See the description of that DPF Capital project on Page 29 and prior funding on Page 30.

The Federal Government has mandated that public-safety agencies—including Lexington's Fire & Rescue and Police Departments—will be required to move their radio-band frequency from the current 400 MHz band, to the 800 MHz band. This will require a complete replacement of radio equipment, including hand-held, mobile, and base stations. The radio system was upgraded and changed in 1994, at a cost of over \$1,000,000. A change to the new frequency band would be a huge capital project—in scale and expense—affecting both Departments. Nationwide challenges here have been made to the mandate because of the same impacts. These Departments are awaiting guidance on when, how, and even if the mandate will be implemented.

Lexington must continue to replace its aging equipment and retain backup capacity. The table on the next page includes the forecasted need for replacing major capital vehicles in the current Department inventory.

**Major Capital Equipment**

The following is the current inventory of the Fire & Rescue Department’s major capital equipment<sup>1</sup>—ordered by the year of the currently projected replacement funding:

Projected Replacement Funding	ID	Type	Make	Model Year Purchased	Put-in-Service Date	Originally Projected Useful Life (Years)	Original Cost
FY2021	M-12	Ambulance	Ford/Horton	2012	Mar 2012	9 <sup>2</sup>	\$251,199 <sup>4</sup>
FY2023	E-3	Pumper	Emergency One/Typhoon	2004	Jan 2005	20 <sup>3</sup>	\$345,000
FY2024	M-15	Ambulance	Ford/Horton	2015	Feb 2015	9 <sup>2</sup>	\$238,210 <sup>5</sup>
FY2026	E-2	Pumper	Ferrara/ Intruder II	2007	Apr 2008	20 <sup>3</sup>	\$389,000
FY2027	M-18	Ambulance	Ford/Horton	2018	Jul 2018	9 <sup>2</sup>	\$260,930 <sup>6</sup>
FY2033	E-4	Pumper	Emergency One/Typhoon	2013	Mar 2014	20 <sup>3</sup>	\$465,000 <sup>7</sup>
FY2035	E-1	Pumper	Emergency One/Typhoon	2015	Nov 2015	20 <sup>3</sup>	\$485,000 <sup>8</sup>
FY2038	L-1	Aerial	Emergency One/ Cyclone	2017	Jan 2018	20	\$875,000 <sup>9</sup>

<sup>1</sup> Includes ID series “E” (pumpers), “L” (ladder), & “M” (Medic) (M designation followed by vehicle year).

<sup>2</sup> The life span of ambulances is based on 6 years of frontline service and 3 years as a mechanical spare.

<sup>3</sup> The life span of these vehicles is based on 10 years of frontline service, and 10 years in reserve status.

<sup>4</sup> Net cost was \$241,199 (\$251,199 less \$10,000 for the trade-in for old M-3), but gross cost being listed as future status of a trade-in is unknown—plus it's expected any purchase ~8 years out will, as with all the other out-year purchases, be at a much higher cost.

<sup>5</sup> Net cost was \$228,210 (\$238,210 less \$9,999 for trade-in 2006 Chevy).

<sup>6</sup> Net cost \$254,930 (\$260,930 less \$6,000 for trade-in 2009 ambulance).

<sup>7</sup> \$485,000 was appropriated for FY2014 to replace E-2 that was plagued with serious mechanical issues. (See Committee's Report to the 2013 ATM, Article 10(a), for the background on that matter.) The legal action taken by the Town for a refund has been resolved. The replacement was purchased under the 23 Feb 2015 STM #2, Article 3, \$500,000 appropriation for \$415,000 (\$465,000 less \$50,000 for the trade-in of E-4—a 2003 Ferrara/International pumper that had been purchased for \$210,000 and put in service in Jul 2003). Approximately \$20,000 of the FY2014 appropriation was spent for ancillary equipment for the new pumper. A rescission of \$20,335 of the 23 Feb 2015 financing authorization was approved at the 2016 Annual Town Meeting under Article 20 which closed out all the related funding.

<sup>8</sup> Pumper was purchased using funds received in Town's legal settlement with Ferrera Fire Apparatus. The 2010 Pumper was returned to the manufacturer.

<sup>9</sup> This is the full purchase price. Rather than having traded in the then-current aerial truck as part of purchase of the new aerial truck (\$25,000 was offered), that old truck has been auctioned off—only bidder was the Town of Acushnet, MA—for \$40,000. (There is no new-equipment cost as the current equipment will be used on that newly purchased truck.)

*(Fire & Rescue Department 5-Year Capital Appropriation History has been combined with the Police Department History as some appropriations are for the joint benefit of both Departments. That combined Public-Safety History is after the following Police Department narrative.)*

**Police**

The Lexington Police Department, which provides public safety services through a team of dedicated police officers, detectives, dispatchers and support staff, is supported by the Town’s Capital Program in the areas of communication systems, computer systems, and improvements to the facilities in which it is housed and trained.

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

The primary, on-going, capital effort for this Department is the Headquarters rebuild of at the current location at 1575 Massachusetts Avenue, with interim “swing space” at the 173 Bedford Street site after its use of by the Fire & Rescue Department and then modest renovation for the Police Department’s use. These projects are being executed by the DPF. Beyond filling basic needs due to current overcrowding and functional inadequacy, the rebuild will include other necessary enhancements to bring the Police Headquarters to 21<sup>st</sup>-century standards. The BoS agreed this will be best achieved at the Headquarters current location. Such enhancements include adequate evidence processing and secure storage of evidence, and secure prisoner entry to the building. Currently, there is no secure entry to the building for a police vehicle transporting a prisoner. Industry standard is a secure, controlled entryway through which a vehicle could enter the building and then escort a person in custody directly to the booking and holding area (“a sally port”). (See the description of the DPF capital program on Page 28.)

A new police indoor/outdoor firing range on the Hartwell Avenue compost site has been contemplated for several years in order to meet current firearms training requirements and the needs of modern police work, as well ensuring readiness to respond to weapons currently on the streets. \$50,000 for D&E was appropriated for FY2016 toward development of a new facility. That study has been completed. This Committee looks forward to the follow-on requests for design and construction—currently expected in FY2021 & FY2022, respectively.

The Federal Government has mandated that public-safety agencies (including Lexington’s Police and Fire & Rescue Departments) will be required to move their radio-band frequency from the current 400 MHz band, to the 800 MHz band. (See the further discussion on Page 17 under the Fire & Rescue Department.)

There is no FY2020 Police Department request.

**Public-Safety Departments 5-Year Capital Appropriation History (All Sources)  
(Combines Fire & Rescue and Police Departments Appropriations)**

	FY2015	FY2016	FY2017	FY2018	FY2019
Fire Trucks & Ambulances <sup>1,2</sup>	\$228,211	\$479,665	\$875,000	\$280,000	
Public Safety Radio Stabilization		\$90,000	\$90,000		
Heart Monitor	\$105,000				
Police/Fire Dispatching & Records Software		\$705,900			
Public Safety Radio Console Replacement					\$370,000
<b>Totals</b>	<b>\$333,211</b>	<b>\$1,275,565</b>	<b>\$965,000</b>	<b>\$280,000</b>	<b>\$370,000</b>

<sup>1</sup> Of the FY2015 \$250,000 appropriation, \$21,789 of unused borrowing authority was rescinded at the 2016 ATM.

<sup>2</sup> Of the FY2016 \$500,000 appropriation, \$20,335 of unused borrowing authority was rescinded at the 2016 ATM.

*(Police Department 5-Year Capital Appropriation History has been combined with the Fire & Rescue Department History—hence this Public-Safety Departments History—as some appropriations are for the joint benefit of both Departments.)*

**Cary Memorial Library**

In December 2010, architects Adams and Smith were hired to study how operations at the Main Library could be improved (\$25,000 under the 2010 ATM, Article 12(q)). Funding of \$100,000 for recommended changes was approved under the 2011 ATM, Article 13(l). The recommendations include changes to workflow and ergonomics. Under the 2013 ATM, Article 10(b), \$124,000 was appropriated to purchase equipment and supplies and provide for staff time to convert the Library materials to using a system employing Radio Frequency ID (RFID) for materials identification and tracking as a direct result of that report. The final installations were completed in October 2016. The Library has seen significant improvement in operational efficiency. As a result of a 2013 strategic plan, the Library sought to realign and reconfigure some of its spaces and services to today’s Library patron needs. “Transformative Spaces”, a \$1,200,000 project was fully funded through private donations and is now open. For the FY2020 funding see Article 20(h).

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

The Stone Building (former East Lexington Library Branch) continues to be maintained by the DPF in caretaker status under the oversight of the Library’s Board of Trustees. Restoration work to the building including a new roof, gutters, aluminum siding removal, painting, and window glazing, was completed in 2010 using \$202,933 from the CPF under 2010 ATM, Article 8(q). The Massachusetts Historical Commission Inventory on the building was also updated, Although the Historic Structures Report on which this work was based recommended a small addition to the rear, those plans were not acted upon as the Town has not yet determined a new use for the building. Thus, there is no plan at this time for a use of the Stone building or an investigation of possible uses.”

**Library 5-Year Capital Appropriation History (All Sources)**

	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>
<b>Totals</b>	\$0	\$0	\$0	\$0	\$0

**Public Works**

The Department of Public Works (DPW) is responsible for design, bidding, construction, and management of projects related to all Town infrastructure, including, but not limited to, roads and sidewalks), department equipment, and Town property except buildings assigned to the Department of Public Facilities (DPF). Routine maintenance and other operational activities are not capital-related and normally are not addressed by this Committee.

The DPW is organized around seven divisions that are responsible for these elements: Administration, Engineering, Highway, Public Grounds, Environmental Services, Water, and Sewer. Environmental Services manages solid waste, recyclables, yard waste from Lexington and private contractors, and hazardous products from Lexington and eight neighboring communities.

Major components of DPW’s FY2020–FY2024 capital projects include:

- Road, sidewalk and signalization improvements
- Water distribution, sanitary-sewer, and pump station improvements
- Hydrant replacements
- Hartwell Avenue Infrastructure Improvements
- Comprehensive Watershed Stormwater Management Improvements
- Storm Drainage and National Pollution Discharge Elimination System Improvements
- Culvert replacements and extraordinary repairs
- Trucks and heavy equipment necessary to accomplish the DPW mission

DPW’s capital needs—except when funded in whole or in part, by the Town’s CPF, Revolving Fund, or Enterprise-Funds—must be funded by cash or financing through the general tax levy and/or voter–approved debt exclusions. Almost all construction projects for the sanitary-sewer system and for the water-distribution system are funded by Water- and Sewer-rate payers through the Enterprise Funds. Large trucks and heavy equipment used in support of the sanitary-sewer and water-distribution systems are also funded, either in whole or in part, by Enterprise Funds.

**Engineering**

Engineering work for all DPW projects is either done in-house or contracted through public procurement to outside consulting or design firms. In addition to supporting ongoing DPW work, Engineering is a major participant in DPW’s future projects. The simple title of this Division does not reflect its enormous and crucial contributions across the breadth of the DPW’s capital and operational activities.

**Roads**

Lexington, as of the last full road-condition survey, has a total of 196.1± miles of roads, which include State and unaccepted roads. This total consists of 131.5 miles of Town-accepted roadways (TAR), 18.5 miles of private/unaccepted roadways, and 46.1 miles of State highway. (Source: Stantec FY2017 Asset Management Summary (Roads), January 2017. The DPW maintains the TAR; the remainder being maintained by the private owners or the State. The DPW also maintains the Town’s portion (5.3 miles) of the 10.0-mile Minuteman Commuter Bikeway (“Bikeway”), which opened in 1993.



## CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

In April 2010, the Town retained Fay, Spofford & Thorndike (since acquired by Stantec), a civil-engineering consulting firm, to develop and implement a Pavement Management System (PMS) for the TAR and its portion of the Bikeway. The first study was completed in November 2010 and has been updated annually. The PMS is based upon an extensive roadway database describing pavement conditions and roadway characteristics, and among other things reports conditions using a Pavement Condition Index (PCI), which is a 100-point scale with 100 representing the best possible condition.

The Town has since changed to a new software system that uses the term Road Surface Rating (RSR) rather than PCI, and a new contractor (BETA Group) to do annual updates. Using the FY2018 BETA update, the average RSR for the TAR continued to improve, from a PCI of 77.0 the previous year to an RSR of 79.33 that year. The Town's modeling of the entire road network indicates that the RSR produces a slightly lower value than the PCI (indicating that a PCI of 77 is about equal to an RSR of under 74), so the increase in RSR value is actually greater than the numerical change might indicate. That 79.33 RSR signified that the typical TAR condition in Lexington was at the top of the new "Preventative Maintenance" level of road repair (a quality level which is better than previously achieved under the PCI formula).

The Town surveys one third of the roadways each year. The current FY2019 update to the Pavement Management System indicates another steady improvement of the RSR from 79.33 to 81.63, moving the level of road repair just up into the next higher category of "Routine Maintenance".

While the initial 2010 study reported that replacement cost for just the TAR would be in excess of \$85,000,000 in FY2011 dollars, subsequent years have seen this number drop substantially, with the FY2019 update pegging the repair backlog at \$11,879,160. (A more detailed analysis of the 2010 report is contained in this Committee's report to the 2011 ATM, beginning on Page 21). The Town has been actively testing different road treatments as it seeks to extend the life of the roads and to lower maintenance costs.

The FY2019 update recommends that the Town would need approximately \$1.7 million annually to maintain the current road network RSR, or \$2.5 million annually to improve it to higher values. The Town has been exceeding these requirements in an effort to steadily improve the conditions of the roadways.

A list of planned street work in the 2019 construction period will be posted when available on the Town's Engineering website at:

<<https://www.lexingtonma.gov/engineering/pages/engineering-construction-projects>>.

This Committee remains extremely pleased to see a quantitative basis for determining the condition of the Town-maintained pavements and the Town's success making substantial gains in the overall network's condition. It also supports the DPW's continuing further efforts to raise the Town's baseline pavement-condition grade to be solidly into the "Routine Maintenance" RSR Range (80-92). Continuing with the PMS, along with DPW management of other potential impacts to our pavements (e.g., utility work, construction for storm-water and wastewater system improvements, sidewalk-related projects, etc.) offer the promise of an even more productive and cost-effective program going forward. Funding for roads is provided by a combination of Town Funds (typically 72%±) and State Chapter 90 funds. (See Article 16(k).)

Road work can also sometimes be included in large, specific projects, such as the Center Streetscape Project found under Article 16(e).

### **Sidewalks**

The TAR is comprised of 907 segments and creates a sidewalk network with approximately 85 miles of sidewalks containing 818 pedestrian ramps ("ramps"). (Source: Stantec Sidewalk & Ramp Network Conditions Update, January 2017.) In 2005, due to the overdue need to upgrade and extend the sidewalks, the BoS appointed the Sidewalk Committee. In 2014, the DPW with assistance from FST (its report, December, 2014), completed a sidewalk-condition survey. The survey results found that "the average area-based Sidewalk Condition Index (SCI) in Lexington was 68—which puts it in the middle of the "Partial Repair" treatment band. (An 85-100 score is the "Do Nothing" band.) The survey found 40% of

the sidewalk network in the “Do Nothing” treatment band and 34% in the Localized Repair’ treatment band. The Stantec survey recommendation was that it would require \$750,000 to maintain current conditions, but would require \$825,000 for sidewalks and ramps to ensure both quantity and quality. The proposed DPW sidewalk replacement program is based upon the priority list developed in conjunction with the survey.

The FY2019 sidewalk survey update is not yet available; an improved survey methodology is being implemented to provide more detailed and continuous data. The FY2017 update reported that in December 2016, Stantec completed a 20% re-survey of the TAR’s sidewalk network and found the average, area-based, Sidewalk Network SCI was 68.8 (i.e., only marginally better than the 2014 value.) It also reported that the percentage of non-compliant ramps was 63%, a modest improvement from the 67% in 2014, and that the cost of the current backlog of outstanding repairs for sidewalks and ramps is \$7,527,990 (an increase of about \$500,000 from the 2014 amount).

In regard to that backlog, the update says:

The backlog has however increased from sidewalks deteriorating into more expensive repair bands. As can be seen from the distribution of SCI by sidewalk area, the Town is trending in the right direction with the majority of the network in the “Do Nothing” treatment band. The Town should continue to follow the previous budget recommendations of spending \$750k annually for its sidewalk and ramp network. The Town should remain diligent when inspecting work that gets done, to ensure both sidewalks and ramps are completed in accordance with MAAB/ADA regulations.

In October 2015, the BoS assigned the responsibility of the Sidewalk Committee (now inactive) to the Transportation Safety Group (TSG):

The Transportation Safety Group is a Town Manager appointed Working Group which meets monthly to evaluate issues and concerns relative to traffic, transit, pedestrian, bicycle and parking safety. Recommendations are made to the Board of Selectmen and the Town Manager. The working group includes citizens and representatives of the Police, Public Works, Planning and School Departments. Liaisons from the Transportation Advisory, Bicycle Advisory, and Safe Routes to School committees as well as the Commission on Disability also participate. (<http://www.lexingtonma.gov/transportation-safety-group>)

With regard to the sidewalk network, including ramps, DPW maintains the primary responsibility for both maintenance and capital projects of the existing sidewalk network while the TSG’s focus the need for new sidewalks and pedestrian ramps, and with ensuring safety-related concerns about the existing network are brought to the attention of DPW.

Sidewalk replacement and extension are costly initiatives. Imbedded in these costs are sidewalk-construction obstructions, easement issues, and negotiations with residents. The DPW and TSG overall policy has been to develop a prioritized sidewalk-construction plan focusing on the “Safe Routes to School Program”, other high-pedestrian-traffic routes, and high-walking-hazard streets. All reconstructed/new sidewalks and their pedestrian ramps are designed and constructed to comply with the Americans with Disabilities Act (ADA).”

The FY2020 request for general sidewalk work is Article 16(g).

### **Townwide Signal Improvements**

Some of the Town signals are outdated, with sometimes failing equipment, and limited ADA accessibility. An Engineering Division study, funded with Traffic Mitigation funds, using signalized level of service (LOS) has identified and prioritized those locations in need of improvement, after assessment of conditions, signal timing, delays, ADA requirements, etc. As recommended, the Town has adopted a Standard Specification that allows for cost and maintenance efficiencies. [Note: The study did not include the signals which are under the jurisdiction of the Massachusetts Department of Transportation, including, but not limited to: Bedford Street at Hartwell Avenue, Lowell Street at Waltham Street, Marrett Road at Spring Street, Marrett Road at Waltham Street, and Hayden Avenue at Route 2.]

When Town intersections are improved, new signals are installed with “smart” controls (as applicable), as is the case in the current Massachusetts Avenue at Worthen Road project. These controls provide efficiencies like preventing light changes when there are no cars approaching or waiting, and watching for pedestrians waiting to cross. As of now, six of the Town’s twelve signalized intersections have been upgraded with smart signalization, with Massachusetts Avenue and Worthen Road already funded, and additional funds requested for FY2020 for one of the Lowell Street intersections. (See Article 16(j).)

### **Water Distribution System**

Many of the Town’s 178 miles of water mains were installed in the early 1900s and require an ongoing engineering program plan for pipe cleaning, lining, or replacement. On an annual basis, the DPW implements work for cleaning, lining, and/or replacement of unlined, inadequate, aged, and breaking water mains to improve water quality, pressure, and fire-protection capabilities, and to reduce frequency and severity of water-main breaks, as well as to minimize long lengths of pipe not fed at both ends, known as “dead ends”. This work often requires excavation prior to pipe-condition analysis. Work continues to replace remaining unlined pipes, of which 2% (4 linear miles) presently fall into this category. Work will also focus on replacing aging mains or those with a higher-break history. In addition, starting in FY2020, the annual funding requests will increase to \$2.2 million so that 1% of the Town’s water-piping can be replaced. Using some of the funding authorized in FY2016, engineering has completed an analysis of the entire distribution network in order to prioritize work for the next phase of the improvement plan. This work has produced a model of the network, now in use by the Engineering Division.

Results of this analysis have included: the establishment of specific level of service goals for all components of the water system; identification of individual water mains to reline or replace; and identification low-pressure areas in the system. This work will allow the Engineering Division to continue its best practices in the documentation of the materials, age, and break history of the Town’s water mains and to use that information with ongoing material sampling (when appropriate) to determine its engineering replacement-and-rehabilitation plan. Some of the “out-year” funding in the Capital Plan is still approximate due to the difficulty of actual testing in a working water system. Unlike roads which can be analyzed visually and with easily accessible samples; water systems require more complex exploratory testing by excavation, when and where possible. In some instances, work scope cannot be completely developed until preliminary exploratory work on actual site conditions has been performed. For the FY2020 request, see Article 17.

Heavy equipment and trucks used by the Water Division to maintain the system are procured with Water Enterprise funds that are funded directly by water-rate payers. Where equipment is shared with the Sewer Division, the costs are shared.

### **Hydrant System**

This Committee continues to encourage replacement at an accelerated rate and supports the level of funding proposed—which remains at the FY2019 level, estimated to allow the replacement of approximately 60 of the Town’s 1,500 hydrants per year. Hydrants have an estimated life of 50 years. The FY2020 funding for hydrant replacement continues to be evenly divided between Tax Levy funds and the Water Enterprise Fund. For further system information and the FY2020 funding request, see Article 16(a).

### **Wastewater System**

The sanitary-sewer system (34 miles of trunk lines; 119 miles of street lines), like the water-distribution system, has sections that date back to the early 1900s. Due to age-related deterioration, some sections are susceptible to storm-water inflow and groundwater infiltration which increases the total flow to the Massachusetts Water Resources Authority (MWRA) treatment system, resulting in increased charges to the Town, and causing overloading of parts of the system, with the potential to spread waterborne disease. Engineering has an ongoing program of investigating, evaluating, replacing and repairing sections of the system. This work has been partially funded by the MWRA Infiltration/Inflow (I/I) Local Financial Assistance Program, which provides grant and interest-free loan funding for member communities; the

current allocation provides for \$1.9M, of which 75% is grant and 25% is a no-interest loan. For further system information and the FY2020 funding request, see Article 18(a).

The system has 10 sewage-pumping stations that need continual maintenance and periodic upgrading—which the Sewer Division has been doing. In July 2013, the engineering firm Wright-Pierce performed a detailed survey of the pump stations, generating a 20-year repair/replacement plan for them. This year’s request is consistent with those findings. (See Article 18(b).)

Four pumping stations (Main, Concord Avenue, Potter Pond, and Brigham Road) now have backup electric-power generators. Significant improvements to the main pump station were completed in October 2016, which include heating, ventilation, and air-conditioning (HVAC) upgrades to bring up to current code requirements, installation of Variable Frequency Drive (VFD) motors (which provide energy savings and noise reduction in the sewer force main) on all the pumps, and a surge tank.

The Worthen Road pump station is near completion, and the Marshall and Constitution Road stations are expected to go out to bid soon. Design for work at the Hayden Avenue Station will start shortly, followed by future work at North Street and Bowman Street. This Committee believes that backup generators should be provided at all pump stations to the extent possible.

Heavy equipment and trucks used by the Sewer Division are procured with Sewer Enterprise Funds that are funded by Sewer Rate-Payer fees, additional fees and charges, investment income, and connection fees. Where equipment is shared with the Water Division, the costs are shared.

### **Dam Restoration**

The Massachusetts Department of Conservation and Recreation mandates that every dam that is rated as a “significant-hazard dam” or “high-hazard dam” be inspected every five years. There are two dams at the significant-hazard level in Lexington. That rating is assigned to dams based on the risk of the water it impounds being released; it does not reflect its state of repair.

- Butterfield Dam on Lowell Street: Engineering studies and construction work were funded under the 2011 ATM, Article 10(a), and the 2012 ATM, Article 12(g). Construction is now complete, with continuing State-required monitoring of landscaping in sensitive resource areas. The dam now complies with State requirements.
- Old Reservoir Dam on Marrett Road: Dam inspection reports performed for the Massachusetts Office of Dam Safety determined that there was a need for repairs and improvements. The 2014 ATM, Article 10(i), funded design and cost estimates for the work on this dam to insure the long-term stability of it. The 2017 ATM, Article 12(i), funded the construction work and it is essentially complete, with only punch-list items remaining.

### **Stormwater Drainage and National Pollution Discharge Elimination Systems (NPDES)**

Storm drains collect stormwater along Town streets and parking areas, and convey this water to streams and other bodies of water. The storm-drain pipes and 4,700 catch basins on the TAR that direct stormwater to them occasionally fail due to heavy loads passing over and/or loss of supporting soil thereby creating holes in the street. In addition, as streets are repaired and repaved, it is frequently discovered that the storm-drainage system is seriously deteriorated. Concurrent drainage-system repairs are required to prevent further deterioration and to protect newly paved streets. It is also necessary to study and repair drains where overflow conditions develop and/or complaints are received. The goal of the Federal National Pollutant Discharge Elimination System (NPDES) program, under which the Town has a State-administered permit, is to maintain water quality. New permitting regulations became effective on July 1, 2018. Those new regulations represent an unfunded obligation that is expected to increase both operating and capital costs and complexity of this work in future years; however, because of the Town’s aggressive efforts, it expects to remain compliant in FY2020 with approximately the same level of funding provided in FY2019. Looking past FY2020, as reported in the White Book on Page v: “In anticipation of this mandated program, a number of municipalities nationwide including some in Massachusetts have instituted a Stormwater Management Fee to offset the capital costs of managing stormwater emanating from private properties. Later this year, staff will be presenting financing/fee options for consideration by the Board of Selectmen regarding this federal program.”

Recent drainage improvements have been completed in the Wildwood Road/Wood Street, Webster Road and Augustus Road areas. Illicit discharges have been discovered in the Vine Brook and Mill Brook areas. This Committee welcomes Engineering's leadership and efforts, in compliance with Federal Environmental Protection Agency (EPA) requirements, to improve the water quality in Lexington's streams and ponds while protecting the Town's investment and structural integrity of its streets. (See Article 16(b).)

### **Comprehensive Watershed Stormwater Management Systems**

In order that the Town's storm-drainage system capacity is maintained to handle runoff from impervious surfaces, the Town must manage the stormwater runoff associated with its 18 brooks and three watersheds. Additionally, sediment deposits, organic debris, and refuse can impede the flow of water through watershed areas, and cause flooding and damage to private property, thus creating liabilities for the Town. To date, the Charles River, Shawsheen River, and Mystic River watershed-management plans have all been completed. The Pleasant Street and Willard Woods drainage improvements, as well as stream-bank stabilization for the Vine Brook in the Saddle Club Road area, are complete. The Whipple Brook stormwater design is essentially complete. DPW is reviewing which specific locations will be addressed with remaining FY2018 & FY2019 funding. Design work for the Valleyfield and Oxbow/Constitution areas is ongoing. For the FY2020 funding request to address other priority areas, see Article 16(c). [Note: There is some overlap with Town-Wide Culvert Replacement as some projects require both culvert repair and stream-management planning.]

### **Culverts**

There are more than 50 culverts in Town. A culvert is defined as a pipe or drain that carries a stream or ditch under a roadway. Many older culverts are near or at failure. DPW's engineering program for ongoing culvert inspections has confirmed a need for culvert replacement and extraordinary repairs. This is a companion effort to the ongoing Comprehensive Watershed Stormwater Management work. In 2015, work was funded for the culvert under Revere Street at the North Lexington Brook, and the culvert under Concord Avenue at Hardy's Brook. This work, as well as the Bikeway culvert which was funded for FY2016, have all been completed. Work continues in the Oxbow/Constitution Road and Valleyfield/Clematis Brook areas. For the FY2020 funding request, see Article 16(d).

### **Public Grounds**

The Town owns approximately 630 acres of land of which approximately 110 acres are in parks, playgrounds, golf course, conservation areas, athletic facilities, school grounds, and historical sites. In addition, DPW staff administers and maintains four cemeteries with a combined area of just over 30 acres. The Forestry staff maintains approximately 10,000 trees along roadways and an undetermined number of trees, shrubs, and plantings on Town-owned land.

### **Minuteman Commuter Bikeway**

In FY2015, there was an appropriation to investigate restoring the bridge carrying the Bikeway over Grant Street. The construction work on the bridge was funded at the 2017 ATM under Article 12(m), and is now complete. As noted above under Culvert Repair, there also was a request to replace a culvert supporting the Bikeway. In addition, in FY2015 funding was authorized for the design of Wayfinding and Etiquette signage for the Lexington portion of the Bikeway with follow-on FY2017 funding. This project is almost complete. (Arlington and Bedford declined to participate.)

### **Town Center Streetscape Project**

Increasing the vitality of Lexington Center has long been an open-ended goal of the Town as businesses come and go and usage patterns change. Projects in support of the Center have been both large and small, including rezoning the former Battle Green Inn site and the installation of a seasonal "pocket park" on Massachusetts Avenue in front of the Ride Studio Café. Infrastructure deterioration in the Center, and safety enhancements as traffic volume has increased, are significant concerns. To address these infrastructure, safety, and enhancement issues in a coordinated manner, the Center Streetscape Improvements Project was created. When fully implemented, it would address sidewalks, roadway, trees, lighting, bicycle and vehicular safety, and additional elements from business-front to business-front across Massachusetts Avenue and run, northwesterly, from just after the intersection with Woburn Street,

Winthrop Road, and Fletcher Avenue to just beyond Meriam Street. (That intersection, originally included, has been removed from the scope of the Project to be addressed separately at a later time.) The results of that Project would be further enhanced at the Meriam Street end by work under the Battle Green Streetscape Project.

The Center Streetscape Project has a funding and design-change history going back to the 2012 ATM, when it was first introduced as a Center Business District sidewalk restoration project to cost approximately \$4,000,000. Since then, the Project has been through many public reviews and redesigns, with substantial changes to the scope of the Project and its estimated design and construction costs. At the 2014 ATM, \$600,000 was appropriated to carry the design to 100%, including bid documents. However, the design that had been advanced to the 25% level was stopped at that point because unresolved issues with the Project failed to gain approval of construction funding at the 2015 ATM. At the 2016 ATM, another request for construction funds was Indefinitely Postponed.

At a February 2016 Financial Summit, a presentation cited the total cost of the expanded Project at approximately \$8,500,000. Because of continuing concerns about the Project's scope, the BoS formed the Center Streetscape Design Review Ad hoc Committee, to pull together and review all aspects of the Project and to seek more community input before proceeding to a new 25% design. In 2017, the BoS adopted almost all that committee's consensus recommendations, and the Project proceeded to a revised 25% design using the previous funding, with a considerably different set of design elements than those represented in the previous 25% design. Funding at the 2017 ATM was again Indefinitely Postponed to allow for more time to revise the design and cost estimate. A subset of the that committee was established as a Working Group to become a part of the design effort.

At the November 2018 Special Town Meeting, \$550,000 was appropriated to complete a 100% design of the revised scope, which included a detailed tree inventory and management plan and substantial lighting revisions. (\$100,000 of previously appropriated funding was available and eligible to be applied to that work.) The full construction-cost estimate of the Project was at that time \$9,372,350. That revised cost estimate also included substantial full-time management costs, as well as robust police detail costs that it is hoped will minimize the impact of construction on Center businesses. The Town's Design Team, managed by the Department of Public Works, through its extensive work with the Ad hoc Committee, direction from the BoS, and leadership of the Working Group, believes that it has a thoroughly vetted and well-supported view of the Project at this time.

The fall 2018 STM approved funding (\$550,000 to augment \$100,000 funds on hand) for the completion of the design for the Center Streetscape, with the understanding that further review would occur when the design work was 75% complete. The 75% design and cost estimate are expected to be presented at the 2019 ATM. Full construction funding will be requested, with the work expected to be done over two construction seasons starting in the spring of 2021 and ending in the fall of 2022. For the FY2020 funding request, see Article 16(e).

### **DPW Equipment**

DPW currently has 154 pieces of significant equipment (including vehicles). The current equipment-replacement value is approximately \$9.5 million and includes pick-up and dump trucks, construction vehicles, and specialized equipment including pumps, rollers, sprayers, and mowers. Replacement intervals vary from 5 to 20 years and are based upon manufacturers' recommendations and DPW experience. Of these, 98 pieces had an individual acquisition cost in excess of \$25,000; therefore, their replacement would normally be characterized as Capital and subject to this Committee's review.

DPW has developed a well-conceived program, which includes annual updates produced by Division Superintendents, with review by the Manager of Operations and Department of Public Works Director. This program replaces older, less fuel-efficient, and high-maintenance equipment with standard, off-the-shelf, vehicles and equipment that will last longer and cost less to maintain and operate. Replacement of automobiles and all equipment with individual acquisition costs under \$25,000 is funded with operating funds. The current 5-year equipment-replacement schedule projects annual costs between \$1,200,000 to \$1,400,000 per year. For the FY2020 funding request, see Article 16(i).

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

**DPW 5-Year Capital Appropriation History (All Sources)**

	FY2015	FY2016	FY2017	FY2018	FY2019
<b>Capital using Tax Levy &amp; Chapter 90 Funds</b>					
DPW Equipment <sup>1</sup>	\$401,418	\$499,000	\$464,000	\$598,000	\$1,039,500
Street Improvements & Easements <sup>2</sup>	\$3,716,029	\$3,231,250	\$2,526,835	\$3,688,943	\$2,600,000
Street lights/Traffic signals <sup>3</sup>	\$125,000	\$125,000	\$125,000	\$125,000	
Center Business District ("Center") Streetscape	\$600,000		\$350,000		\$550,000
Battle Green Area Improvements	\$90,000				
Town-wide Culvert Replacement	\$390,000	\$100,000	\$390,000	\$390,000	\$390,000
Drainage/dams/brook cleaning <sup>4</sup>	\$490,000	\$340,000	\$340,000	\$1,100,000	\$340,000
Sidewalk/walkway/bikeway improvements <sup>5,6,7,8</sup>	\$400,000	\$660,000	\$924,500	\$1,318,000	\$2,200,000
Comprehensive Watershed Study & Implement	\$390,000	\$390,000	\$390,000		\$390,000
Hydrant Replacement	\$50,000	\$75,000	\$75,000	\$75,000	\$75,000
Public Grounds	\$203,000	\$35,000			
Hartwell Avenue Infrastructure Improvements <sup>10</sup>		\$4,750,000		\$2,185,000	\$50,000
<b>Tax Levy &amp; Chapter 90 Totals</b>	<b>\$6,855,447</b>	<b>\$10,205,250</b>	<b>\$5,585,335</b>	<b>\$9,479,943</b>	<b>\$7,634,500</b>
<sup>1</sup> Unused borrowing authority was rescinded of FY2015 \$428,440, \$27,022 at the 2016 ATM. FY2018 includes \$40,000 for a highway sign machine.					
<sup>2</sup> All years include State Chapter 90 funding. FY2015 includes \$500,000 for the Massachusetts Avenue Intersections Project. FY2018 includes \$175,000 for Bedford Street at Eldred Street Safety Improvements.					
<sup>3</sup> FY2018 includes \$117,979 of unused bond proceeds of prior-years' capital projects.					
<sup>4</sup> FY2018 includes \$760,000 for extraordinary repairs and improvements to the Old Reservoir Dam.					
<sup>5</sup> FY2015 includes unspecified amounts for a new sidewalk on Pleasant Street, new sidewalk on portions of Prospect Hill Road where no sidewalk exists, and reconstructing the intersection of Prospect Hill Road and Marrett Road.					
<sup>6</sup> FY2016 includes \$10,000 toward Bikeway Bridge Repairs and Engineering Work & \$50,000 for design of a new sidewalk to the Lexington Community Center.					
<sup>7</sup> FY2017 includes \$149,500 for Cary Memorial Library walkway and \$175,000 to complete having sidewalks on Pleasant Street.					
<sup>8</sup> FY2018 includes \$368,000 for Bikeway Bridge Extraordinary Renovations and \$150,000 for Hill Street sidewalk design.					
<b>Capital using Enterprise Funds</b>					
<b>Sanitary Sewer</b>					
Sanitary Sewer System	\$1,200,000	\$1,200,000	\$1,000,000	\$1,000,000	\$1,000,000
Pump station upgrades	\$600,000	\$1,350,000	\$800,000	\$800,000	\$800,000
DPW Equipment	\$40,500	\$40,500	\$145,500		
Automatic Water-Meter Reading Equipment				\$20,000	
<b>Sewer Sub-Totals</b>	<b>\$1,840,500</b>	<b>\$2,590,500</b>	<b>\$1,945,500</b>	<b>\$1,820,000</b>	<b>\$1,800,000</b>
<b>Water</b>					
Water Mains Relining & Replacement	\$900,000	\$3,400,000		\$1,000,000	\$1,000,000
DPW Equipment	\$216,500	\$40,500	\$145,500		\$30,000
Hydrant Replacement	\$50,000	\$75,000	\$75,000	\$75,000	\$75,000
Automatic Water-Meter Reading Equipment				\$20,000	\$0
<b>Water Sub-Totals</b>	<b>\$1,166,500</b>	<b>\$3,515,500</b>	<b>\$220,500</b>	<b>\$1,095,000</b>	<b>\$1,105,000</b>
<b>Enterprise-Fund Totals</b>	<b>\$3,007,000</b>	<b>\$6,106,000</b>	<b>\$2,166,000</b>	<b>\$2,915,000</b>	<b>\$2,905,000</b>
<b>Capital using Revolving Funds</b>					
<b>Compost Operating Revolving Fund</b>					
DPW Equipment				\$525,000	
Hartwell Avenue Compost-Site Improvements				\$200,000	
<b>Compost Fund Sub-Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$725,000</b>	<b>\$0</b>
<b>Sale of Cemetery Lots Special Revolving Fund</b>					
Westview Cemetery Building <sup>9</sup>				Moved to DPF	
Westview Cemetery Irrigation				\$35,000	
<b>Sale of Cemetery Lots Fund Sub-Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$35,000</b>	<b>\$0</b>
<b>Revolving Fund Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$760,000</b>	<b>\$0</b>
<b>Grand Total</b>	<b>\$9,862,447</b>	<b>\$16,311,250</b>	<b>\$7,751,335</b>	<b>\$13,154,943</b>	<b>\$10,539,500</b>

<sup>9</sup>As endorsed by this Committee, this project has become the responsibility of the DPF—with DPW is its "client"—so this design funding (\$270,000 General Fund debt with debt service funded from this revolving fund) has been moved to the DPF's funding history.

## **Public Facilities**

The Department of Public Facilities (DPF) coordinates and cares for all Town-owned buildings under the control of the BoS, Town Manager, Library Trustees, and School Committee. Expenses associated with the DPF staffing, maintenance (including preventive maintenance), custodial services, capital-project management, utilities, landscaping and grounds (at schools only), and managing of building rentals and other reservations for use of building spaces are the responsibility of this department.

DPF is currently responsible for buildings at 26 locations:

- Town Office Building
- Cary Memorial Building (CMB)
- Police Headquarters
- Fire & Rescue Headquarters
- East Lexington Fire & Rescue Station
- Samuel Hadley Public Services Building
- Stone Building (in caretaker status; previously used as the East Lexington Library)
- Cary Memorial Library
- Visitors Center (soon to be operating out of the Cary Memorial Building while new facility is built)
- Lexington Community Center (LexCC)
- Senior Center in the Muzzey Condominiums, 1475 Massachusetts Avenue (in caretaker status; previously as Senior Center—which is now at the LexCC)
- Westview Cemetery
- Hammond A. Hosmer House (in caretaker status)
- Animal Shelter, Westview Street
- 173 Bedford Street (swing space for the Fire & Rescue Headquarters and then the Police Headquarters)
- Nine schools (replacement for Maria Hastings Elementary School being built adjacent)
- Old Harrington School (Schools' Central Administration is the primary occupant).
- 20 Pelham Road property (new facility for Lexington's pre-kindergarten program (Lexington Children's Place [LCP]) being built, with an area set aside as a potential site for LexCC expansion)

The DPF is organized around four areas: Administration, Project Management, Facility Maintenance and Repair, and Custodial Services. Administration administers the Department. Project Management handles major capital renovations and provides staff support to the Town's Permanent Building Committee for new construction. Facility Maintenance and Repair maintains and repairs all the facilities listed below. Custodial Services is responsible for custodial services in all those facilities.

DPF has taken a systematic approach to solving problems that affect both Municipal and School buildings, including roofs, flooring, building envelope, and school paved parking and sidewalk areas. In a few cases the solutions have been programs with annual funding and could be considered more as ongoing maintenance than capital expenditures. However, as the needs exist and the work has been, and will be, funded using GF cash, the Committee supports labeling these projects as "Capital".



## CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

The 2018 ATM and STM approved several DPF-related appropriations:

- *Lexington Children's Place* (Article 11, \$11,997,842) is currently under construction with completion anticipated in early 2020.
- *45 Bedford Street Fire & Rescue Headquarters Replacement Construction* (Article 13, \$18,820,700) is currently under construction with completion anticipated in early 2020.
- *Lexington Police Station Rebuild—Design* (Article 14, \$1,862,622) is currently working towards Schematic Design completion and anticipating construction funding at a STM in late 2019.
- *Selectmen's Meeting Room High Definition Broadcasting Upgrade* (Article 20(a)) appropriated \$44,800 to be used to upgrade the broadcasting capability from the Selectmen's Meeting Room in the Town Office Building. Installation was completed this month.
- *Building Flooring Program* (Article 20(c)(1), \$125,000) saw work completed in the Clark Middle School library and the Cary Memorial Library.
- The *School Paving Program* (Article 20(c)(2), \$236,890) saw work completed at the Harrington Elementary School.
- *Public Service Building Vehicle Storage Area—Floor Drainage* (Article 20(d), \$157,000) is in progress; test work was done in January, 2019, and completion is anticipated in Spring 2019.
- *Municipal Building Envelopes and Systems* (Article 20(e), \$198,893) monies will be used for work in the Town Office Building in Spring 2019.
- *School Building Envelopes and Systems Program* (Article 20(g), \$227,755) was used for completing work at the Harrington Elementary School.
- *LHS Security Upgrade* (Article 20(h), \$338,600, and 2017 ATM Article 16(g), \$150,000) is nearing completion. The automatic door locking and parking lot work are completed. The remaining work is installation of the wayfinding signs and this is anticipated to be finished over the April school vacation week.
- *Public Facilities Mechanical/Electrical System* (Article 20(i), \$544,500) is in progress.
- *Visitors Center* (Article 22, \$4,575,000) bids for exhibits fabrication were to be opened on March 21, 2019, and new building construction will be opened after March 21, 2019, with work anticipated to commence in May, 2019.
- *Hosmer House Reuse Study* (STM-18-1, Article 5, \$50,000) appropriated money to study possible uses for the Hosmer House and where it could be relocated in light of the Lexington Police Headquarters rebuild. LDa Architects is currently under contract. Town Manager James Malloy has extended invitations to one member from each of the Historic Commission, the Historic District Commission, the Board of Selectmen, and the Permanent Building Committee, and Director of Public Facilities Mike Cronin to be members on the committee considering this issue. They expect to take 4 to 6 months to determine likely final placement of the house.

This year's request for DPF Capital funding includes a wide range of important work to both enhance buildings to meet the programmatic demands of the programs that occur in them as well as to perform extraordinary repairs and maintenance that are essential to extending the useful life of the buildings. (See Article 20.)

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

**Public Facilities 5-Year Capital Appropriation History (All Sources)  
(Exclusive of Land-Acquisition Costs)**

Program	FY2015	FY2016	FY2017	FY2018	FY2019
<b>Municipal</b>					
Visitor Center Renovation/Upgrade	\$220,608			\$100,000	\$4,575,000
Westview Cemetery Building <sup>1</sup>				\$270,000	
Old Reservoir Bathhouse <sup>2</sup>					\$75,000
Building Envelope	\$178,302	\$182,760	\$187,329	\$344,713	\$198,893
Townwide Roofing			\$176,400		
Fire & Rescue Headquarters			\$4,666,000	\$500,000	\$18,820,700
East Lexington Fire & Rescue Station	\$75,000				
Police Headquarters Rebuild <sup>3</sup>					\$1,862,622
Munroe School (Munroe Center for the Arts) <sup>4</sup>			\$328,000	\$675,000	
Cary Memorial Building <sup>5</sup>	\$8,677,400	\$269,598			
Community Center Renovations	\$3,551,000			\$425,000	
<b>Municipal Sub-Total</b>	<b>\$12,702,310</b>	<b>\$452,358</b>	<b>\$5,357,729</b>	<b>\$2,314,713</b>	<b>\$25,532,215</b>
<b>Schools</b>					
Lexington Children's Place		\$150,000		\$3,081,500	\$11,997,842
Maria Hastings School Replacement				\$63,059,418	
Schools Master Planning	\$250,000				
Middle School Education Capacity		\$10,966,000			
Evaluation of Middle Schools Spaces	\$40,000				
High School Overcrowding Renovations/Expansions <sup>6</sup>	\$495,000	\$1,030,400	\$97,020	\$440,200	
High School Heating System <sup>7</sup>	\$48,920		\$500,000	\$600,000	
Public Facilities Bid Documents	\$75,000	\$75,000	\$100,000	\$217,979	\$100,000
Building Envelope	\$230,000	\$210,000	\$215,000	\$222,200	\$352,755
Landscaping/Paving/Playgrounds	\$100,000	\$150,000		\$176,226	\$236,890
Major Electrical/Mechanical Systems Upgrades <sup>8</sup>	\$275,000	\$613,000			
Interior Renovations	\$69,300	\$674,000			
Extraordinary School Repairs	\$423,750	\$335,425			
Security Standardization		\$38,500	\$49,500	\$150,000	\$338,600
Wall Unit Air Conditioners					
School Traffic Mitigation for Safety	\$30,000		\$25,000	\$45,000	
Clarke Middle School Bus Loop <sup>9</sup>		\$0			
<b>Schools Sub-Total</b>	<b>\$2,036,970</b>	<b>\$14,242,325</b>	<b>\$986,520</b>	<b>\$67,992,523</b>	<b>\$13,026,087</b>
<b>Grand Totals</b>	<b>\$14,739,280</b>	<b>\$14,694,683</b>	<b>\$6,344,249</b>	<b>\$70,307,236</b>	<b>\$38,558,302</b>

<sup>1</sup> As endorsed by this Committee, this project has become the responsibility of the DPF—with DPW is its "client"—so this design funding (\$270,000 General Fund debt with debt service funded from this revolving fund) has been moved from the DPW's funding history.

<sup>2</sup> As endorsed by this Committee, this project has become the responsibility of the DPF—with DPW is its "client"—so this design funding (\$75,000 CPF (Cash)) has been moved from the Recreation's funding history.

<sup>3</sup> Includes costs for interim facility at 173 Bedford St—initially for the Fire & Rescue Headquarter's use and then to rehabilitate that facility for the Police Headquarter's use.

<sup>4</sup> FY2017 is \$298,000 for roof replacement whose debt service shall be covered by an increase in the lease payments by the Munroe Center for the Arts and \$30,000 for a study of the windows funded from the CPF.

<sup>5</sup> FY2015 includes \$200,820 from PEG Access Revolving fund; FY2016 includes \$75,398 for Records Center Shelving.

<sup>6</sup> FY2016 Includes \$150,000 transferred from the Appropriation Committee Reserve Fund.

<sup>7</sup> Of the FY2015 \$75,000, \$26,080 of that authority was unused and rescinded at the 2016 ATM.

<sup>8</sup> FY2015 for Clarke School Auditorium & Elevator.

<sup>9</sup> The FY2016 appropriation of \$363,000 was rescinded at the 2016 ATM as that work has been included in that school's renovation under the Middle Schools Building Projects.

## Recreation

Recreation Department programs are funded from three sources:

- General-Fund Tax Levy (e.g., used for neighborhood playgrounds, athletic fields, and basketball court improvements if not recommended by the Community Preservation Committee for CPA funding);
- R&CP EF (e.g., used for fee-based activities such as Pine Meadows Golf Course, Community Center, Irving H. Mabee Pool, Old Reservoir, and tennis courts). Fee collections for Enterprise Fund-based activities are weather dependent and can vary from year to year. It makes an annual indirect payment to the Town that was \$261,826 for this fiscal year and is projected to be \$269,681 for FY2020. For the FY2020 funding request from this Enterprise Fund, see Articles 14(f) and 15.
- CPA funds (available for creation and preservation of recreation facilities, including those for fee-based activities). CPA monies have enabled some large projects which otherwise might not have been financially viable. For example, CPA monies have funded the multi-year renovation of the Town pool complex, which is scheduled for completion on May 1, 2019. At the 2018 ATM, CPA funding provided partial funding for the \$3.34 million Center Track Renovation project; public meetings are complete and the bidding process is underway. CPA also funded last year's \$975,000 Athletic Facility Complex Lighting Upgrade. As that project's cost came in greater than budget, it resulted in a reduced project scope. Only the lights at Center 1 and Center 2 fields will be upgraded; lights at the pool, tennis courts, and basketball courts will be done at a later date by requesting a subsequent appropriation. For the FY2020 recreation-funding requests from the CPF, see Articles 14(f–j).

The Recreation Department completed a 2017 Accessibility Study of its facilities which has changed the department's priorities and is resulting in higher recreation-facilities investment to address deficiencies. After a \$75,000 feasibility study funded under 2018 ATM Article 10(i), the Old Reservoir Bathhouse Renovation (see Article 14(g)) is an example of a capital project that took on greater urgency after the Accessibility Study. Both the Athletic Field Park Improvement (see Article 14(i)) and the Bridge Playground Replacement (see Article 14(j)) include significant accessibility improvements.

Demand for Recreation facilities remains strong, and the community needs more fields, particularly synthetic fields that can be used even in inclement weather, and with lights that can extend playing time. Negotiations to share the use of a new Athletic Field Complex at the Minuteman High School have been put on hold. We anticipate the Recreation department will pursue a study of the fields in the Town and seek capital funding at a future date to fulfill this need.

### Recreation 5-Year Capital Appropriation History (All Sources)

Program	FY2015	FY2016	FY2017	FY2018	FY2019
Athletic Fields	\$100,000	\$85,000	\$120,000	\$125,000	\$11,297,000
Park, Playgrounds, & Tot Lots	\$150,000	\$123,000	\$136,000	\$60,000	\$302,000
Pine Meadows Golf Course	\$51,000	\$68,000	\$65,000	\$55,000	
Irving H. Mabee Pool <sup>†</sup>			\$166,000	\$1,620,000	Move to DPF
Lincoln Fields Improvements	\$620,000	\$650,000	\$30,000		
Accessible Study		\$78,000			
Antony Park (within Tower Park)			\$60,000		
Minuteman Commuter Bikeway			\$120,000		
<b>Totals</b>	<b>\$921,000</b>	<b>\$1,004,000</b>	<b>\$697,000</b>	<b>\$1,860,000</b>	<b>\$11,599,000</b>

<sup>†</sup> Previously included a project at the Old Reservoir Bathhouse. As endorsed by this Committee, that project has become the responsibility of the DPF—with Recreation as its "client"—so the design funding (\$75,000 CPF (Cash)) has been moved to the DPF funding history.

## Schools

### Overview

The Lexington Public Schools (LPS) provide educational, athletic, and club activities for students in grades Pre-Kindergarten–12. This is the enrollment for the current and the four previous academic years:

**Enrollment in Lexington Public Schools<sup>†</sup>**

Grades	Academic Year				
	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Pre-Kindergarten (Pre-K)	52	76	78	71	74
Elementary (Kindergarten (K)–5)	3,024	3,054	3,066	3,150	3,096
Middle Schools (6–8)	1,616	1,646	1,743	1,813	1,833
High School (9–12)	2,094	2,166	2,185	2,212	2,275
<b>Totals</b>	6,786	6,942	7,072	7,246	7,278

<sup>†</sup>Enrollment figures are those as of October 1st as required by the State’s Department of Elementary and Secondary Education (DESE) for each academic year.

LPS currently owns and operates six elementary-school buildings, two middle-school buildings, and the high-school complex of four, freestanding, academic buildings and a field house. Central Office (“Administration”) personnel and services are located in what had been the old Harrington School. The Pre-K program (Lexington Children’s Place [LCP] is primarily located in the new Harrington school building, but has outgrown that space and uses two additional classrooms on the lower level of the old Harrington building. In addition, the old Harrington houses elements of the Lexington, Arlington, Burlington, Bedford, Belmont (LABBB) Collaborative. The maintenance of these fourteen buildings is overseen by the DPF.

Perhaps the most important capital issue facing LPS is that the school system has an enrollment in Pre-K through high school that is over the system’s capacity, so the increasing enrollment presents a growing pressure on the schools from a building-capacity perspective. In order to address and be proactive about the impact of enrollment on the schools’ ability to maintain equitable educational standards, the School Committee established a School Master Planning Committee (SMPC) and the reconvened the Enrollment Working Group. The SMPC has concluded the most serious near-term challenges are at Lexington High School and is focusing on finding ways to increase classroom and core spaces at that building.

**Pre-K:** The Preschool enrollment is being addressed by the building of a new preschool at the 20 Pelham Road site—for which purchase funding was appropriated at the Special Town Meeting 2016-2, Article 2, and the Purchase & Sale Agreement (purchase price as \$7,950,000) executed on March 31, 2017. The construction commenced in May, 2018, and the school is expected to be open for use by the start for the 2019/2020 school year. The total approved funding from three different Town Meeting appropriations is \$15,079,342. The preschool enrollment capacity is measured in slots where students are in morning or afternoon slots, or if needed in both morning and afternoon slots. The enrollment tends to start low at the start of the school year and grow during the year as children reach the age of two years and nine months. To date the maximum enrollment has been 136 slots (2017/2018) and is currently (March 12, 2019) 132. The capacity next year when the new LCP comes on line will be 180, providing capacity for an additional 48 slots, or a growth of nearly 40% over current demand. Should future demand exceed this, the design allows for expansion with an on-grade addition to the current building.

**Elementary Schools:** The current enrollment (official Oct 1 enrollment) is 3,096, while the current capacity (assuming SC goal of 21.5 students per classroom) is 3,053. Note that is classroom capacity; the cafeterias and libraries and ancillary spaces do not fully support this enrollment. The LPS K-5 enrollment forecasts (<https://lps.lexingtonma.org/cms/lib/MA01001631/Centricity/Domain/231/10-23-18%20SC%20Packet.pdf>) based on a version of the cohort-survival method show a leveling off of enrollments. However, the Housing and Demographics Model (HDM) continues to call for strong growth into the foreseeable future.

## CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

The LPS is in the process of replacing the current 21-classroom Maria Hastings School with a new 30-classroom school at a cost of approximately \$65.3 million, gaining capacity for 194 students. The Massachusetts School Building Authority (MSBA) is partnering with Lexington to provide approximately \$16.5 million of the cost. Ground was broken in the summer of 2018 and the building is expected to come online February 2020. Work will then continue to remove the old Hastings and complete site work. The HDM method developed to improve K-5 enrollment projections gives a median projection of 3,403 students by the 2022/2023 school year and with Hastings online the K-5 system classroom capacity will be 3,247. The SC is experimenting with a revised version of the previously used cohort-survival method which provides projected enrollments below capacity. Actual versus projected enrollments will need to be carefully monitored.

**Middle Schools:** The renovations completed this past year added capacity for 3.5 teams, for a total of 21.5 teams (10.5 at Clark and 11 at Diamond) for a total capacity of 1,849 students. This was expected to accommodate the median enrollment projections out to the 2018/2019 school year, with minor overcrowding in 2019/2020. This appears to still be true according to the latest enrollment projections. The current median projections call for a peak enrollment of 1,938 in 2021/2022, and slowly decreasing thereafter. The middle schools will continue to be pressed for space for at least several years.

**High School:** The High School has been expanded in two phases of modular-classrooms additions. After the first set, Symmes, Maini, McKee Associates, in January 2015, estimated the high school capacity at 2,325 (See <http://www.lexingtonmultipleprojects.com/documents/>). The second set added space primarily for the Intensive Learning Program (ILP) special-education program, but included two general-education classrooms, bringing the capacity to approximately 2,375. While the current enrollment of 2,275 is within the general-use classroom capacity, other facilities such as the cafeteria and science laboratories are severely overcrowded. The science-classroom space needs are being partially addressed by space mining, with one science classroom being outfitted in the summer of 2019, and another in the summer of 2020. The cost of the first will use existing operating funds while the second will require a capital request of approximately \$152,500.

The median projected enrollment is expected to surpass 2,500 by the 2022/2023 school year and remain between approximate 2,500 and 2,600 indefinitely. The high school will remain overcrowded until replaced or significantly enlarged.

Preparations for high-school renovations and enlargement, or replacement are already underway. The Town submitted a Statement of Interest (SOI) to the MSBA this month, and a response will likely be known by the end of this calendar year. If the MSBA invites Lexington into its reimbursement program this year, the Town would be required to fund the next-step feasibility study by next spring—which is later in FY2020. While that would be welcomed—as MSBA funded projects take, on average, 5½ to 6 years from SOI submission to the opening of a new building—that is optimistic. Therefore, the funding for the feasibility study is being projected by this Committee for FY2021. While there are no official cost estimates at this time, and costs may depend on renovation versus replacement, this will be a capital undertaking on a scale never before experienced by Lexington. It should be noted that the new Arlington High School, with about 60% of Lexington’s current enrollment, has an expected gross cost of \$291 million.

Peak enrollment is expected well before a new high school can be completed, so the high school will require some investment for extensive space mining, modification of the cafeteria, and possibly building modular classrooms. The SC, Superintendent, administrators, and staff are strategizing on the most cost-effective way to gain 9–12 temporary, general-education, classrooms, as well as additional science classrooms. The financial impact of space mining and capacity additions to alleviate enrollment pressures at the high school is not yet reflected in the Schools 5-year capital plan.

While capital projects for the LPS buildings and their environs are managed by the DPF, there currently are annual requests for capital appropriations directly managed by LPS for school technology.

**School Technology Program**

There is a long-term plan to upgrade technology throughout the schools by replacing the oldest computers, peripherals, projection systems, network-delivery systems, and other associated hardware and software to use as enhanced instructional and administrative tools. Some additional equipment, such as iPads for the middle school, is needed to accommodate the increased enrollment and some new equipment is needed for mandated computerized testing. Additional equipment is being sought to improve delivery of science, technology, engineering and arts curriculum. (See Article 19.)

**Schools-Managed 5-Year Capital Appropriation History (All Sources)**

Program	FY2015	FY2016	FY2017	FY2018	FY2019
Technology	\$1,110,000	\$1,378,000	\$1,198,000	\$1,331,900	\$1,715,300
Classroom & Administrative Furniture <sup>†</sup>	\$261,594	\$317,500	\$186,000	\$123,000	
Food Service Equipment <sup>†</sup>		\$82,500		\$75,000	
Time Clock/Time Reporting System		\$208,000			
School Defibrillator Replacement	\$30,500				
<b>Totals</b>	<b>\$1,402,094</b>	<b>\$1,986,000</b>	<b>\$1,384,000</b>	<b>\$1,529,900</b>	<b>\$1,715,300</b>

<sup>†</sup> Starting in FY2019, this category is funded in the Schools Operating Budget

**Information Services**

The Information Services Department (IS) supports, maintains and manages the Town's information-technology systems (hardware, software, and Web sites) that are critical service-delivery elements and provide program management for all of the Town's departmental operations. Services provided include: municipal information-technology (IT) hardware/software operations and support for all activities; staff training; financial-management hardware and software (including the Town's Munis system) maintenance that serves Town and School departments; electronic mail and Internet access; Town website support; phone Voice Over Internet Protocol (VoIP) infrastructure and applications; head-end management and support; and co-management, with School Department IT staff, of the Town's wide-area network connecting 31 Town and School buildings.

There are three FY2020 requests. See Articles 16(m-o).

**IS 5-Year Capital Appropriation History (All Sources)**

Program	FY2015	FY2016	FY2017	FY2018	FY2019
Public Safety Radio Connectivity					\$370,000
Telephone System Replacements	\$260,000	\$52,000	\$21,000	\$120,000	
MIS Technology Improvement Program	\$140,000	\$140,000	\$150,000	\$100,000	\$200,000
Network Redundancy & Improvement				\$130,000	\$350,000
Application Implementation					\$390,000
<b>Totals</b>	<b>\$400,000</b>	<b>\$192,000</b>	<b>\$171,000</b>	<b>\$350,000</b>	<b>\$1,310,000</b>

**Town Clerk's Office**

This Office is the primary repository of official documents for the Town, and the custodian of, and recording office for, official Town and vital records. Responsibilities include: issuing marriage licenses, recording vital statistics, issuing dog licenses, registering businesses, conducting the annual Town Census and publishing the results, maintaining the Town Archives, managing the Public Meeting Calendar in accordance with the Open Meeting Law, overseeing ethics training, and creating and recording permanent Town Meetings records. This Office conducts elections in conformance with State and local laws and, with the Board of Registrars, processes voter registrations and certifications.

For the FY 2020 request, see Article 14(c).

**Town Clerk’s Office 5-Year Capital Appropriation History (All Sources)**

Program	FY2015	FY2016	FY2017	FY2018	FY2019
Election System			\$81,000		
<b>Totals</b>	\$0	\$0	\$81,000	\$0	\$0

**Affordable Housing**

To provide for the needs of its residents and to meet State law, the Town must plan and budget for the continuing creation and maintenance of units of affordable housing.

**Massachusetts General Law Chapter 40B**, passed in 1969, requires each municipality in the Commonwealth to have 10% of its housing "affordable" as defined by the statute and its regulations. An affordable unit is defined as one that could be purchased or rented by a household receiving income of up to 80% of the Area Median Income (AMI), assuming that the household spends no more than 30% of that income on housing. AMI for different regions of the country is adjusted annually by the U.S. Department of Housing and Urban Development (HUD), and varies according to household size. The current AMI for Middlesex County for a family of three is \$120,433. To be maintained as affordable, a unit must be subject to a long-term, preferably perpetual, deed restriction limiting its sale price to the affordable level as determined at the time of sale. To encourage more rental-unit creation, the statute also provides that if a rental-housing development deed-restricts 25% of its units, *all* of the rental units will count as part of the town's Subsidized Housing Inventory (SHI), even though 75% of them are actually priced at market rate.

The **Lexington Housing Partnership (LHP)** is a nine-member board of Town residents appointed by the Board of Selectmen to 3-year terms. Its mission is to keep Lexington residents informed of the Town's housing needs and to plan and advocate for the preservation and creation of affordable housing units on an ongoing basis.

The **Lexington Housing Authority (LHA)** was created in 1969 under Massachusetts General Law, Chapter 121B. Under the statute, municipal housing authorities manage State- and Federally-subsidized housing units and administer Federal housing vouchers to individuals and households who qualify. Four members of the LHA are elected; a fifth is appointed by the Governor. As of May of this year, the LHA will own or manage 258 units, which include one-bedroom units for elderly or disabled residents at Countryside Village, Greeley Village, and Vynebrooke Village, as well as 18 two-to-four-bedroom units scattered throughout the Town. The LHA also administers 78 housing vouchers, which are used by households to pay private landlords. Depending on the size and type of housing unit, the LHA's wait time for eligible households varies from 1½ to 8 years.

LHA routinely applies for State and Federal contributions for maintenance and improvement of these housing units. However, State contributions are calculated according to a "facility condition index" (FCI) and distributed as a pro rata share of housing funds apportioned across the State, and these contributions are insufficient to meet annual needs. Use of Lexington's Community Preservation Act funds for those capital improvements that are eligible under the statute allows the Town to keep existing units functional and in compliance with legal standards. A CPA appropriation for FY2017 funded LHA's purchase of five units at Judges Road/Pine Grove, which were added to its inventory in 2018.

The **Lexington Housing Assistance Board (LexHAB)** is unique to Lexington. It was created in 1983 by the Selectmen, who were concerned about the need for affordable and transitional housing for Lexington residents experiencing economic difficulties. With initial contributions from the developers of the Potter Pond condominium, and later, the Brookhaven Life-Care Living Facility, LexHAB began acquiring rental-housing units, which now total 64. They are administered by the volunteer nine-member Board, which uses rents to maintain and improve the units as needed. LexHAB also maintains a fund balance that may be used to build new units or to purchase units on which the deed restrictions maintaining their affordability may expire.

**Lexington's Subsidized Housing Inventory (SHI)** The housing units administered by the LHA and those LexHAB units that have been assigned under the State's lottery procedure all count on Lexington's SHI. Including all rental units, as permitted by statute, the Town's SHI stood at 11.2% at the 2010 census. However, as 75% of the Town's rental units are not actually deed-restricted, the true percentage of Lexington housing units that are affordable to households below the AMI is closer to 5%.

As the Town's inventory of market-rate units increases more rapidly each year than do deed-restricted units, there is concern that by the 2020 census, Lexington's SHI will fall below the statutorily required 10%. In that event, the statute provides that private developers who deed-restrict 25% of the units in their projects will not be subject to the density restrictions of Lexington's zoning bylaw, allowing them to build larger and more densely sited subdivisions than Lexington would otherwise allow.

**The Community Preservation Act (CPA)** (see further information starting on Page 6) provides that 10% of each year's revenue under the Act (i.e., the designated tax-surcharge revenue, the State contribution, and interest earned on the Community Preservation Fund (CPF)) be allocated for community (low or moderate income) housing. Since Lexington's adoption of the Act in 2006, CPA funds have been the primary means of adding affordable units to Lexington's inventory. Town Meeting has approved LexHAB requests for CPA allocations to purchase and rehabilitate existing homes, as well as to build new units, both of which are then deed-restricted and rented to eligible households.

- This year's ATM will consider a CPC recommendation to fund capital improvements to existing community housing administered by LexHAB. (See Article 14(k).)
- LexHAB's Local Initiative Project (LIP) application for construction of two three-unit buildings on Lowell Street has been approved for a series of CPA appropriations, now totaling \$2,684,653. The requirements that LexHAB follow municipal bidding requirements and accessibility standards have materially increased the cost of this project since its initial appropriation in 2014, requiring the supplemental appropriations. A recently completed bidding process yielded only one bid, which came in over budget, so the project will go out for rebid in the spring of 2019.
- Renovation of the Wright farmhouse on Grove Street as an affordable unit is fully funded and remains underway.
- The 2017 ATM voted to approve \$1,048,000 in CPA funding to preserve 16 existing affordable housing units at Pine Grove Village/Judge's Road for which the deed restrictions were set to expire in 2019. The funds allowed the LHA to purchase and renovate five units for rental, and provides for the purchase of perpetual deed restrictions on 11 additional units as they come on the market.



**CPA-Funded Community Housing 5-Year Appropriation History  
(All Sources)**

	FY2015	FY2016	FY2017	FY2018	FY2019
Greeley Village Renovations (LHA) <sup>1</sup>			\$263,250	\$56,712	
Vynebrook Village Renovations (replacement of roofing, siding, exterior doors) (LHA) <sup>2</sup>	\$300,551				
Development of community housing at Busa Farm on Lowell St (Farmview) (LexHAB) <sup>3, 5</sup>	\$750,000				\$1,400,000
Property Purchase 241 Grove Street (Town) <sup>4</sup>		\$241,020			
Purchase of an affordable unit at Keeler Farm (LexHAB)			\$185,000		
Affordable Units Preservation (Pine Grove Village/Judge's Road)				\$1,048,000	
<b>Totals</b>	\$1,050,551	\$241,020	\$448,250	\$1,104,712	\$1,400,000

<sup>1</sup>FY2014: Total project cost was \$190,734 of which \$18,000 was paid by a State DHCD grant; FY2017: Total project cost was \$317,013 of which \$53,763 was paid by a State DHCD grant. FY2018: Supplemental funding to fund included replacement of porch decking.

<sup>2</sup>Total project cost was \$901,653, of which \$601,102 was paid by a State DHCD grant.

<sup>3</sup>The 2014 ATM voted to add the requested sum of \$750,000 to funds already held by LexHAB: \$84,653 in unused funds from the FY2012 allocation and \$450,000 in unused funds from the FY2013 allocation; for a total of \$1,284,653 for use in building community housing at the Busa Farm site—a Town property acquired with CPA funds in 2009.

<sup>4</sup>Purchase of Parcel 2 of 43,446 sq ft (just under 1 acre) was authorized at the 2015 ATM, Article 9. Closing date was February 11, 2016. The purchase price was \$520,000 and \$98,000 was needed for purchase-associated costs. The acquisition is for both Open Space (Conservation) and Community Housing. The allocation of area and the same proportion of the total cost are 16,954 sq ft (39%) and \$241,020 for Community Housing. (See Open Space & Conservation for the balance of the area and the cost.)

<sup>5</sup>The 2018 ATM provided supplemental funding as multiple factors increased the development cost. (See this Committee's report to the 2018 ATM, Page 45, Article 10(j), for those factors.)

## Planning

The mission of the Planning Board and the Planning Department is to envision the Lexington that will best serve the needs and preferences of its residents and to work toward realizing that vision by managing growth and change. Among its responsibilities is transportation planning.

### **Transportation Safety Group (TSG)**

This working group, appointed by the Town Manager, receives input from the citizens, the Commission on Disability, and the Bicycle, Sidewalk, and Transportation Advisory Committees. It brings proposed projects or regulation changes to the Town Manager. Funding requests for project design come from the Planning Department, which manages appropriations at the development stage.

Most projects are relatively short-term and small in scope, but larger projects may ultimately move to the Department of Public Works for implementation. In 2017, the Planning Department submitted a request for \$100,000 to fund the work of the TSG in reviewing citizen requests, collecting data and performing analysis of projects. The Planning Department has since made this an annual application so that work can go forward without requiring individual requests to Town Meeting for each project. (See Article 16(l).) Of the FY2019 \$100,000 appropriation, \$61,000 is encumbered for traffic studies of Pleasant Street at Massachusetts Avenue, and Eldred Street at Massachusetts Avenue, and the \$39,000 is available for ongoing projects.

**Hartwell Avenue Commercial District**

The 2009 ATM approved the Planning Department's request to create a Traffic Management Overlay District (TMOD) for the Hartwell Avenue commercial corridor. The FY2011 ATM voted to create a TMOD Stabilization Fund to receive mitigation payments from commercial developers. It has a current balance of \$341,885.73. The Fund will be used to pay for a proposed update of the TMOD, approved at the 2018 ATM, but progress on the update may wait upon completion of an updated Comprehensive Plan, now in process.

The 2017 ATM approved funding of a project for a safe and accessible crosswalk at the Bedford and Eldred Streets intersection. The design has been approved by the Massachusetts Department of Transportation and work on this project is ongoing by DPW.

The 2017 ATM approved funding to undertake an update of the Town's Comprehensive Plan which was last completed in 2003. The Plan covers Land Use, Housing, Economic Development, Natural and Cultural Resources and Transportation. A task force of staff, citizens, and Town officials is moving forward with this work, holding public forums on transportation, housing, and economic development.

Planning 5-Year Appropriation History

Program	FY2015	FY2016	FY2017	FY2018	FY2019
Transportation Mitigation				\$100,000	\$100,000
Comprehensive Plan				\$302,000	
<b>Totals</b>	\$0	\$0	\$0	\$402,000	\$100,000

**Economic Development**

The Economic Development Office serves as a liaison between businesses and local government. It works to retain and expand local businesses by providing information, conducting research, and leveraging State economic development tools and resources designed to improve the business environment. The Office maintains relationships with State-level partners for business development and infrastructure investment opportunities. The Office seeks to develop economic opportunities from tourism, and maintains and staffs the Lexington Visitors Center with sales revenue generated from the Visitors Center gift shop.

The 2018 ATM voted funding for the construction of a new Visitors Center. Final approval of the project has been obtained from the Historic Districts Commission. (See that project's entry under DPF on page 29 for the latest status.)

For the FY2020 request for the Center Streetscape Improvement, see Article 16(e).

Progress on the Battle Green Master Plan Phase 3 had been deferred until a timetable could be confirmed for the Lexington Center Streetscape project. This ATM will consider a request to appropriate to move forward with design elements of the Battle Green, including access and amenities at Belfry Hill (See Article 14(d)), with the expectation that another appropriation will be sought next year to complete the work.

A plan for consolidation and repaving of parking areas around the Center remains deferred pending work on the Center Streetscape.

**Economic Development 5-Year Capital Appropriation History (All Sources)**

Program	FY2015	FY2016	FY2017	FY2018	FY2019
Grain Mill Alley		\$18,000	\$127,838		
<b>Totals</b>	\$0	\$18,000	\$127,838	\$0	\$0

## 2019 ATM Warrant-Article Explanations and Recommendations

*Cites of the “Town Warrant” refer to the “Town of Lexington Warrant for the 2019 Annual Town Meeting”, March 25, 2019. Cites of the “Brown Book” refer to the “Town of Lexington Fiscal Year 2020 Recommended Budget & Financing Plan”, March 4, 2019*

Article 4: Reduce Community Preservation Act (CPA) Surcharge Rate From 3% To 1% Pursuant To G.L. c. 44B, § 16 (Citizen Article)	Funds Requested	Funding Source	Committee Recommends
	N/A	N/A	<b>Approval of Indefinite Postponement (6-0)</b>

“To see if the Town will vote to change the current CPA surcharge from 3% down to 1%, providing an immediate tax break to all Lexington residents.

*“(Inserted by Bridger McGaw and 9 or more registered voters)*

“DESCRIPTION: This article seeks to reduce the CPA surcharge net to provide tax relief to Lexington residents. In addition, special considerations must be given to covering debt for previous CPA-funded projects, maintenance of historic properties, and future conservation land purchases.”

(Town Warrant)

This Committee unanimously supports the indefinite postponement of this Article. While a periodic review of the level of the CPA surcharge paid by Lexington taxpayers is appropriate, were this Article to go forward, this Committee would strongly oppose any rollback of the 3% surcharge at this time, just as we unanimously opposed a similar proposal in 2011 (2011 ATM, Article 17). We believe that the benefits Lexington will continue to receive from its current level of participation in the CPA greatly outweigh the cost to residents, as set out more fully under The Community Preservation Act on Page 6.

Further, the current Article is misleading in its suggestion of immediate tax relief and in its failure to calculate the level of surcharge necessary to cover the current CPA debt balance.

Article 6: Appropriate For Cremation Facility at Westview Cemetery (Citizen Article)	Funds Requested	Funding Source	Committee Recommends
	\$90,000	GF (Free Cash)	<b>Disapproval (6-0)</b>

“To see if the Town will vote to raise and appropriate a sum of money for design, engineering and architectural services including site work, value engineering, and cost estimating to construct a new Cremation Facility at the Westview Cemetery and for the payment of all other costs incidental or related thereto; determine whether the money will be provided by the tax levy, by transfer from other available funds, by borrowing, or by any combination of these methods; or act in any other manner in relation thereto.

*“(Inserted by Dinesh Patel and 9 or more registered voters)*

“DESCRIPTION: These funds will permit the design and construction work of a new crematorium at the Westview Cemetery.”

(Town Warrant)

**MOTION:** That the Town appropriate \$90,000 for design, engineering and architectural services including Site Design, Schematic Design, Design Development, Construction Drawings and Bid Documents, and that to meet this appropriation \$90,000 be appropriated from the General Fund unreserved fund balance provided that any funds appropriated hereunder may only be spent subject to and

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

contingent upon an affirmative recommendation of the Ad Hoc Crematory Study Committee and acceptance of said recommendation by the Board of Selectmen.  
(March 15, 2019)

*This committee is unanimously against this Motion. While we are sympathetic to the proponents’ desire for a cremation facility in Lexington’s Westview Cemetery, and we have not taken any position as to building such a crematory, we also believe it is premature to support funding any such facility for at least these reasons:*

- 1) *It is fiscally irresponsible to appropriate any funds to begin facility design—and definitely not all the way through construction (bid) documents—when their use is contingent on two, sequential, conditions. This Committee does not support that kind of “banking” of funds for any facility project.*
- 2) *In this instance, a feasibility study which properly precedes any design funding is applicable and warranted for a crematory because there are so many questions that range from what use would there be, through the maintenance and other operations funding of such a crematory. That study is underway by the Board of Selectmen’s Ad hoc Crematory Study Committee. Although it is aggressively searching for those answers, that Board needs even to begin its deliberations, that Study Committee can only provide an interim report at this Town Meeting. Presently, they have not even issued a preliminary financial analysis on the capital and operating budget impacts. It will be additional months before it can provide that Board with a final report. (The Study Committee has concluded they do not want planning for a crematorium project to interfere with the Westview Cemetery project—a position that this Committee has long endorsed.)*
- 3) *By appropriating monies for the entire design phase right through construction and bid documents, Town Meeting would be denied its responsibility to evaluate the project at critical stages of analysis and then at the stages of design before it makes an appropriation. That responsibility should not be by-passed.*
- 4) *The proposed appropriation is not necessary to assure that the Town will seriously address the desire to have a crematory at the Westview Cemetery. This Committee believes, without reservation, that the actions and efforts already taken by the Board of Selectmen and the Study Committee demonstrate that this requested appropriation is neither needed nor effective to ensure that the on-going, good-faith effort will continue toward presenting the Board of Selectmen with the justification for an appropriation to begin a project toward building a crematory.*

*We ask that Town Meeting join us in not supporting this Motion.*

Article 8: Funding For Sustainability Actions (Citizen Article)	Funds Requested	Funding Source	Committee Recommends
	N/A	N/A	Approval of Indefinite Postponement (6-0)

“To see if the Town would vote to Amend Chapter 110 of the Code of the Town of Lexington to establish a revolving fund or other similar mechanism, which would hold revenue, grants, or net savings generated by Sustainable Action Plan programs to fund additional programs proposed under the Sustainability Action Plan and approved by the Board of Selectmen; or act in any other manner in relation thereto.

*“(Inserted by Ricki Pappo and 9 or more registered voters)*

“DESCRIPTION: This article seeks to establish a revolving fund, or some other mechanism, from the earnings of projects promoted through the Sustainable Action Plan for the Town to invest in future actions proposed under the Sustainable Action Plan.”

(Town Warrant)

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

While we support the Article's intent (to promote sustainability in the Town), we would be against any accounting mechanism which would silo funds because it reduces fungibility. We prefer that funds for any such actions be allocated in the Town's Operating Budget or as specific appropriations on an annual basis so that those funds, if modest, would be available without delay as needs arise. Larger dollar amounts should be by specific appropriation. Either way, the request for funds to enhance sustainability should be prioritized in conjunction with other Town programs.

Article 10: Appropriate To Post Employment Insurance Liability Fund	Funds Requested	Funding Source	Committee Recommends
	<b>\$1,885,486</b>	<b>\$750,000 GF (Cash) + \$1,129,721 GF (Free Cash) + \$2,761 Water EF (Cash) + \$3,004 Wastewater EF (Cash)</b>	<b>See below for this Committee's commentary on this request</b>

“To see if the Town will vote to appropriate a sum of money to the Town of Lexington Post Retirement Insurance Liability Fund, as established by Chapter 317 of the Acts of 2002; determine whether the money shall be provided by the tax levy, by transfer from available funds, including enterprise funds, or by any combination of these methods; or act in any other manner in relation thereto.”

“DESCRIPTION: This article will allow the Town to continue to fund its liability for post-employment benefits for Town of Lexington retirees. Beginning with the FY2007 audit, the Town was required to disclose this liability. Special legislation establishing a trust fund for this purpose was enacted in 2002.”

(Town Warrant)

(Brown Book I-6, V-27, & V-31)

Normally this Committee would not advise Town Meeting on such an Operating Budget matter; however, as a large amount of discretionary-use cash is being assigned to this purpose, this Committee believes it is important to raise its concern as to whether, in this period of extraordinary pressure to fund multiple, expensive, Capital projects, this is the best use. Of the total funding proposed, only the \$267,852.24 of the Free Cash—representing the Federal contribution to the Town regarding Medicare Part D—represents a firm tie to being used toward this primarily medical-benefits-related purpose.

While Lexington currently calculates it has, and acknowledges, a huge unfunded liability to this Fund (often identified as Other Post-Employment Benefits (OPEB)). The last actuarial report, which was an interim report as of June 30, 2018, had the net OPEB liability at \$138,385,668 with the Town-selected discount rate of 7.5%. (It would be \$157,094,949 with a discount rate of 6.5%.) It is only under a BoS policy that the annual dollar amount is determined. So, while this Committee endorses making some annual payment into the fund to affirm Lexington recognizes it has the liability, this Committee encourages the BoS to revisit its policy to recognize the amount each year should be tempered by other competing demands. One of these is having as robust a Capital SF as practical as the Town plans in the next few years to use all of that SF's cash to alleviate the impact of the debt service for the large Capital projects—which does not yet address the LHS. Another is to contribute to the Pension Fund—which has the same investment potential as the OPEB fund—to speed it reaching its statutory obligation and, thus, providing an alternative funding of the annual pension costs.

This Committee also looks to the Appropriation Committee to provide its own position in the near future on whether the currently proposed use of these discretionary funds is in the best interests of the Town and its taxpayers.

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

Article 14: Appropriate the FY2020 Community Preservation Committee Operating Budget and CPA Projects (Multiple Categories)	<b>Funds Requested</b>	<b>Funding Source</b>	<b>Committee Recommends</b>
	<b>\$5,528,047</b>	<b>CPF (Cash)</b>	<b>See Below</b>

Project Description (Category)	Amount Requested	Funding Source	Committee Recommends
(a) Conservation Land Acquisition (Open Space)	\$275,000	CPF (Cash)	Approval (6–0)

“This FY2020 request for CPA funds is for the acquisition and preservation of environmentally sensitive lands in Lexington located on Kendall Road (Map 32, Lot 114) and Sherburne Road (Map 32, Lot 135). The Sherburne Road parcel has been on the Conservation Commission’s list of highly desirable parcels since 1996 and abuts the Upper Vine Brook conservation area. The Kendall lot is a stand-alone parcel, but the Conservation Commission was offered the opportunity to acquire these properties only as a package deal for both lots. The acquisition of both parcels of land will add an additional 4+ acres to the Town’s inventory of conservation land.”

(Brown Book, Page XI-18)

Project Description (Category)	Amount Requested	Funding Source	Committee Recommends
(b) Willard’s Woods Site Improvements (Recreation)	\$138,273	CPF (Cash)	Approval (6–0)

“Willard’s Woods is the largest and most popular conservation area in Lexington, with over 100 acres of open meadow, old-growth pine forest, wetlands, and a historic mill pond. A stone dust bike path runs across the property, connecting North Street with Brent Road and Hathaway Road. This path is part of the Across Lexington trail system, but it is not fully accessible to a mobility-impaired user and is in need of repair. The Conservation Commission proposes to upgrade and improve this path and to use it as the basis of exploring and creating an expanded trail system that meets the requirements of the Americans with Disabilities Act and the principles of universal design, in order to open some of the experience of Willard’s Woods to visitors with a wider range of abilities. The project will also include upgraded and accessible parking and universally designed navigation and interpretive signage, benches and picnic areas that are usable by all visitors, including those with mobility, vision, or other functional limitations.

“The project will be completed in two stages. This FY20 funding is for the first stage. It will be used (1) to hire an established natural resources management firm to produce a comprehensive land management plan, which will identify areas of special significance in Willards Woods and develop a plan for long-term maintenance of the property; and (2) to enable design, surveying, engineering, construction planning and permitting for the proposed universally designed enhancements, which will be located, to the extent possible, to take advantage of features identified in the land management plan. The second stage of the project, anticipated for FY2021, will be construction of the trail, parking improvements and other elements of the plans developed in stage one.”

(Revised application to the CPC (March 5, 2019)

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

Project Description (Category)	Amount Requested	Funding Source	Committee Recommends
(c) Archives and Records Management/Records Conservation & Preservation (Historic Resources)	\$20,000	CPF (Cash)	Approval (6–0)

“This is an ongoing request to fund the conservation and preservation of historic municipal documents and records and to make them available on the Town’s digital archives. The FY2020 request will cover documents between the years of 1850-1910, including School Committee Minutes, Board of Registrars Minutes and Records of Overseers of the Poor. Significant progress has been made in preserving Lexington’s historic documents but there remains a continuing need to preserve records from the early 1900s and make them accessible. It is projected that this will be a yearly request for treatment/digitization/microfilming of records. The preservation and conservation of permanent records for archiving creates the basis for documenting Lexington’s history for the future.”

(Brown Book, Page XI-23)

Project Description (Category)	Amount Requested	Funding Source	Committee Recommends
(d) Battle Green Master Plan—Phase 3 (Historic Resources)	\$253,394	CPF (Cash)	Approval (6–0)

“The FY2020 request is for the third phase of a three phase Battle Green Master Plan implementation. Phases 1 and 2 have been funded with work scheduled for fall 2018 and spring 2019. Funding for Phase 3 construction will be used to address site amenities and historical landscaping. Previous Battle Green work included monument restoration and treatment. A study was conducted on pathways, fencing, parking, traffic, and pedestrian accessibility. The elements that exist in the Battle Green area need to be maintained, updated and restored in order to keep them viable for current and future generations.

“The total cost of Phase 3 of the project is \$570,438. In FY2020, \$253,394 is being requested which will fund architectural services, landscaping, benches and site amenities, Belfry improvements and monument work. The remaining \$317,044 will be requested in FY2021 and will include lights and the remaining pathway, monument and landscaping work.”

(Brown Book, Page XI-21)

Project Description (Category)	Amount Requested	Funding Source	Committee Recommends
(e) Historical Renovation & Adaptive Reuse of 9 Oakland Street (Historic Resources)	\$70,000	CPF (Cash)	Approval (6–0)

“Supportive Living, Inc. (SLI), a non-profit organization, provides appropriate, affordable and supportive housing for survivors of brain injury. In 2007, Town Meeting approved \$300,000 to help fund the renovation of 7 Oakland Street into 15 units of affordable housing for survivors of brain injury. In 2009, the Town was awarded the Robert Kuehn Community Preservation Award for the adaptive re-use of 7 Oakland Street, now referred to as the ‘Douglas House’. In 2018, Town Meeting approved \$200,000 to help fund the renovation of 9 Oakland Street and adaptive re-use of the structure. The FY2020 request seeks supplemental funding to complete the renovation of the building located at 9 Oakland Street.

“The entire property, 7-9 Oakland Street, is located within the Battle Green Historic District and is listed on the National Register of Historic Places. It was previously home to the *Lexington Press* and originally housed M.H. Merriam & Company. Renovations will include an additional common area for residents, additional meeting and office space for Douglas House staff and an expansion of the Wellness Center. The supplemental project cost is \$84,905, of which \$70,000 is requested from CPA funds. The remaining amount will be obtained through foundation grants, private donations and contributions from SLI’s Board of Directors.”

(Brown Book, Page XI-23)

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

Project Description (Category)	Amount Requested	Funding Source	Committee Recommends
(f) Athletic Field Complex at Minuteman Regional Vocational Technical School (Recreation)	N/A	N/A	Approval of Indefinite Postponement (6-0)

(Narrative in Brown Book, Page XI-7 & -19, is no longer applicable as the Motion will be for Indefinite Postponement.)

This project was to be a \$4,900,000 expense (\$1,000,000 CPA (Cash) + \$3,900,000 GF (Debt) (Debt Service funded from the Recreation EF) for Lexington to share facilities in the new Minuteman complex in accordance with an Intra-Municipality Agreement. However, the Minuteman School is currently seeking additional funding partners, putting Lexington’s time allotments for the fields as well as other parts of the agreement, in doubt. Minuteman will not have any other partnerships confirmed until late summer, so it is not possible to move forward on this project at this Town Meeting.

Project Description (Category)	Amount Requested	Funding Source	Committee Recommends
(g) Old Reservoir Bathhouse Renovation (Recreation)	\$620,000	CPF (Cash)	Approval (6–0)

“FY2020 funds will be used for the implementation of the construction phase at the Old Reservoir bathhouse. A feasibility study was completed in FY2019 and based on the findings it was decided to renovate the bathhouse instead of demolition. The project will include repairs to the plumbing system, installation of all new fixtures, installation of new aerators, replacement of the existing roof, reconfiguration of the main entrance, addition of a small program space, and the installation of a new shade structure. Based on the findings in the ADA Compliance Study completed in 2017, the bathhouse is not ADA-compliant in its current condition. The renovation will address the accessibility issues in the bathhouse, as well as the walkway and surrounding site.”

(Brown Book, Page XI-18)

Project Description (Category)	Amount Requested	Funding Source	Committee Recommends
(h) Park Improvements - Hard Court Resurfacing (Recreation)	\$70,000	CPA (Cash)	Approval (6–0)

“This ongoing program provides funding for resurfacing, painting and striping the hard-court surfaces at Recreation facilities. These facilities include neighborhood Basketball Courts, Center Track and Tennis Courts at the Center Complex, Clark Middle School, Adams Park and Valley Park. The FY2020 funding request will address the specific needs at Adams Park including resurfacing, painting, and re-striping the tennis courts and basketball courts as well as the installation of a new bike rack. These repairs of hard-court surfaces will increase their quality and safety.”

(Brown Book, Page XI-19)

Project Description (Category)	Amount Requested	Funding Source	Committee Recommends
(i) Park Improvements—Athletic Fields (Recreation)	\$435,000	CPA (Cash)	Approval (6–0)

“This ongoing multi-year capital program is to address safety and playability concerns as well as providing adequate and safe field conditions. This program funds improvements to athletic fields including renovations to natural turf, drainage, new irrigation systems, and site amenities including benches and backstops. The FY2020 funds will be used for improvements to the Diamond Middle School



CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

Field. The renovations will include drainage, laser grading, and new irrigation controls. An ADA Compliance Study was completed in 2017 and identified the need for an accessible route between the ball fields and their respective team areas. An accessible route will be installed along the fence on the west side of the site that connects the ball fields to each other and the parking lot. If approved, renovations will begin in the Fall of 2019.”

(Brown Book, Page XI-19)

Project Description (Category)	Amount Requested	Funding Source	Committee Recommends
(j) Playground Replacement Program—Bridge (Recreation)	\$302,000	CPA (Cash)	Approval (6–0)

“This FY2020 request will fund the update and replacement of playground equipment and surfacing behind the Bridge Elementary School and playfields. Proposed improvements will renovate and rehabilitate existing safety surfacing and equipment so that the site will be in compliance with Consumer Product Safety Commission (CPSC), American Society for Testing and Materials (ASTM) and the American with Disabilities Act (ADA).”

(Brown Book, Page XI-17)

Project Description (Category)	Amount Requested	Funding Source	Committee Recommends
(k) LexHAB Rehabilitation Funding (Community Housing)	\$99,700	CPA (Cash)	Approval (5–1)

“The FY2020 funding request seeks funding to preserve, rehabilitate, and restore unit housing of 12 properties in Lexington some of which were acquired with CPA funds. There are currently 72 units of affordable housing in LexHAB's inventory. The "preservation of community housing is a permissible use of CPA funds. The "restoration" and "rehabilitation" of community housing is permitted only where the housing was originally acquires or created using CPA funds. Natural deterioration requires period preservation and rehabilitation. The work includes, kitchen and bath renovations as well as roof replacements. The proposed project is in accordance with Lexington's goals of contributing a sizable complement of affordable housing to keep the Town's inventory at a minimum level of 10% of the total number of residential units in Town.”

(Brown Book, Page XI-23)

*One member opposes this because this work is being proposed before LexHAB presents a request to provide long-overdue, higher-priority, affordable housing on the Town-purchased Vine Street property.*

Project Description (Category)	Amount Requested	Funding Source	Committee Recommends
(l) CPA Debt Service (Multiple)	\$3,094,680	CPF (Cash)	Approval (6–0)

(Brown Book, Page XI-15)

CPA Debt Service	
Wright Farm Acquisition	\$365,800
Community Center Acquisition	\$917,100
Cary Memorial Building Upgrades	\$812,200
Center Track & Field Reconstruction	\$999,580
Total	\$3,094,680

(Based on CPC Presentation to Board of Selectmen, March 11, 2018)

The first three entries (totaling \$2,095,100) are for already established obligations based on previous financing of CPA projects.

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

The last is for the \$56,580 of interest owed on the initial obligation—a Bond Anticipation Note (BAN) for \$2,289,000 to be issued in June, 2019, and maturing in February, 2020—and the scheduled pay-down of \$943,000 before a follow-on BAN.

(Based on Community Preservation Committee report to the 2019 Annual Town Meeting, Pages 23 & 24)

Project Description (Category)	Amount Requested	Funding Source	Committee Recommends
(m) Administrative Budget (same as title)	\$150,000	CPF (Cash)	Approval (6–0)

(Brown Book, Page XI-16, \*footnote)

Of the request:

- \$50,000 is for the planning, legal, survey and appraisal work associated with the acquisition of open space. Such funds will enable the Conservation Commission to complete the due diligence required to prepare for a land acquisition. While other Town projects use “study monies” to investigate the benefits of a particular project, the Conservation Commission does not have the advantage of this type of lead-time. It must often act quickly to evaluate a property through legal, survey and appraisal work. Without designating these funds for open space planning, the CPC’s charge of allocating a portion of its revenues to open-space preservation would be hindered.
- The remaining \$100,000 funds administrative, legal, membership, and advertising expenses. Included are funds for a year-round, 3 days/week, administrative assistant (the Town’s GF covers the other 2 days) and \$7,900 for membership in the Community Preservation Coalition, a Statewide, non-profit, organization working on behalf of communities who have adopted the CPA.

If any of these appropriated Administrative Budget funds are not required by the end of the fiscal year, that balance will become part of the Undesignated Fund Balance and, thus, part of the CPF’s total amount available for later appropriation.

The following shows the past use of each year’s appropriation for the Administrative Budget.

Use of the CPA Administrative Budget				
		Amounts (rounded)		
Fiscal Year	Appropriation Each Year	Used	Percentage Used	Returned to the CPF
2007	\$25,000	\$926	4%	\$24,074
2008	\$50,000	\$45,495	91%	\$4,505
2009	\$75,000	\$75,000	100%	\$0
2010	\$150,000	\$81,270	54%	\$68,730
2011		\$52,784	35%	\$97,216
2012		\$78,955	53%	\$71,045
2013		\$96,577	64%	\$53,423
2014		\$77,490	52%	\$72,510
2015		\$121,911	81%	\$28,089
2016		\$61,844	41%	\$88,156
2017		\$54,871	37%	\$95,129
2018		\$62,197	41%	\$87,803
Total		\$1,500,000	\$809,320	54%

Article 15: Appropriate for Recreation Capital Projects	Funds Requested	Funding Source	Committee Recommends
	\$125,000	R&CP EF (RE)	See Below

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

Project Description (CPA Category)	Amount Requested	Funding Source	Committee Recommends
(a) Pine Meadows Improvement	\$75,000	R&CP EF (RE)	Approval (6-0)

“This request is to conduct a series of improvements at the Pine Meadows Golf Club including sand bunker renovations, replacing degraded cart paths, and improving accessibility. The improvements will include reconstructing the bunkers on the 6th and 7th green, filling in the sand bunker on the 5th hole to a grass hollow and regrading the approach. It also includes reconstructing the cart paths on the 1st hole by the green to the 2nd tee and from the parking lot to the 5th tee, relocating the car path at the 4th green, extending the cart path on the 6th and 7th holes, repairing and grading. An impending curb will be removed and an accessible path from the accessible parking spaces to the practice area abutting the parking lot will be installed. Improvements are recommended to provide quality playing conditions and will ensure an enjoyable golfing experience.”  
(Brown Book, Page XI-19)

Project Description (CPA Category)	Amount Requested	Funding Source	Committee Recommends
(b) Recreation Community Needs Assessment	\$50,000	R&CP EF (RE)	Approval (6-0)

“This is a new capital request to prepare a needs assessment of the Town-owned and operated recreational programs, facilities, and infrastructure. A consultant will be hired to complete the assessment, which will build off of Recreation's 2014-2016 Strategic Plan and the Town's 2015 Open Space and Recreation Plan Update. Through an extensive community outreach process, the needs assessment will provide critical data that will be used to determine which programs, services and facilities are of most value to Lexington's residents and inform what programs and amenities the department should offer in the future. The assessment will also advise what significant capital projects should be prioritized in the coming years.”  
(Brown Book, Page XI-19)

Article 16: Appropriate for Municipal Capital Projects and Equipment	Funds Requested	Funding Source	Committee Recommends
	\$24,593,077 (\$23,619,281 to be appropriated)	\$12,301,730 GF Debt) + \$2,616,801 GF (Cash) + \$2,245,000 GF (Free Cash) + \$2,470,000 Water EF (Debt) + \$775,000 Water EF (RE) + \$2,470,000 Wastewater EF (Debt) + \$700,000 Wastewater EF (RE) + \$40,750 Parking Meter Fund + \$973,796 Chapter 90	See Below

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

Project Description	Amount Requested	Funding Source	Committee Recommends
(a) Hydrant Replacement Program	\$150,000	\$75,000 GF (Free Cash) + \$75,000 Water EF (RE)	Approval (6-0)

“This is an ongoing replacement program designed to maintain the integrity of the fire protection system throughout town. Faulty hydrants need to be replaced to meet safety requirements. A list of hydrants needing replacement is generated each year during the annual inspection and flushing of hydrants by the Water and Fire Departments. Based on discussions between the two departments, the target goal is to replace approximately 60 hydrants per year at a cost of \$2,500 per hydrant. The Town of Lexington has 1,500 fire hydrants in its fire protection system; a total of 481 hydrants have been replaced.”

(Brown Book, Page XI-21)

Project Description	Amount Requested	Funding Source	Committee Recommends
(b) Storm Drainage Improvements and NPDES Compliance	\$385,000	GF (Free Cash)	Approval (6-0)

“This is an annual request to replace and supplement existing drainage structures, issues typically uncovered during roadway related construction activity. Funds will also be used for continued compliance with the Environmental Protection Agency (EPA) Phase II regulations which help improve the water quality of Lexington’s streams and ponds. Approximately \$115,000 of this funding request is for compliance with the construction related portions of the National Pollutant Discharge and Elimination System (NPDES) minimum control measures as mandated by the EPA in the stormwater general permit. The increase is due to the release of the new permit that requires the Town to comply with additional requirements which include illicit discharge detection and elimination, best management practices (BMP), installation, and retrofits. The remaining \$270,000 will be used to repair/replace drainage structures encountered during road construction, repair other drainage areas of concern in the Town and improve storm water issues discovered during NPDES investigation work. Areas of drainage concern that have recently been improved are the Wildwood Road/Wood Street area, Augustus Road area and Webster Road area. Illicit discharge detection has been ongoing in the Vine Brook and Mill Brook areas where contamination has been identified. The pre-emptive repair of existing drainage structures will reduce damage to structures themselves, existing pavement and private and public property.”

(Brown Book, Page XI-20)

More information about this project is in the section titled *Programs, Public Works, Stormwater Drainage and the NPDES*, on Page 24.

Project Description	Amount Requested	Funding Source	Committee Recommends
(c) Comprehensive Watershed Stormwater Management Study and Implementation	\$390,000	GF (Free Cash)	Approval (6-0)

“DPW, Engineering and Conservation collaborate on this annual capital request which addresses drainage/brook management issues. The request funds the continuing design and implementation of watershed plans and the construction of priorities established in those plans. Staff has reviewed three watershed plans already completed (Charles River, Shawsheen River and Mystic River) and developed a prioritization schedule with built-in flexibility pending unforeseen changes. Requested funding will be used to move forward with those prioritized areas. The Whipple Brook area is in currently under construction and design work is in progress in the Valleyfield area. A thorough evaluation has been completed in the Oxbow Constitution area with design now in progress. Long-term benefits of the

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

program include prevention of property damage, reduction in liability and overall improvement to the health of Lexington’s waterways.”

(Brown Book, Page XI-21)

More information about this project is in the section titled *Programs, Public Works, Comprehensive Watershed Stormwater Management Systems on Page 25.*

Project Description	Amount Requested	Funding Source	Committee Recommends
(d) Townwide Culvert Replacement	\$390,000	GF (Free Cash)	Approval (6–0)

“This request is part of an ongoing program to replace culverts that are at or near failure. On-going culvert inspections continue to reveal a need for the replacement program as many older culverts are failing. This program is a companion effort with the ongoing Watershed Management Plan. Detailed design evaluation is complete for the Oxbow Constitution Road area and has shown the need of culvert replacement or daylighting which will be funded with this request. The design work for Valleyfield Phase 1 is near completion. Of the funding requested, \$250,000 is estimated for construction costs necessary for culvert replacement, \$65,000 is for design, permitting and bidding, and the remainder is for contingency. Proactive replacement of townwide culverts prior to failure will allow for proper design considerations and funding while also minimizing the impact to residents through unexpected road closures and flooding.”

(Brown Book, Page XI-21)

More information about this project is in the section titled *Programs, Public Works, Culverts on Page 25.*

Project Description	Amount Requested	Funding Source	Committee Recommends
(e) Center Streetscape Improvements—Construction	\$9,101,730	GF (Debt)	Approval (6–0)

“This project will restore and improve the center sidewalk, streetscape and circulation with a focus on pedestrian safety and accessibility. Past funding has allowed the design to progress to 25%. An FY2015 request of \$600,000 provided funding to complete the design and develop plans and specifications necessary for bidding the project. The 25% plans were further revised based on recommendations from the Center Streetscape Ad-Hoc Committee and Board of Selectmen and included the assistance of additional professionals including historians, irrigation consultants, lighting consultants and tree consultants.

“In Fall 2018, an additional \$550,000 was approved to bring the project to 100% design. The current funding request is for the construction of the streetscape project. The construction phase will include pedestrian, bicycle and vehicular safety improvements; the restoration, removal and replacement of the sidewalk along the northerly and southerly side of Massachusetts Avenue from Woburn Street to Merriam Street; streetscape improvements; improved lighting; as well as other aspects developed in the plans. In addition to the restoration of these areas, all of the existing pedestrian corridors and ramps will be brought into ADA compliance.”

(Brown Book, Page XI-7)

The 75% design cost estimate has been completed, and the total estimated cost of the project has been reduced from \$9,273,880 to \$9,101,730, with the overall contingency built into this estimate reduced from 20% to 10%, reflecting the greater certainty of the estimates of the individual cost elements. Full construction funding is being requested at this ATM, with the construction work planned to be completed over two construction seasons from the spring of 2021 through the fall of 2022. In the meantime, the Town is pursuing possible grant funding options that may offset some of the cost of the project; these grants require that full funding of the project already be in place.

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

More information about this project is in the section titled *Programs, Public Works, Town Center Streetscape Project*, on Page 25.

Project Description	Amount Requested	Funding Source	Committee Recommends
(f) Automatic Meter Reading System	\$5,940,000	\$2,470,000 Water EF Debt/MWRA Loan + \$2,470,000 Wastewater Debt/MWRA Loan + \$500,000 Water EF (RE) + \$500,000 Wastewater EF (RE)	Approval (5-1)

“An FY2018 appropriation provided funding to contract with a firm to evaluate the existing meter equipment for compatibility with an Automatic Meter Reading system. As a result of that evaluation, FY2020 funds are requested to install a townwide Advanced Metering Infrastructure (AMI) radio read system that will give the ability to read meters more frequently from a remote location. Residents will be able to access their accounts to view water use for budgeting and conservation. Staff will be able to detect leaks in a more-timely manner and reduce water loss, costly repairs and abatements. The AMI system is comprised of computer software/hardware, new meters if the meter is 10 years old or older, meter transmitters, optional repeaters, and the base station receiver. The implementation of a Townwide AMI will provide the Town with more frequent meter readings and will allow for quarterly billing, a benefit for both staff and residents.”

(Brown Book, Page XI-12, -13, & -20)

This project seeks to convert the system of reading meters in Town from one that is primarily accomplished by Town employees scanning meter-reading pads on the outside of each building to an automated system in which water meters will continuously report wirelessly to several receiving antennas placed throughout the Town. It is expected that all older meters will be replaced, over a three-year period, with more accurate solid-state meters that have transmitting attachments powered by batteries with a 15-year life (the same approximate life of the meters). Newer meters that do not require replacement will be retrofitted with the same transmitting devices. While there will be some cost savings with this system, the major benefits will be in the reduction of unreported leaks, the ability of the Town and residents to monitor for unusual water activity, and the greater equity among users due to the more-accurate meters. This project includes the cost of meter replacements that is normally part of the operating budget. We have been told the cost of these replacements by themselves is estimated to be approximately \$2M.

A majority of the Committee supports this project due to the potential for better water usage cost allocation, reduced abatements, more quickly spotting large whole-system leaks, increased cost and meter-reading staff efficiency, and allowing interested homeowners to monitor their water usage continuously. The total unaccounted-for water in 2018 was significant: 6.4% of the water purchased from the MWRA.

One member acknowledges minor benefits from moving to this new technology, but ultimately opposed the Article due to concerns about the substantial project cost at a time when the Town has many capital demands, the ambiguous amount of the cost savings, the minimal return on investment, and the impact of rising water rates on residents.

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

Project Description	Amount Requested	Funding Source	Committee Recommends
(g) Sidewalk Improvements	\$800,000	GF (Debt)	Approval (6-0)

“This request seeks funds to rebuild and/or repair existing sidewalks that are in poor condition. DPW (in conjunction with various committees and town departments) generates a list each year of sidewalks most in need of repair/replacement, based on four determining factors:

- 1) Is the sidewalk unsafe for travel due to trip hazards, defects, etc.
- 2) Is the sidewalk within the Safe Routes to School Program
- 3) Is the volume of pedestrian traffic heavy, light or average
- 4) Is the general condition of the sidewalk poor, fair or good which dictates treatments such as full reconstruction, overlay or patching

“DPW successfully completed a sidewalk condition survey in early 2015 with the help of an engineering firm, Fay, Spofford & Thorndike and is currently working from the priority list compiled by the report. Sidewalks considered for FY2020 funding include:

- Lowell St. from East. St. to Woburn St. (West Side)
- Concord Ave. from Pleasant St. to Waltham St. (East Side) • Ingleside Road
- Grant St. from Hayes Lane to East St.
- Reconstruction of Ramps, Townwide
- Abernathy Road
- Carnegie Place
- Waltham St. from Park Dr. to Worthen Rd. (West side)
- Worthen Rd. from Waltham St. to Kendall Rd.
- Tidd Circle

“The following table presents the recent history of Sidewalk appropriations:

FY2013	FY2014*	FY2015	FY2016	FY2017	FY2018	FY2019
\$ 300,000	\$ 400,000	\$ 400,000	\$ 600,000	\$ 600,000	\$ 800,000	\$ 800,000

\*Does not include \$200,000 of a \$600,000 appropriation that was designated for the construction of a Hartwell Avenue mixed use path.”

(Brown Book, Page XI-8)

The Town’s current practice is to request separate funding for new sidewalks (e.g., see Article 16(h) for a new sidewalk) from the extraordinary maintenance/replacement work in the existing, residential, sidewalk network. Therefore, it should be noted that the FY2016 entry in that funding history doesn’t acknowledge that of the \$600,000, \$120,000 was used for two, new, residential sidewalks. Therefore, as was done for FY2014 when there was an earlier diversion, the history amount for FY2016 was actually \$480,000.

The preliminarily proposed work using FY2020 funding would total more than 18,000 linear feet, and includes design (as needed), as well as reconstruction of existing sidewalks in residential areas.

More information about this project is in the section titled *Projects, Public Works, Sidewalks* on Page 21.

*This Committee applauds that the funding request is in the range of the earlier-explained recommendation by our sidewalk consultant (BETA) to require, in current-year dollars, \$750,000 just to maintain current conditions and \$825,000 to enhance both quantity and quality.*

Project Description	Amount Requested	Funding Source	Committee Recommends
(h) Hill Street New Sidewalk Project	\$1,500,000	GF (Debt)	Approval (6-0)

“This request will fund the construction of a new sidewalk along the 0.7 mile stretch of road from Bedford Street to Cedar Street. There are currently no pedestrian accommodations along the roadway which is designated as a Rural Minor Collector and abuts approximately 45 residences as well as the Lexington Golf Club and Poor Farm Conservation Area. The roadway is winding which creates sight line issues. A survey of the roadway was conducted which included preliminary evaluations of sidewalk

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

locations along both sides of the street. Design is underway with the completion of preliminary plans that are under review by the Engineering Division. Construction of the sidewalk would support the Town's efforts towards creating Complete Streets which creates opportunities for alternative transportation modes that are safe and accessible to all users.”  
(Brown Book, Page XI-9)

Project Description	Amount Requested	Funding Source	Committee Recommends
(i) Equipment Replacement	\$1,300,000	\$900,000 GF (Debt) + \$200,000 Water EF (RE) + \$200,000 Wastewater EF (RE)	Approval (6-0)

“This is an annual request to replace equipment that is beyond its useful life and whose mechanical condition no longer meets the requirements of the Department of Public Works (DPW). The DPW has an inventory of 146 pieces of equipment including sedans, hybrid SUVs, construction vehicles and specialized equipment used to mow parks, plow snow, repair streets and complete a variety of other projects. Without regular equipment replacement, the efficiency and cost effectiveness of the DPW’s operations would be handicapped due to equipment down time and excessive repair costs.

“Each piece of equipment is inventoried with original and current replacement cost, state of condition and replacement time interval. Replacement intervals vary from 5 to 20 years and are based on manufacturer recommendations and use (type and duration).

“The selection of vehicles to be replaced begins with the proposed replacement date. Then each vehicle is assessed as to its mechanical condition and work requirements. The systematic replacement program defines what equipment is expected to need replacement during the next five years with the intent of preventing any unexpected emergency purchases. Annual updates are conducted by the Road Machinery Division, Division Superintendents and reviewed by the Manager of Operations and Director of Public Works.

“The FY2020 request, by funding source, is shown in the table below.

Equipment	GF Debt	Water Debt	Wastewater Debt	Total
Elgin Street Sweeper - Highway	\$ 245,000			\$ 245,000
Schmidt Spreaders - Highway	\$ 260,000			\$ 260,000
Various Equipment Trailers - Highway	\$ 50,000			\$ 50,000
Brush Bandit Chipper - Public Grounds	\$ 90,000			\$ 90,000
Ford F350 Pickup with Plow - Public Grounds	95,000			\$ 95,000
F450 Dump Truck with Plow - Public Grounds	\$ 110,000			\$ 110,000
Infield Machine 4020 - Public Grounds	\$ 50,000			\$ 50,000
Vactor Truck - Water & Wastewater		\$ 200,000	200,000	\$ 400,000
<b>Total</b>	<b>\$ 900,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 1,300,000</b>

“(Brown Book, Page XI-8 & -20)

More information about this project is in the section titled *Programs, Public Works, DPW Equipment* on Page 26.



CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

Project Description	Amount Requested	Funding Source	Committee Recommends
(j) Townwide Signalization Improvements	\$125,000	GF (Free Cash)	Approval (6-0)

“This is an annual request for funds to update traffic and pedestrian signals in Lexington. A signal inventory and compliance study has been completed. The study includes ADA compliance, condition assessment, signal timing, delays, and prioritization recommendations. The design at the intersection of Massachusetts Avenue at Worthen Road is going into environmental permitting shortly and design is near completion. The project is expected to go out to bid in the winter with construction starting in 2019. This funding request will be used for improvements at either the intersection of Lowell Street at East Street or Lowell Street at North Street. The improvements will prevent equipment failure, improve traffic flow, decrease energy consumption, and allow for proper accessibility.”

(Brown Book, Page XI-22)

More information about this project is in the section titled *Programs, Public Works, Townwide Signal Improvements* on Page 22.

Project Description	Amount Requested	Funding Source	Committee Recommends
(k) Street Improvements	\$3,590,597 (\$2,616,801 of which is to be appropriated)	\$2,616,801 GF (Cash) + \$973,796 Chapter 90	Approval (6-0)

“This is an annual request for the street resurfacing and maintenance program. In addition to the \$2,616,801 appropriated from the tax levy, \$973,796 of Chapter 90 funds will be utilized. (Chapter 90 funding is based on Lexington’s most recent allocation and on the current state allocation of \$200 million statewide). Funds will be used for design, inspections, planning, repair, patching, crack sealing and construction of roadways and roadway related infrastructure including repair and installation of sidewalks. A preliminary list of the streets to be repaired under this article is currently being developed. A pavement management system is utilized to assist in analyzing the road network and selecting roadways for repairs. This funding will allow for the proper improvements and repair of Lexington’s streets and sidewalks, increasing their quality and safety....”

(Brown Book, Page XI-20)

The State’s Chapter 90 funding does not need to be appropriated.

*This Committee welcomes that the total funding has not dropped from the \$3,500,000 amount provided for in FY2019—which makes the FY2019 request the 6<sup>th</sup> year in a row above the \$3,000,000 level that the Town’s roads consultant (BETA) has recommended as the amount needed to bring the average road conditions fully to the “Routine Maintenance” level of needed repair. The Town’s recent efforts have successfully raised the average condition of the streets and lowered the repair backlog.*

More information about this project is in the section titled *Programs, Public Works, Roads* on Page 20.

Project Description	Amount Requested	Funding Source	Committee Recommends
(l) Transportation Mitigation	\$100,000	GF (Free Cash)	Approval (6-0)

“This annual capital request is to support the ongoing work of the Transportation Safety Group (TSG). The TSG is staffed by the Planning, Engineering, School and Police Departments. Between FY2008 and FY2011, Town Meeting appropriated funds to collect data, perform analysis, review citizen requests and recommendations for various townwide transportation improvements in support of the Traffic Mitigation

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

Group (dissolved in 2012 and later reconstituted as the TSG). Due to an increase in the number of citizen requests received over the past few years, the TSG seeks to continue this funding for FY2020 and anticipates the need to be ongoing in order to ensure that transportation safety remains a critical part of Lexington’s quality of life. The FY2020 funds are proposed for evaluation, engineering and construction of crosswalks and the installation of pedestrian-activated beacons at crosswalks, including locations on Crosby Road near the Hastings Elementary School.”  
(Brown Book, Page XI-18)

Project Description	Amount Requested	Funding Source	Committee Recommends
(m) Municipal Technology Improvement Program	\$150,000	GF (Free Cash)	Approval (6–0)

“This FY2020 capital request is part of a multi-phase program to enhance the Town’s network storage capabilities. Previous appropriations have funded the initial installation and subsequent expansion of server area network (SAN) equipment in the server rooms at both the Town Office Building and 201 Bedford Street. These appropriations also funded the purchase of necessary software to assist with file storage, archiving and discovery. The FY2020 request will fund the replacement of an end-of-life (EOL) storage area network (SAN) to ensure compatibility with developing focus on cloud based services. In addition to SAN needs, equipment will be purchased to assist with data transfer to Cloud services and Cloud backup and Disaster Recovery needs. Future year funding will be to continue to expand the meet data storage capacity and data management and expanding Backup capacity to match the file storage growth. The need for the equipment is driven by rapidly growing data sets and unstructured files due to email archiving requirements under State Public Records Laws. This capital will provide the ability to continue to support the Town’s application and storage needs.”  
(Brown Book, Page XI-22)

Project Description	Amount Requested	Funding Source	Committee Recommends
(n) Application Implementation	\$150,000	GF (Free Cash)	Approval (6–0)

“This capital project is for large application migrations and implementations. FY2020 funding will be used to investigate the future of Town email communications. A consultant will be utilized to analyze the Town’s needs, provide recommendations on the direction the Town should take, assist with the development of documentation and drafting a Statement of Work for the project. This funding will also support the migration of select virtual servers to a cloud platform (e.g. Azure or Amazon) and the design of a Disaster Recovery solution to include software and failover of the new cloud hosted virtual server environment. This effort is to assist with the Town technology footprint consolidation initiatives and to improve application resiliency.”  
(Brown Book, Page XI-22)

Project Description	Amount Requested	Funding Source	Committee Recommends
(o) Network Core Equipment Replacement	\$480,000	GF (Free Cash)	Approval (6–0)

“The purpose of this multi-year capital funded project is to replace aging equipment or add new equipment to the Town’s core voice and data network. During FY2017 and FY2018, the Town completed network and cybersecurity assessments. Those assessments provided targeted recommendations for changes in the network. The FY2019 capital request was for the replacement of the end-of-life (EOL) core equipment, the Town Firewalls. The FY2020 capital request is for replacement of the EOL core network hardware including EOL core switches and the addition of one redundant core switch. In addition to the replacement of existing hardware, this request covers the services for the network reprogramming,

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

installation of the equipment and the addition of software to address network security monitoring and management needs.”

(Brown Book, Page XI-22)

Project Description	Amount Requested	Funding Source	Committee Recommends
(p) Electrical Vehicle Charging Stations	\$40,750	Parking Meter Fund	Approval (6–0)

“This FY2020 funding request is for the purchase and installation of five electric vehicle charging stations (plus room for expansion) that will be placed in municipal parking lots in the Town center. Eversource will provide the pads and bring electricity to the charging stations at no cost to the Town. Users of the stations will pay the cost of the electricity and a parking fee. The funding source for the purchase and installation of the chargers is the Parking Meter Fund, and future parking revenues generated from the use of these charging stations will be deposited in the Parking Meter Fund.”

(Brown Book, Page XI-22)

Eversource, under its Make Ready program, has brought power to, and prepared for the installation of, five new chargers in Town lots. The Town is purchasing the five chargers, which can each charge two electric vehicles in adjacent parking spaces. The Town has applied for a State grant that would cover up to 80% of the cost of the chargers.

Article 17: Appropriate for Water Distribution System Improvements	Funds Requested	Funding Source	Committee Recommends
	\$2,200,000	Water EF (Debt)/MWRA Loan	Approval (6–0)

“This is an annual program that replaces unlined, inadequate, aged and vulnerable water mains, deteriorated service connections and eliminates dead ends in the water mains. Water main replacement has been completed on Vaille Avenue, and a portion of the water mains on Page Road and Green Lane have been replaced, with work ongoing. Design is in progress for the Hartwell Avenue main replacement and the Town will begin design on several other roadways including Peacock Farm Road and Eldred Street.

“The Town has also completed a hydraulic model for the entire distribution network and an asset management plan for replacing the Town's aging water infrastructure that will ensure a proactive approach for keeping Lexington’s water both safe and reliable. The model identifies areas of vulnerability, water aging, and those areas with low volumes and pressures, and the asset management plan recommends the replacement of 1% of our water mains on an annual basis. The FY2020 funding request for this annual program has been increased to meet these recommendations.”

(Brown Book, Page XI-12)

More information about this project is in the section titled *Programs, Public Works, Water Distribution System* on Page 23.

Article 18: Appropriate for Wastewater System Improvements	Funds Requested	Funding Source	Committee Recommends
	\$1,700,000	Wastewater EF (Debt)	See Below

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

Project Description	Amount Requested	Funding Source	Committee Recommends
(a) Sanitary Sewer System Investigation and Improvements	\$1,000,000	Wastewater EF (Debt)	Approval (6-0)

“This is an annual program that provides for rehabilitation of sanitary sewer infrastructure. Work will include replacement or repair of deteriorated sewers, force mains and manholes in order to improve flow and reduce inflow and infiltration into the system. Engineering investigation and evaluation will continue on sewers throughout town, including those in remote, hard to access areas. A significant lining project in the Dunback Meadow area and the Bow Street area along Mill Brook, has been completed. The next rehabilitation is anticipated in sewer basins 2 and 12 followed by rehabilitation in subareas 11 and 13. These capital investments improve the operation of the sewer system, reduce backups and potential overflows, prevent system malfunctions and reduce the measured flows through the MWRA meter.”

(Brown Book, Page XI-13)

More information about this project is in the section titled *Programs, Public Works, Wastewater System* on Page 23.

Project Description	Amount Requested	Funding Source	Committee Recommends
(b) Pump Station Upgrades	\$700,000	Wastewater EF (Debt)	Approval (6-0)

“This is an ongoing program to upgrade Lexington’s ten sewer pumping stations. A 2013 evaluation and capital plan was developed for the Town with the assistance of Wright-Pierce, including a detailed engineering survey of the pump stations. The survey helped determine current and future needs, timetable and probable costs for the proposed work. The Worthen Road pump station construction is near completion. The construction for both the Marshall Road and Constitution Road pump stations are expected to go out to bid soon. Design for the Hayden Ave pump station will begin soon and will be followed by construction. It is anticipated that the North Street and Bowman Street pump stations will be the next in line for design, however stations are constantly monitored and schedules adjusted to meet more urgent needs. The goal of this program is to upgrade all the pumps and support systems to enable better energy efficiency and avoid emergency expenditures.”

(Brown Book, Page XI-13)

More information about this project is in the section titled *Programs, Public Works, Wastewater System* on Page 23.

Article 19: Appropriate for School Capital Projects and Equipment	Funds Requested	Funding Source	Committee Recommends
	\$1,743,900	\$1,019,812 GF (Free Cash) + \$724,088 GF (Debt)	Approval (6-0)

“This request addresses the District’s strategic goal for enhancing the capacity to utilize technology as an instructional and administrative tool. The request will increase student access to devices to allow for innovative learning methods that integrate supportive technologies, problem- based approaches and higher order thinking skills.

“This capital improvement project for FY2020 would provide funding for the following:

*Tech Workstations* - \$360,000 is requested to replace mobile devices (iPads and Chromebooks) for teachers, students and staff. Laptops for existing teachers will be replaced and laptops for new staff will be purchased.

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

*1:1 Middle School Program* - \$204,600 will fund the replacement of end of life iPads with Chromebooks for one grade level.

*Elementary Mobile Devices* - \$56,700 will purchase additional carts of Chromebooks and computer carts. Chromebook carts will be relocated from LHS to elementary schools.

*1:1 at LHS* - \$412,500 for continuation of a 1:1 device program at LHS for two grade levels.

*STEAM/Computer Science* - \$68,800 will purchase Google Expeditions Virtual Field Trip kits for grades K-8. PadCaster videography kits will also be purchased, and the LHS Computer Science Lab will be updated.

*Upgrade District and Building Network Infrastructure* - \$183,000 will (1) replace 130 WAPs at the Harrington, Bridge, and Bowman to High Capacity WAPs to handle increased Wifi connected devices, (2) add 2960x48 Port POE switches to the Bridge and Bowman schools, (3) add 2960x48 Port POE switches to the Harrington School to handle power requirements for new WAPS, (4) add new network cabinet for CO-currently over capacity, and (5) add 10 WAPs for district-wide replacements as needed.

*Interactive Projector/Whiteboard Units* - \$252,000 is requested to replace 63 projectors district-wide. This equips buildings with either a touch-activated interactive system with a new ceramic whiteboard and speakers, or an interactive TV. The replacements will begin with the oldest model per school until all systems are within a 4-year window with all of the same functionality.

*Server/Storage Infrastructure* - \$180,000 will replace 6 cache servers to support online computer-based testing at the elementary schools, a second virtual server to allow for additional in-house file storage capacity, as well as additional cache servers needed to support online computer-based testing at the middle and high schools.

*Backup Power Project* - \$35,000 will add all HS data cabinets for VoIP and Network to emergency backup.”

(Brown Book, Page XI-10 & -17)

*The back-up to this request included a full 5-year plan with costs and this Committee commends the LPS for that.*

Article 20: Appropriate for Public Facilities Capital Projects	Funds Requested	Funding Source	Committee Recommends
	\$4,744,053	\$3,405,000 GF (Debt) + \$1,135,188 GF (Free Cash) + \$203,865 GF (Cash)	See Below

More information about many of these projects is in the section titled *Programs, Public Facilities* on Page 28.

Project Description	Amount Requested	Funding Source	Committee Recommends
(a) Public Facilities Bid Documents	\$100,000	GF (Free Cash)	Approval (6-0)

“This is an annual request for funding of professional services to produce design development, construction documents and/or bid administration services for smaller projects in anticipation of requests for construction funding at town meeting that have a high probability of approval. This will ensure that the projects can be completed in the then-current construction season, which is particularly important for the timely completion of school building projects given the short window between the end of school in June and the beginning of school the following August.”

(Brown Book, Page XI-17)

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

Project Description	Amount Requested	Funding Source	Committee Recommends
(b) Facility and Site Improvements			See Below

Project Description	Amount Requested	Funding Source	Committee Recommends
(1) Building Flooring Program	\$125,000	GF (Free Cash)	Approval (6-0)

“Initiated in FY2011, this is an annual request for funds to be used for the replacement of flooring systems in municipal and school buildings. The FY2020 request will be used for continuing replacements at the Diamond Middle School stairwells, Central Administration Building and Town Office Building. In FY2019 flooring projects at the Diamond and Clarke middle school libraries and the Cary Library were completed. The goal of this annual program is to ensure floor surfaces remain clean and safe for all users.”

(Brown Book, Page XI-17)

Project Description	Amount Requested	Funding Source	Committee Recommends
(2) School Paving & Sidewalks Program	\$326,740	GF (Free Cash)	Approval (6-0)

“This capital request provides ‘as needed’ replacement of sidewalks, bus loops and parking areas on school grounds. The FY2020 request will specifically fund sidewalk panel replacements and parking and roadway improvements at the Fiske Elementary School which are currently in poor condition. Extraordinary repairs for school paving areas are necessary to maintain parking and pedestrian surfaces in a condition suitable for public safety and Safe Routes to School.”

(Brown Book, Page XI-17)

Project Description	Amount Requested	Funding Source	Committee Recommends
(c) Municipal Building Envelopes and Systems	\$203,865	GF (Cash)	Approval (6-0)

“This ongoing capital request, originally approved for funding in the 2006 Proposition 21/2 Override, includes repair and replacement projects for the maintenance and upgrade of municipal buildings and systems. The FY2020 request seeks funding for continued implementation of extraordinary repairs to the foundation and original drainage system of the Lexington Community Center. The Town contracted with CBI to review the existing interior and exterior condition. By performing exploratory test pit excavations and water testing, it appears that the recurring water intrusion issues found in the fascia and soffits are mainly attributable to holes, voids and failed seals at penetrations through the existing building mill work. This project will repair ongoing foundation deterioration which will secure the health of occupants who utilize the basement area.”

(Brown Book, Page XI-17)

Project Description	Amount Requested	Funding Source	Committee Recommends
(d) School Building Envelopes and Systems Program	\$233,448	GF (Free Cash)	Approval (6-0)

“The purpose of this ongoing capital request is to perform annual prioritized extraordinary repairs and modifications to school buildings and systems. Specifically, the FY2020 request will be used to address

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

repairs of water and air infiltration issues of the gaskets, caulking, doors and windows at the Fiske Elementary School.”

(Brown Book, Page XI-17)

Project Description	Amount Requested	Funding Source	Committee Recommends
(e) LHS Field House Track Resurfacing	\$250,000	GF (Free Cash)	Approval (6-0)

“The FY2020 requests funds to resurface the rubberized track surface in the field house of Lexington High School. Proposed improvements include resurfacing, painting and striping a new track system. The current track condition shows signs of severe delamination of the top rubber track surface and the current surface is uneven. Resurfacing is necessary to maintain the athletic program. Without repair the field house track will no longer be a safe practice facility for students, athletes, and coaches.”

(Brown Book, Page XI-18)

Project Description	Amount Requested	Funding Source	Committee Recommends
(f) Public Facilities Mechanical/Electrical System Replacements	\$605,000	GF (Debt)	Approval (6-0)

“This request is part of an annual replacement of HVAC and electrical systems that have exceeded their useful lives and require replacement before excessive failures occur. The FY2020 appropriation will be used to replace the chiller for Lexington's Community Center. The existing chiller system is under-performing due to the age of the unit and has exceeded its life-cycle, and if not replaced, the Community Center may begin to experience unplanned interruptions in service and increased maintenance costs. If funded, the project would take place in fall of 2020, after the cooling season.”

(Brown Book, Page XI-9)

Project Description	Amount Requested	Funding Source	Committee Recommends
(g) Westview Cemetery Facility Construction	\$2,800,000	GF (Debt) with debt service partially funded from Sale of Cemetery Lots Special RF and partially from GF (Cash) (with portion of Burial revenue)	Approval (6-0)

“FY2020 funds are requested to construct a new building on the Westview Cemetery grounds. The existing building serves as the cemetery office, meeting area for grieving families and work space for maintenance staff; however, the facility has deteriorated and needs to be brought up to code. The only significant upgrade to the building in the last 15 years has been the installation of a new roof. Limited space does not permit private space for grieving families and the maintenance area lacks adequate space for all equipment to be stored indoors. The renovation or expansion of the building will enhance cemetery

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

operations by providing a welcoming and private space for families and visitors and provide staff with adequate and more efficient office space, storage space and maintenance space.

“An FY2016 appropriation funded an assessment of the current building and operations and an FY2018 appropriation was used to hire an architect to design and engineer the building on the Westview Cemetery grounds. The Department of Public Works and the Architect have been working closely with the Department of Public Facilities to determine the best long-term solution for the building. It is expected that a full set of design specifications and documents will be completed in the near future. This funding request is based on the FY2018 design.”

(Brown Book, Page XI-11)

*Delays of various sorts have caused this project to be stretched to a 4-year timeline. While we won't recap the history, suffice it to say that now is the time to start construction of this building. This Committee respects that there are legitimate interests in a crematory at the Westview Cemetery and applauds the Board of Selectmen's forming an Ad hoc Crematory Study Committee. That committee is aggressively investigating the anticipated use, estimated costs to design, construct, and operate, and will recommend to that Board whether to move with a crematory. Therefore, any concerns are unwarranted that the Town will abandon pursuing a crematory.*

*But first, the Ad hoc Committee must determine that adding a crematory is prudent both for the Town and the taxpayers. The Study Committee's report will not be available to that Board until after this Town Meeting; however, that Board has directed that the new building's existing and final design accommodate compatibility with any approved, future, adjacent, crematory. This building has been needed for a long time to enhance the cemetery's maintenance and operations. Delaying construction only delays proper and efficient operations for those on-going services, as well as unnecessarily increasing its ultimate cost.*

*This Committee urges you to vote in favor of this Motion.*

Project Description	Amount Requested	Funding Source	Committee Recommends
(h) Cary Library Children's Room Renovation Design	\$100,000	GF (Free Cash)	Approval (6-0)

“Children's spaces in public libraries have changed significantly since the Cary Library was designed in the late 1990s. Three factors drive these changes - advances in technology, the need for more flexible spaces, and an increasing urgency around building safety. The current Children's Room has a fixed U-shaped layout with staff space at the center of the U. This layout makes the room exceedingly difficult to supervise, and there are multiple spaces that cannot be seen from the staff desk. Beyond safety concerns, the space needs to be reconfigured to allow for larger attendance at library programs as children's programs account for more than 75% of all library programs offered.

“This project is anticipated to have three phases. The FY2020 funding request will be used to complete a feasibility study for renovating the Children's Room in the Cary Library. A feasibility study will allow staff and community members to work with an architect on a design that improves safety for children using the space and flexibility for the staff in configuring the space for programming. Additional requests for full design and construction funding are expected in fiscal years 2021 and 2022, respectively. Private funding sources will be considered for the construction phase of this project.”

(Brown Book, Page XI-19)

Article 21: Rescind Prior Borrowing Authorizations	Amount for Rescission	Original Authorization	Committee Recommends
	\$1,130,848	See Below	Approval (6-0)

“To see if the Town will vote to rescind the unused borrowing authority voted under previous Town Meeting articles; or act in any other manner in relation thereto.



CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

“DESCRIPTION: State law requires that Town Meeting vote to rescind authorized and unissued debt that is no longer required for its intended purpose.”

At the time of this report, the following rescissions are known as being requested because those projects are completed without needing the remaining borrowing authority:

Unused Borrowing Authorizations to be Rescinded				
Purpose	Original Appropriation	Total Appropriation	Rescind	
			Amount	Percentage
Police & Fire/EMS Mobile Computerization	2008 ATM, Article 15(k)	\$156,000.00	\$34,971.00	22.42%
Estabrook Construction	2012 STM, Article 2	\$39,742,248.00	\$224,273.00	0.56%
Middle School Space Mining	2015 ATM, Article 18(a)	\$674,000.00	\$313,998.00	46.59%
School Facilities Capital Projects	2015-1 STM, Article 2	\$5,386,000.00	\$547,951.00	10.17%
Ambulance Replacement	2017 ATM, Article 12(x)	\$280,000.00	\$9,655.00	3.45%
<b>Totals</b>		\$46,238,248.00	\$1,130,848.00	2.45%

Note: No-longer-needed cash balances from *issued debt* are not a subject for rescission. Those are normally proposed to Town Meeting for re-appropriation to later Capital Articles of a similar purpose.

Article 22: Establish, Dissolve and Appropriate To and From Specified Stabilization Funds (SFs) (Only those actions related to Capital)	<b>Funds Requested</b>	<b>Funding Source</b>	<b>Committee Recommends</b>
	<b>Capital SF</b>		
	<b>Deposit \$1,536,759</b>	<b>GF (Free Cash)</b>	<b>Approval (6-0)</b>
	<b>Withdraw \$5,200,000 to apply to debt service for Exempt Debt</b>	<b>Capital SF</b>	<b>Approval (6-0)</b>

“To see if the Town will vote to create, amend, dissolve, rename and/or appropriate sums of money to and from Stabilization Funds in accordance with Section 5B of Chapter 40 of the Massachusetts General Laws for the purposes of: (a) Section 135 Zoning By-Law, (b) Traffic Mitigation, (c) Transportation Demand Management/Public Transportation, (d) Special Education, (e) Center Improvement District; (f) Debt Service, (g) Transportation Management Overlay District, (h) Capital; (i) Payment in Lieu of Parking; (j) Visitor Center Capital Stabilization Fund; (k) Affordable Housing Capital Stabilization Fund; (l) Water System Capital Stabilization Fund; and (m) Ambulance Stabilization Fund; determine whether such sums shall be provided by the tax levy, by transfer from available funds, from fees, charges or gifts or by any combination of these methods; or act in any other manner in relation thereto.

“DESCRIPTION: This Article proposes to establish, dissolve, and/or fund Stabilization Funds for specific purposes and to appropriate funds therefrom. Money in those funds may be invested and the interest may then become a part of the particular fund. These funds may later be appropriated for the specific designated purpose, by a two-thirds vote of an Annual or Special Town Meeting, for any lawful purpose.”

(Town Warrant)

**Table 10** below provides a history of appropriations into and out of the Capital Stabilization Fund and recommendations for FY2020:

Table 10	FY2015	FY2016	FY2017	FY2018	FY2019 Appropriated	FY2020 Budget
Prior Year Balance	\$ 3,990,704	\$ 8,048,466	\$ 16,725,947	\$ 23,203,210	\$ 28,597,934	\$ 27,380,277
Appropriation <b>into</b> Capital Stabilization Fund	\$ 5,910,726	\$ 9,447,832	\$ 6,991,205	\$ 7,690,398	\$ 3,560,335	\$ 1,536,759
Subtotal-Available for Appropriation	\$ 9,901,430	\$ 17,496,298	\$ 23,717,152	\$ 30,893,608	\$ 32,158,269	\$ 28,917,036
Appropriation <b>from</b> Capital Stabilization Fund						
Excluded Debt Service Tax Relief	\$ (950,000)	\$ (215,000)	—	\$ (2,400,000)	\$ (4,500,000)	\$ (5,200,000)

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

Within Levy Debt Service Mitigation	\$ (919,000)	\$ (620,567)	\$ (710,000)	\$ (324,500)	\$ (573,500)	—
Subtotal - Appropriation	\$ (1,869,000)	\$ (835,567)	\$ (710,000)	\$ (2,724,500)	\$ (5,073,500)	\$ (5,200,000)
Interest Income <i>(as of 12/31/18)</i>	\$ 16,036	\$ 65,216	\$ 196,058	\$ 428,826	\$ 295,508	—
Projected Balance of Fund	\$ 8,048,466	\$ 16,725,947	\$ 23,203,210	\$ 28,597,934	\$ 27,380,277	\$ 23,717,036

(Brown Book Page ix)

The proposed FY2020 withdrawal from the CSF is to “provide property tax relief related to the Middle Schools and Elementary Schools modular classrooms debt exclusion vote in May 2016 and initial debt service related to the new Hastings School, Lexington Children’s Place School and new Fire Station.”

(Brown Book Page i)

General Information Regarding the CSF: Available cash would be added to the CSF by a majority vote of this Town Meeting, with the intent that, as having been done in the past and as proposed above, the CSF will be having continuing withdrawals, by a 2/3<sup>rd</sup> vote of Town Meetings, to mitigate the tax burden of major capital projects. The withdrawals are expected to be in the form of amounts cited for appropriation under the Operating Budget toward debt service—as is the case, again, for this Town Meeting—to be an additional source, to the extent funds remain in the CSF, toward each year’s projected debt service for projects excluded from the Proposition 2½ property-tax-levy limit, as approved by the voters, and—to a much lesser degree—for debt not excluded from that limit (i.e., within the tax-levy limit).

As shown and cited above, for FY2020 there is no proposed mitigation from the CSF for debt service of within tax-levy debt.

All of the Town’s Specified Stabilization Funds are in addition to the Town’s General Stabilization Fund. See Appendix A for a table with information on all the Specified Stabilization Funds.

Article 23: Appropriate to General Stabilization Fund	Funds Requested	Funding Source	Committee Recommends
	N/A	N/A	Approval of Indefinite Postponement (6–0)

“To see if the Town will vote to appropriate a sum of money to the previously created General Stabilization Fund in accordance with Section 5B of Chapter 40 of the Massachusetts General Laws; determine whether the money shall be provided by the tax levy, by transfer from available funds, or by any combination of these methods; or act in any other manner in relation thereto.

“DESCRIPTION: Money may be appropriated into the Stabilization Fund that may be invested and the interest may then become part of the fund. These funds may later be appropriated, by a two-thirds vote of an Annual or Special Town Meeting, for any lawful purpose.”

(Town Warrant)

This Article will be Indefinitely Postponed.

Article 24: Appropriate from Debt Service Stabilization Fund	Funds Requested	Funding Source	Committee Recommends
	\$124,057	Debt Service SF	Approval (6–0)

“To see if the Town will vote to appropriate a sum of money from the Debt Service Stabilization Fund to offset the FY2020 debt service of the bond dated February 1, 2003, issued for additions and renovations to the Lexington High School, Clarke Middle School, and Diamond Middle School, as refunded with bonds dated December 8, 2011; or act in any other manner in relation thereto.

“DESCRIPTION: This Article would allow the Town to pay a portion of the debt service on the 2003 School Bonds from the Debt Service Stabilization Fund set up for that specific purpose.”

(Town Warrant)

In August 2006, the Town received over \$14 million reimbursement from the Massachusetts School Building Authority as reimbursement toward the Town’s secondary-schools renovation project. After using over \$11 million of those funds to retire short-term debt taken in anticipation of that reimbursement,

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

there was \$2,143,079 excess reimbursement that needed to be applied toward the project’s long-term exempt debt. By Department of Revenue [DOR] regulations, these funds must be used only to offset debt service on the outstanding bond for that exempt debt.

With the prior-years’ appropriations from this fund and, over the same period interest being earned on the amount in the fund, the latest provided balance for this year is \$548,390 (which reflects the payment made February 2019). With continued, yearly, appropriation of this same amount (\$124,057), there would be an excess amount of \$52,161 in the fund in FY2023. The excess amount will also be applied against exempt debt in FY2023 as the requirement to reserve these funds was to “return” the funds to the taxpayer through the mitigation of exempt-debt service.

Article 27: Appropriate for Authorized Capital Improvements	Funds Requested	Funding Source	Committee Recommends
	N/A	N/A	Approval of Indefinite Postponement (6-0)

“To see if the Town will vote to make supplementary appropriations to be used in conjunction with money appropriated in prior years for the installation or construction of water mains, sewers and sewerage systems, drains, streets, buildings, recreational facilities or other capital improvements and equipment that have heretofore been authorized; determine whether the money shall be provided by the tax levy, by transfer from the balances in other articles, by transfer from available funds, including enterprise funds and the Community Preservation Fund, by borrowing, or by any combination of these methods; or act in any other manner in relation thereto.

“DESCRIPTION: This is an annual article to request funds to supplement existing appropriations for certain capital projects in light of revised cost estimates that exceed such appropriations.”

(Town Warrant)

At this time, there is no planned action under this Article.

Article 32: Addition Of Capital Expenditures Committee-Related Provisions To The Representative Town Meeting And Selectmen-Town Manager Acts	Funds Requested	Funding Source	Committee Recommends
	N/A	N/A	Approval (6-0)

“To see if the Town will vote to authorize the Board of Selectmen to petition the Massachusetts General Court to enact legislation regarding the Town’s Capital Expenditures Committee in substantially the form below, and further to authorize the Board of Selectmen to approve amendments to said act before its enactment by the General Court that are within the scope of the general objectives of the petition; or act in any other manner in relation thereto.

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

“SECTION 1. Section 3 of Chapter 215 of the Acts of 1929, as previously amended, is hereby amended by striking the phrase “chairman of the appropriation committee” and inserting in its place the phrase “chairpersons of the appropriation and capital expenditures committees”.

“SECTION 2. Section 2(c) of Chapter 753 of the Acts of 1968, as previously amended, is hereby amended by inserting after the phrase “appropriation committee” the phrase “, the capital expenditures committee”.

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

“SECTION 3. This act shall take effect upon its passage.

“DESCRIPTION: This Article proposes updates to the Representative Town Meeting and Selectmen-Town Manager Act to more accurately reflect the Capital Expenditures Committee's activities and responsibilities throughout the year, including at all Town Meetings.”

(Town Warrant)

Section 1 amendment establishes that the Chair of our Committee is also an At-Large Town Meeting Member. That is important as this Committee, being one of the Town’s two finance committees with formal obligations to Town Meeting, should be assured its Chair will be able to represent it in all matters at Town Meeting even if not an elected member of Town Meeting. This would establish the same designation that exists for the Chair of our Appropriation Committee. (The Act also prescribes “No elected member whose official position entitles him to be a member at large shall act as a member at large during such time as he remains an elected member.”)

Section 2 amendment establishes that our Committee is also explicitly named as being appointed by the Town Moderator. This Committee has obligations under the statute and, therefore, its appointment should not rely on subordinate direction to the Moderator. That establishes the same identification as exists for the Appropriation Committee.

Section 3 expedites when the change would be in effect.

Article 35: Amend Article III Of Chapter 118 (Citizen Article)	<b>Funds Requested</b>	<b>Funding Source</b>	<b>Committee Recommends</b>
	N/A	N/A	<b>Disapproval (6–0)</b>

“To see if the Town will vote to amend Article III of Chapter 118 of the Code of the Town of Lexington, to improve debate and subsidiary motion procedures; or to act in any other manner in relation thereto.

“(Inserted by Matthew Daggett and 9 or more registered voters)

“DESCRIPTION: This article proposes revisions to Town meeting's rules of debate, subsidiary motion, and/or amendment procedures to develop criteria for ensuring a minimum of debate has occurred before subsidiary motions can be offered or debate closed.”

(Town Warrant)

*This Committee believes this would not be a constructive change to the Town’s By-Law for at least the following reasons.*

*First, and this Committee feels is a sufficient basis upon which to oppose this Motion, any Motion which dictates a change to Town Meeting’s present process must propose a change that unambiguously addresses a continuing need and does not introduce a likelihood of unintended consequences. This proposal is not addressing any such legitimate need as it allows the Town Moderator something that is already within her authority with regard to recognizing (or not recognizing) subsidiary Motions.*

*Second, it stipulates a fixed duration (10 minutes) with no substantiation of the merit, much less the need, of that specific duration.*

*And third, even if it or any other duration is related to debate on the Main Motion, there is no assurance that the debate that would take place, and by whom, would necessarily achieve any perceived advantage—hence undermining making any such change.*

*We ask you to vote against this Motion.*

CAPITAL EXPENDITURES COMMITTEE REPORT TO 2019 ATM

Article 36: Implement An Outcomes-Based Approach To Town Building Projects (Citizen Article)	Funds Requested	Funding Source	Committee Recommends
	N/A	N/A	Approval (6-0)

“To see if the Town will vote to request the Board of Selectmen and School Committee adopt an outcomes-based, high performance building policy for operation of existing Town buildings and design and operation of all new Town building and renovation projects.

*“(Inserted by Dan Voss and 9 or more registered voters)”*

“DESCRIPTION: This article seeks Town Meeting approval to adopt an outcomes-based building management process that emphasizes a.) Setting clear targets or outcomes for the performance of current and planned buildings in the areas of health, energy performance, energy management and resilience; b.) Assessing gaps against those outcomes; and c.) Utilizing those outcomes for the beginning stages of future building development and in prioritizing operating/capital budget projects.”

(Town Warrant)

While the Article was very broad and called for Town Meeting to adopt policies—which this Committee would have opposed, the Motion is in the form of a Town Meeting resolution to request the Board of Selectmen and School Committee to develop two building-related policies: a) “The ongoing Integrated Building Policy for New Construction and Renovation of Town Building” and b) “A Building Performance Policy for Existing Town Buildings”.

This Committee has long encouraged developing the first-named policy and which is now being aggressively led by the Town Manager.

The second policy would be a new one that would track how our existing buildings are performing versus the performance that was originally expected. We expect this policy would require establishing a reasonable performance baseline where no pertinent baseline was recorded when the building was built or at a later, major, renovation. This Committee can see the potential benefits of such a policy; however, establishing it should be after careful consideration of the capacity of the Department of Public Facilities to implement and manage the data and reporting workload.

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## Appendix A: Information on the Town's Current Specified Stabilization Funds

Review of Lexington's Specified Stabilization Funds for Applicability to the Lexington Capital Expenditures Committee's Reports to a Lexington Town Meeting				
Town Warrant, Town of Lexington, for 2019 Annual Town Meeting on March 25, 2019, signed February 4, 2019 Article 22: ESTABLISH, DISSOLVE AND APPROPRIATE TO AND FROM SPECIFIED STABILIZATION FUNDS				
"To see if the Town will vote to create, amend, dissolve, rename and/or appropriate sums of money to and from Stabilization Funds in accordance with Section 5B of Chapter 40 of the Massachusetts General Laws for the purposes of: (a) Section 135 Zoning By-Law, (b) Traffic Mitigation, (c) Transportation Demand Management/Public Transportation, (d) Special Education, (e) Center Improvement District; (f) Debt Service, (g) Transportation Management Overlay District, (h) Capital; (i) Payment in Lieu of Parking; (j) Visitor Center Capital Stabilization Fund; (k) Affordable Housing Capital Stabilization Fund; (l) Water System Capital Stabilization Fund; and (m) Ambulance Stabilization Fund; determine whether such sums shall be provided by the tax levy, by transfer from available funds, from fees, charges or gifts or by any combination of these methods; or act in any other manner in relation thereto."				
Warrant		Town Meeting (ATM=Annual; STM=Special)		Capital Related
Sequence	Name	Created	Purpose	
(a)	Section 135 Zoning By-Law	2007 ATM, Art 39	"for the purpose of financing public improvements pursuant to Section 135 of the Code of Lexington"	Yes
(b)	Traffic Mitigation	2007 ATM, Art 39	"for the purpose of financing traffic mitigation projects pursuant to conditions of special permits issue by the Town"	Yes
(c)	Transportation Demand Management/Public Transportation	2007 ATM, Art 39, & repurposed under 2016 ATM, Art 21b	"for the purpose of supporting the planning and operations of transportation services to serve the needs of town residents and"	No
(d)	Special Education	2008 ATM, Art 24	None stated when created, but Appropriation Committee Report to that Town Meeting says "for setting aside reserves to help cover unexpected out-of-district Special Education expenses that exceed budget"	No
(e)	Center Improvement District	2009 ATM, Art 25	"to fund needed improvements in Lexington Center"	Yes (some actions)
(f)	Debt Service	2009 ATM, Art 26	"for the purpose of paying a portion of the debt service on certain outstanding bonds of the Town issued for the purpose of the Diamond Middle School, Clarke Middle School and High School construction projects"	Yes
(g)	Transportation Management Overlay District	2011 ATM, Art 20	"for the purpose of financing transportation infrastructure improvements per Section 135-43C of the Code of the Town of Lexington"	Yes
(h)	Capital	2012 STM 19 Nov, Art 3, & renamed under 2015 ATM, Art 26e	Originally name "Capital Projects/Debt Service Reserve/Building Renewal Fund"; purposes remained the same when renamed	Yes
(i)	Payment in Lieu of Parking	2017 ATM, Art 24	"for the purpose of management, construction and acquisition of public parking and related improvements, including bicycle and pedestrian accommodations serving Lexington"	Yes (some actions)
(j)	Visitor Center Capital	2018 ATM, Art 26	"for the purpose of funding the capital improvements and replacement of the Visitors Center"	Yes
(k)	Affordable Housing Capital	2018 ATM, Art 26	"for the purpose of funding affordable/community housing construction, renovation, and associated land acquisition or easements"	Yes
(l)	Water System Capital	2018 ATM, Art 26	"for the purpose of funding capital improvements of the water-distribution system"	Yes
(m)	Ambulance	2018-1 STM, Art 8	"for the purpose of funding the purchase of ambulances"	Yes

**Appendix B: Used Acronyms Expanded**

A/E.....	Architect/Engineer
AC.....	Appropriation Committee
ADA.....	Americans With Disabilities Act
AhCCAC.....	Ad hoc Community Center Advisory Committee
ALS.....	Advanced Life Support
AMI .....	Area Median Income or Advanced Metering Infrastructure
ASTM .....	American Society for Testing and Materials
ATM .....	Annual Town Meeting
BAN.....	Bond Anticipation Note
BMP.....	Best Management Practices
BoS .....	Board of Selectmen
CEC .....	Capital Expenditures Committee
CMB .....	Cary Memorial Building
CPA .....	Community Preservation Act
CPATF.....	Community Preservation Act Trust Fund
CPC.....	Community Preservation Committee
CPF .....	Community Preservation Fund
CPSC.....	Consumer Product Safety Commission
CSDRAhC....	Center Streetscape Design Review Ad hoc Committee
CSF.....	Capital Stabilization Fund
D&E.....	Design and Engineering
DOR.....	Department of Revenue
DPF.....	Department of Public Facilities
DPW .....	Department of Public Works
EF .....	Enterprise Fund
EMS .....	Emergency Medical Services
EOL .....	End of life
EPA.....	Environmental Protection Agency
FCI.....	Facility Condition Index
GF.....	General Fund
HATS.....	Hanscom Area Towns Committee
HDM.....	Housing and Demographics Model
HFAC.....	Hanscom Field Advisory Commission
HUD.....	Department of Housing and Urban Development
ILP .....	Intensive Learning Program
IT .....	Information Technology
LABBB .....	Lexington Arlington Burlington Bedford and Belmont Collaborative
LCP.....	Lexington Children's Place
LexCC.....	Lexington Community Center
LexHAB.....	Lexington Housing Assistance Board
LHA .....	Lexington Housing Authority
LHP.....	Lexington Housing Partnership
LHS.....	Lexington High School
LIP .....	Local Initiative Project
LOS.....	Level of service
LPS .....	Lexington Public Schools



**Appendix B: Used Acronyms Expanded (continued)**

MAAB .....	Massachusetts Architectural Access Board
M.G.L. ....	Massachusetts General Laws
MSBA .....	Massachusetts School Building Authority
MWRA .....	Massachusetts Water Resources Authority
NPDES.....	National Pollutant Discharge and Elimination System
OPEB.....	Other Post-Employment Benefits
PBC .....	Permanent Building Committee
PCI.....	Pavement Condition Index
PEG .....	Public, Educational, and Governmental
PMS .....	Pavement Management System
POE .....	Power Over Ethernet
R&CP .....	Recreation and Community Programs
RE .....	Retained Earnings
RF .....	Revolving Fund
RFID.....	Radio Frequency Identification
ROI .....	Return on investment
RSR .....	Road Surface Rating
SAN.....	Service area network
SC .....	School Committee
SF .....	Stabilization Fund
SHI .....	Subsidized Housing Inventory
SLI.....	Supportive Living, Inc.
STM.....	Special Town Meeting
TAR.....	Town-accepted Roadway
TBD.....	To be determined.
TMOD .....	Traffic Management Overlay District
TSG .....	Transportation Safety Group
VFD.....	Variable frequency drive
VoIP.....	Voice over Internet Protocol
WAP .....	Wireless Application Protocol

## Appendix C: Summary of Warrant-Article Recommendations

*Abbreviations: N/A = Not Applicable; IP = Indefinite Postponement; RF = Revolving Fund;  
CPF = Community Preservation Fund; EF = Enterprise Fund; RE = Retained Earnings;  
GF = General Fund; SF = Stabilization Fund; TBD = To Be Determined; ATM = Annual Town  
Meeting; STM = Special Town Meeting; R&CP = Recreation & Community Programs;  
TMOD = Transportation Management Overlay District;  
PEG = Public, Educational, and Governmental Access Channels*

Article	Source Town Warrant (TW) or Brown Book (Section Page(s))	Project	Motion Requested Funding Total	Funding Source(s)	CEC Difference from Request
4	TW	Reduce CPA Surcharge Rate from 3% to 1%	IP	N/A	
6	TW	Cremation Facility at Westview Cemetery	\$90,000	GF (Free Cash)	Disapprove
8	TW	Fund for Sustainability Actions	IP	N/A	
10	TW; I-6, V27, V31	Post-Employment Insurance Liability Fund	\$1,885,486	\$750,000 GF(Cash) + \$1,129,721 GF (Free Cash) + \$2,761 Water EF (Cash) + \$3,004 Wastewater EF (Cash)	Commentary Only
14(a)	XI-18	Conservation Land Acquisition	\$275,000	CPF (Cash)	
14(b)	Revised application to CPC	Willard's Woods Site Improvements	\$138,273	CPF (Cash)	
14(c)	XI-23	Archives & Records Management/Records Conservation & Preservation	\$20,000	CPF (Cash)	
14(d)	XI-21	Battle Green Master Plan - Phase 3	\$253,394	CPF (Cash)	
14(e)	XI-23	Historical Renovation & Adaptive Reuse of 9 Oakland Street	\$70,000	CPF (Cash)	
14(f)	XI-7 & -19	Athletic Field Complex at Minuteman School	IP	N/A	
14(g)	XI-18	Old Reservoir Bathhouse Renovation	\$620,000	CPF (Cash)	
14(h)	XI-19	Park Improvements - Hard Court Resurfacing	\$70,000	CPF (Cash)	
14(i)	XI-19	Park Improvements - Athletic Fields	\$435,000	CPF (Cash)	
14(j)	XI-17	Playground Replacement Program - Bridge School	\$302,000	CPF (Cash)	
14(k)	XI-23	Lexhab Rehabilitation Funding	\$99,700	CPF (Cash)	
14(l)	XI-15	Community Preservation Committee Debt Service	\$3,094,680	CPF (Cash)	
14(m)	XI-16 (footnote)	Community Preservation Committee Administrative Budget	\$150,000	CPF (Cash)	
15(a)	XI-19	Pine Meadows Improvements	\$75,000	R&CP EF (RE)	
15(b)	XI-19	Recreation Community Needs Assessment	\$50,000	R&CP EF (RE)	
16(a)	XI-21	Hydrant Replacement Program	\$150,000	\$75,000 GF (Free Cash) + \$75,000 Water EF (RE)	
16(b)	XI-20	Storm Drainage Improvements and NPDES compliance	\$385,000	GF (Free Cash)	
16(c)	XI-21	Comprehensive Watershed Stormwater Management Study and Implementation	\$390,000	GF (Free Cash)	
16(d)	XI-21	Townwide Culvert Replacement	\$390,000	GF (Free Cash)	
16(e)	XI-7	Center Streetscape Improvements	\$9,101,730	GF (Debt)	
16(f)	XI-12, -13, & -20	Automatic Meter Reading System	\$5,940,000	\$2,470,000 Water EF (Debt/MWRA Loan) + \$2,470,000 Wastewater EF (Debt/MWRA Loan) + \$500,000 Water EF (RE) + \$500,000 Wastewater EF (RE)	
16(g)	XI-8	Sidewalk Improvement	\$800,000	GF (Debt)	
16(h)	XI-9	Hill Street New Sidewalk Project	\$1,500,000	GF (Debt)	
16(i)	XI-8 & -20	Equipment Replacement	\$1,300,000	\$900,000 GF (Debt) + \$200,000 Water EF (RE) + \$200,000 Wastewater EF (RE)	
16(j)	XI-22	Townwide Signalization Improvements	\$125,000	GF (Free Cash)	

(Continued on next page)

## Summary of Warrant-Article Recommendations (continued)

Article	Source Town Warrant (TW) or Brown Book (Section Page(s))	Project	Motion Requested Funding Total	Funding Source(s)	CEC Difference from Request
16(k)	XI-20	Street Improvements	\$3,590,597	\$2,616,801 GF (Cash) + 973,796 Chapter 90 (not appropriated)	
16(l)	XI-18	Transportation Mitigation	\$100,000	GF (Free Cash)	
16(m)	XI-22	Municipal Technology Improvement Program	\$150,000	GF (Free Cash)	
16(n)	XI-22	Application Implementation	\$150,000	GF (Free Cash)	
16(o)	XI-22	Network Core Equipment Replacement	\$480,000	GF (Free Cash)	
16(p)	XI-22	Electrical Vehicle Charging Stations	\$40,750	Parking Meter Fund	
17	XI-12	Water Distribution System Improvements	\$2,200,000	Water EF (Debt/MWRA Loan)	
18(a)	XI-13	Sanitary Sewer System Investigation and Improvements	\$1,000,000	Wastewater EF (Debt)	
18(b)	XI-13	Pump Station Upgrades	\$700,000	Wastewater EF (Debt)	
19	XI-10 & -17	LPS Technology Program	\$1,743,900	\$1,019,812 GF (Free Cash) + \$724,088 GF (Debt)	
20(a)	XI-17	Public Facilities Bid Documents	\$100,000	GF (Free Cash)	
20(b)(1)	XI-17	Building Flooring Program	\$125,000	GF (Free Cash)	
20(b)(2)	XI-17	School Paving & Sidewalks Program	\$326,740	GF (Free Cash)	
20(c)	XI-17	Municipal Building Envelope and Systems	\$203,865	GF (Cash)	
20(d)	XI-17	School Building Envelopes and Systems Program	\$233,448	GF (Free Cash)	
20(e)	XI-18	LHS Field House Track Resurfacing	\$250,000	GF (Free Cash)	
20(f)	XI-9	Public Facilities Mechanical/Electrical System Replacements	\$605,000	GF (Debt)	
20(g)	XI-11	Westview Cemetery Building Construction <sup>5</sup>	\$2,800,000	GF (Debt)(with debt service partially funded from Sale of Cemetery Lots Special RF and partially from GF (Cash) and a portion of that from Burial revenue	
20(h)	XI-19	Cary Library Children's Room Renovation Design	\$100,000	GF (Free Cash)	
21	TW	Rescind Prior Borrowing Authorizations	N/A	[Rescind \$1,130,848 of authorizations]	
22	TW	Establish, Dissolve Appropriate To and From Specified Stabilization Funds	-\$3,663,241	Deposit of \$1,536,759 GF (Free Cash); Withdrawal of \$5,200,000 to apply to debt service of Exempt Debt	
23	TW	Appropriate to General Stabilization Fund	IP	N/A	
24	TW	Appropriate from Debt Service Stabilization Fund	\$124,057	SF	
27	TW	Appropriate for Authorized Capital Improvement	IP	N/A	
32	TW	Addition of CEC-Related Provisions to the Representative Town Meeting & Selectmen-Town Manager Acts	N/A	N/A	
35	TW	Amend Article III of Chapter 118	N/A	N/A	<b>Disapprove</b>
36	TW	Implement An Outcomes-Based Approach to Town Building Projects	N/A	N/A	
Fall STM	XI-14	Lexington Police Station Rebuild-Construction	\$25,651,792	GF (Debt)	<b>TBD</b>
		<b>Grand Total</b>	<b>\$64,722,171</b>		