

Request for Interest

Town of Lexington



Available: 201 Bedford Street
9.6 acres

To: Public and Private Development Companies

Due Date: **Monday, February 10, 2003**

Respond To: DPW Facility/Senior Center Re-Evaluation Advisory Committee
1625 Massachusetts Avenue
Lexington, MA 02420

Table of Contents

REQUEST FOR INTEREST	3
ANTICIPATED PROCESS AND SEQUENCE OF EVENTS	5
TOWN OBJECTIVES:	6
OVERALL OBJECTIVES:.....	6
DISCUSSION:.....	6
SPECIFIC RFI OBJECTIVES:.....	7
SELECTION CRITERIA	7
QUESTIONS	8
RFI - SUBMITTAL REQUIREMENTS	9
APPENDIX A - SITE INFORMATION	10
SITE OVERVIEW	
AERIAL PHOTO	
VHB/VANASSE HANGEN BRUSTLIN, INC., <u>RESPONSE ACTION OUTCOME STATEMENT</u> , "FINDINGS AND CONCLUSIONS," MARCH 1999	
APPENDIX B – CHARGE OF COMMITTEE	11
APPENDIX C – ZONING	12
APPENDIX D – CAMP DRESSER & MCKEE INC. (CDM) REPORT	14
EXECUTIVE SUMMARY, JANUARY 2001	
APPENDIX E – LEXINGTON CORE VALUES	15

Request for Interest

The Town of Lexington is in the process of considering the sale, long-term lease, short-term lease, and/or other disposition of its property located at 201 Bedford Street (approximately 9.6 acres of land with buildings, see APPENDIX A for detailed property description).

Contained within this document and its appendices are site-specific background information and a summary of the project's primary goals and objectives.

This Request for Interest (RFI) is being distributed and evaluated by the DPW Facility / Senior Center Re-Evaluation Advisory Committee hereinafter known as the COMMITTEE.

The COMMITTEE was appointed by the Town of Lexington Board of Selectmen to consider and evaluate re-use and/or disposition of the 201 Bedford Street property in conjunction with the possible re-location of the DPW facility presently sited on the property. Additionally, the COMMITTEE is charged with considering the feasibility of locating a new Senior Center at the 201 Bedford St. parcel in conjunction with additional private development. The official charge of the COMMITTEE is attached in APPENDIX B. As the role of the COMMITTEE is advisory in nature, its recommendations will be compiled and presented to the Lexington Board of Selectmen for further action.

A **Pre-proposal Site Visit** has been scheduled for **January 15, 2003 at 9:30 AM** at 201 Bedford Street, Lexington. A snow day is scheduled for January 17, 2003 at 9:30 AM. If there is inclement weather on January 15, please call 781-862-0500 x288 to confirm that the site visit is still occurring.

Interested parties are expected to submit a letter of interest in writing or by email by Wednesday, January 22, 2003. This expression of interest should indicate how the Committee might contact the prospective developer with supplementary information, responses to questions, changes in submittal requirements, etc. This expression of interest will also allow the Committee to estimate the number of responses and prepare for the evaluation process.

Letters of interest should be directed to:

DPW Facility / Senior Center Re-Evaluation Advisory Committee
Attn: Kelly Zeoli
Town of Lexington, 1625 Massachusetts Avenue
Lexington, MA 02420
Tel: 781-862-0500 x288 Fax : 781-863-2350
email: kzeoli@ci.lexington.ma.us

Final Submissions are due to Kelly Zeoli by February 10, 2003. Please respond in writing to the **Questions** and **RFI Submittal Requirements** contained on pages 8 & 9.

Further information may be obtained from:

William Hadley, Director
Department of Public Works
Town of Lexington, 1625 Massachusetts Avenue
Lexington, MA 02420
Tel: 781- 862-0500 x256
Email: whadley@ci.lexington.ma.us

Overview

The RFI is a preliminary step in the overall reuse project intended to foster dialog about development opportunities and to establish a basis for future real estate negotiations, as appropriate. Consequently, the Town shall not consider RFI submissions to be binding. In addition, potential developers should be aware that if the Town chooses to proceed with the disposition of the land it must do so in accordance with MGL Chapter 30B and several additional formal steps will be required including, but not necessarily limited to, the following:

- Appraisal / valuation of the property
- Formal declaration by Town Meeting of property available for disposition
- Development of a Request for Proposals (RFP) including Evaluation Criteria
- Advertising of an RFP
- Selection of a finalist
- Presentation and acceptance by Town Meeting of the proposed project¹

The Town reserves the right to reject any or all proposals and to not proceed with the sale or disposition of the property.

¹ This step may be omitted depending on the action of Town Meeting in its disposition of the property.

Anticipated Process and Sequence of Events

The Committee will review RFI submissions and conduct interviews with project proponents if appropriate. Public Hearings to solicit neighborhood and town-wide input will likely be conducted in late February. The submissions will subsequently be ranked by the committee and then referred to the Board of Selectmen and Town Manager for further discussions and evaluations. A full report of the Committee will likely be issued to the Board of Selectmen in March and made available to the public at that time.

If the Board of Selectmen elects to proceed with property disposition, the matter is expected to be referred to the Annual Town Meeting held in the Spring of 2003.

If the Town Meeting affirmatively votes to allow the property to be disposed of, formal proposals will likely be requested during the Summer of 2003.

Proposals that conform to the existing CN zoning (see APPENDIX C for a copy of the zoning), may be able to apply for permitting through the Town's normal development procedures as early as the Fall of 2003.

Formal proposals requiring a zoning change will need to come before the Town Meeting in the Spring of 2004.

Any proposal requiring a change to existing zoning may be able to proceed in accordance with the Town's Planned Development Zoning procedures, a copy of which has been attached in APPENDIX C. Alternatively the Project Proponent may petition Town Meeting to change the site zoning to a specific, pre-existing zoning classification.

There is a perennial stream located at the back of the property. Consequently, any development that is proposed within 200 feet of the stream must be approved and permitted by the Lexington Conservation Commission in accordance with the Rivers Protection Act, and any other applicable state and local regulations.

Town Objectives:

Overall Objectives:

(Not listed in order of priority)

1. Build a new Public Works Facility Headquarters
2. Build a new Senior Center
3. Minimize the capital and operating costs associated with 1 & 2 above

Discussion:

It is generally acknowledged that the present DPW Facility is no longer meeting the needs of the community. The consulting firm of Camp Dresser and McKee (CDM) was hired to evaluate the existing condition of the structures at 201 Bedford Street and to determine the Town's needs in either upgrading or replacing that facility at Bedford Street or relocating it to another Town-owned site on Hartwell Avenue. The Town has yet to determine whether the present DPW will ultimately either be moved to the Town owned land on Hartwell Avenue or be rebuilt at the 201 Bedford Street property. However, the Executive Summary of the CDM study is attached in APPENDIX D and a full copy of the study is available at:

Lexington Town Offices
Attention: Kelly Zeoli, DPW
1625 Massachusetts Avenue
Lexington, MA 02420
Tel : 781-862-0500 x288
email: kzeoli@ci.lexington.ma.us

If it is determined to be more appropriate to move the DPW Facility to Hartwell Avenue, the 201 Bedford Street site will become available in its entirety for some form of reuse, potentially to include a Senior Center.

It is also generally accepted that the Town needs to construct a new Senior Center. The Senior Center Siting Committee is presently identifying 201 Bedford Street as its preferred location. As a result, parties submitting RFI responses are strongly encouraged to incorporate a Senior Center into the land use program of their submission. The Town of Lexington Council on Aging is in the process of developing its building and program needs for a new senior center. However, preliminary information indicates that the Senior Center should be sited on roughly 3 acres of land. It will likely contain 20,000-32,000 sq. ft. of buildings on 2-3 stories and roughly 50,000 sq. ft. of parking area to accommodate 150 parking spaces. Additional information on the Senior Center building requirements can be obtained from:

COA Sub Committee on Senior Center Siting
c/o Heather Sweeney, Director of Social Services
1475 Massachusetts Avenue
Lexington, MA 02420
Tel : 781-861-0194
email: hsweeney@ci.lexington.ma.us

Specific RFI Objectives:

Through the RFI process, the COMMITTEE is attempting to identify alternative uses for the 201 Bedford Street Site that may result in achieving one or more of the following specific objectives:

- Sale or lease of the entire property to provide maximum financial benefit to the Town
- Sale or lease of a portion of the property to provide some financial benefit to the town and a desirable development project
- Sale or lease of a portion of the property to provide some financial benefit to the town and allow a portion of the property to remain for municipal uses (either a Senior Center or a DPW facility)
- Sale or lease of the property for a price below market rate in exchange for a public/private partnership project to reduce the development and/or construction costs borne by the Town in its building of either a Senior Center or a DPW facility.
- Sale or lease of all or a portion of the property to provide a desirable residential development.²

Selection Criteria

Submissions will be reviewed and considered based on the extent to which the proposal enables the Town to meet its *Overall Objectives*. Development proposals must also be consistent with one or more of the *Specific Objectives* listed above.

Additionally, submissions will be ranked based on the specific criteria listed below. For each criteria a scale of 1-5 will be used with a “5” being the best possible score per criteria. Projects will be assigned a cumulative ranking that represents the sum total score from each criterion. The cumulative ranking is intended to assist the Committee in analyzing the pros and cons of each submission but is not intended to be a final determination of the “best” submission.

- Consistency with Lexington Core Values (see APPENDIX E).
- Consistency with the Town’s Comprehensive Plan (available on-line @ <http://ci.lexington.ma.us/Planning/PlanningDept.htm>)
- Financial operating implications of the project for the town (factors considered in this criterion will be: tax revenue, revenue from lease of property, Senior Center/DPW operating costs defrayed by developer, economic costs/benefits to residents of accessing/using the development)
- Financial capital implications of the project for the town (factors considered in this criterion will be: proceeds received from sale of the land parcel, Senior Center/DPW construction costs defrayed by developer)
- Project impact to the entire community
- Project impact to the neighborhood (visual, noise, type of use, traffic)

² The Town of Lexington Planning Board has set a target requirement that all housing developments include provisions for Affordable Housing. For more information, contact the Town of Lexington Planning Board.

Questions

In attempting to evaluate potential private development projects, answers to the following questions are requested. The questions are non-binding and are asked in an effort to facilitate further discussions and to assist the Town in developing the best possible reuse scenario.

Please tell us under what conditions you would engage in further discussions:

1. Purchase of the fee title of the property? Yes_____ No_____

Range of potential price you are willing to pay to obtain fee ownership of the entire parcel: _____

2. Long-term lease of the property? Yes_____ No_____

Range of potential price to be remitted to the Town for an annual lease: _____

3. Lease term Minimum:_____ Maximum:_____

4. Co-existence with the Senior Center: Yes_____ No_____

If co-existing with Senior Center, what are your minimum space needs: _____

5. Would you be willing to purchase or lease the site with present structures thereon:
Yes_____ No_____

6. Would you be willing to purchase or lease the site "as is" and prior to any environmental remediation or clean up: Yes_____ No_____

7. Would you require existing buildings to be removed by the Town?
Yes_____ No_____

8. Would you consider constructing all or a portion of either the DPW facility or Senior Center facility in conjunction with your proposed project?
Yes_____ No_____

9. If your answer to Question 8 is yes, please describe the extent of your intended participation in the narrative portion of your Letter of Interest.

RFI - Submittal Requirements

Please tell us as much as you can about your proposed project.

Be specific where possible:

1. Size
2. Configuration (number of floors, number of buildings proposed on the site)
3. Type of use (ie: retail, housing, commercial office, etc.)
4. Who would it benefit? (ie: public use, private use, etc.)
5. How much traffic is the project likely to generate?
6. Overall goals of the project
7. Site Plan
8. If possible, please provide a conceptual or schematic rendering or photographs of similar projects.

Please tell us about your company:

1. Who comprises the company / development partnership
2. Years in business
3. Primary type of development
4. Fiscal health of company
5. Examples of similar projects
6. Provide references

APPENDIX A - Site Information
201 Bedford Street, Lexington

Size:

9.6 acres +/-

Deed reference: Book 5466, Page 247

Current Zoning:

CN³ (Neighborhood Commercial)

Allowable Floor Area Ratio = .20

Maximum Site Coverage = 20%

Location:

201 Bedford Street is located in the Northwest area of Lexington along Route 4-225 a major road within 1 mile of an intersection with Route 128 (I-95). It is bordered on the west side by the bike and pedestrian trail known as the Minuteman Commuter Bikeway. In its general vicinity are several retail stores, and the school bus storage facility is located nearly across the street. Behind the site is a residential neighborhood.

A map of the site is attached in this section along with the Assessor's Parcel Map showing abutting parcels and an aerial photograph of the site. A present site plan, showing existing buildings, can be requested from Kelly Zeoli at the Lexington Department of Public Works.

History:

The site has been home to the Lexington Department of Public Works facility for the past 50 years. Prior to that use it was the location of a trolley barn that serviced trains and trolleys operating on Bedford Street.

Present Use:

Located on the site are approximately 33,800 sq.ft. of buildings; 3 storage sheds; and 146 trucks and vehicles are stored at the site.

Environmental:

The Town is in the process of removing several oil tanks located on the site. The information that is presently available regarding environmental considerations is attached herein.

³ The Town of Lexington has a "Planned Development District" zoning and thus proposals need not be limited to projects that conform to the site's current zoning restrictions.

APPENDIX B – Official Charge of Committee

“This committee will examine the economic and the practical implications of the future use of the 201 Bedford Street property occupied by the Department of Public Works. The committee will examine various land use options on the 201 Bedford Street property through Requests for information from various potential developers. Land use options will, at a minimum, include the exploration of the sale/lease of the land to a private party with a Senior Center developed as part of this process and the development of a new DPW Facility at the Harwell Avenue landfill site, and the exploration of a joint DPW/Senior Center Facility at the 201 Bedford Street site. The committee will identify the costs and benefits of the various options of the re-use of 201 Bedford Street. Through a series of public hearings on the various uses of 201 Bedford Street, the committee will gather citizen’s input about the proposals. The committee will report back to the selectmen by February 1, 2003 the best possible reuse of 201 Bedford Street that will allow the Town the opportunity to build a new Senior Center and a new Department of Public Works Facility and determine the financing strategies that might be pursued.”

The Lexington Board of Selectmen adopted charge and appointed members October 7, 2002.

APPENDIX C – Zoning

PLANNING DEPARTMENT

Town of Lexington, Massachusetts

CN NEIGHBORHOOD BUSINESS

CN Neighborhood Business is intended to be a district with a low intensity of development for small establishments, oriented to one or more nearby neighborhoods, which provide a few services and convenience goods that are purchased frequently and require a minimum of consumer travel. The range of goods and services offered should not be so broad as to attract substantial trade from outside the neighborhood. Due to the location of CN districts adjacent to residential areas, development should be small in scale and architecturally compatible with nearby residential buildings.

PLANNED DEVELOPMENT ZONING DISTRICTS

Lexington has a different approach to large-scale commercial and residential development: a planned development zoning district. This district is established through a rezoning process that creates a zoning district that applies to only one site. The petitioners are required to build exactly what they present to the Town Meeting. All conditions are included directly in the planned development zoning district that the Town Meeting approves, making the usual covenants, deed restriction, etc. unnecessary.

MINIMUM STANDARDS PRESCRIBED BY LEXINGTON ZONING BYLAW FOR PLANNED DEVELOPMENT ZONING DISTRICTS

	RD, RESIDENTIAL
Permitted Uses	Any type of dwelling
Minimum Lot Area	125,000 sq. ft.
Maximum Density	None prescribed
Minimum Frontage	100 feet
Minimum Yard Setback (Perimeter Only)	40 feet
Maximum Height	40 feet
Maximum Impervious Surface Ratio	0.40

In standard zoning there are districts that have predetermined standards for use, dimensions, parking and the like. Usually only a building permit, or perhaps a special permit, is required to start construction. The standard zoning district usually appears in several locations in a town. Each planned development zoning district is different and may not be used anywhere else in town. It is tailor made to the characteristics of one site. A planned development zoning district is largely what a developer proposes and the Town Meeting approves. There are a few basic standards for the planned residential district as outlined in the following chart, while the planned commercial zoning district has no predetermined standards.

Since 1975, Lexington has approved 17 planned development zoning districts, 9 planned commercial districts, and 8 planned residential districts. These exist along with the pre-1975 standard commercial and multi-family zoning districts.

The following table contrasts the principal characteristics of standard and planned development districts. The planned development district achieves both greater flexibility and greater certainty as the standards are created for only one location. Each planned development district can be created only by a two-thirds vote of the Town Meeting.

STANDARD ZONING DISTRICT	PLANNED DEVELOPMENT ZONING DISTRICT
Can Apply in Several Locations	Applies to Only One Parcel
Has Predetermined Standards Applicable in Several Location	Standards Are Created for One Location
Permitting by Building Permit or Special Permit	Town Meeting by 2/3 Vote Approves Change of District and Preliminary Site Development and Use Plan
Predetermined Standards	Developer Initiates Proposal Drafts Own Standards
By-Law Has Substantive Standards	By-Law Primarily Describes Procedures

For more information on Lexington’s Planned Development Zoning Districts, including necessary components of the preliminary site development and use plan and the formal process with the Planning Board and Zoning Board of Appeals, contact the Lexington Planning Department at 781-862-0500 x245 or visit <http://ci.lexington.ma.us/Planning/Regulations>.

The following table lists permitted uses and development standards for both residential and commercial zoning. For more information, contact the Lexington Planning Department at 781-862-0500 x245 or visit <http://ci.lexington.ma.us/Planning/Regulations>.

Appendix D – CDM Executive Summary

Appendix E – Lexington Core Values

THEME I: Promote and Strengthen Community Character

1. Design and promote community gathering places and events
 - a. Provide town government booths at events for info and comments.
 - b. Zone business and commercial districts to encourage a “whole community” viewpoint for residents, shopping, work and leisure.
 - c. Provide space, maintained by the town, for unstructured teen activities.
 - d. Expand eldercare services
2. Develop criteria and mechanism for preserving the physical character of residential neighborhoods.
 - a. Establish neighborhood council advocacy groups (with no legal authority) to promote and communicate with developers about the character of their neighborhood.
 - b. Limit “mansionization” by establishing laws prohibiting the building or redesign of homes that would make them out of scale with existing houses and/or lot sizes.
3. Provide increased housing options to promote diversity of income and age
 - a. Enable cooperative housing for mixed generations
 - b. Enact zoning by-law changes/incentives to create more smaller-scale age-restricted housing for the elderly.
4. Create strong incentives to maintain and expand affordable housing
 - a. Sustain ongoing affordable housing efforts.
 - b. Pursue opportunities with federal, state, county and town “surplus” land.
 - c. Make the accessory-apartment laws flexible to allow more facilities to be permissible.
 - d. Conduct equitable real estate tax assessments, including interior inspections.
 - e. Modify zoning by-laws and create zoning overlay districts to allow and encourage development of higher density housing in areas close to retail centers and public transportation.
5. Integrate transportation infrastructure and/or environmental aesthetics with commercial districts and historic and housing characteristics.
 - a. Adhere to the town road repair and reconstruction plan.
 - b. Reduce the effect of expanses of asphalt paving and provide scaling elements in commercial districts.
 - c. Sidewalks: Survey conditions and existing network; prioritize and repair in timely fashion; develop plan for expanding network.
 - d. Bike path: Survey conditions and prioritize repairs, enhance interaction between Minuteman bike path and town, as well as with other existing bike paths/trails.
 - e. Implement traffic demand management initiatives (e.g., traffic calming measures, alternative transport modes).
 - f. Trees: Plant at least one new street tree for every tree removed; enhance and enforce existing by-laws regulating canopy tree planting and screening.
6. Preserve and maintain historical areas, and celebrate the Town’s place in national history for residents and tourists.

- a. Locate, purchase and use appropriate means to preserve and maintain historically significant areas.
- b. Provide information (signs, brochures, maps, kiosks) to alert tourists and residents to all points of historical import.
- c. Improve visitors' center/gift shop, and information provided by staff there.
- d. Outreach to tour companies.
- e. Re-establish walking tours of Lexington.

THEME II: Foster Educational Excellence

1. Ensure that all citizens are aware of and have access to life-long education and learning opportunities.
 - a. Develop a consumer-friendly clearinghouse for all community life-long education and learning opportunities.
 - b. Publicize all education and learning opportunities through multiple media.
 - c. Employ diverse methodologies to provide classroom learning experiences to address the different gifts, talents and special needs of all students.
 - d. Clarify and convey high but realistic expectations to all students and citizens; foster critical thinking; facilitate creative thought and expression; infuse classroom learning with lessons of respect and cooperation.

2. Continuously update and modify the programming, grounds and facilities, and materials and equipment and learning facilities.
 - a. Develop and implement a committee to ensure curriculum alignment throughout school years.
 - b. Teach skills in all areas of up-to-date technology.
 - c. Mandate public schools to offer courses in the expressive arts, and to offer applied learning opportunities.
 - d. Strengthen pre-school programming.
 - e. Provide opportunities for students who fall short of or exceed performance standards.
 - f. Develop and implement and safe schools program.
 - g. Develop and implement a comprehensive support services program, including workshops on health and well-being, stress management, and self-assessment.
 - h. Maintain, improve and promote opportunities for physical recreation.
 - i. Address issues of diversity through professional development opportunities, in the curriculum and during classroom time.

3. Provide sufficient funding for educational and learning opportunities.
 - a. Provide quality childcare, including extended daycare, at break-even cost.
 - b. Develop and implement a capital improvement and maintenance program.
 - c. Eliminate cost as an obstacle to not offering a desired aspect of physical education.

4. Develop and implement and town-run partnership program to promote the concept of community partnerships with all educational and learning facilities (with business involvement, intergenerational learning, all governing bodies, students, families).
 - a. Develop and implement mentoring programs: teacher-to-teacher; student-to-teacher; elders to youth; youth to elders.
 - b. Educate town in the concept of "youth as resources."

- c. Develop and implement a program addressing health and well-being for all family members including students.
5. Develop and implement an ongoing evaluation process for all systems associated with life-long learning.
 - a. Involve students in the evaluation process.
 - b. Develop and implement a committee to monitor the ongoing process.
 - c. Develop and implement a performance-based testing process for students.

THEME III: Sustain and Enhance Physical Character and the Larger Environment

1. Improve traffic and parking conditions in the Center.
 - a. Conduct a traffic/parking study re: the need for and location of parking garage.
 - b. Adhere to Transportation Demand Management Policy, apply it to existing and new businesses.
 - c. Consider satellite parking with shuttles.
 - d. Provide appropriate parking for tourist buses – not on the Green.
2. Increase protected open space.
 - a. Establish Lexington Conservation Foundation.
 - b. Establish local land bank that includes a real estate transfer tax.
 - c. Provide a land management program to protect wetlands, streams, and ponds.
 - d. Establish plans and policies that allocate a proportion of any property being developed to open space.
3. Preserve and enhance local air quality.
 - a. Encourage the purchase and use of hybrid and/or electric autos via tax credit.
 - b. Covert commercial and public vehicles to low emissions fuels.
4. Reduce the environmental impact of households and businesses.
 - a. Use permitting mechanisms to require Center businesses to clean up trash, pavement and surroundings.
 - b. Conduct community programs to encourage conservation and heighten awareness of the use of synthetics and chemicals.
 - c. Implement a “pay-as-you-throw” municipal solid waste disposal program, and continue to monitor and support pay-as-you-throw utility rates.
5. Limit traffic, noise and pollution from Hanscom Field.
 - a. Require state-of-the-art noise and pollution abatement.
 - b. Require road improvements and environmental coordination.
 - c. Manage Hanscom expansion, in commercial office development, airside issues, and ground access issues.
6. Increase alternatives to single occupancy vehicles.
 - a. Promote and improve public transportation services: better coordination of and increased number of routes; explore “on-call” taxi service.
 - b. Educate public about bicycling options.

- c. Provide incentives to parents/students to use alternative modes (bicycle, bus, walking) to get to school and disincentives to drive (e.g., parking fees at high school).

THEME IV: Reinforce Connections Between Residents, Civic Organizations and Town Government

1. Expand information dissemination options for civic activities.
 - a. Modernize and update Town's information technology systems.
 - b. Expand and make more readily accessible the Town web site, including establishing a person-in-charge; post a meeting calendar with agendas and opportunities for Q & A.
 - c. Establish a (multi-media) kiosk (could be part of an existing structure).
 - d. Use the school newspaper and radio station to inform students; use and enhance local newspaper coverage and advertising fliers in bills.
2. Provide approaches to inspire the uninvolved of all ages to become involved.
 - a. Encourage town meeting members to contact their constituents through local gatherings.
 - b. Disseminate information about/invitations to school activities to all residents, not just those with school-aged children.
 - c. Develop a brochure for residents (new and old) providing an orientation to the town, government, voting, organizations, historical assets and other items of interest.
 - d. Appoint an ombudsman.
3. Increase accessibility/availability of government buildings, agencies, officials, materials and services.
 - a. Include photos of officials in publications, Web site, cable TV and the libraries.
 - b. Recruit and hire town employees of diverse backgrounds, including staff of all educational and learning institutions.
 - c. Support a community-endorsed plan for Senior Center requirements.
4. Encourage increased resident participation in and understanding of the fiscal process.
 - a. Develop and organize multiple mechanisms for citizen involvement in optimizing the receipt of sufficient local, state, and federal funding for town services.
 - b. Have high school students develop a document describing the town's fiscal process.
5. Promote use of volunteers (including students) and connect them with those needing services.
 - a. Formalize role of volunteer coordinator and publicize the position, the opportunities and the values of that interaction.

THEME V: Establish Open and Accessible Processes for Town-Wide Decision-Making, Planning and Conflict Resolution

1. Enhance and refine the fiscal process to make it useful and accessible.
 - a. Improve the system of fiscal accountability of town government: have departments establish goals for fiscal year to explain and link spending to specific goals and budget line items. Assess if these goals have been met.
 - b. Identify ways to consolidate government services and operations.

- c. Create alternative revenue sources to reduce reliance of residential real estate taxes: incubate a pool of talent and knowledge for ideas.
 - d. Ensure that town and affiliated regional entities receive maximum state and federal funding.
2. Conduct and/or influence long-range studies, policies and regulations in the areas of fiscal, transportation, technology and environmental planning.
 - a. Survey Lexington's transportation infrastructure on a regular basis.
 - b. Continue high quality and clearly articulated 5 year plan for fiscal revenues and expenditures.
 - c. Support installation of communications technology infrastructure to encourage "telecommuting" and home businesses.
 - d. Conduct local surveys of environmental quality parameters.
3. Initiate and/or participate in regional groups to resolve common problems, address common needs, capitalize on common strengths, and share services and resources in the areas of transportation planning, open space, environmental quality/monitoring, and fiscal planning.
 - a. Establish effective agencies and increase effectiveness of existing agencies to manage Hanscom expansion.
 - b. Establish intermodal transport routes connecting Lexington with transport centers.
 - c. Establish and promote a regional planning authority to address the protection of open space.
 - d. Annual fiscal reporting for town and private agencies should include information on regional opportunities and agency actions to promote involvement and usage.
4. Re-evaluate, through a participatory structure, the 2020 vision and planning processes periodically.
 - a. Re-evaluate success with respect to Goals and Measures every 2 years.
 - b. Survey residents on a regular basis to ensure that the Goals are on-target.
 - c. Rely on 2020-derived "core values" for decision-making.
 - d. Weigh long-term savings and benefits against short-term investment.
5. Strengthen and support existing democratic processes for town decision-making.
 - a. Encourage existing organizations to discuss town issues and provide feedback to the appropriate entity.
 - b. Use mechanisms for expeditiously resolving conflicts.
 - c. Assure that public hearings and public notices are widely used to provide information and solicit input from residents, and that all town decisions are publicly disclosed and explained.