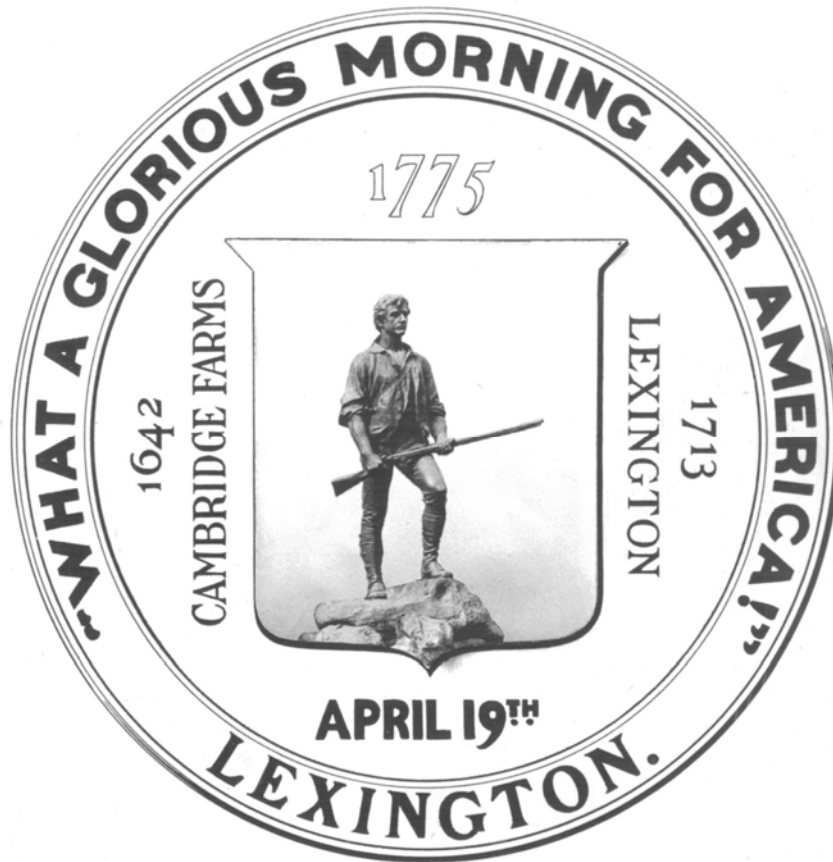


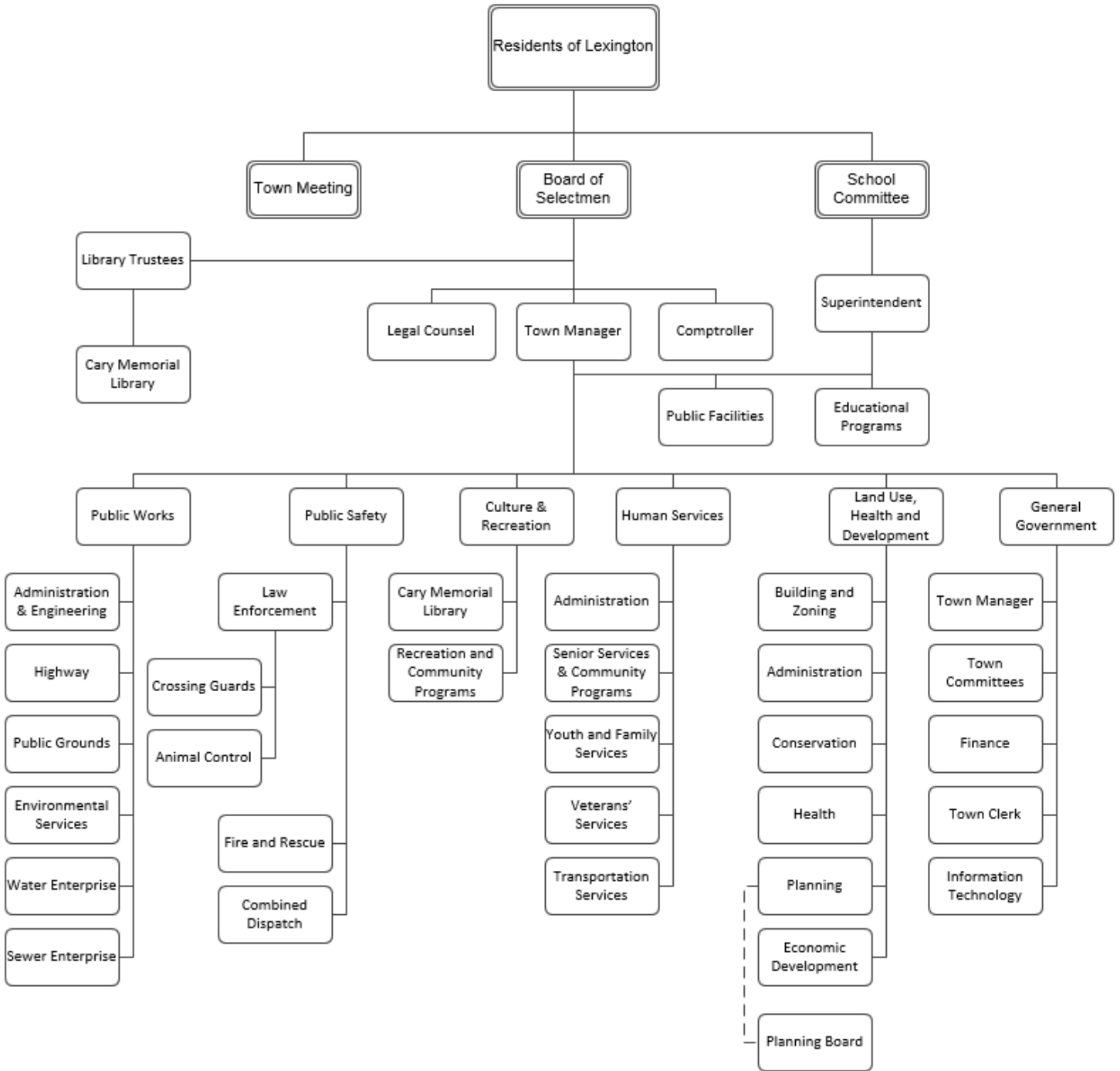
# TOWN OF LEXINGTON, MASSACHUSETTS



**FISCAL YEAR 2019  
RECOMMENDED BUDGET &  
FINANCING PLAN  
MARCH 5, 2018**



# Town of Lexington Organizational Chart



# Table of Contents

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The budget document outlines the Town's financial plan as recommended by the Town Manager. Both the operating and capital budgets are contained in this document. The effective period of this budget is from July 1, 2018 to June 30, 2019.

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## Budget-In-Brief

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### Report of the Town Manager

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The Budget Message is a letter to the Board of Selectmen from the Town Manager in support of the enclosed budget recommendations. The letter provides an overview of the operating and capital budget, identifies significant budget issues, and explains the Town Manager's rationale for budget recommendations.

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### Acknowledgements

Preparing a budget document with this level of detail is a significant undertaking. I would like to express my appreciation to Superintendent of Schools Mary Czajkowski, Assistant Superintendent for Finance and Administration Ian Dailey, as well as the Senior Management Team and board and committee members who contributed to the development of this budget. I would like to specifically acknowledge Town Accountant Sally Peacock, Director of Assessing Robert Lent, Management Fellow Rajon Hudson, Human Resources Director Anne Kostos, and Assistant Town Manager Kelly Axtell for their work in preparing the many facets of this document. In addition, the completion of this Recommended Budget and Financing Plan is due directly to the analysis and extraordinary efforts of Assistant Town Manager for Finance/Comptroller Carolyn Kosnoff and Budget Officer Jennifer Hewitt.

***Carl F. Valente, Town Manager***

## **REPORT OF THE TOWN MANAGER**

The fiscal year 2019 general fund budget totals \$221,136,159, an increase of \$8,770,535 or 4.1 percent over the fiscal year 2018 adopted budget. The Board of Selectmen has approved this FY2019 Recommended Budget and Financing Plan. The recommended budget is balanced and will not require a Proposition 2½ override vote.

### **Overview of the FY2019 Recommended Budget and Financing Plan**

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The Board of Selectmen held four financial summits with the School Committee, Appropriation Committee and Capital Expenditures Committee commencing on October 5, 2017 to begin working on the fiscal year 2019 budget. Following the fourth financial summit, the Board of Selectmen approved the FY2019 recommended operating and capital budgets on February 26, 2018.

Given the recovered State and local economy, the Board of Selectmen established a goal of presenting a budget for FY2019 that is sustainable and will position the Town to finance the significant capital projects recently approved as well as those substantial capital projects planned in the coming five years. With this as a priority, the Town Manager and Superintendent of Schools worked to present initial budget recommendations that were within FY2019 projected revenues. On January 22, 2018 the Town Manager presented a Preliminary Budget and Financing Plan that was balanced, and subsequently modified by the Board of Selectmen to address key Board priorities.

This budget, being recommended to Town Meeting for adoption, provides for:

- \$3,415,331 be appropriated into the Capital Stabilization Fund for tax relief related to debt service for within levy and excluded debt service;
- \$573,500 to be appropriated from the Capital Stabilization Fund to mitigate the increase in debt service for those capital projects financed within the property tax levy limit;
- \$4,500,000 be appropriated from the Capital Stabilization Fund 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.
- \$1,842,895 in revenues to be appropriated into the Other Post-Employment Benefits (retiree health insurance) Trust Fund to continue to fund this long-term liability.

These recommendations are largely possible due to a concerted effort to limit budget increases in FY2019, and the Town's strong undesignated fund balance (i.e., free cash of \$13,062,051) position at the end of FY2017.

## FISCAL YEAR 2019 RECOMMENDED BUDGET AND FINANCING PLAN

**Table 1** provides a summary of the FY2019 General Fund budget, by cost center.

Table 1	FY2018 Appropriated Budget	FY2019 Recommended Budget	Change \$	Change %
<b>Education (LPS and Minuteman H.S.)</b>	\$ 103,325,534	\$ 110,237,662	\$ 6,912,128	6.7%
<b>Shared Expenses</b> <i>(Public Facilities, employee/retiree benefits, pension, debt, liability insurance, Reserve Fund)</i>	\$ 56,999,638	\$ 59,610,193	\$ 2,610,555	4.6%
<b>Municipal Departments</b>	\$ 35,485,563	\$ 38,229,823	\$ 2,744,260	7.7%
<b>Subtotal Operating Budget</b>	<b>\$ 195,810,735</b>	<b>\$ 208,077,677</b>	<b>\$ 12,266,943</b>	<b>6.3%</b>
<b>Cash Capital</b>	\$ 6,421,619	\$ 7,299,138	\$ 877,519	13.7%
<b>Other</b> <i>(Approp. to reserves, misc.)</i>	\$ 10,133,271	\$ 5,759,344	\$ (4,373,927)	-43.2%
<b>Total General Fund</b>	<b>\$ 212,365,625</b>	<b>\$ 221,136,159</b>	<b>\$ 8,770,535</b>	<b>4.1%</b>
<b>Projected Revenue</b>	\$ 212,558,216	\$ 221,136,159	\$ 8,577,944	4.0%
<b>Surplus/(Deficit)</b>	\$ 192,591	\$ 0	\$ (192,591)	

## Selectmen's Budget Priorities and Principles

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This FY2019 budget is responsive to many of the priorities identified by the Board of Selectmen during its annual goal-setting meetings, including:

- **Design Funds for the Police Station Facility** (Goal 1): \$1,862,622 is recommended for schematic and design development for the renovation/expansion of the Police Station.
- **Pedestrian, Bicycle and Vehicle Safety on Town Roads** (Goals 10 and 11): \$6,350,000 is recommendation for the Center Streetscape Design; Sidewalk Improvements; Townwide Signalization Improvements; Pelham Road Sidewalk and Roadway Improvements-Design; and Street Improvements.
- **Implementation of the 20/20 Subcommittee Report** (Goal 18): \$30,000 is recommended for support of the Diversity Advisory Task Force; \$15,000 from the municipal budget and \$15,000 from the School Department budget.
- **Public Information/Citizen Outreach** (Goal 9): \$120,112 is recommended for the funding of a Public Information Officer and related expenses.
- **Community Mental Health Programs** (Goal 13 and School Committee goal): \$99,391 in the municipal budget is recommended for funding for additional mental health staff or to support related programs.

In developing the annual operating budget, the Board of Selectmen also continued to adhere to the following principles in order to preserve the Town's long-term financial condition:

1. Continue to set aside funds to transfer into the Capital Stabilization Fund as part of the comprehensive long-term strategy for funding future school and municipal projects.
2. Core services currently provided through the operating and capital budgets should be maintained, recognizing that changes in service demands may require that additional resources be provided in certain areas.
3. Recurring revenues, not reserves or one-time revenues, should support operating expenses.
4. Debt will not be used to fund current operating expenditures.
5. Adequate reserves and contingency funds will be budgeted, as appropriate, consistent with the recommendations of the Ad Hoc Financial Policy Committee (2006) as generally endorsed by the Board of Selectmen.
6. Sufficient funds for building maintenance will be budgeted to properly maintain facilities and equipment as well as foster energy conservation.
7. Use of one-time revenues should be limited to funding one-time expenses (e.g., capital projects) or used to fund reserve accounts.
8. Continue to provide funding for the Other Post-Employment Benefits (OPEB) liability.
9. New targeted revenue sources should be considered to fund specific projects.



## FISCAL YEAR 2019 RECOMMENDED BUDGET AND FINANCING PLAN

# The FY2019 Budget in Brief: Financing Plan, Expenditures, Reserves

While the Town's FY2019 operating budget has many complexities, the following matters deserve specific attention:

### I. Financing Plan:

a. **Revenue Allocation Model:** It has been the Selectmen's practice to recommend the equitable sharing of revenues between the municipal departments and the School Department. This allocation is based on a model developed by the Town Manager and Superintendent of Schools and accepted by the Board of Selectmen, School Committee and financial committees. After first funding the Shared Expenses budget and capital projects, 74 percent of all remaining FY2019 projected general fund revenues are allocated to the School Department and 26 percent are allocated to municipal departments.

b. **Revenue Projection:** In FY2019, General Fund revenues are projected to increase by \$8.6 million or 4 percent over FY2018 budgeted revenues. By way of comparison, revenue growth in recent years has been:

- FY2018: 4.6 percent (estimated)
- FY2017: 3.3 percent (actual)
- FY2016: 6.8 percent (actual)
- FY2015: 2.6 percent (actual)
- FY2014: 9.4 percent (actual)
- FY2013: 4.7 percent (actual)
- FY2012: 4.6 percent (actual)

**Table 2** provides a summary of the major General Fund revenue sources.

Table 2	FY2018 Tax Recap	FY2019 Projected	Change \$	Change %	% of Total Revenue
Property Tax Revenue	\$ 169,332,125	\$ 176,100,641	\$ 6,768,516	4.0%	79.6%
State Aid	\$ 15,712,062	\$ 15,925,173	\$ 213,111	1.4%	7.2%
Local Receipts (Recap)	\$ 12,561,852	\$ 13,736,600	\$ 1,174,748		
Local Receipts not shown on Recap	\$ 192,600	\$ -	\$ (192,600)		
<b>Total Local Receipts</b>	<b>\$ 12,754,452</b>	<b>\$ 13,736,600</b>	<b>\$ 982,148</b>	<b>7.7%</b>	<b>6.2%</b>
Available Funds	\$ 14,842,963	\$ 15,252,139	\$ 409,177	2.8%	6.9%
Other Available Funds: Use of Capital Stabilization Fund	\$ 324,500	\$ 573,500	\$ 249,000	76.7%	0.3%
Revenue Offsets	\$ (2,081,997)	\$ (2,098,833)	\$ (16,836)	0.8%	-0.9%
Enterprise Receipts	\$ 1,674,111	\$ 1,646,939	\$ (27,172)	-1.6%	0.7%
<b>Gross General Fund Revenues</b>	<b>\$ 212,558,216</b>	<b>\$ 221,136,159</b>	<b>\$ 8,577,944</b>	<b>4.0%</b>	<b>100.0%</b>
Less - Revenue Set-Aside for Designated Expenses	\$ 16,879,390	\$ 13,631,982	\$ (3,247,408)	-19.2%	6.2%
<b>Net General Fund Revenues</b>	<b>\$ 195,678,826</b>	<b>\$ 207,504,177</b>	<b>\$ 11,825,352</b>	<b>6.0%</b>	<b>93.8%</b>

## FISCAL YEAR 2019 RECOMMENDED BUDGET AND FINANCING PLAN

### c. Revenue Sources:

Property Tax Revenue and Assessed Valuations – The property tax remains the Town’s primary revenue source, comprising 79.6 percent of total projected revenues in FY2019 (**Table 2**). Although residential property makes up 88.6 percent of the total assessed value in Lexington, residential property owners currently pay only 80.1 percent of total property taxes as a result of the tax classification model adopted by the Board of Selectmen (**Table 4**).

**Tables 3 and 4** provide a history of the Town’s assessed valuation and property tax levy.

<b>Table 3</b>	<b>Total Assessed Valuation</b>	<b>% Chg. from Prior Year</b>	<b>Property Tax Levy</b> (net of excluded debt service)	<b>% Chg. from Prior Year</b>	<b>Operating Override Year</b>
FY2018	<b>\$ 11,227,300,560</b>	<b>6.0%</b>	<b>\$ 169,332,125</b>	<b>4.6%</b>	<b>no</b>
FY2017	\$ 10,589,456,610	5.4%	\$ 161,865,817	4.6%	no
FY2016	\$ 10,048,547,685	7.4%	\$ 154,750,151	4.4%	no
FY2015	\$ 9,359,615,090	9.4%	\$ 148,212,539	4.5%	no
FY2014	\$ 8,555,595,350	3.0%	\$ 141,842,483	4.8%	no
FY2013	\$ 8,307,956,760	3.5%	\$ 135,386,782	5.3%	no
FY2012	\$ 8,026,687,320	0.7%	\$ 128,615,714	5.2%	no
FY2011	\$ 7,973,719,190	1.0%	\$ 122,202,173	5.4%	no
FY2010	\$ 7,891,590,610	-1.8%	\$ 115,979,750	4.7%	no
FY2009	\$ 8,033,608,130	1.3%	\$ 110,778,389	5.6%	no
FY2008	\$ 7,929,164,350	-1.6%	\$ 104,879,746	9.3%	yes
FY2007	\$ 8,059,234,580	4.9%	\$ 95,954,870	6.9%	yes

<b>Table 4</b>	<b>% Assessed Valuation</b>		<b>% of Property Tax Levy</b>	
	<b>Residential</b>	<b>All Commercial</b>	<b>Residential</b>	<b>All Commercial</b>
FY2018	<b>88.6%</b>	<b>11.4%</b>	<b>80.1%</b>	<b>19.9%</b>
FY2017	88.4%	11.6%	79.7%	20.3%
FY2016	88.2%	11.8%	79.3%	20.7%
FY2015	87.6%	12.4%	78.3%	21.7%
FY2014	86.6%	13.4%	77.3%	22.7%
FY2013	86.6%	13.4%	77.3%	22.7%
FY2012	86.9%	13.1%	77.7%	22.3%
FY2011	87.2%	12.8%	78.3%	21.7%
FY2010	87.4%	12.6%	78.6%	21.4%

## FISCAL YEAR 2019 RECOMMENDED BUDGET AND FINANCING PLAN

State Aid – State Aid, which is estimated at 7.2 percent of total revenues, is also an important source of revenue for the Town. State Aid is currently projected to increase by 1.4 percent for FY2019. This modest increase, compared to prior years, is due to the State fully funding its Chapter 70 (education aid formula) requirements in FY2018. While the Legislature will not likely vote the FY2019 State budget until after the close of Town Meeting, the Governor’s proposed budget provides for a modest increase in the Town’s State Aid, largely consistent with the Town’s own projections.

**Table 5** below provides a recent history of the Town’s State Aid including the FY2019 projection.

Table 5	FY2015	FY2016	FY2017	FY2018 Estimated	FY2019 Projected
Chapter 70-Education Unrestricted	\$ 9,584,428	\$ 9,968,536	\$ 11,631,074	\$ 13,998,894	\$ 14,179,719
Charter School Reimbursement	\$ 1,786	\$ 4,141	\$ 893	\$ 8,767	\$ 8,767
General Government Unrestricted	\$ 1,363,715	\$ 1,412,809	\$ 1,473,560	\$ 1,531,029	\$ 1,561,650
Veteran’s Benefits & Exemptions	\$ 169,557	\$ 141,471	\$ 156,427	\$ 125,781	\$ 125,781
Offsets (School Lunch & Library)	\$ 73,976	\$ 46,897	\$ 46,535	\$ 47,591	\$ 49,257
<b>Total</b>	<b>\$ 11,193,462</b>	<b>\$ 11,573,854</b>	<b>\$ 13,308,489</b>	<b>\$ 15,712,062</b>	<b>\$ 15,925,173</b>
\$ Change from Prior Year	\$ 978,882	\$ 380,392	\$ 1,734,635	\$ 2,403,573	\$ 213,111
% Change from Prior Year	<b>9.6%</b>	<b>3.4%</b>	<b>15.0%</b>	<b>18.1%</b>	<b>1.4%</b>

### II. Expenditures:

Budget highlights include:

- a. Lexington Public Schools: The FY2019 School Department proposed General Fund budget (net of grants and other receipts) is increasing by 6.4 percent. The Minuteman Regional High School budget (included in the Education line shown in Table 1) is increasing by 27.3 percent, largely driven by debt service associated with the new school project currently under construction and the reduction of member communities in the Minuteman School District.
- b. Municipal Departments: The municipal budget is increasing by 7.7 percent, largely the result of:
  - a significant increase in the Town’s trash collection and recycling contract;
  - contractual salary adjustments;
  - additional support for mental health services;
  - additional staffing in the Fire Department to increase staffing of the second ambulance to 24/7 from the current 24/5 level;
  - the addition of a municipal public information officer;
  - transferring funding of the Town’s Public, Educational and Governmental programming (PEG) contract from a revolving account to the operating budget, as now required by State law;
  - the addition of an administrative assistant for the Land Use, Health and Development Department, and
  - Support for an owner’s agent in the Department of Public Facilities for solar design and contracting.

## FISCAL YEAR 2019 RECOMMENDED BUDGET AND FINANCING PLAN

- c. Health Insurance for Employees and Retirees: The budget for employee and retiree health insurance, which the Town purchases through the State's Group Insurance Commission (GIC), is increasing by 2.4 percent.

The FY2019 health insurance budget to be presented to Town Meeting reflects 26.35 new school department positions and six new municipal positions. This budget also provides for the potential of an additional 40 active employees and 50 new retirees not currently enrolled in the Town's health plans choosing to enroll. Further, the budget makes a provision for those employees who may convert from individual to the more expensive family plans.

**Table 6** provides a recent history of the Town health insurance enrollments.

Table 6	Employees/Retirees Enrolled in Town's Health Insurance Program					In Opt-Out Program <sup>3</sup>	
	Fiscal Year <sup>1</sup>	Municipal Employees	School Employees	Total Employees	Retirees	Total	Total
	2007	260	819	1,079	948	2,027	NA
	2008	256	834	1,090	976	2,066	NA
	2009	267	859	1,126	991	2,117	NA
	2010	264	847	1,111	1,000	2,111	NA
	2011	272	835	1,107	1,016	2,123	NA
	2012	264	827	1,091	1,034	2,125	NA
	2013 <sup>2</sup>	253	822	1,075	1,112	2,187	NA
	2014	269	839	1,108	1,151	2,259	NA
	2015	268	835	1,103	1,189	2,292	NA
	2016	261	836	1,097	1,222	2,319	40
	2017	261	827	1,088	1,243	2,331	69
	<b>2018</b>	<b>257</b>	<b>838</b>	<b>1,095</b>	<b>1,269</b>	<b>2,364</b>	<b>65</b>

**Note 1:** Data as of November of each fiscal year.

**Note 2:** Increase in retiree enrollment in 2013 represents transfer of certain retirees from active to Medicare supplement plans.

**Note 3:** Beginning in FY2016, the Town began a health insurance opt-out program whereby employees who were enrolled in the Town's health insurance program and who elect to withdraw receive a payment of \$2,500 if withdrawing from an individual plan and \$5,000 if withdrawing from a family plan. This program will save the Town approximately \$341,000 in FY2018.

- d. Utilities/Fuel: Utility costs for FY2019, accounted for in the general and enterprise funds, are expected to decrease by \$83,695 or 2.5 percent. Three factors have contributed to the successful management of utility costs: installation of solar panels on six municipal and school buildings and the Hartwell Compost site (\$402,000 in savings) that generate 2.7MW of power; energy efficiency initiatives; and long-term energy contracts for electricity and natural gas at favorable rates.

## FISCAL YEAR 2019 RECOMMENDED BUDGET AND FINANCING PLAN

**Table 7** provides a recent history of the Town's energy budget.

Table 7	FY2016 Actual	FY2017 Actual	FY2018 Estimated	FY2109 Budgeted	FY18-19 \$ Change	FY18-19 % Change
<b>Electricity</b>	\$ 2,270,335	\$ 2,314,708	\$ 2,498,525	\$ 2,474,796	\$ (23,729)	-0.9%
<b>Heating Oil</b>	\$ 792	\$ 970	\$ 2,800	\$ 3,000	\$ 200	7.1%
<b>Natural Gas</b>	\$ 684,406	\$ 685,209	\$ 773,801	\$ 706,596	\$ (67,205)	-8.7%
<b>Diesel/Gasoline</b>	\$ 245,413	\$ 214,693	\$ 335,235	\$ 342,274	\$ 7,039	2.1%
<b>Total</b>	<b>\$ 3,200,945</b>	<b>\$ 3,215,580</b>	<b>\$ 3,610,361</b>	<b>\$ 3,526,666</b>	<b>\$ (83,695)</b>	<b>-2.3%</b>

**Table 8** provides a summary of the revenues the Town is anticipated to receive from its rooftop solar units and Hartwell Avenue Compost site - ground mount units.

Table 8	Townwide Solar Credits and Expenses		
	FY2017 Actual	FY2018 Estimate	FY2019 Projection
<b>Town Facility</b>			
Rooftop Solar Credits to Town	\$ 279,665	\$ 291,500	\$ 291,500
Rooftop PILOT*	\$ 30,000	\$ 30,000	\$ 30,000
Rooftop Solar Payments to Vendor	\$ (162,343)	\$ (165,000)	\$ (165,000)
<b>Net Revenue subtotal</b>	<b>\$ 147,322</b>	<b>\$ 156,500</b>	<b>\$ 156,500</b>
Hartwell Solar Revenue		\$ 600,000	\$ 600,000
Hartwell PILOT*		\$ 55,400	\$ 55,400
Hartwell Solar Payments to Vendor		\$ (410,000)	\$ (410,000)
<b>Net Revenue subtotal</b>	<b>\$ -</b>	<b>\$ 245,400</b>	<b>\$ 245,400</b>
<b>Total Net Revenue</b>	<b>\$ 147,322</b>	<b>\$ 401,900</b>	<b>\$ 401,900</b>

\* Payments in Lieu of Taxes (PILOT) are considered Personal Property taxes paid to the Town.

- III. **Reserves:** Following the economic downturn in the 2001-2003 period, the Board of Selectmen increasingly focused on the Town's then lack of financial reserves to bridge revenue shortfalls that result when a recession occurs. Reserves provide an important tool in managing Town finances during a recessionary period. In 2005, the Board appointed the Ad Hoc Financial Policy Committee to examine and propose comprehensive financial policies to address operational needs, catastrophic and emergency reserves, maintenance of assets and unfunded liabilities. The resulting policy recommendations adopted by the Selectmen called for building financial reserves and addressing the Town's unfunded liabilities over a multi-year period. Implementing these policy recommendations, together with prudent budgeting, allowed the Town to weather the 2008-2012 financial downturn without materially impacting Town services or school programs.

**Table 9** below provides a summary of the Town's primary reserve funds.

Table 9	General Stabilization Fund	Special Education Stabilization Fund	Other Post Employment Benefits Trust Fund	Capital Stabilization Fund
<b>Current Balance <sup>(1)</sup></b>	\$ 9,548,209	\$ 1,095,288	\$ 12,619,957	\$ 28,344,487
<b>Proposed Appropriation From (2018 ATM)</b>	\$ -	\$ -	\$ -	\$ (5,073,500)
<b>Proposed Appropriation Into (2018 ATM)</b>	\$ -	\$ -	\$ 1,842,895	\$ 3,415,331
<b>Projected Balance, July 1, 2018</b>	<b>\$ 9,548,209</b>	<b>\$ 1,095,288</b>	<b>\$ 14,462,852</b>	<b>\$ 26,686,318</b>

<sup>(1)</sup> Reflects 12/31/2017 Balance

## FISCAL YEAR 2019 RECOMMENDED BUDGET AND FINANCING PLAN

The Town's goal has been to build its operating budget reserves (i.e., General Stabilization Fund and Special Education Stabilization Fund) to a level of seven percent of General Fund revenues (\$13-\$14 million), an amount considered sufficient to offset three years of revenue shortfalls that typically occur during an economic slowdown. Although this goal has not been completely achieved, given that the Town did not need to draw on either of these two Stabilization Funds to support operations during the financial downturn, it does not seem necessary to increase these reserves at this time. On another positive note, the budget includes a recommendation to continue to set aside funds for the Other Post-Employment Benefits fund (i.e., retiree health care) for the 11<sup>th</sup> consecutive year.

**Table 10** below provides a history of appropriations into and out of the Capital Stabilization Fund and recommendations for FY2019:

Table 10	FY2014	FY2015	FY2016	FY2017	FY2018 Appropriated	FY2019 Budget
Prior Year Balance	\$ 1,601,836	\$ 3,990,704	\$ 8,048,466	\$ 16,725,947	\$ 23,203,210	\$ 28,344,487
Appropriation <b>into</b> Capital Stabilization Fund	\$ 3,983,240	\$ 5,910,726	\$ 9,447,832	\$ 6,991,205	\$ 7,690,398	\$ 3,415,331
Subtotal-Available for Appropriation	\$ 5,585,076	\$9,901,430	\$ 17,496,298	\$ 23,717,152	\$ 30,893,608	\$ 31,759,818
Appropriation <b>from</b> Capital Stabilization Fund						
Excluded Debt Service Tax Relief	\$ (1,600,000)	\$ (950,000)	\$ (215,000)	\$ -	\$ (2,400,000)	\$ (4,500,000)
Within Levy Debt Service Mitigation	\$ -	\$ (919,000)	\$ (620,567)	\$ (710,000)	\$ (324,500)	\$ (573,500)
Subtotal - Appropriation	\$ (1,600,000)	\$ (1,869,000)	\$ (835,567)	\$ (710,000)	\$ (2,724,500)	\$ (5,073,500)
Interest Income <i>(a/o 12/31/17)</i>	\$ 5,628	\$ 16,036	\$ 65,216	\$ 196,058	\$ 175,380	\$ -
<b>Projected Balance of Fund</b>	<b>\$ 3,990,704</b>	<b>\$ 8,048,466</b>	<b>\$ 16,725,947</b>	<b>\$ 23,203,210</b>	<b>\$ 28,344,487</b>	<b>\$ 26,686,318</b>

**FISCAL YEAR 2019 RECOMMENDED BUDGET AND FINANCING PLAN**

## The FY2019 Capital Budget: Financing Infrastructure and Equipment

**I. Proposed Capital Spending:**

The recommended Capital Budget will provide for the continued replacement of and improvements to Town buildings, infrastructure and equipment. Articles 10-20 and 22 in the Annual Town Meeting Warrant represent the capital portion of this year's recommended budget. For fiscal year 2019, a total capital budget of \$58.6 million is proposed.

Lexington's clear challenge for the next five years will be to meet the demands that increasing enrollments are placing on the Town's school facilities and thus, the operating and capital budgets.

**Table 11** provides a summary of funding sources financing the Town's recommended capital plan for FY2019.

<b>Table 11</b>	<b>Free Cash/ Tax Levy</b>	<b>Other Funding Sources<sup>1</sup></b>	<b>Debt <sup>3</sup></b>	<b>Total</b>	<b>Other <sup>4</sup></b>
General Fund	\$ 7,299,138	\$ -	\$ 12,012,922	\$ 19,312,060	\$ -
Excluded Debt Projects	\$ -	\$ -	\$ 30,818,542	\$ 30,818,542	\$ -
Other Funding & Chapter 90	\$ -	\$ 94,800	\$ -	\$ 94,800	\$ 973,796
Water Enterprise	\$ -	\$ 105,000	\$ 1,375,000	\$ 1,480,000	\$ -
Sewer Enterprise	\$ -	\$ -	\$ 2,175,000	\$ 2,175,000	\$ -
Recreation Enterprise	\$ -	\$ 310,000	\$ -	\$ 310,000	\$ -
Compost Revolving Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Community Preservation Act <sup>2</sup>	\$ -	\$ 1,612,000	\$ 2,829,000	\$ 4,441,000	\$ -
<b>Total (all Funds)</b>	<b>\$ 7,299,138</b>	<b>\$ 2,121,800</b>	<b>\$ 49,210,464</b>	<b>\$ 58,631,402</b>	<b>\$ 973,796</b>

<sup>1</sup> Other Funding Sources includes \$50,000 from the TMOD Stabilization Fund for the Hartwell Area TMOD Plan Update and \$44,800 from the PEG Access Special Revenue Fund for the SMR High Definition Broadcasting Upgrade.

<sup>2</sup> Includes both Town and non-Town CPA funded projects.

<sup>3</sup> General Fund debt of \$12,012,922 (from Table I - FY2019 Recommended Projects -General Fund Debt) includes \$1,862,622 for Police Station design which is a potential candidate for a future debt exclusion vote. The debt exclusion vote for this project is not anticipated prior to the first debt service payment, therefore for FY2019 the project and related debt service are included in General Fund Debt. The Excluded Debt Projects line in this Capital Request Summary includes projects that were previously approved as excluded debt.

<sup>4</sup> Other represents Chapter 90 Aid for street improvements. This item does not require a Town Meeting appropriation.

This capital budget is consistent with the recommendations of the Selectmen's Ad hoc Fiscal Task Force. The Task Force suggested that, during times of favorable interest rates, the Town continue to make progress with the backlog of capital projects, by increasing both debt and cash capital financing.

**FISCAL YEAR 2019 RECOMMENDED BUDGET AND FINANCING PLAN**

**Table 12** provides a summary of the Town’s cash capital plan for the period FY2012-2019.

<b>Table 12</b>	<b>Cash Capital</b>	<b>Percent Change from Prior Year</b>
<b>FY2019 Proposed</b>	<b>\$ 7,299,138</b>	<b>13.7%</b>
FY2018 Appropriated	\$ 6,421,619	14.3%
FY2017 Appropriated	\$ 5,619,429	21.0%
FY2016 Appropriated	\$ 4,642,987	-22.1%
FY2015 Appropriated	\$ 5,958,117	-13.9%
FY2014 Appropriated	\$ 6,919,202	77.3%
FY2013 Appropriated	\$ 3,902,794	48.6%
FY2012 Appropriated	\$ 2,627,174	

**II. Other Planned Capital Projects/Property Tax Relief:**

The Town is implementing a number of significant capital projects over the next three years, including a new Hastings School, a stand-alone Lexington Children’s Place building (pre-kindergarten) at the Pelham Road property and a new main fire station. Further, planning has begun for a new or expanded police station, the Center Streetscape improvement project, an expansion of the Community Center at the Pelham Road Property, and a new Visitors Center. It is recommended, and shown in Table 10, that the Town appropriate into the Capital Stabilization Fund an additional \$3,415,331 to be used to mitigate the related debt service for these projects, thereby providing tax relief to Lexington’s taxpayers.

**III. Debt/Debt Service:**

The Town of Lexington has maintained a Aaa credit rating for many years. Moody’s Investors Service recently reaffirmed this credit rating in February 2018 when the Town issued \$48 million in long-term debt that sold at a 3 percent interest rate over a 29-year term. Standard and Poor’s also rated this debt AAA. In its credit rating opinion, Moody’s cited the Town’s strong financial position including healthy reserve levels, sizeable and affluent tax base, and manageable debt and pension burdens. The Aaa/AAA rating is the highest credit rating a municipality can receive and allows the Town to borrow funds at the most favorable interest rates. Approximately 66 of the 351 Massachusetts cities and towns maintain a Aaa/AAA rating with one of the rating agencies, with only 10 having a Aaa/AAA rating from both major credit rating organizations.

**Table 13** provides an historical summary of the Town’s debt service. More detailed debt service schedules can be found in Section XI of this Recommended Budget and Financing Plan. The credit rating agencies find that debt service up to 10 percent of revenues reflects strong financial condition. For FY2019, the Town expects all debt service to be 10.8 percent of gross operating revenues.



## FISCAL YEAR 2019 RECOMMENDED BUDGET AND FINANCING PLAN

The Board of Selectmen will propose appropriating \$573,500 from the Capital Stabilization Fund to mitigate within levy debt service and \$4,500,000 from the Capital Stabilization Fund to provide property tax relief for excluded debt service.

Table 13	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Annual Debt Service	Actual	Actual	Actual	Actual	Actual	Budgeted	Proposed
General Fund <sup>1, 2</sup>	\$ 5,669,343	\$ 5,534,823	\$ 6,524,620	\$ 6,740,537	\$ 7,037,701	\$ 9,557,115	\$ 10,997,766
Prop 2 <sup>1/2</sup> Excluded Debt <sup>3</sup>	\$ 6,642,450	\$ 8,381,309	\$ 8,344,302	\$ 8,539,697	\$ 8,330,185	\$ 10,692,689	\$ 14,185,445
Water	\$ 1,299,090	\$ 1,260,655	\$ 1,378,688	\$ 1,307,938	\$ 1,374,696	\$ 1,466,428	\$ 1,460,069
Compost Revolving Fund	\$ 43,406	\$ 88,071	\$ 39,633	\$ 45,883	\$ 91,228	\$ 162,681	\$ 230,019
Sewer	\$ 956,855	\$ 1,131,673	\$ 1,199,243	\$ 1,021,687	\$ 937,922	\$ 1,063,349	\$ 1,189,259
Recreation	\$ 131,500	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -
<b>Total Debt Service</b>	<b>\$ 14,742,644</b>	<b>\$ 16,496,531</b>	<b>\$ 17,586,486</b>	<b>\$ 17,755,742</b>	<b>\$ 17,871,732</b>	<b>\$ 23,042,262</b>	<b>\$ 28,062,558</b>
<b>Gross Revenues</b>	<b>\$ 186,825,482</b>	<b>\$ 200,482,883</b>	<b>\$ 209,377,849</b>	<b>\$ 226,095,548</b>	<b>\$ 233,826,431</b>	<b>\$ 247,570,640</b>	<b>\$ 260,093,931</b>
<b>Debt Serv. % of Revenue</b>	<b>7.89%</b>	<b>8.23%</b>	<b>8.40%</b>	<b>7.85%</b>	<b>7.64%</b>	<b>9.31%</b>	<b>10.79%</b>

Note 1: General Fund debt service is gross debt service and does not reflect the proposed use of the Capital Stabilization Fund to mitigate the debt service impact on the recommended budget.

Note 2: General Fund debt service for FY2018 and FY2019 include an additional \$2,531,487 and \$3,050,000, respectively, to retire notes for 173 Bedford St. and 20 Pelham Rd. land purchases.

Note 3: Proposition 2 1/2 Excluded Debt is gross excluded debt service and does not reflect the use of the Capital Stabilization Fund to mitigate the debt service impact on taxpayers.

**FISCAL YEAR 2019 RECOMMENDED BUDGET AND FINANCING PLAN**

## **History of Proposition 2½ Overrides and Debt Exclusions in Lexington**

The FY2019 budget, as presented, is balanced without the need for a Proposition 2½ Operating Override. Below is a history of Operating Overrides and Debt Exclusions election results in Lexington:

*NR: not requested*

<b><u>Fiscal Year</u></b>	<b><u>Operating Override</u></b>	<b><u>Debt Exclusion</u></b>
2019	NR	NR
2018	NR	\$92,398,760 (Hastings School, Lex. Children's Place & Fire Station)
2017 - approved	NR	\$71,663,200 (Middle Schools and Elementary Modulars)
2016	NR	NR
2015	NR	NR
2014	NR	NR
2013	NR	NR
2012 - approved	NR	\$51,800,000 (Bridge, Bowman, Estabrook)
2011	NR	NR
2010	NR	NR
2009	NR	NR
2008 - approved	\$3,981,589	\$25,180,000 (Public Services Building)
2007 - approved	\$1,858,435	NR
2007 - <b>not approved</b>	\$3,166,116	NR
2006	NR	NR
2005 - approved	\$4,224,340	NR
2004 - <b>not approved</b>	\$4,957,000	NR
2003 - approved	NR	\$42,550,000 (schools, roads, Lincoln Park)
2002	NR	NR
2001 - approved	\$3,440,829	NR
2000 - approved	NR	\$52,235,000 (school building projects)
1999 - <b>not approved</b>	NR	\$68,200,000 (school building projects)
1998	NR	NR
1997	NR	NR
1996 - approved	\$1,500,000	NR
1995	NR	NR
1994	NR	NR
1993 - approved	\$2,718,092	NR
1992	NR	NR
1991 - approved	\$1,097,829	NR
1990	NR	NR
1989 - approved	NR	\$11,000,000 (Pine Meadows Golf Course)

## Elderly/Low-Income Property Tax Relief

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The Board of Selectmen continues to examine various options to provide property tax relief to low-income and elderly residents. The FY2019 recommended budget provides funding for the following tax relief programs:

1. Senior Service Program – Qualified property owners, age 60 and older, can work for the Town and receive up to \$1,540 per household toward their property tax bills.
2. Property Tax Deferral - The Town has received special legislation to increase the income limits for residents over 65 years of age who wish to defer their property taxes. Currently, seniors who earn less than \$70,000 qualify for this program. As a result of 2006 State legislation, Town Meeting voted to decrease the 8 percent interest rate charged for elderly residents who choose to defer payment of their property taxes. The interest rate is determined each March for the coming fiscal year and is tied to the U.S. Treasury 1-Year Constant Maturity rate. The interest rate for deferred taxes for the past eight years has been:

FY2018:	0.82 percent
FY2017:	0.66 percent
FY2016:	0.25 percent
FY2015:	0.12 percent
FY2014:	0.15 percent
FY2013:	0.18 percent
FY2012:	0.26 percent
FY2011:	0.34 percent
FY2010:	0.68 percent
3. Property Tax Exemption Limits – At the 2006 Annual Town Meeting, the Town voted to double the amount of the property tax exemption for certain qualifying elderly residents, to \$1,000.
4. Personal Property Tax Exemption Increase – **Article 37** on the Annual Town Meeting Warrant will ask Town Meeting to accept MGL Chapter 59, section 5C½, which will allow for up to a 100 percent increase for all personal property tax exemptions.
5. CPA Surcharge Exemption – The Town offers an exemption from the Community Preservation Act surcharge to qualified low-income residents.
6. Low-Income Water/Sewer Rates Discount – The Town provides a 30 percent discount on water and sewer rates to qualified low-income residents.

## **Collective Bargaining**

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The Town has settled collective bargaining agreements with the following unions and associations through:

- FY2019: Lexington Municipal Management Association
- FY2019: Lexington Municipal Employees Association
- FY2019: Fire Union
- FY2018: Dispatchers Union
- FY2018: Police Officers Association
- FY2018: Public Works Union
- FY2018: Municipal Facilities Staff Union
- FY2017: Library Union
- FY2016: Police Superior Officers Union
- FY2016: School Crossing Guards Union

The budget for fiscal year 2019 includes amounts, in the Salary Adjustment Account, that may be required for those collective bargaining contracts yet to be settled.

## FISCAL YEAR 2019 RECOMMENDED BUDGET AND FINANCING PLAN

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### Tax Rate Estimate

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Section 12 of the Selectmen-Town Manager Act requires the Town Manager to provide an unofficial estimate of the tax rate that might result if the financial plans presented in this report are adopted and the assumptions with respect to State aid prove reasonably accurate. Without assuming any change in the tax shift factor or assessed valuations for Fiscal Year 2019, a residential tax rate of \$14.76/\$1,000 of valuation is estimated compared to the residential tax rate of \$14.30/\$1,000 of valuation for Fiscal Year 2018.

The following table provides a summary of components of the property tax bill for a home assessed at \$887,000, which is the current median residential property value in Lexington.

<b>MEDIAN RES. TAX BILL</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b> <i>(est.)</i>
Property tax w/2.5% increase	\$10,246	\$10,890	\$11,452	\$12,092	\$12,394
Proposition 2½ debt exclusion	513	586	589	\$592	695
Community Preservation Act surcharge	278	300	318	\$338	348
<b>Total tax bill</b>	<b>\$11,037</b>	<b>\$11,776</b>	<b>\$12,359</b>	<b>\$13,022</b>	<b>\$13,437</b>

*Assumes no change in the residential/commercial tax shift in FY2018 to FY2019.*

*Assumes no change in total valuation by class of property (residential, commercial/industrial, personal property) in FY2019.*

### Additional Information

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The remainder of this document provides additional information on various aspects of the Town's budget. In addition, the School Committee, Appropriation Committee and Capital Expenditures Committee will be providing separate documents, reports and recommendations. Further questions may also be directed to:

Town Manager Carl F. Valente: 781 698-4540










Assistant Town Manager for Finance Carolyn Kosnoff: 781 698-4622

Budget Officer Jennifer Hewitt: 781 698-4626

## FY2019 Budget Process

	July	August	September	October	November	December	January	February	March	April	May	June
Elections												
Town Meeting												
Town Manager												
Summit												
BOS												
School Cmte.												
	Calendar Year 2017						Calendar Year 2018					

### Important Dates

<p><b><u>August 2017</u></b> Issuance of Capital and Operating Budget Guidelines</p> <p><b><u>October 2017</u></b>  Summit I - Financial Indicators &amp; Projections Discuss Guidelines and Drivers Town Manager Review of Capital Budget Requests</p> <p><b><u>November 2017</u></b>  Summit II - Revenue Projection and Allocation Town Manager Review of Operating Budget Requests</p> <p><b><u>December 2017</u></b> Municipal Budget Workshops with Selectmen School Committee Hearings on Budget  Summit III - Revenue Allocation</p> <p><b><u>January 2018</u></b>  Submittal of FY2019 Superintendent's Recommended Budget to SC Submittal of FY2019 Manager's Recommended Budget to BOS  Summit IV - Review of FY2019 Town Manager's Preliminary Budget</p>	<p><b><u>February 2018</u></b> Board of Selectmen Vote on the FY2018 Recommended Budget Budget Decisions and Deliberations Concluded</p> <p><b><u>March 2018</u></b>  FY2018 Recommended Budget submitted to Town Meeting  Municipal Election Town Meeting Commences  Budget Presentations by Town Manager and Superintendent  Town Meeting Begins Budget Deliberations</p>	<p style="text-align: right;">February 26th</p> <p style="text-align: right;">March 2nd March 5th March 26th TBD TBD</p>
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# Section I Budget Overview

Town of Lexington, Massachusetts

## Summary of Revenues and Expenditures

The summary below shows revenues & expenditures for the Town of Lexington for FY2016-2019. It reflects actual results of FY2016 and FY2017, FY2018 estimated revenues and budgeted expenditures submitted to the Department of Revenue for the certification of the FY2018 tax rate, and the budget recommendations of the Town Manager and School Superintendent for FY2019 budget and projected revenues to support those recommendations.

<b>Revenue Summary</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Recap</b>	<b>FY2019 Projected</b>
Tax Levy	\$ 154,750,150	\$ 161,865,816	\$ 169,332,125	\$ 176,100,641
State Aid	\$ 11,573,854	\$ 13,308,489	\$ 15,712,062	\$ 15,925,173
Local Receipts	\$ 15,290,187	\$ 15,272,030	\$ 12,561,852	\$ 13,736,600
Local Receipts not shown on Recap	\$ -	\$ -	\$ 192,600	\$ -
Available Funds	\$ 15,654,839	\$ 11,995,171	\$ 14,842,963	\$ 15,252,139
Other Available Fund: Use of Capital Stabilization Fund	\$ 620,567	\$ 710,000	\$ 324,500	\$ 573,500
Revenue Offsets	\$ (2,938,339)	\$ (1,648,811)	\$ (2,081,997)	\$ (2,098,833)
Enterprise Funds (Indirect)	\$ 1,623,908	\$ 1,629,135	\$ 1,674,111	\$ 1,646,939
<b>Total General Fund</b>	<b>\$196,575,165</b>	<b>\$203,131,831</b>	<b>\$212,558,216</b>	<b>\$221,136,159</b>
<b>General Fund Expenditure Summary</b>				
<b>Education</b>				
Lexington Public Schools	\$ 89,077,401	\$ 97,293,299	\$ 101,655,183	\$ 108,111,445
Minuteman Regional School	\$ 1,172,736	\$ 1,377,449	\$ 1,670,351	\$ 2,126,217
<i>Subtotal Education</i>	\$ 90,250,137	\$ 98,670,748	\$ 103,325,534	\$ 110,237,662
Municipal Departments	\$ 32,998,094	\$ 33,848,822	\$ 35,485,563	\$ 38,229,823
<b>Shared Expenses</b>				
Benefits & Insurance	\$ 28,594,002	\$ 30,373,410	\$ 34,550,644	\$ 35,548,859
Property Insurance & Solar	\$ 759,885	\$ 731,949	\$ 1,398,893	\$ 1,429,839
Debt (within-levy)	\$ 6,740,537	\$ 7,037,701	\$ 9,557,115	\$ 10,997,766
Reserve Fund	\$ -	\$ -	\$ 900,000	\$ 900,000
Facilities	\$ 9,820,000	\$ 10,119,930	\$ 10,592,986	\$ 10,733,728
<i>Subtotal Shared Expenses</i>	\$ 45,914,424	\$ 48,262,991	\$ 56,999,638	\$ 59,610,193
<b>Capital</b>				
Cash Capital (designated)	\$ 4,642,987	\$ 5,619,429	\$ 6,421,619	\$ 7,299,138
<i>Subtotal Capital</i>	\$ 4,642,987	\$ 5,619,429	\$ 6,421,619	\$ 7,299,138
<b>Other</b>				
Other (allocated)	\$ 10,904,668	\$ 8,826,530	\$ 10,133,271	\$ 5,759,344
Other (unallocated)	\$ -	\$ -	\$ -	\$ -
<i>Subtotal Other</i>	\$ 10,904,668	\$ 8,826,530	\$ 10,133,271	\$ 5,759,344
<b>Total General Fund</b>	<b>\$ 184,710,310</b>	<b>\$ 195,228,520</b>	<b>\$ 212,365,625</b>	<b>\$ 221,136,159</b>
<b>General Fund Surplus/(Deficit)</b>	<b>\$ 11,864,855</b>	<b>\$ 7,903,311</b>	<b>\$ 192,591</b>	<b>\$ -</b>

# Section I Budget Overview

Town of Lexington, Massachusetts

## Summary of Revenues and Expenditures (continued)

### **Other Non-General Fund Expenditures and Exempt Debt Service**

Revolving Funds	\$ 3,045,079	\$ 3,438,131	\$ 3,896,479	\$ 3,351,757
Grants	\$ 164,021	\$ 143,110	\$ 135,223	\$ 135,223
CPA	\$ 6,196,761	\$ 4,777,089	\$ 7,169,291	\$ 4,076,516
<i>Subtotal Other Expenses</i>	<i>\$ 9,405,861</i>	<i>\$ 8,358,330</i>	<i>\$ 11,200,993</i>	<i>\$ 7,563,496</i>
Enterprise Funds (Direct)				
Water	\$ 9,895,640	\$ 10,663,218	\$ 10,722,659	\$ 10,800,973
Wastewater (Sewer)	\$ 8,975,057	\$ 9,318,250	\$ 9,682,514	\$ 10,132,360
Recreation and Community Programs	\$ 2,109,989	\$ 2,382,947	\$ 2,625,114	\$ 2,831,773
Cash Capital	\$ 2,667,500	\$ 463,000	\$ 2,440,000	\$ 415,000
<i>Subtotal Enterprise Funds</i>	<i>\$ 23,648,186</i>	<i>\$ 22,827,415</i>	<i>\$ 25,470,287</i>	<i>\$ 24,180,106</i>
Exempt Debt Service				
Municipal	\$ 1,904,638	\$ 1,459,125	\$ 1,396,043	\$ 1,310,532
School	\$ 6,420,058	\$ 6,871,060	\$ 6,896,646	\$ 8,374,914
<i>Subtotal Exempt Debt Service</i>	<i>\$ 8,324,697</i>	<i>\$ 8,330,185</i>	<i>\$ 8,292,689</i>	<i>\$ 9,685,445</i>
<b>Total Other Expenses</b>	<b>\$ 41,378,743</b>	<b>\$ 39,515,930</b>	<b>\$ 44,963,970</b>	<b>\$ 41,429,048</b>
<b>Total Expenses</b>	<b>\$ 226,089,053</b>	<b>\$ 234,744,450</b>	<b>\$ 257,329,594</b>	<b>\$ 262,565,207</b>



# Section I Budget Overview

Town of Lexington, Massachusetts

## Program Summary

Element	Description	A	B	C	D	E	F
		FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	(D-C) Change \$	(E/C) Change %
<b>Operating Budget- General Fund Expenses</b>							
<u>Program 1000: Education</u>							
1100	Lexington Public Schools	\$ 89,077,401	\$ 97,293,299	\$ 101,655,183	\$ 108,111,445	\$ 6,456,262	6.35%
1200	Regional Schools	\$ 1,172,736	\$ 1,377,449	\$ 1,670,351	\$ 2,126,217	\$ 455,866	27.29%
<b>Total Education</b>		<b>\$ 90,250,137</b>	<b>\$ 98,670,748</b>	<b>\$ 103,325,534</b>	<b>\$ 110,237,662</b>	<b>\$ 6,912,128</b>	<b>6.69%</b>
<u>Program 2000: Shared Expenses</u>							
2110	Contributory Retirement	\$ 5,185,638	\$ 5,442,774	\$ 5,755,537	\$ 6,005,537	\$ 250,000	4.34%
2120	Non-Contributory Retirement	\$ 13,837	\$ 14,227	\$ 14,620	\$ 15,070	\$ 450	3.08%
2130	Employee Benefits (Health/Dental/Life/Medicare)	\$ 22,754,760	\$ 24,220,206	\$ 27,773,351	\$ 28,445,872	\$ 672,521	2.42%
2140	Unemployment	\$ 150,569	\$ 70,551	\$ 200,000	\$ 200,000	\$ -	-
2150	Workers' Comp.* (MGL Ch.40:13A&13C, Ch.41:111F)	\$ 489,199	\$ 625,653	\$ 807,136	\$ 882,380	\$ 75,244	9.32%
<b>Subtotal 2100 Benefits</b>		<b>\$ 28,594,002</b>	<b>\$ 30,373,410</b>	<b>\$ 34,550,644</b>	<b>\$ 35,548,859</b>	<b>\$ 998,215</b>	<b>2.89%</b>
2210	Property & Liability Insurance	\$ 646,401	\$ 715,828	\$ 738,893	\$ 769,839	\$ 30,946	4.19%
2220	Uninsured Losses (MGL Ch. 40, Sec. 13)*	\$ 113,484	\$ 16,121	\$ 250,000	\$ 250,000	\$ -	-
<b>Subtotal 2200 Property &amp; Liability Insurance</b>		<b>\$ 759,885</b>	<b>\$ 731,949</b>	<b>\$ 988,893</b>	<b>\$ 1,019,839</b>	<b>\$ 30,946</b>	<b>3.13%</b>
2310	Solar Producer Payments			\$ 410,000	\$ 410,000	\$ -	-
<b>Subtotal 2300 Solar Producer Payments</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 410,000</b>	<b>\$ 410,000</b>	<b>\$ -</b>	<b>-</b>
2410	Payment on Funded Debt	\$ 5,169,842	\$ 5,904,330	\$ 7,992,247	\$ 9,087,364	\$ 1,095,117	13.70%
2420	Interest on Funded Debt	\$ 921,553	\$ 1,039,068	\$ 1,172,415	\$ 1,363,369	\$ 190,954	16.29%
2430	Temporary Borrowing	\$ 649,142	\$ 94,304	\$ 392,453	\$ 547,033	\$ 154,580	39.39%
<b>Subtotal 2400 Debt Services</b>		<b>\$ 6,740,537</b>	<b>\$ 7,037,701</b>	<b>\$ 9,557,115</b>	<b>\$ 10,997,766</b>	<b>\$ 1,440,651</b>	<b>15.07%</b>
2510	Reserve Fund			\$ 900,000	\$ 900,000	\$ -	-
<b>Subtotal 2500 Reserve Fund</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 900,000</b>	<b>\$ 900,000</b>	<b>\$ -</b>	<b>-</b>
2600	Facilities	\$ 9,820,000	\$ 10,119,930	\$ 10,592,986	\$ 10,733,728	\$ 140,742	1.33%
<b>Total Shared Expenses</b>		<b>\$ 45,914,424</b>	<b>\$ 48,262,991</b>	<b>\$ 56,999,638</b>	<b>\$ 59,610,193</b>	<b>\$ 2,610,555</b>	<b>4.58%</b>
<u>Program 3000: Public Works</u>							
3100-3500	DPW Personal Services	\$ 3,805,810	\$ 4,021,677	\$ 4,059,760	\$ 4,156,023	\$ 96,263	2.37%
3100-3500	DPW Expenses	\$ 4,831,465	\$ 5,080,379	\$ 5,342,880	\$ 5,963,436	\$ 620,556	11.61%
<b>Total Public Works</b>		<b>\$ 8,637,275</b>	<b>\$ 9,102,056</b>	<b>\$ 9,402,640</b>	<b>\$ 10,119,459</b>	<b>\$ 716,819</b>	<b>7.62%</b>

# Section I Budget Overview

Town of Lexington, Massachusetts

## Program Summary

Element	Description	A	B	C	D	E	F
		FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	(D-C) Change \$	(E/C) Change %
<u>Program 4000: Public Safety</u>							
4100 Law Enforcement Personal Services		\$ 6,224,424	\$ 5,932,656	\$ 6,347,049	\$ 6,320,811	\$ (26,238)	-0.41%
4100 Law Enforcement Expenses		\$ 776,266	\$ 811,671	\$ 900,527	\$ 925,755	\$ 25,228	2.80%
<b>Subtotal 4100 Law Enforcement</b>		<b>\$ 7,000,690</b>	<b>\$ 6,744,328</b>	<b>\$ 7,247,576</b>	<b>\$ 7,246,566</b>	<b>\$ (1,010)</b>	<b>-0.01%</b>
4200 Fire Personal Services		\$ 5,793,416	\$ 5,917,695	\$ 6,019,283	\$ 6,353,151	\$ 333,867	5.55%
4200 Fire Expenses		\$ 495,512	\$ 488,850	\$ 558,011	\$ 597,559	\$ 39,548	7.09%
<b>Subtotal 4200 EMS/Fire</b>		<b>\$ 6,288,928</b>	<b>\$ 6,406,545</b>	<b>\$ 6,577,294</b>	<b>\$ 6,950,710</b>	<b>\$ 373,415</b>	<b>5.68%</b>
<b>Total Public Safety</b>		<b>\$ 13,289,618</b>	<b>\$ 13,150,872</b>	<b>\$ 13,824,870</b>	<b>\$ 14,197,275</b>	<b>\$ 372,406</b>	<b>2.69%</b>
<u>Program 5000: Culture &amp; Recreation</u>							
5100 Library Personal Services		\$ 2,008,885	\$ 2,082,283	\$ 2,098,338	\$ 2,123,309	\$ 24,971	1.19%
5100 Library Expenses		\$ 385,313	\$ 402,721	\$ 435,806	\$ 469,145	\$ 33,339	7.65%
<b>Total Culture &amp; Recreation</b>		<b>\$ 2,394,198</b>	<b>\$ 2,485,004</b>	<b>\$ 2,534,144</b>	<b>\$ 2,592,454</b>	<b>\$ 58,310</b>	<b>2.30%</b>
<u>Program 6000: Human Services</u>							
6000 Human Services Personal Services		\$ 481,215	\$ 492,792	\$ 549,164	\$ 669,089	\$ 119,925	21.84%
6000 Human Services Expenses		\$ 643,449	\$ 572,993	\$ 753,807	\$ 796,195	\$ 42,388	5.62%
<b>Total Human Services</b>		<b>\$ 1,124,664</b>	<b>\$ 1,065,784</b>	<b>\$ 1,302,971</b>	<b>\$ 1,465,284</b>	<b>\$ 162,313</b>	<b>12.46%</b>
<u>Program 7000: Land Use, Health and Development (LUHD) Department</u>							
7100-7400 LUHD Dept. Personal Services		\$ 1,654,817	\$ 1,771,927	\$ 1,874,631	\$ 2,014,038	\$ 139,407	7.44%
7100-7400 LUHD Dept. Expenses		\$ 314,345	\$ 315,026	\$ 495,738	\$ 433,598	\$ (62,140)	-12.53%
<b>Total Land Use, Health and Development Dept.</b>		<b>\$ 1,969,162</b>	<b>\$ 2,086,953</b>	<b>\$ 2,370,369</b>	<b>\$ 2,447,636</b>	<b>\$ 77,267</b>	<b>3.26%</b>

# Section I Budget Overview

Town of Lexington, Massachusetts

## Program Summary

Element	Description	A	B	C	D	E	F
		FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	(D-C) Change \$	(E/C) Change %
<b>Program 8000: General Government</b>							
8110	Selectmen Personal Services	\$ 136,653	\$ 141,537	\$ 125,304	\$ 111,820	\$ (13,484)	-10.76%
8110	Selectmen Expenses	\$ 79,724	\$ 87,631	\$ 99,588	\$ 100,088	\$ 500	0.50%
8120	Legal	\$ 276,769	\$ 329,983	\$ 410,000	\$ 410,000	\$ -	-
8130	Town Report	\$ 8,940	\$ 9,970	\$ 13,688	\$ 13,688	\$ -	-
8140	LexMedia	\$ -	\$ -	\$ -	\$ 600,902	\$ 600,902	-
<b>Subtotal 8100 Board of Selectmen</b>		<b>\$ 502,086</b>	<b>\$ 569,120</b>	<b>\$ 648,580</b>	<b>\$ 1,236,498</b>	<b>\$ 587,918</b>	<b>90.65%</b>
8210-8220	Town Manager Personal Services	\$ 567,869	\$ 593,841	\$ 583,458	\$ 667,408	\$ 83,950	14.39%
8210-8220	Town Manager Expenses	\$ 205,004	\$ 142,260	\$ 224,585	\$ 233,835	\$ 9,250	4.12%
8230	Salary Transfer Account* (MGL Ch.40, Sec 13D)	\$ 455,517	\$ 546,757	\$ 171,759	\$ 483,030	\$ 311,271	181.23%
<b>Subtotal 8200 Town Manager</b>		<b>\$ 1,228,390</b>	<b>\$ 1,282,859</b>	<b>\$ 979,802</b>	<b>\$ 1,384,273</b>	<b>\$ 404,472</b>	<b>41.28%</b>
8310	Financial Committees	\$ 6,652	\$ 7,134	\$ 8,130	\$ 8,130	\$ -	-
8320	Misc. Boards and Committees	\$ 16,818	\$ 33,727	\$ 4,500	\$ 11,400	\$ 6,900	1.53
8330	Town Celebrations Committee	\$ 73,194	\$ 38,883	\$ 45,250	\$ 46,500	\$ 1,250	2.76%
<b>Subtotal 8300 Town Committees</b>		<b>\$ 96,664</b>	<b>\$ 79,743</b>	<b>\$ 57,880</b>	<b>\$ 66,030</b>	<b>\$ 8,150</b>	<b>14.08%</b>
8400	Finance Personal Services	\$ 1,307,793	\$ 1,428,147	\$ 1,417,311	\$ 1,383,830	\$ (33,482)	-2.36%
8400	Finance Expenses	\$ 402,539	\$ 436,717	\$ 485,630	\$ 504,230	\$ 18,600	3.83%
<b>Subtotal 8400 Finance</b>		<b>\$ 1,710,332</b>	<b>\$ 1,864,865</b>	<b>\$ 1,902,941</b>	<b>\$ 1,888,060</b>	<b>\$ (14,882)</b>	<b>-0.78%</b>
8500	Town Clerk Personal Services	\$ 328,459	\$ 354,475	\$ 370,815	\$ 398,200	\$ 27,386	7.39%
8500	Town Clerk Expenses	\$ 96,936	\$ 95,107	\$ 123,850	\$ 122,800	\$ (1,050)	-0.85%
<b>Subtotal 8500 Town Clerk</b>		<b>\$ 425,395</b>	<b>\$ 449,582</b>	<b>\$ 494,665</b>	<b>\$ 521,000</b>	<b>\$ 26,336</b>	<b>5.32%</b>
8600	IT Personal Services	\$ 684,694	\$ 727,551	\$ 808,626	\$ 847,153	\$ 38,526	4.76%
8600	IT Expenses	\$ 935,616	\$ 984,433	\$ 1,158,075	\$ 1,464,700	\$ 306,625	26.48%
<b>Subtotal 8600 IT</b>		<b>\$ 1,620,310</b>	<b>\$ 1,711,984</b>	<b>\$ 1,966,701</b>	<b>\$ 2,311,853</b>	<b>\$ 345,151</b>	<b>17.55%</b>
<b>Total General Government</b>		<b>\$ 5,583,177</b>	<b>\$ 5,958,153</b>	<b>\$ 6,050,569</b>	<b>\$ 7,407,714</b>	<b>\$ 1,357,145</b>	<b>22.43%</b>
<b>Total Municipal</b>		<b>\$ 32,998,094</b>	<b>\$ 33,848,822</b>	<b>\$ 35,485,563</b>	<b>\$ 38,229,823</b>	<b>\$ 2,744,260</b>	<b>7.73%</b>
<b>Operating Department Summary</b>							
<b>Education Operating</b>		<b>\$ 90,250,137</b>	<b>\$ 98,670,748</b>	<b>\$ 103,325,534</b>	<b>\$ 110,237,662</b>	<b>\$ 6,912,128</b>	<b>6.69%</b>
<b>Shared Expenses</b>		<b>\$ 45,914,424</b>	<b>\$ 48,262,991</b>	<b>\$ 56,999,638</b>	<b>\$ 59,610,193</b>	<b>\$ 2,610,555</b>	<b>4.58%</b>
<b>Municipal Operating</b>		<b>\$ 32,998,094</b>	<b>\$ 33,848,822</b>	<b>\$ 35,485,563</b>	<b>\$ 38,229,823</b>	<b>\$ 2,744,260</b>	<b>7.73%</b>
		<b>\$ 169,162,655</b>	<b>\$ 180,782,561</b>	<b>\$ 195,810,735</b>	<b>\$ 208,077,677</b>	<b>\$ 12,266,943</b>	<b>6.26%</b>

# Section I Budget Overview

Town of Lexington, Massachusetts

## Program Summary

Element	Description	A	B	C	D	E	F
		FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	(D-C) Change \$	(E/C) Change %
<b>Capital</b>							
Capital Requests (Cash-GF)		\$ 2,190,082	\$ 2,905,265	\$ 3,683,979	\$ 4,500,245	\$ 816,266	22.16%
Building Envelope & Systems Set-Aside		\$ 182,760	\$ 187,329	\$ 194,713	\$ 198,893	\$ 4,180	2.15%
Streets Set-Aside		\$ 2,270,145	\$ 2,526,835	\$ 2,542,927	\$ 2,600,000	\$ 57,073	2.24%
<b>Total Capital</b>		<b>\$ 4,642,987</b>	<b>\$ 5,619,429</b>	<b>\$ 6,421,619</b>	<b>\$ 7,299,138</b>	<b>\$ 877,519</b>	<b>13.67%</b>
<b>Other</b>							
Unallocated		\$ -	\$ -	\$ -	\$ -	\$ -	-
Set-Aside for Unanticipated Current FY Needs					\$ 200,000	\$ 200,000	-
General Fund Support for Community Center Program (Transfer to Article 5, ATM)		\$ 216,836	\$ 253,007	\$ 220,152	\$ 214,292	\$ (5,860)	-2.66%
Allocated to Capital Stabilization Fund		\$ 9,447,832	\$ 6,991,205	\$ 7,690,398	\$ 3,415,331	\$ (4,275,067)	-55.59%
Retire Note for Land Purchases <sup>1</sup>		\$ -	\$ -	\$ -	\$ -	\$ -	-
Senior Service Program		\$ 20,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	-
Getting to Net Zero			\$ 40,000	\$ 40,000	\$ 40,000	\$ -	-
Comprehensive Plan Development		\$ -	\$ -	\$ 302,000	\$ -	\$ (302,000)	-100.00%
OPEB Trust Fund <sup>2</sup>		\$ 1,200,000	\$ 1,512,318	\$ 1,829,721	\$ 1,829,721	\$ -	-
Warrant Articles		\$ 20,000		\$ 21,000	\$ 30,000	\$ 9,000	42.86%
<b>Total Other Articles</b>		<b>\$ 10,904,668</b>	<b>\$ 8,826,530</b>	<b>\$ 10,133,271</b>	<b>\$ 5,759,344</b>	<b>\$ (4,373,927)</b>	<b>-43.16%</b>
<b>General Fund Total</b>		<b>\$ 184,710,310</b>	<b>\$ 195,228,520</b>	<b>\$ 212,365,625</b>	<b>\$ 221,136,159</b>	<b>\$ 8,770,535</b>	<b>4.13%</b>

<sup>1</sup> Funds to retire notes issued for purchase of Pelham Rd. and Bedford St. were moved from "Other" to Debt Service - Payment on Funded Debt.

<sup>2</sup> Reflects the OPEB funding from General Fund sources; additional amounts will be appropriated from the Water and Wastewater Enterprise funds, as detailed in those budget sections.

**Note: Line-Items marked with an asterisk (\*) will be presented at Town Meeting as Continuing Balance accounts.**

# Section I Budget Overview

Town of Lexington, Massachusetts

## Program Summary

		A	B	C	D	E	F
						(D-C)	(E/C)
Element	Description	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Change \$	Change %
<b>Enterprise Funds</b>							
3600	Water Enterprise	\$ 9,895,640	\$ 10,663,218	\$ 10,722,659	\$ 10,800,973	\$ 78,314	0.73%
3700	Sewer Enterprise	\$ 8,975,057	\$ 9,318,250	\$ 9,682,514	\$ 10,132,360	\$ 449,846	4.65%
5200	Recreation Enterprise	\$ 2,109,989	\$ 2,382,947	\$ 2,625,114	\$ 2,850,493	\$ 225,379	8.59%
	Cash Capital - Enterprise	\$ 2,667,500	\$ 463,000	\$ 2,440,000	\$ 415,000	\$ (2,025,000)	-82.99%
<b>Total Enterprise Funds (Oper. Exp. ONLY)</b>		<b>\$ 23,648,186</b>	<b>\$ 22,827,415</b>	<b>\$ 25,470,287</b>	<b>\$ 24,198,826</b>	<b>\$ (1,271,461)</b>	<b>-4.99%</b>
<b>Revolving Funds</b>							
1100	School Bus Transportation	\$ 946,213	\$ 1,048,300	\$ 1,150,000	\$ 1,150,000	\$ -	-
2400	Building Rental Revolving Fund	\$ 472,443	\$ 456,073	\$ 523,077	\$ 530,839	\$ 7,762	1.48%
3100	Regional Cache - Hartwell Avenue	\$ 1,358	\$ 2,134	\$ 10,000	\$ 10,000	\$ -	-
3320	Tree (DPW-Forestry)	\$ 40,421	\$ 41,151	\$ 45,000	\$ 45,000	\$ -	-
3330	Burial Container (DPW-Cemetery)	\$ 33,700	\$ 37,280	\$ 40,000	\$ 50,000	\$ 10,000	25.00%
3420	Compost Operations (DPW-Rec.)	\$ 479,634	\$ 666,748	\$ 828,525	\$ 799,432	\$ (29,092)	-3.51%
3420	MHHP Operations	\$ 147,804	\$ 170,164	\$ 180,000	\$ 190,000	\$ 10,000	5.56%
6120	Senior Services	\$ 28,414	\$ 44,963	\$ 50,000	\$ 75,000	\$ 25,000	50.00%
7140	Health Programs	\$ 13,810	\$ 13,947	\$ 14,000	\$ 45,000	\$ 31,000	221.43%
7320	Tourism/ Liberty Ride	\$ 200,122	\$ 197,035	\$ 284,174	\$ 284,361	\$ 187	0.07%
7340	Visitor Center	\$ 188,674	\$ 209,372	\$ 201,618	\$ 211,988	\$ 10,370	5.14%
8140	PEG Access	\$ 492,487	\$ 550,964	\$ 570,086	\$ -	\$ (570,086)	-100.00%
<b>Total Revolving Funds</b>		<b>\$ 3,045,079</b>	<b>\$ 3,438,131</b>	<b>\$ 3,896,479</b>	<b>\$ 3,391,620</b>	<b>\$ (504,859)</b>	<b>-12.96%</b>
<b>Community Preservation Act (CPA)</b>							
	CPA Cash Capital	\$ 5,045,801	\$ 1,337,368	\$ 4,628,293	\$ 1,612,000	\$ (3,016,293)	-65.17%
	CPA Debt Service	\$ 1,000,960	\$ 3,289,721	\$ 2,390,998	\$ 2,314,516	\$ (76,482)	-3.20%
	CPA Other (Projects & Admin.)	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	0.00%
<b>Total CPA</b>		<b>\$ 6,196,761</b>	<b>\$ 4,777,089</b>	<b>\$ 7,169,291</b>	<b>\$ 4,076,516</b>	<b>\$ (3,092,775)</b>	<b>-43.14%</b>
<b>Grants</b>							
	Grants & Subsidies (MBTA & Elder Affairs)	\$ 164,021	\$ 143,110	\$ 135,223	\$ 135,223	\$ -	0.00%
<b>Total Grants</b>		<b>\$ 164,021</b>	<b>\$ 143,110</b>	<b>\$ 135,223</b>	<b>\$ 135,223</b>	<b>\$ -</b>	<b>0.00%</b>

# Section I Budget Overview

Town of Lexington, Massachusetts

## Program Summary

Program Summary		A	B	C	D	E	F
						(D-C)	(E/C)
Element	Description	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Change \$	Change %
<b>Exempt Debt (Net of Capital Stabilization Fund Mitigation)</b>							
Municipal		\$ 1,904,638	\$ 1,459,125	\$ 1,396,043	\$ 1,310,532	\$ (85,511)	-6.13%
School		\$ 6,420,058	\$ 6,871,060	\$ 6,896,646	\$ 8,374,914	\$ 1,478,268	21.43%
<b>Total Exempt Debt</b>		<b>\$ 8,324,697</b>	<b>\$ 8,330,185</b>	<b>\$ 8,292,689</b>	<b>\$ 9,685,445</b>	<b>\$ 1,392,756</b>	<b>16.79%</b>
<b>Reconciliation</b>							
Education		\$ 90,250,137	\$ 98,670,748	\$ 103,325,534	\$ 110,237,662	\$ 6,912,128	6.69%
Shared Expenses		\$ 45,914,424	\$ 48,262,991	\$ 56,999,638	\$ 59,610,193	\$ 2,610,555	4.58%
Municipal		\$ 32,998,094	\$ 33,848,822	\$ 35,485,563	\$ 38,229,823	\$ 2,744,260	7.73%
Capital		\$ 4,642,987	\$ 5,619,429	\$ 6,421,619	\$ 7,299,138	\$ 877,519	13.67%
Other		\$ 10,904,668	\$ 8,826,530	\$ 10,133,271	\$ 5,759,344	\$ (4,373,927)	-43.16%
Enterprise		\$ 23,648,186	\$ 22,827,415	\$ 25,470,287	\$ 24,198,826	\$ (1,271,461)	-4.99%
Revolving Funds & Grants		\$ 3,209,100	\$ 3,581,241	\$ 4,031,702	\$ 3,486,980	\$ (544,722)	-13.51%
CPA		\$ 6,196,761	\$ 4,777,089	\$ 7,169,291	\$ 4,076,516	\$ (3,092,775)	-43.14%
Exempt Debt		\$ 8,324,697	\$ 8,330,185	\$ 8,292,689	\$ 9,685,445	\$ 1,392,756	16.79%
<b>Totals</b>		<b>\$ 226,089,053</b>	<b>\$ 234,744,450</b>	<b>\$ 257,329,594</b>	<b>\$ 262,583,927</b>	<b>\$ 5,254,333</b>	<b>2.04%</b>

## Section II: Revenues

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This section includes detailed information about FY2019 Projected Revenues. It includes:

- General Fund Revenue Description II-2

## Section II Revenues

Town of Lexington, Massachusetts

The summary below presents General Fund Operating Revenues, Total General Fund Revenues and Net General Fund Revenues. General Fund Operating Revenues include all revenues projected as available for use in FY2019 whose sources recur annually. Total General Fund Revenues include annually recurring and non-recurring sources of revenue. Net General Fund Revenues are Total General Fund Revenues less revenues recommended to be set-aside to fund designated purposes. In FY2019, Total General Fund Revenues are projected to increase by approximately \$8.35 million, or 3.9%. Net General Fund Revenues, those available to support school and municipal operating budgets, are projected to increase by \$11.79 million, or 6.0%.

General Fund Revenue Summary	FY2016	FY2017	FY2018	FY2019	FY2018-19 Change	
	Actual	Actual	Recap	Projected	\$	%
Property Tax Levy (Table 1)	\$ 154,750,150	\$ 161,865,816	\$ 169,332,125	\$ 176,100,641	\$ 6,768,516	4.0%
State Aid (Table 2)	\$ 11,573,854	\$ 13,308,489	\$ 15,712,062	\$ 15,925,173	\$ 213,111	1.4%
Local Receipts (Table 3)	\$ 15,290,187	\$ 15,272,030	\$ 12,561,852	\$ 13,736,600	\$ 1,174,748	9.4%
Local Receipts not shown on Recap	\$ -	\$ -	\$ 192,600	\$ -	\$ (192,600)	-
Total Local Receipts	\$ 15,290,187	\$ 15,272,030	\$ 12,754,452	\$ 13,736,600	\$ 982,148	7.7%
Available Funds (Table 4)	\$ 15,654,839	\$ 11,995,171	\$ 14,842,963	\$ 15,252,139	\$ 409,177	2.8%
Other Available Funds - Use of Capital Stabilization Fund (Table 4a)	\$ 620,567	\$ 710,000	\$ 324,500	\$ 573,500	\$ 249,000	76.7%
Revenue Offsets (Table 5)	\$ (2,938,339)	\$ (1,648,811)	\$ (2,081,997)	\$ (2,098,833)	\$ (16,836)	0.8%
Enterprise Receipts (Table 6)	\$ 1,623,908	\$ 1,629,135	\$ 1,674,111	\$ 1,646,939	\$ (27,172)	-1.6%
<b>Total General Fund Operating Revenues</b>	<b>\$ 196,575,165</b>	<b>\$ 203,131,831</b>	<b>\$ 212,558,216</b>	<b>\$ 221,136,159</b>	<b>\$ 8,577,944</b>	<b>4.0%</b>
Less - Revenues Set-Aside for Designated Purposes	\$ 16,168,222	\$ 15,155,959	\$ 16,879,390	\$ 13,631,982	\$ (3,247,408)	-19.2%
<b>Net General Fund Revenues</b>	<b>\$ 180,406,944</b>	<b>\$ 187,975,872</b>	<b>\$ 195,678,826</b>	<b>\$ 207,504,177</b>	<b>\$ 11,825,352</b>	<b>6.0%</b>

### Detailed Description:

**Property Tax Levy:** The FY2019 property tax levy is projected to increase approximately \$6.77 million, or 4.0%. The projected levy is a function of the FY2018 levy limit increased by 2.5% per Proposition 2½, plus an increment for new growth. FY2019 new growth will be a function of construction activity for the period July 1, 2017 to June 30, 2018. FY2019 new growth is estimated at \$2,500,000 based on a review of historical data on new growth.

**State Aid:** The main driver of state aid increases in recent years has been education aid (Chapter 70). In FY2018, Lexington finally received its full funding under the Chapter 70 formula; therefore, a much smaller increase of 1.3% is anticipated for FY2019. Unrestricted Government Aid is projected to grow 2.0%, for a combined increase of 1.4%. Final FY2019 State aid numbers are likely to be known in June 2018 when the Legislature adopts, and the Governor signs, the FY2019 State budget.

**Local Receipts:** FY2019 projections for each category of receipt are based on the history of actual collections and projections of 3 and 5 year historical averages. FY2019 local receipts are estimated to increase by approximately \$982,000 or 7.7% over FY2018 estimates. The three main contributors to this growth are increases in Motor Vehicle Excise taxes, Hotel/Motel and Meals Excises, and the renegotiation of cell tower leases on Town property.



# Section II Revenues

Town of Lexington, Massachusetts

	FY2016 Actual	FY2017 Actual	FY2018 Recap	FY2019 Projected	FY2018-19 Change	
					\$	%
<b>Table 1: Property Tax Levy</b>						
Tax Levy	\$ 148,286,733	\$ 154,781,455	\$ 161,960,336	\$ 169,366,479	\$ 7,406,143	4.6%
Prop. 2.5%	\$ 3,709,681	\$ 3,869,536	\$ 4,049,008	\$ 4,234,162	\$ 185,154	4.6%
New Growth	\$ 2,772,633	\$ 3,309,344	\$ 3,357,135	\$ 2,500,000	\$ (857,135)	-25.5%
Override/Excess Levy Capacity	\$ (18,897)	\$ (94,519)	\$ (34,354)	NA	\$ 34,354	-100%
<b>Subtotal</b>	<b>\$ 154,750,150</b>	<b>\$ 161,865,816</b>	<b>\$ 169,332,125</b>	<b>\$ 176,100,641</b>	<b>\$ 6,768,516</b>	<b>4.0%</b>
<b>Table 2: State Aid</b>						
Chapter 70	\$ 9,968,536	\$ 11,631,074	\$ 13,998,894	\$ 14,179,719	\$ 180,825	1.3%
Charter School Reimbursement	\$ 4,141	\$ 893	\$ 8,767	\$ 8,767	\$ -	0.0%
Unrestricted General Government Aid	\$ 1,412,809	\$ 1,473,560	\$ 1,531,029	\$ 1,561,650	\$ 30,621	2.0%
Veterans' Benefits & Exemptions	\$ 141,471	\$ 156,427	\$ 125,781	\$ 125,781	\$ -	0.0%
Offsets (School Lunch & Library)	\$ 46,897	\$ 46,535	\$ 47,591	\$ 49,257	\$ 1,666	3.5%
<b>Subtotal</b>	<b>\$ 11,573,854</b>	<b>\$ 13,308,489</b>	<b>\$ 15,712,062</b>	<b>\$ 15,925,173</b>	<b>\$ 213,111</b>	<b>1.4%</b>
<b>Table 3: Local Receipts</b>						
Motor Vehicle Excise Tax	\$ 4,953,052	\$ 5,350,418	\$ 4,815,240	\$ 5,080,000	\$ 264,760	5.5%
Other Excise	\$ 1,727,554	\$ 1,616,713	\$ 1,352,189	\$ 1,695,000	\$ 342,811	25.4%
Penalties & Interest	\$ 595,423	\$ 738,750	\$ 301,000	\$ 341,500	\$ 40,500	13.5%
PILOT's	\$ 569,564	\$ 589,351	\$ 596,000	\$ 614,000	\$ 18,000	3.0%
Rentals	\$ 255,391	\$ 367,350	\$ 328,635	\$ 510,800	\$ 182,165	55.4%
Departmental-Schools	\$ 484,736	\$ 576,216	\$ 450,600	\$ 443,500	\$ (7,100)	-1.6%
Departmental-Municipal	\$ 1,939,957	\$ 1,875,866	\$ 2,352,188	\$ 2,502,000	\$ 149,812	6.4%
Licenses & Permits	\$ 2,578,503	\$ 2,827,036	\$ 1,812,570	\$ 1,941,550	\$ 128,980	7.1%
Special Assessments	\$ 27,645	\$ 26,230	\$ 17,830	\$ 17,250	\$ (580)	-3.3%
Fines & Forfeits	\$ 274,569	\$ 214,300	\$ 235,600	\$ 246,000	\$ 10,400	4.4%
Investment Income	\$ 332,126	\$ 573,023	\$ 300,000	\$ 345,000	\$ 45,000	15.0%
Miscellaneous Non-Recurring	\$ 1,551,666	\$ 516,777	\$ -	\$ -	\$ -	-
Local Receipts not shown on Recap	\$ -	\$ -	\$ 192,600	\$ -	\$ (192,600)	-
<b>Subtotal</b>	<b>\$ 15,290,187</b>	<b>\$ 15,272,030</b>	<b>\$ 12,754,452</b>	<b>\$ 13,736,600</b>	<b>\$ 982,148</b>	<b>7.7%</b>
<b>Table 4: Available Funds</b>						
Parking	\$ 395,000	\$ 625,265	\$ 421,500	\$ 413,000	\$ (8,500)	(0.02)
Cemetery Perpetual Care Fund	\$ 105,000	\$ 105,000	\$ 48,500	\$ 75,000	\$ 26,500	54.6%
Cemetery Sale of Lots Fund	\$ -	\$ -	\$ 42,200	\$ 156,423	\$ 114,223	270.7%
Free Cash	\$ 13,087,810	\$ 9,870,618	\$ 13,269,721	\$ 13,062,051	\$ (207,670)	-1.6%
Health Claims Trust Fund	\$ 1,858,947	\$ 1,200,000	\$ 750,000	\$ 750,000	\$ -	-
Transp.Demand Mgmt. Stab. Fund	\$ 137,000	\$ 137,000	\$ 141,000	\$ 141,000	\$ -	-
Traffic Mitigation Stabilization Fund	\$ -	\$ 30,000	\$ 25,000	\$ -	\$ (25,000)	-100.0%
Center Improvement District Stabilization Fund	\$ -	\$ -	\$ 27,000	\$ 27,000	\$ -	-
PEG Access Special Revenue Fund	\$ -	\$ -	\$ -	\$ 623,267	\$ 623,267	---
Betterments Fund	\$ -	\$ -	\$ -	\$ 4,398	\$ 4,398	-
School Bus Stabilization Fund	\$ -	\$ -	\$ 18	\$ -	\$ (18)	-100.0%
Avalon Bay School Enrollment Mitigation Fund	\$ -	\$ -	\$ 45	\$ -	\$ (45)	-100.0%
Balances from Prior Yr. Capital Articles	\$ 71,082	\$ 27,288	\$ 117,979	\$ -	\$ (117,979)	-100.0%
<b>Subtotal</b>	<b>\$ 15,654,839</b>	<b>\$ 11,995,171</b>	<b>\$ 14,842,963</b>	<b>\$ 15,252,139</b>	<b>\$ 409,177</b>	<b>2.8%</b>
<b>Table 4a: Other Available Funds</b>						
Capital Stabilization Fund	\$ 620,567	\$ 710,000	\$ 324,500	\$ 573,500	\$ 249,000	76.7%
<b>Subtotal</b>	<b>\$ 620,567</b>	<b>\$ 710,000</b>	<b>\$ 324,500</b>	<b>\$ 573,500</b>	<b>\$ 249,000</b>	<b>76.7%</b>
<b>Table 5: Revenue Offsets</b>						
Cherry Sheet Assessments	\$ (850,735)	\$ (850,915)	\$ (869,156)	\$ (899,576)	\$ (30,420)	3.5%
Cherry Sheet Offset - Public Libraries	\$ (46,897)	\$ (46,535)	\$ (47,591)	\$ (49,257)	\$ (1,666)	3.5%
Overlay (abatements)	\$ (750,000)	\$ (751,361)	\$ (900,000)	\$ (750,000)	\$ 150,000	-16.67%
Health Withholding Account Deficit	\$ (647,057)	\$ -	\$ -	\$ -	\$ -	-
Snow Deficit	\$ (643,650)	\$ -	\$ (265,250)	\$ (400,000)	\$ (134,750)	50.8%
<b>Subtotal</b>	<b>\$ (2,938,339)</b>	<b>\$ (1,648,811)</b>	<b>\$ (2,081,997)</b>	<b>\$ (2,098,833)</b>	<b>\$ (16,836)</b>	<b>0.8%</b>
<b>Table 6: Enterprise Receipts</b>						
Water	\$ 898,614	\$ 877,411	\$ 872,458	\$ 869,833	\$ (2,625)	-0.3%
Wastewater (Sewer)	\$ 478,354	\$ 503,898	\$ 546,827	\$ 515,280	\$ (31,547)	-5.8%
Recreation	\$ 246,940	\$ 247,826	\$ 254,826	\$ 261,826	\$ 7,000	2.7%
<b>Subtotal</b>	<b>\$ 1,623,908</b>	<b>\$ 1,629,135</b>	<b>\$ 1,674,111</b>	<b>\$ 1,646,939</b>	<b>\$ (27,172)</b>	<b>-1.6%</b>
<b>Gross General Fund Revenues</b>	<b>\$ 196,575,165</b>	<b>\$ 203,131,831</b>	<b>\$ 212,558,216</b>	<b>\$ 221,136,159</b>	<b>\$ 8,577,944</b>	<b>4.0%</b>
<b>Revenues Set Aside for Designated Expenses</b>	<b>\$ 16,168,222</b>	<b>\$ 15,155,959</b>	<b>\$ 16,879,390</b>	<b>\$ 13,631,982</b>	<b>\$ (3,247,408)</b>	<b>-19.2%</b>
<b>Net General Fund Revenues Available for Appropriation</b>	<b>\$ 180,406,944</b>	<b>\$ 187,975,872</b>	<b>\$ 195,678,826</b>	<b>\$ 207,504,177</b>	<b>\$ 11,825,352</b>	<b>6.0%</b>

## Section II Revenues

*Town of Lexington, Massachusetts*

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**Available Funds:** Available Funds are projected to remain relatively stable, with a modest increase of \$409,177, or 2.8%. This is a net change, due primarily to a slightly less amount of certified free cash, and the incorporation of the PEG Access Special Revenue Fund into the operating budget.

Another component of Available Funds is the proposed use of \$141,000 of the Transportation Demand Management Stabilization Fund to finance the Lexpress service and the Town's contribution to the REV Shuttle.

In FY2018, \$324,500 was appropriated from the Capital Stabilization Fund to fund the ongoing mitigation of within-levy debt service. It is proposed that \$573,500 be appropriated in FY2019 to continue mitigation of debt service to limit increases to a 5% guideline the Town has tried to follow for a number of years.

**Revenue Offsets:** Revenue Offsets are projected to decrease by approximately \$16,836 or 0.8%. Revenue Offsets represent the set-aside of a portion of projected revenues legally required for particular purposes including:

- (1) the component of state aid (Public Library aid reimbursement) that is distributed as Cherry Sheet aid, but, in fact, is a categorical grant that is not available to support General Fund operations;
- (2) cherry sheet assessments - estimated charges to be levied by the Commonwealth to cover the costs of state and regional services provided to the Town. Cherry Sheet Assessments assume a 3.5% increase in FY2019;
- (3) the Assessor's Overlay account which covers the cost of abatements and exemptions granted to property taxpayers; and,
- (4) potential snow and ice deficits.

The FY2019 increase in total Revenue Offsets is driven by the set-aside of \$400,000 in estimated FY2019 revenue to cover a potential snow and ice deficit at the end of FY2018, an increase of \$134,750 or 50.8%. For FY2017, a deficit of \$265,250 was carried forward into FY2018.

**Enterprise Receipts:** This category of revenue represents transfers from the Water, Sewer and Recreation Enterprise Funds to the General Fund to cover General Fund expenditures that support the operations of the water, sewer and recreation departments. Enterprise Receipts are decreasing by 1.6%, or \$27,172 based on an updated indirect cost analysis, and reflect the shift of the Utility Billing Manager from Finance to the Water and Wastewater Enterprise budgets.

## Section II Revenues

Town of Lexington, Massachusetts

**Revenues Set Aside for Designated Expenses:** This represents components of Gross General Fund Revenues that are set aside for designated purposes. The proposed purposes are shown in the table below.

		Financing Sources			Total	Notes
		Tax Levy	Free Cash	Other		
1	Set-Aside for Unanticipated Current Fiscal Year Needs		\$ 200,000		\$ 200,000	Reserved for appropriation at the 2018 annual town meeting to fund supplemental appropriations to the FY2018 budget.
2	Other Post-Employment Benefits (OPEB)	\$ 750,000	\$ 1,079,721		\$ 1,829,721	\$750,000 from the tax levy made available from the proposed use of this amount from the Health Insurance Claims Trust Fund to fund FY2019 Health Insurance.
3	Cash Capital		\$ 4,500,245		\$ 4,500,245	
4	Appropriate into Capital Stabilization Fund	\$ 2,883,246	\$ 532,085		\$ 3,415,331	To meet future capital/debt service needs.
5	Appropriate from Capital Stabilization Fund			\$ 573,500	\$ 573,500	Proposed use of Capital Stabilization Fund to hold debt service increases to 5% annually.
6	Street Improvement Program	\$ 2,600,000			\$ 2,600,000	Consistent with long-term street maintenance plan.
7	Municipal Building Envelope and Systems	\$ 198,893			\$ 198,893	Initially funded in 2006 override; increases by 2.5% per year.
8	Senior Service Program	\$ 30,000			\$ 30,000	Tax work-off program.
9	Warrant Articles	\$ 70,000			\$ 70,000	Getting to Net Zero + Diversity Advisory Task Force
10	Support of Community Center Program (Transfer to Article 5)	\$ 214,292			\$ 214,292	
<b>11</b>	<b>Subtotal</b>	<b>\$ 6,746,431</b>	<b>\$ 6,312,051</b>	<b>\$ 573,500</b>	<b>\$ 13,631,982</b>	
12	Operating Budget	\$ -	\$ 3,700,000		\$ 3,700,000	\$3,700,000 of Free Cash to support the FY2019 operating budget.
13	Retire Note for Land Purchases - Debt Service	\$ -	\$ 3,050,000		\$ 3,050,000	To pay down notes issued for Pelham and Bedford St. over 5 years.
<b>14</b>	<b>Grand Total</b>	<b>\$ 6,746,431</b>	<b>\$ 13,062,051</b>	<b>\$ 573,500</b>	<b>\$ 20,381,982</b>	

# Section III: Program 1000: Education

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This section includes detailed information about the FY2019 Operating Budget & Financing Plan for education. It includes:

- 1100 Lexington Public Schools III-2
- 1200 Minuteman Regional High School III-19

**Superintendent's Budget Message:**

Dear Lexington Community,

It is with great pride that I present the FY2019 School Committee Budget totaling \$108,111,445, an increase of \$6,456,263, or 6.35%. This budget represents the culmination of work that began in late August involving dozens of members of the Lexington leadership team. The budget process is a collaborative effort developed through a wide range of input including department heads, principals, and the central office leadership team.

The guiding principles behind this budget were established when the School Committee approved its Budget Guidelines on September 5, 2017. Through the continual assessment of our student needs as well as the review of our programs, resources have been allocated and reallocated to provide students with an education that ensures academic excellence, as well as support for their social and emotional well-being, in a culture of caring and respectful relationships, as outlined in the District's mission/vision statement.

This budget largely represents a level service budget, which includes staffing to address the enrollment growth, with limited and targeted program improvements. During the last 5 years, Lexington has experienced K-12 enrollment growth totaling 697 students, or a 10.7% increase in overall enrollment. This continued growth requires additional resources each year to ensure that class size guidelines are met, caseloads are managed, and excellent program quality is maintained. The following budget highlights support the continued growth and improvement of the school district:

**Highlights:**

- Increased ELL supports to address increasing enrollment and DESE mandates
- Continued support around the LHS Visioning process
- Additional positions to address social/emotional needs of our students
- Funding to research consistent lessons across elementary schools related to elementary health education
- Continued professional learning opportunities with Project Based Learning
- Continued enhancements to Technology Department (capital and operating)
- Support to address a district-wide strategic planning, diversity collaboration with the Town, and mental health initiatives
- Continued support to fund targeted program improvements
- Increase in discounted transportation fees from \$300/\$500 to \$330/\$550

The FY2019 School Committee's Budget document provides a broad view of how the Town's resources are budgeted to align with the School Committee's goals, District Improvement Plan, and Budget Guidelines.

Sincerely,  
Dr. Mary A. Czajkowski  
Superintendent of Schools

# 1100 Lexington Public Schools

*Town of Lexington, Massachusetts*

**Mission/Vision Statement:** The Lexington Public Schools serve to inspire and empower every student to become a lifelong learner prepared to be an active and resilient citizen who will lead a healthy and productive life. Educators, staff, parents, guardians and community members will honor diversity and work together to provide all students with an education that ensures academic excellence in a culture of caring and respectful relationships.

The Lexington Public Schools is responsible for providing a high-quality education program to all school age residents residing within the boundaries of the Town of Lexington. Lexington Public Schools focuses on continuous improvement and strives to be a collaborative, high-performing District. This helps ensure that its mission is met and all students are successful. In order to support the curriculum, a myriad of support services are provided daily to our students. The school system provides competitive student-teacher ratios; programs such as arts, music, drama, physical education, wellness, athletics, world language, school counseling, interventions, enrichments, advanced placements; individualized education plan supports; and various specialists and coaches throughout the District.

**Organizational Structure:** The School Committee's charge is to select and terminate the Superintendent, review and approve the budget, and establish educational goals/policies for the schools in the district consistent with the requirements of law and statewide goals and standards established by the Department of Elementary and Secondary Education.

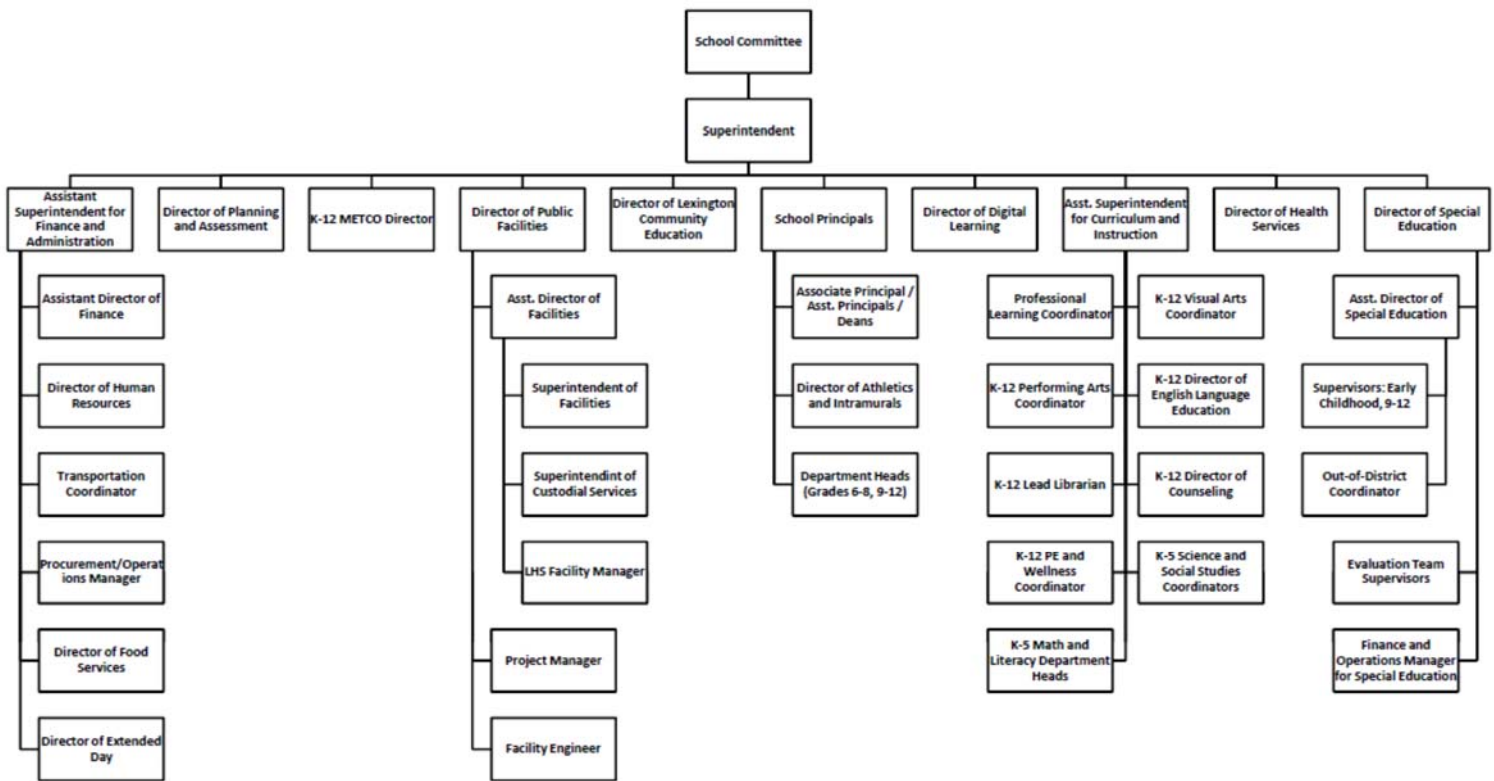
## School Committee Members

Alessandro Alessandrini, Chair	Term Expires: 2019
Eileen Jay, Vice Chair	Term Expires: 2019
Kathryn Colburn	Term Expires: 2020
Kathleen Lenihan	Term Expires: 2018
Jessie Steigerwald	Term Expires: 2018

## Student Representative

Rosanna Jiang	Term Expires: 2018
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## School District Organizational Chart



**Budget Process:** Annually, the School Department develops its capital and operating budgets, which begins July 1 and ends June 30. This process is a collaborative and public process that engages the Board of Selectmen, School Committee, the Appropriations Committee, Capital Expenditures Committee, Town and School staff, and citizens. The Finance Office is responsible for coordinating, developing, and monitoring the annual budget process. Each year, the School Committee develops its annual goals, budget guidelines, and budget calendar. These provide the administration with the roadmap to develop the recommended annual budget. The Superintendent is tasked with developing a budget that advances the District in concert with the outlined policy objectives. The School Committee is responsible for reviewing and approving the budget for incorporation with the full Town budget.

### Major Steps in Budget Development:

**Summer** - School Committee establishes goals and priorities

**Early Fall** - School Committee approves annual budget guidelines and calendar

**Fall** - Staff develop budget recommendations

**Late Fall/Early Winter** - All departments meet with the Assistant Superintendent for Finance and Administration to review existing staffing levels, review budget priorities, and discuss anticipated budget requests. During this time, a series of working summit meetings including the Board of Selectmen, School Committee, Appropriations Committee, and Capital Expenditures Committee are conducted to

discuss the current financial health of the Town, discuss budget issues, and provide policy guidance to the Town and School staff in finalizing budget recommendations. The Superintendent, in consultation with the Assistant Superintendent for Finance and Administration and the School Department's Administrative Council, reviews budget requests and makes recommendations for all School programs to the School Committee.

**Early Spring-** A month before Town Meeting discusses financial articles, the School Committee's approved budget is distributed to Town Meeting members and the finance committees; it is also available to citizens at the Library and Town Manager's Office. In addition, the budget documents are publicly available on the Lexington Public Schools website: <https://lps.lexingtonma.org/Page/10461>.

**Spring -** The Annual Town Meeting begins in March with meetings held on weekday evenings. Town Meeting debates and adopts the School Department budget as part of the total Town budget.

**Budget Guidelines:** On September 5, 2017, the School Committee voted the FY2019 budget guidelines and requested that the Superintendent present a level-service budget that addresses the sixteen highlighted areas. These guidelines serve as the basis for the Superintendent's Recommended Budget in FY2019. For purposes of clarification, a level-service budget is defined as the funds necessary to replicate the current level of services provided, accommodating increases in enrollment, all legal requirements, including current collective bargaining requirements and special education laws. The FY2019 budget guidelines are as follows:

In order to provide for the educational needs of Lexington students, the Superintendent will develop a fiscal year 2019 budget that will:

1. Ensure all legal and contractual mandates will be met.
2. Include sufficient operating and capital funds to –
  - (a) continue the current level of services;
  - (b) be responsive to projected enrollment growth and corresponding needs: staffing, instructional supplies, and facility needs;
  - (c) move the district forward in meeting the increasing demands for technology and technology services in our different educational settings;
  - (d) implement a capital plan to expand school capacity to meet rising enrollment.
3. Ensure professional staffing guidelines will be met.
4. Maintain capital assets in order to support the instructional program, protect the physical assets of the Town of Lexington, and ensure the health and safety of our students and staff.
5. Continue to identify and plan alternatives that will provide existing services and programs in more cost-effective ways.
6. Identify ways to reduce costs, if there are insufficient monies available to fund a level-service budget.



# 1100 Lexington Public Schools

*Town of Lexington, Massachusetts*

7. Identify funds and strategies necessary to implement diversity hiring initiatives and increase cultural competency as recommended in the 2020 Vision Committee's report.
8. Identify ways to address the social/emotional needs of our students, consistent with the School Committee and Board of Selectmen's goal of identifying a community response protocol for at-risk/crisis situations.
9. Continue to identify methods and approaches to leverage project-based learning implementations throughout the district.
10. Continue work to identify alternatives and improvements to school schedules at all levels, including alternative implementations of world language and health education at the elementary level.
11. Identify funds and strategies necessary to improve our new administrator induction program, a requirement of the Department of Elementary and Secondary Education.
12. Identify funds necessary to address hardware and network impacts for final year of phase-in plan for computer-based MCAS testing.
13. Identify costs, impacts, and develop an implementation plan associated with changes in school start times.
14. Conduct a comprehensive program review, develop a plan, identify funds, and strategies necessary to address the needs of Technology throughout the District.
15. Identify funds necessary to develop a multi-year comprehensive Strategic Plan for the district.
16. Identify funds to continue the research and implementation of graduation requirements.

**Budget Calendar:** Each year, the School Department presents a budget calendar to the School Committee. This calendar outlines the timing of events and guides the budget development process. This timeline can be found below:

**2017**

August 22	School Committee reviews FY2019 budget calendar and the FY2019 budget guidelines
September 5	School Committee approves FY2019 budget calendar and the FY2019 budget guidelines
September 6	Capital budget request forms distributed by Assistant Superintendent for Finance and Administration to Program (Budget Managers) Leaders
<b>September 29</b>	<b>FY2019 capital budget submissions are due to the Assistant Superintendent for Finance and Administration</b>
October 2 – October 12	Review capital proposals – Superintendent, Director of Public Facilities and Assistant Superintendent for Finance and Administration
October 2 – October 12	Superintendent, Director of Public Facilities and Assistant Superintendent for Finance and Administration discuss project requests with administrators

# 1100 Lexington Public Schools

*Town of Lexington, Massachusetts*

October 2	Google Form link distributed for FY2019 staffing and expense budget requests
October 5	Summit I – Budget Collaboration/Summit Meeting
October 12	Recommended FY2019 capital budget requests approved by the School Committee (School Department and Public Facilities – Schools)
<b>October 16 – October 20</b>	<b>SPED budget staffing meetings (with Assistant Superintendent for Finance and Administration, ETS, Director of Special Education, and building principals)</b>
October 20	Submittal of Town (Municipal & School) FY2019-2023 Capital Requests to Capital Expenditure Committee (CEC) and Community Preservation Committee (CPC)
<b>November 1 – November 17</b>	<b>Budget Review – Central Office and department staff meet at assigned times</b>
<b>November 9</b>	<b>FY2019 Google Form requests for staffing and expenses due to the Assistant Superintendent for Finance and Administration</b>
November 14	Summit II – Revenue Projection and Allocation
November 15	CEC Review Session with School Department on School Capital Requests
December 7	Summit III – FY2019 Revenue Allocation Model
December 8	Superintendent Finalize FY2019 budget recommendation
December 11 – December 22	Budget book printing (no changes or edits)
December 22	Budget distributed to School Committee and posted to website
December 25 – January 1	School Vacation Week
<b><u>2018</u></b>	
January 2	School Committee Meeting – <ul style="list-style-type: none"> <li>• Superintendent’s Budget Presentation</li> </ul>
January 20 (Saturday)	School Committee Public Hearing and Discussion of the Superintendent’s Recommended FY2019 Budget – <b>Location: Battin Hall; Cary Hall</b>
January 22	Town Manager Submittal of FY2019 Recommended Operating Budget & FY2019-2023 Capital Improvement Plan (CIP) to Board of Selectmen (White Book)
January 23	School Committee Public Hearing and Discussion of the Superintendent’s Recommended FY2019 Budget – <b>Location: Selectmen’s Meeting Room</b>
January 24	Summit IV – FY 2019 White Book Review
January 29	School Committee FY2019 budget discussions, adopt FY2019 Operating Budget (including fees) and FY2019 Capital Budget (if not, February 6 <sup>th</sup> )
February 26	Board of Selectmen vote to approve FY2019 Recommended Operating Budget and FY2019-2023 Capital Improvement Plan (CIP)
February 26 – March 2	TMMA Budget book printing (no changes or edits)
February 28	Finance Office releases to Human Resources Employee Action Forms for all newly funded positions

# 1100 Lexington Public Schools

*Town of Lexington, Massachusetts*

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March 5	Distribution of FY 2019 Recommended Operating and Capital Budget to TMMA, Town Manager, Senior Management Team, Appropriations, Capital Expenditures Committee, Selectmen, School Committee, Central Office, Principals
March 26 – April 25	Annual Town Meeting (Mondays and Wednesdays until completed – does not meet during April vacation week)
April 2	Budget presentation to Town Meeting by the Town Manager and Superintendent (tentative)
May 15	Technology: New Employee, Final capital requests, quotations, and order requests are due and completed by the School IT Department
June 1	School Operating Budget opens for entry of supply and services requisitions

**Revenue Allocation Process:** The Town of Lexington has established a collaborative budget development process that is conducted through a series of budget summit meetings. These budget summit meetings begin in October and end in February. These meetings include the Board of Selectmen, School Committee, Appropriations Committee, and Capital Expenditures Committee. Topics covered at these meetings include:

- Summit I: Financial Indicators & Three-year budget projection
- Summit II: Revenue Projections
- Summit III: Revenue Allocation Model
- Summit IV: Preliminary Budget and Financing Plan

The Revenue Allocation Model, first presented at Summit III on December 7, 2017 and later updated by the Board of Selectmen, provides for a projected 6.9% increase over the School Department's FY2018 budget. The detail of which is broken out down below:

FY2019 Revenue Allocation		
1	\$ 221,900,289	Projected FY2019 Revenue
2	\$ (101,655,182)	FY2018 School Budget
3	\$ (35,710,743)	FY2018 Municipal Budget
4	\$ (2,147,678)	FY2019 Minuteman Budget
5	\$ (6,005,537)	FY2019 Contributory Retirement
6	\$ (15,070)	FY2019 Non-contributory Retirement
7	\$ (27,936,909)	FY2019 Benefits
8	\$ (200,000)	FY2019 Unemployment
9	\$ (831,350)	FY2019 Workers' Comp
10	\$ (770,000)	FY2019 Property and Liability Insurance
11	\$ (250,000)	FY2019 Uninsured Losses
12	\$ (410,000)	FY2019 Solar Production Payment
13	\$ (7,213,508)	FY2019 Debt Service
14	\$ (900,000)	FY2019 Reserve Fund
15	\$ (10,716,027)	FY2019 Facilities Department Budget
		Set-aside for as yet identified needs - \$1,000,000; Unanticipated Current Fiscal Year Needs - \$200,000; Debt Service Mitigation - \$2,095,000; Capital Stabilization Fund - \$2,500,000; Pay Down Land Purchases (principal & interest) - \$2,600,000; Cash Capital - \$4,150,000; OPEB - \$1,829,721; Street Improvement Program - \$2,600,000; Building Envelope Program - \$198,893; Senior Work-off Program - \$30,000;
16	\$ (17,693,614)	Getting to Net Zero - \$40,000
17	\$ <b>9,444,671</b>	<b>Incremental Revenue</b>
18	74.0%	FY2018 School Spending as % of FY2018 General Fund budget exclusive of Shared Expenses and Minuteman
19	26.0%	FY2018 Municipal Spending as % of FY2018 General Fund budget exclusive of Shared Expenses and Minuteman
20	\$ 6,989,359	School Share of Incremental FY2019 revenue (6.9% increase over FY2018 School Budget)
21	\$ 2,455,312	Municipal Share of Incremental FY2019 revenue (6.9% increase over FY2018 Municipal Budget)

# 1100 Lexington Public Schools

Town of Lexington, Massachusetts

**Revenue Allocation History & Trends:** Below is the growth factor approved during the last five budget cycles:

- FY2019: 6.9%
- FY2018: 6.6%
- FY2017: 7.2%
- FY2016: 8.5%
- FY2015: 7.9%

**Recommended Budget and Summary of Significant Budget Changes:** The recommended budget for FY2019 is \$108,111,445, which requires an additional \$6,456,263. The FY2019 request represents an increase of 6.35% over the FY2018 appropriation.

Funding Sources	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 2018 Budget	FY 2018 Budget (adj)	FY 2019 Recommended	Dollar Increase	Percent Increase	
Tax Levy	\$ 84,622,156	\$ 91,546,226	\$ 96,708,616	\$ 101,204,582	\$ 101,204,519	\$ 108,201,041	\$ 6,996,522	6.91%	
Avalon Bay Mitigation Fund	\$ 49,088	\$ -	\$ -	\$ -	\$ 45	\$ -	\$ (45)	-100.00%	
School Bus Stabilization Fund					\$ 18	\$ -	\$ (18)	-100.00%	
Fees & Charges (Table 3-G)	\$ 601,557	\$ 514,090	\$ 584,683	\$ 450,600	\$ 450,600	\$ 443,500	\$ (7,100)	-1.58%	
<b>Total 1100 Lexington Public Schools</b>	<b>\$ 85,272,801</b>	<b>\$ 92,060,316</b>	<b>\$ 97,293,299</b>	<b>\$ 101,655,182</b>	<b>\$ 101,655,182</b>	<b>\$ 108,644,541</b>	<b>\$ 6,989,359</b>	<b>6.88%</b>	
<hr/>									
Appropriation Summary	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 2018 Budget	FY 2018 Budget (adj)	FY 2019 Recommended	Dollar Increase	Percent Increase	
Salary and Wages	\$ 73,057,650	\$ 76,222,211	\$ 81,061,911	\$ 85,948,669	\$ 86,001,326	\$ 90,743,277	\$ 4,741,951	5.51%	
Expenses	\$ 12,215,151	\$ 13,059,903	\$ 14,290,702	\$ 15,706,513	\$ 15,653,856	\$ 17,368,168	\$ 1,714,312	10.95%	
<b>Total 1100 Lexington Public Schools</b>	<b>\$ 85,272,801</b>	<b>\$ 89,282,114</b>	<b>\$ 95,352,613</b>	<b>\$ 101,655,182</b>	<b>\$ 101,655,182</b>	<b>\$ 108,111,445</b>	<b>\$ 6,456,263</b>	<b>6.35%</b>	
* Amounts shown are general fund only and does not reflect spending supported by Labbb Credit, Circuit Breaker Funds, Revolving Funds, or local/state/federal grant funds									
						\$ 443,025	26.35 FTE		
						\$ 15,000			
						<b>Total Recommended</b>	<b>\$ 108,569,470</b>	<b>\$ 6,914,288</b>	<b>6.80%</b>
						<b>Unallocated from Revenue Allocation Model</b>	<b>\$ 75,071</b>		

In order to support the additional positions included in the FY2019 recommended budget and the joint Diversity Advisory Task Force effort between the Schools and Town, the total recommended budget increase is 6.8% over the FY2018 appropriation, inclusive of benefits, Medicare, and Worker’s Comp costs associated with new positions. This also includes \$15,000 as a joint effort between the Town and School to fund a Diversity Task Force that will be appropriated under Article 8 at Annual Town Meeting.

The FY2019 budget recommends that the salaries and wages line increase by \$4,741,951 (or 5.51%) to support existing position increases and the addition of 26.35 FTE included in this budget, which cost \$1,906,112 (exclusive of health, dental, Medicare, workers comp insurance costs).

The expense line is recommended to increase by \$1,714,312 (or 10.95%) over the FY2018 appropriation. The increase in the expense budget is largely driven by two main factors. This includes the increases in the Special Ed Transportation and Out-of-District Tuition budget lines. These two budget lines are recommended to increase by \$1,553,462. This is approximately 91% of the recommended expense budget increase. The remaining 9% of the increase (\$160,850) is a function of per-pupil adjustments, cost of living adjustments, and other minor expense requests.

# 1100 Lexington Public Schools

*Town of Lexington, Massachusetts*

**Negotiated Salary Increases:** The FY2019 budget includes funding for estimated wage increases for all collective bargaining units and non-union positions. This includes both step increases and cost of living adjustments (COLA). The current status of collective bargaining agreements and corresponding expiration dates can be seen below:

Bargaining Unit	Contract Term
LEA - Unit A	09/01/15-08/31/18
LEA - Unit C	09/01/15-08/31/18
LEA - Unit D	07/01/15-06/30/18
LEA - Tech	07/01/15-06/30/18
ALA - Administrators	07/01/17-06/30/18

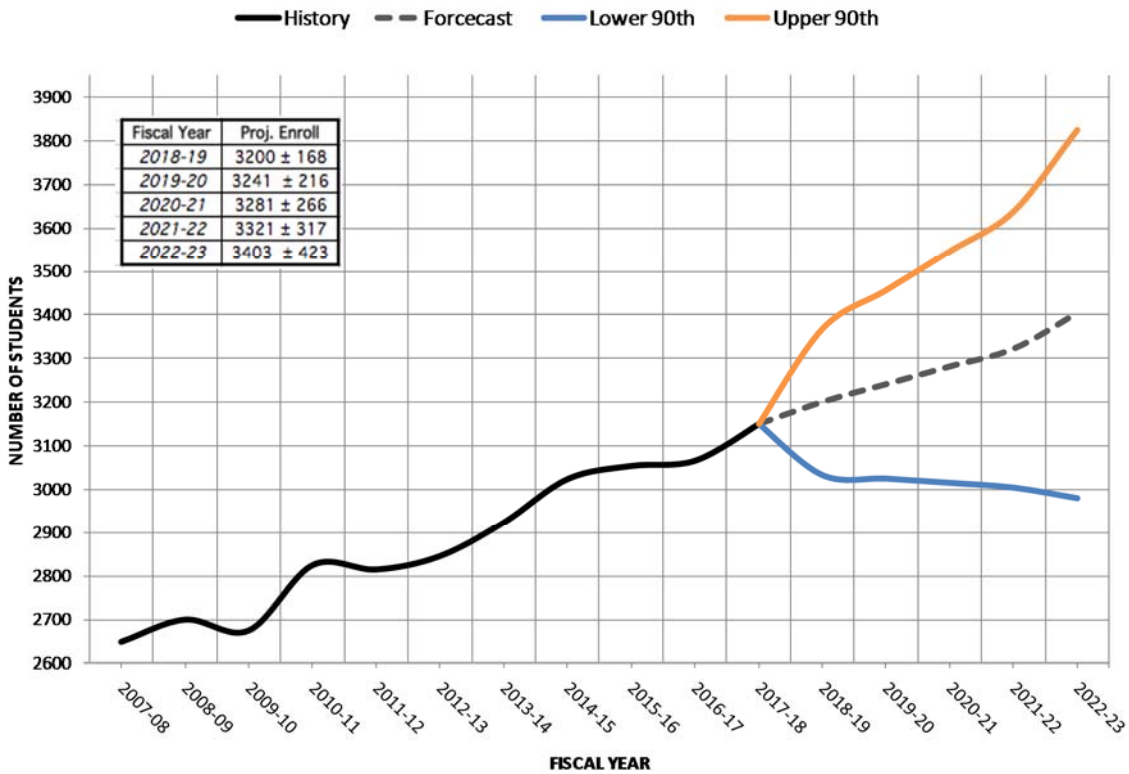
**Enrollment Increases and Corresponding New Positions:** During the past five years, K-12 enrollment at Lexington Public Schools has increased by 697 students (+10.7%), or an average of 139 students per year (2.1% per year). These past increases have had a direct impact on the School Department operating budget each year to accommodate these new students and maintain the level of programming offered by Lexington Public Schools.

The District has completed an updated version of the Lexington Public School Enrollment Projections based on the Enrollment Advisory Group’s methodology utilizing the October 1, 2017 enrollment data. The updated projections are generally lower at the elementary school and higher at the secondary levels compared to last year’s projections. While confidence intervals are slightly narrower at the high school level, we are seeing slightly wider confidence intervals at the middle school level and even wider intervals at the elementary school level.

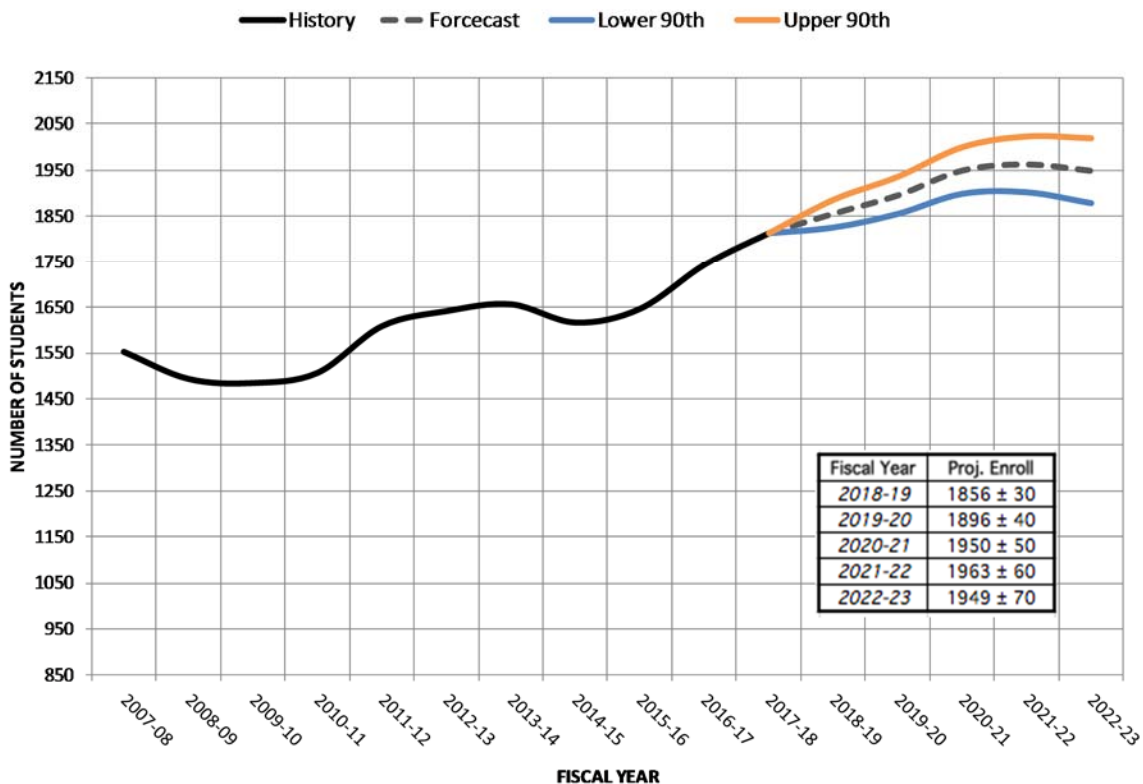
These projections show that next year, the K-12 enrollment is projected to increase by 152 students (7,175 to 7,327), which is an increase of 2.12%. Over the full five year period the projection shows a total increase of 738 students (for a total of 7,913 students; or 10.2% higher than current levels) from FY2018 levels (about 2.1% per year).

In order to better demonstrate the full impact of increasing enrollment to date and the projected trends visually at the various levels (elementary, middle school, high school) three charts have been provided below:

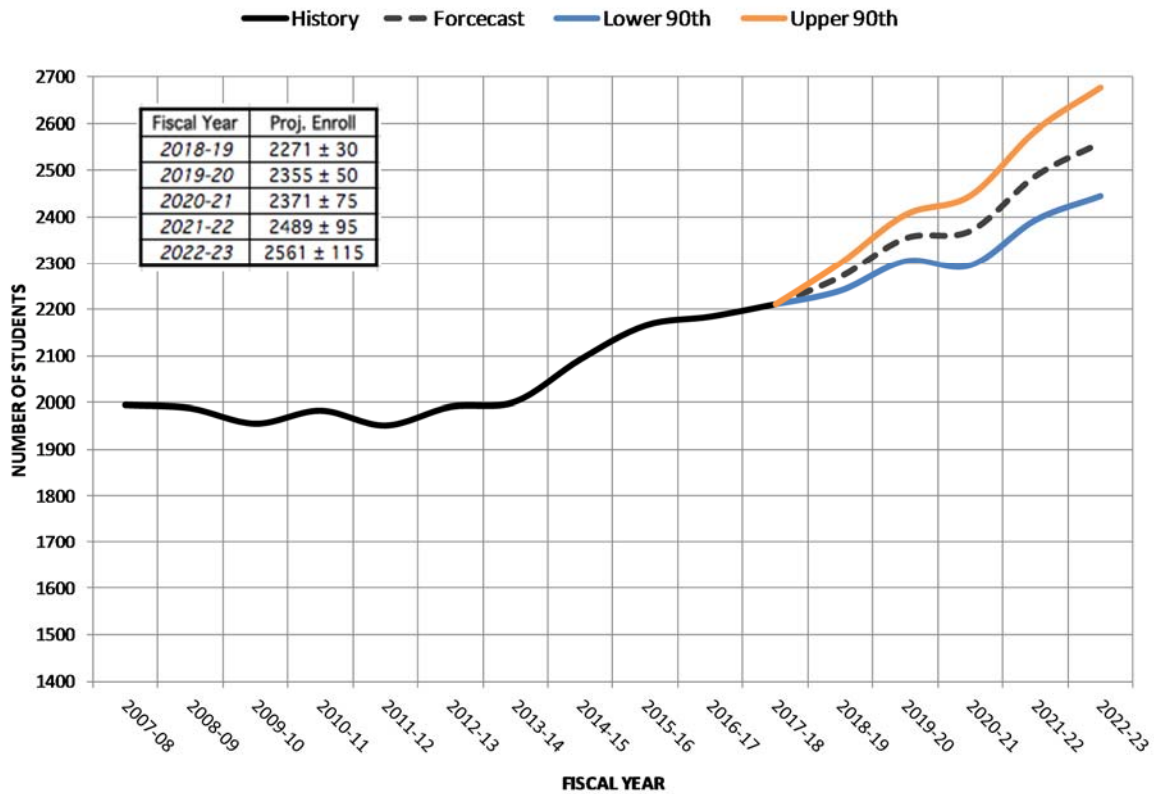
### Elementary School Enrollment: History and Forecast for FY2019 to FY2023 (HDM)



### Middle School Enrollment: History and Forecast for FY2019 to FY2023 (CSM)



High School Enrollment: History and Forecast for FY2019 to FY2023 (CSM)



In order to address the increasing enrollment projected for FY2019 (152 students, or 2.12%), additional positions are included in the recommended budget. A total of 25.95 FTE are linked with the increasing enrollment (including mandates for special education) in Lexington, and the necessary staffing needed to maintain the quality and level of service. In total, the recommended increase in staffing for the 2019 budget year is 26.35 FTE. A summary table of position changes is included below:



# 1100 Lexington Public Schools

Town of Lexington, Massachusetts

Category	Program Line	FY19 Change in FTE
Base	Superintendent	(1.50)
<b>Base Total</b>		<b>(1.50)</b>
Mandate	9-12 Special Education	1.00
	Hastings	0.43
	K-12 PE/Wellness	0.10
	K-8 Special Education	(1.44)
	PreK-22 Special Education	5.85
<b>Mandate Total</b>		<b>5.94</b>
Enrollment	Health Services	0.50
	K-12 Counseling	2.01
	K-12 Curriculum	7.50
	K-12 ELL	2.30
	K-12 PE/Wellness	1.10
	K-12 Performing Arts	0.50
	K-12 Visual Arts	1.25
	K-5 Literacy	1.00
	K-5 Math	1.00
	K-8 Special Education	0.27
	LHS	2.50
	Print Center	0.08
<b>Enrollment Total</b>		<b>20.01</b>
Program Improvement	K-8 Special Education	1.90
	Technology	-
<b>Program Improvement Total</b>		<b>1.90</b>
<b>Grand Total</b>		<b>26.35</b>

## Special Education Costs:

**Staffing Needs:** The FY2019 budget includes an increase of 7.58 FTE for the Special Education Department. These additional positions will address enrollment shifts, increases, mandates per IEP requirements, and address necessary targeted program improvements. Overall, the FY2019 budget includes a total of 2.0 FTE unallocated professional staff and 4.0 FTE unallocated paraprofessional staff to address anticipated arising needs over the coming year.

**Developmental Learning Program (DLP) Program Review:** The Developmental Learning Program (DLP) in Lexington underwent a program review and its findings were presented to the School Committee on November 7, 2017. Based on this program review, the FY2019 School Department budget plans to address a number of areas. This budget includes funding to address professional learning opportunities as well as staffing and transportation costs to extend the summer school day, number of days offered during the week, as well as the overall length of the program during the summer. The District will continue to evaluate the possible addition of a tiered program at each level. If a tiered model were to be implemented, initial estimates show it will require an additional 6.0 FTE at a minimum. Additionally, the District will continue evaluating a possible increase in the length of the day at the PreK level for the DLP program. This would require an additional 0.70 FTE. The tiered model and length of the PreK day will be evaluated and considered based on actual student needs.

**Out of District Tuitions:** The FY2019 budget projects total out of district tuition expenses of \$12,168,193, an increase of \$1,772,423 over FY2018, before offsets. The District utilizes three offsets to reduce the general fund impact of out of district tuitions. This includes the use of pre-paid tuitions, IDEA grant, and Circuit Breaker. The gross tuition budget increase of \$1,772,423 is partially reduced by projected increases in Circuit Breaker funding, IDEA grant, and use of pre-paid tuitions all totaling \$555,290. This reduces the general fund out of district tuition increase to \$1,217,133 to fund the cost of out of district tuitions next year. The FY2019 budget projects both an increase in the number of students funded through out of district placements, increasing from 138 to 149 students, or 7.9%. Further, the FY2019 budget projects an increase in the average cost per student funded through the out of district tuition budget, increasing from \$75,332 to \$81,666, an increase of 8.4%. The increase in the average cost per student is driven by the needs of the students and the cost of actual placements at these schools, rather than general inflationary drivers.

### Transportation Costs:

**Regular Education Transportation:** Regular Education Transportation is recommended to increase \$24,117 to address contractual rate increases. In FY2018, the School Department operated a total of 38 buses, including 7 buses to serve after-school programs at the elementary school level. The FY2019 budget continues to budget for 38 total buses however eliminates funding the elementary after school transportation program. Last spring, it was determined that this program would continue an additional year to allow parents the opportunity to find alternative options. Additionally, the FY2019 budget has been assembled to accommodate a waiver of the fee increase for Hastings Elementary School, since construction will begin on the property in FY2019. The goal is to promote ridership as much as possible at this site with the constraints placed on it from construction. This practice was utilized when Estabrook Elementary School was under construction.

During the FY2018 budget process, increases to transportation fees were discussed as an option. The discounted fee has remained fixed since FY2012 at \$300. After discussion with the School Committee during budget deliberations in January 2018, the FY2019 budget now includes an increase in the discounted fee structure from \$300/\$500 to \$330/\$550 for the 2018-19 school year. It's important to note that since the School Department is evaluating changes to start times for Lexington schools in FY2020, this could have widely varied impacts to overall District transportation costs. As a result, further fee increases may need to be evaluated when reviewing school start time options. FY2019 is the second year of a five-year agreement with C&W Transportation.

**Special Education Transportation:** Special Education Transportation is recommended to increase \$336,329. This increase is to address a projected deficit in current year special education transportation costs, additional service needs for in-district transportation for expanding in-district programs, additional out of district student transportation, and an anticipated increase in contract rates. FY2019 will be the 1<sup>st</sup> year of a three year agreement.

**School Start Times:** Beginning in the spring of 2017, the School Department assembled a 12-person task force with the following goal:

*Research, identify priorities, and evaluate all considerations to determine if a recommendation should be made to the Superintendent to consider changes to start/end times at the high school, middle school, and/or elementary school levels.*

At this point, a total of 8 meetings have been held, with several updates provided to School Committee and the community at large. The task force has been diligent about collecting community feedback through surveys, Lexington Listens, and a community forum. The Task Force is currently in the process of evaluating the research and developing possible alternatives. Due to the complex nature of this topic, there are widely varying impacts both financial and programmatic. At the Task Force's November 20<sup>th</sup> meeting, it was determined that there was consensus to recommend at least a change to the high school start time consistent with the language included in the Middlesex League of Superintendent's joint letter. However, due to the varying impacts, it was determined that the work of this task force should continue in January and a change be contemplated for the FY2020 year.

**Digital Learning Vision:** During FY2018, the School Department is undergoing a major initiative to continue moving our Technology Department forward. This past spring, a first phase reorganization was approved by the School Committee. The District hired a Director of Digital Learning who has been tasked with furthering the work underway addressing both the capital and operating needs of the Department. A five-year capital plan was prepared this fall aimed to address the infrastructure and device needs of the District over the coming 5 years. This capital request was followed up with a presentation at the School Committee's November 7, 2017 meeting to better articulate the entry findings and the rationale behind the 5-year plan. With this significant investment in capital assets, comes a need to evaluate the current staffing demands this will have on the District. The Technology Department's staffing levels since FY2017 have been reduced by about 14% (3.5 FTE). The FY2019 budget includes the elimination of a Technology Maintenance Associate position and replacement of it with a 12-month Field Tech position to better serve the District. Further, the FY2019 budget includes a re-title/classification of its Executive Assistant position to a Technology Coordinator position designed to help move day-to-day work forward with the Field Tech positions throughout the District. It is anticipated, that additional staffing requests will be made in the FY2020 budget to address the 60% expansion (4,500 additional devices) in devices between FY2018 and FY2020. As the work of the Director of Digital Learning continues, presentations will be made to the School Committee on future needs.

**Program Reviews & Enhancements:** Currently, the School Department is undergoing program reviews in the area of Science and PE/Wellness. The Science Department is currently (FY2018) in their second year of curriculum review. The FY2019 budget includes \$15,000 in program improvements to purchase curriculum requested through the curriculum review process. PE/Wellness is in its first year (FY2018) of its program review. The program review includes a review of its existing program as well as discussions around elementary health education. The FY2019 budget includes \$15,300 in the Curriculum & Instruction budget to fund work over the summer to begin implementing consistent lessons across the elementary schools through existing staffing/scheduled time.

**Strategic Planning/Diversity Training/Mental Health:** The FY2019 budget includes \$60,000 (\$45,000 directly in the School budget and \$15,000 in a shared appropriation under a joint article with the Town at the Annual Town Meeting) to address the areas of strategic planning, diversity training, and mental health initiatives. During FY2019, the District will undergo a process to develop a multi-year strategic plan that will guide the work of upcoming fiscal years. School Administration will undergo professional learning (i.e. ADL) opportunities on the topic of diversity, a collaborative effort with the Town (Town is funding \$15,000 and School is funding \$15,000 under a joint article at Annual Town Meeting). Further, the school administration will utilize efforts in the Human Resources office to continue the work of hiring a more diverse work force, more representative of its student body.

**LHS Visioning:** The FY2019 budget continues to support the LHS Visioning and capital development process. This year we are examining our current educational model and practices, through various visioning activities that are geared to articulate the LHS/LPS vision for education. A key piece of this process is the NEASC decennial accreditation process, which includes a self reflection of how our program is doing with regard to the Standards for Accreditation. One piece of this reflective process is a two-day visit to the school by NEASC representatives in October, 2018. The estimated cost of this site visit is \$1,750. This process will allow us to identify program strengths and set goals in areas in need of improvement, which meshes very well with the Visioning process that will better inform the SOI to the MSBA.

**Project Based Learning:** The FY2019 budget will continue to support the initiatives underway in the area of project-based learning. The District has hosted professional learning opportunities to grow interest organically throughout the District. This work will continue as concepts of project based learning are explored. These opportunities will continue to be funded through the office of Curriculum and Instruction.

**Administrator Induction Program:** The FY2019 School Department budget continues funding for stipends to compensate mentors as part of the Administrator Induction Program implemented during the 2018 budget year. Additionally, the budget and administration will continue to support meeting structures to promote onboarding of new administrators with both formal and informal training opportunities utilizing internal school staff.

**Per Pupil Expenditure and Consumer Price Index (CPI) Adjustments:** The FY2019 budget includes funds to adjust expense budgets utilizing the October 1, 2017 enrollment report. The FY2019 budget includes no adjustments to address CPI (inflation measure). The August 2017 annual increase published by the Bureau of Labor Statistics included an increase of 1.7%. As a result of adjusting expense budgets based on enrollment changes, where appropriate, this recommended increase totals \$89,713.

### Capital Projects:

**School Department Capital:** The FY2019 budget includes a total of \$1,715,300 in recommended Capital projects through the Town Capital Improvement Plan. The School Department is only submitting a Technology Capital request through the FY2019-23 Capital Improvement Plan this year. Beginning in FY2019, the School Department will begin carrying furniture replacement through its operating budget. In FY2019, \$100,000 is being included in the School Department's operating budget to address these furniture replacement needs.

The School Department has assembled a full five-year capital plan to address both infrastructure and device needs for the District as it looks to expand its one-to-one initiative.

**Public Facilities Capital:** In the spring of 2017, 2 modulars were added to the Bowman, Bridge, and Fiske elementary schools (a total of 6 modulars). The Clarke and Diamond Middle Schools underwent significant capital projects, re-opening in the fall of 2017 for the school year. This provided additional capacity and space to address overcrowding in these buildings. The Town, on December 5, 2017, was approved by the voters for a debt exclusion to continue work on the Hastings Elementary School project and the Lexington Children's Place project. The Town is expected to receive MSBA

# 1100 Lexington Public Schools

*Town of Lexington, Massachusetts*

reimbursement for the Hastings Elementary School. The Lexington Children's Place project will provide this program with its own location, freeing up space at Central Office and in the Harrington Elementary School. Discussions continue to address the continued growth at the aging Lexington High School facility. During FY2018, the School Department is undergoing a visioning process as part of the first step in articulating what a new LHS may look like in the future. It is anticipated that the School Department seek MSBA support with an SOI submitted in 2019.

**FY2020 Budget Considerations & Planning:** The FY2019 budget includes funding to address a number of initiatives, however there are additional items that are either still under evaluation or expected to be discussed further in the FY2020 budget. Some of these items include:

- Athletic fee structures
- Yellow School bus transportation fee structures
- School Start Times
- Secondary level schedule changes
- LHS graduation requirements
- Tiered DLP Program – Harrington & Diamond
- Expanded LCP DLP Program – LCP
- Additional support for expanding transition program/services at LHS
- Additional support for enhanced Counseling Department model at LHS
- Technology Department staffing levels – expanded device counts
- Elementary Health Education
- Elementary World Language
- Elementary Thursday afternoons
- Expand funding for annual furniture replacement
- Funding viability for the Essential School Health grant
- Funding viability for the Special Education Program Improvement grant

Budget Documents are available at <http://lps.lexingtonma.org/Page/10461>.

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# 1200 Minuteman Regional High School

Program: Education  
Town of Lexington, MA

**Budget Overview:** The Regional High School subprogram budget is for the assessment levied by the Minuteman Regional Vocational Technical School District to support the operations of the School. Minuteman is a regional high school, located in Lexington and Lincoln, which provides technical and academic education for students in grades 9-12 from the Minuteman district, which includes 10 towns as of July 1, 2017, as well as out-of-district students.

Minuteman Tech's programs include courses in biotechnology, environmental technology, computer programming, printing, commercial art, cosmetology, early education, carpentry, drafting, auto body repair and welding, as well as four-year academic and college preparatory programs. In addition, post-graduate and adult students can pursue a variety of continuing education programs at Minuteman.

Lexington's historical enrollment at Minuteman is shown in the table below as of October 1<sup>st</sup> of each year, the date that enrollments from school districts throughout the Commonwealth are reported to the Massachusetts Department of Elementary and Secondary Education.

	10/1/2012	10/1/2013	10/1/2014	10/1/2015	10/1/2016	10/1/2017
<b>High School Students</b>	53	47	41.5	49.5	54	53.5
<b>Post Graduate Students</b>	7	5	3	2	1	1
<b>Total</b>	<b>60</b>	<b>52</b>	<b>44.5</b>	<b>51.5</b>	<b>55</b>	<b>54.5</b>

## Appropriated/Authorized Staffing:

No Town staff are charged to this budget.

## Budget Recommendations

The FY2019 recommended budget for the Minuteman Regional High School assessment is \$2,126,217. This is a \$455,866 or 27.29% increase over the FY2018 budget, and incorporates approximately \$476,851 in debt service, of which \$347,597 is for the new Minuteman school building, currently under construction.

# 1200 Minuteman Regional High School

Program: Education  
Town of Lexington, MA

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Tax Levy	\$ 1,172,736	\$ 1,377,449	\$ 1,670,351	\$ 2,126,217	\$ 455,866	27.29%
<b>Total 1200 Minuteman</b>	<b>\$ 1,172,736</b>	<b>\$ 1,377,449</b>	<b>\$ 1,670,351</b>	<b>\$ 2,126,217</b>	<b>\$ 455,866</b>	<b>27.29%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenses	\$ 1,172,736	\$ 1,377,449	\$ 1,670,351	\$ 2,126,217	\$ 455,866	27.29%
<b>Total 1200 Minuteman</b>	<b>\$ 1,172,736</b>	<b>\$ 1,377,449</b>	<b>\$ 1,670,351</b>	<b>\$ 2,126,217</b>	<b>\$ 455,866</b>	<b>27.29%</b>

Level-Service Requests	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Total 1200 Minuteman	\$ 1,172,736	\$ 1,377,449	\$ 1,670,351	\$ 2,126,217	\$ 455,866	27.29%
<b>Total 1200 Minuteman</b>	<b>\$ 1,172,736</b>	<b>\$ 1,377,449</b>	<b>\$ 1,670,351</b>	<b>\$ 2,126,217</b>	<b>\$ 455,866</b>	<b>27.29%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	-
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	-
Compensation	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contractual Services	\$ 1,172,736	\$ 1,377,449	\$ 1,670,351	\$ 2,126,217	\$ 455,866	27.29%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	-
Small Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenses	\$ 1,172,736	\$ 1,377,449	\$ 1,670,351	\$ 2,126,217	\$ 455,866	27.29%
<b>Total 1200 Minuteman</b>	<b>\$ 1,172,736</b>	<b>\$ 1,377,449</b>	<b>\$ 1,670,351</b>	<b>\$ 2,126,217</b>	<b>\$ 455,866</b>	<b>27.29%</b>



## Section IV: Program 2000: Shared Expenses

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This section includes detailed information about the FY2019 Operating Budget & Financing Plan for shared expenses. It includes:

- 2100 Employee Benefits IV-2
- 2200 Property & Liability Insurance IV-8
- 2300 Solar Producer Payments IV-10
- 2400 Debt Service IV-12
- 2500 Reserve Fund IV-15
- 2600 Public Facilities IV-17

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## **2100 Employee Benefits & Insurance** *Town of Lexington, Massachusetts*

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**Mission:** To provide and manage a comprehensive benefits program for Town and School employees and retirees.

**Budget Overview:** Included in the Employee Benefits and Insurance program are costs for the Town's pension assessment, workers' compensation, unemployment insurance, health, dental and life insurance benefits and the Medicare tax.

Employee Benefits is comprised of the following:

- **Contributory Retirement Assessment:** The assessment of the Lexington Contributory Retirement System levied to the Town to finance a portion of retirement benefits of Town and non-teaching School employees. This assessment is issued pursuant to Massachusetts General Laws (MGL) Chapter 32 and is based on an actuarial valuation of the funding obligations of the Lexington Contributory Retirement System. In addition to this assessment, employee contributions - ranging from 5% to 11% depending on date of hire - provide the majority of pension system funding.
- **Non-Contributory Retirement:** The cost of benefits for employees who retired prior to the creation of the Lexington Contributory Retirement System.
- **Employee/Retiree Benefits:** The Town's annual contribution for health, dental and life insurance for active Town and School Department employees and retirees, and the Town's 1.45% share of Medicare tax for all employees hired after 1986.
- **Unemployment Compensation:** The cost of unemployment payments for eligible employees separated from Town or School Department employment. The Town self-insures for this expense.
- **Workers' Compensation:** The medical costs incurred by Town and School employees injured on the job, and medical costs of former public safety employees who retired on accidental disability. The Town largely self-insures for this expense, but purchases "stop loss" insurance for extraordinary work-related medical claims. The premiums for that insurance are captured in the Workers' Compensation budget.

### **Authorized/Appropriated Staffing:**

Staff support is provided through the Town Manager's Office, Human Resources and the Finance Department. Portions of the salaries of three employees are charged to the General Fund health insurance budget.

## **2100 Employee Benefits & Insurance** *Town of Lexington, Massachusetts*

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### **Budget Recommendations:**

The FY2019 recommended All Funds Employee Benefits and Insurance budget is \$35,677,855. This is a \$1,053,775 or 3.04% increase from the FY2018 budget. The recommended budget includes the benefits costs (health, dental, life, Medicare and workers' compensation) for five proposed new benefits-eligible municipal positions, including two projected to start in January 2019, the conversion of a sixth from part-time to full-time to become benefits-eligible, and the expansion of hours for a seventh to become benefits-eligible.

### Changes Include:

1. A \$250,000, or 4.34% increase in Contributory Retirement based on a funding schedule included in the January 1, 2017 actuarial valuation of the Lexington Retirement System. This schedule would result in full funding of the system's unfunded liability by 2024, given the current actuarial assumptions.
2. A \$450 or 3.08% increase in Non-Contributory Retirement costs for employees receiving pensions awarded prior to the creation of the Contributory Retirement system.
3. A \$40,933 or 0.73% increase in the Town's contribution for the Medicare Tax based on FY2017 actual costs, projected FY2018 and FY2019 salaries and wages, and historical rates of increase in this item.
4. A \$609,405 or 2.44% increase in health insurance costs (General Fund). The FY2019 budget is based on an increase of 5.5% in health insurance premiums across all plans and the projected addition of ninety (90) subscribers (new enrollees to health coverage, either from new retirees, active employees electing to begin or resume coverage, and active employees switching from individual to family plans). The recommended budget includes benefits for both new school and new town positions.
5. A \$22,183 or 2.08% increase in dental insurance costs (General Fund) based on an estimated increase in premium rates of 4.0% for FY2019, and the projected addition of new school and town positions.
6. No increase in life insurance costs based on projected enrollments.
7. Level-funding of unemployment insurance based on a projection of the number of claimants for FY2019.
8. A \$75,244 or 9.32% increase in workers' compensation costs based on FY2017 actual experience, the continuation of \$100,000 to finance the medical costs of former public safety employees who retired due to work-related injuries; and stop-loss insurance for all current and prospective municipal and school positions recommended in the FY2019 budget.

# 2100 Employee Benefits & Insurance *Town of Lexington, Massachusetts*

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Tax Levy	\$ 28,060,512	\$ 29,794,790	\$ 33,890,469	\$ 34,863,443	\$ 972,975	2.87%
Transfers from Enterprise Funds to General Fund (Indirects)	\$ 533,490	\$ 578,620	\$ 660,175	\$ 680,751	\$ 20,576	3.12%
PEG Access Special Revenue Fund	\$ -	\$ -	\$ -	\$ 4,665	\$ 4,665	-
<b>Total 2100 Employee Benefits</b>	<b>\$ 28,594,002</b>	<b>\$ 30,373,410</b>	<b>\$ 34,550,644</b>	<b>\$ 35,548,859</b>	<b>\$ 998,215</b>	<b>2.89%</b>

Appropriation Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 80,275	\$ 79,548	\$ 91,696	\$ 85,357	\$ (6,339)	-6.91%
Expenses	\$ 28,513,727	\$ 30,293,862	\$ 34,458,948	\$ 35,463,502	\$ 1,004,554	2.92%
<b>Total 2100 Employee Benefits</b>	<b>\$ 28,594,002</b>	<b>\$ 30,373,410</b>	<b>\$ 34,550,644</b>	<b>\$ 35,548,859</b>	<b>\$ 998,215</b>	<b>2.89%</b>

Level-Service Requests (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Total 2110 Contributory Retirement	\$ 5,185,638	\$ 5,442,774	\$ 5,755,537	\$ 6,005,537	\$ 250,000	4.34%
Total 2120 Non-Contributory Retirement	\$ 13,837	\$ 14,227	\$ 14,620	\$ 15,070	\$ 450	3.08%
<i>Subtotal - Retirement</i>	<i>\$ 5,199,475</i>	<i>\$ 5,457,001</i>	<i>\$ 5,770,157</i>	<i>\$ 6,020,607</i>	<i>\$ 250,450</i>	<i>4.34%</i>
Total 2130 Medicare	\$ 1,496,653	\$ 1,574,286	\$ 1,749,069	\$ 1,790,002	\$ 40,933	2.34%
Total 2130 Health Insurance	\$ 20,361,079	\$ 21,674,253	\$ 24,932,984	\$ 25,542,389	\$ 609,405	2.44%
Total 2130 Dental Insurance	\$ 876,817	\$ 952,287	\$ 1,066,298	\$ 1,088,481	\$ 22,183	2.08%
Total 2130 Life Insurance	\$ 20,210	\$ 19,380	\$ 25,000	\$ 25,000	\$ -	-
<i>Subtotal - Health/Life Benefits</i>	<i>\$ 22,754,760</i>	<i>\$ 24,220,206</i>	<i>\$ 27,773,351</i>	<i>\$ 28,445,872</i>	<i>\$ 672,521</i>	<i>2.42%</i>
Total 2140 Unemployment	\$ 150,569	\$ 70,551	\$ 200,000	\$ 200,000	\$ -	-
Total 2150 Workers Compensation	\$ 489,199	\$ 625,653	\$ 807,136	\$ 882,380	\$ 75,244	9.32%
<i>Subtotal - Other Employee Benefits</i>	<i>\$ 639,768</i>	<i>\$ 696,204</i>	<i>\$ 1,007,136</i>	<i>\$ 1,082,380</i>	<i>\$ 75,244</i>	<i>7.47%</i>
<b>Total 2100 Employee Benefits</b>	<b>\$ 28,594,002</b>	<b>\$ 30,373,410</b>	<b>\$ 34,550,644</b>	<b>\$ 35,548,859</b>	<b>\$ 998,215</b>	<b>2.89%</b>

Object Code Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 80,275	\$ 79,548	\$ 91,696	\$ 85,357	\$ (6,339)	-6.91%
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Compensation</i>	<i>\$ 80,275</i>	<i>\$ 79,548</i>	<i>\$ 91,696</i>	<i>\$ 85,357</i>	<i>\$ (6,339)</i>	<i>-6.91%</i>
Contractual Services	\$ 28,513,727	\$ 30,293,862	\$ 34,458,948	\$ 35,463,502	\$ 1,004,554	2.92%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	-
Small Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenses	\$ 28,513,727	\$ 30,293,862	\$ 34,458,948	\$ 35,463,502	\$ 1,004,554	2.92%
<b>Total 2100 Employee Benefits</b>	<b>\$ 28,594,002</b>	<b>\$ 30,373,410</b>	<b>\$ 34,550,644</b>	<b>\$ 35,548,859</b>	<b>\$ 998,215</b>	<b>2.89%</b>

## Budget Summary - Revolving Funds\*

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Directed Funding (Revolving Funds)	\$ 66,072	\$ 76,287	\$ 73,436	\$ 128,996	\$ 55,560	75.66%
<b>Total 2100 Employee Benefits</b>	<b>\$ 66,072</b>	<b>\$ 76,287</b>	<b>\$ 73,436</b>	<b>\$ 128,996</b>	<b>\$ 55,560</b>	<b>75.66%</b>

\*Revolving Funds are authorized by Town Meeting via Article 8, and are not appropriated under Article 4.

Level-Service Requests (Revolving Funds)	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Total 2130 Health Insurance	\$ 62,577	\$ 72,219	\$ 69,867	\$ 124,513	\$ 54,646	78.21%
Total 2130 Dental Insurance	\$ 3,495	\$ 4,068	\$ 3,569	\$ 4,483	\$ 914	25.62%
<b>Total 2100 Employee Benefits</b>	<b>\$ 66,072</b>	<b>\$ 76,287</b>	<b>\$ 73,436</b>	<b>\$ 128,996</b>	<b>\$ 55,560</b>	<b>75.66%</b>

## Budget Summary - All Funds

Approp. Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 80,275	\$ 79,548	\$ 91,696	\$ 85,357	\$ (6,339)	-6.91%
Expenses	\$ 28,579,799	\$ 30,370,149	\$ 34,532,384	\$ 35,592,498	\$ 1,060,114	3.07%
<b>Total 2100 Employee Benefits</b>	<b>\$ 28,660,074</b>	<b>\$ 30,449,697</b>	<b>\$ 34,624,080</b>	<b>\$ 35,677,855</b>	<b>\$ 1,053,775</b>	<b>3.04%</b>

## **2100 Employee Benefits & Insurance** *Town of Lexington, Massachusetts*

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### **Focus on: Health Benefits – Line Item 2130**

While the cost of health insurance continues to be a concern for the Town of Lexington, as is the case with all public and private organizations in this region and across the country, the Town was successful in negotiating with the Employee Health Insurance Coalition to join the State's Group Insurance Commission (GIC) health insurance program, which has helped to slow the growth of this large cost driver.

While the Town will continue to remain a member of the GIC for FY2019 and FY2020, the Town and the Public Employees Committee (PEC) are in the process of negotiating a successor agreement regarding contributions for health insurance.

The table on the following page shows the number of employees and retirees enrolled in the Town's health insurance program.

**2100 Employee Benefits & Insurance** *Town of Lexington, Massachusetts*

**Table 1: Health Insurance Enrollments** <sup>(1)</sup>

				FY2018 Budget	FY2019 Budget
Actual Subscribers				Based on Actual Subscribers, plus Additional Projected Lives shown below	
Subscribers	Nov. 2013 (FY2014)	Nov. 2014 (FY2015)	Nov. 2015 (FY2016)	Nov. 2016 (FY2017)	Nov. 2017 (FY2018)
<u>Town</u>					
Individual	74	81	85	83	81
Family	191	187	176	178	176
<b>subtotal</b>	<b>265</b>	<b>268</b>	<b>261</b>	<b>261</b>	<b>257</b>
<u>School</u>					
Individual	333	337	358	333	336
Family	506	498	478	494	502
<b>subtotal</b>	<b>839</b>	<b>835</b>	<b>836</b>	<b>827</b>	<b>838</b>
<u>Retirees</u>	1,152	1,189	1,222	1,243	1,269
<b>subtotal</b>	<b>2,256</b>	<b>2,292</b>	<b>2,319</b>	<b>2,331</b>	<b>2,364</b>
<b>Additional projected lives for budget purposes</b>					
<b>Position Vacancies</b>					
Individual				13	10
Family				20	17
<b>subtotal</b>				<b>33</b>	<b>27</b>
<b>Estimated Open Enrollment / Qualifying Events</b> <sup>(2)</sup>					
Individual				10	10
Family				30	30
Retirees				50	50
<b>subtotal</b>				<b>90</b>	<b>90</b>
<b>Total</b>	<b>2,256</b>	<b>2,292</b>	<b>2,319</b>	<b>2,454</b>	<b>2,481</b>
<b>New Positions</b>					
School <sup>(3)</sup>				12	26
Municipal <sup>(3)</sup>				2	6
Facilities Dept.				3	0
<b>subtotal</b>				<b>17</b>	<b>33</b>
<b>Estimated Reduction in Subscribers</b>					
School					
Retirees				(34)	(34)
<b>Total</b>	<b>2,256</b>	<b>2,292</b>	<b>2,319</b>	<b>2,437</b>	<b>2,480</b>
(1) The subscriber counts above do not include COBRA subscribers, but include employees whose salaries and benefits are funded either fully or partially from non-General Fund sources.					
(2) The projection shown under open enrollment / qualifying events is based on an assumption of current employees losing coverage on their spouse's plans, and changes in marital status or dependent status.					
(3) Based on the budgets as recommended by the School Committee and Board of Selectmen and assumes that each full-time equivalent will subscribe to Town's insurance. The cost is estimated at a composite rate based on school and municipal personnel enrollment.					

**2100 Employee Benefits & Insurance** *Town of Lexington, Massachusetts*

**Table 2: Health Insurance Budget: FY2014 - FY2019**

	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>Budgeted FY2018</b>	<b>Projected FY2019</b>	<b>Percent Increase FY2018 to FY2019</b>
<b>Town</b> <sup>(1)</sup>	\$ 3,577,673	\$ 3,540,828	\$ 3,601,543	\$ 3,825,356	\$ 4,262,211	\$ 4,385,264	2.89%
<b>School</b>	\$ 9,957,423	\$ 9,932,387	\$10,246,365	\$10,914,892	\$12,870,879	\$13,560,501	5.36%
<b>Retirees</b>	\$ 5,364,397	\$ 5,207,456	\$ 6,420,186	\$ 6,836,915	\$ 7,406,910	\$ 7,499,533	1.25%
<b>Total</b>	\$18,899,493	\$18,680,671	\$20,268,095	\$21,577,163	\$24,540,000	\$25,445,299	3.69%
<b>Mitigation Fund</b> <sup>(2)</sup>	---	---	---	---	\$ 300,000	---	---
<b>Early Retiree Reinsurance Program</b> <sup>(3)</sup>	\$ (336,492)						
<b>Medicare Part B Penalty</b> <sup>(4)</sup>	\$ 93,683	\$ 89,886	\$ 92,984	\$ 97,090	\$ 92,984	\$ 97,090	4.42%
<b>Net Budget Amount</b>	\$18,656,684	\$18,770,557	\$20,361,079	\$21,674,253	\$24,932,984	\$25,542,389	2.44%

(1) Portion of salaries attributable to health insurance administration is inclusive in these figures.

(2) Payment made to the Public Employee Committee (PEC) HRA Mitigation Fund to offset increasing co-pays and deductibles. Negotiations with PEC are currently underway for FY2019.

(3) The Early Retiree Reinsurance Program was a federal grant to employers who provided health insurance to retirees under 65 years old.

(4) Medicare Part B Penalty is the penalty the Town must pay due to deferred migration of retirees from active plans to Medicare supplement plans.



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## **2200 Property & Liability Insurance** *Town of Lexington, Massachusetts*

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**Mission:** To provide and manage a comprehensive property and liability management program for all property and equipment in the Town.

**Budget Overview:** Previously captured within the Employee Benefits budget, the property and liability management program consists of the following elements:

- Property and Liability Insurance: The cost of premiums for policies that: (1) protect the Town against property loss and damage; (2) insure the Town's vehicles; and (3) cover the Town against liability claims.
- Uninsured Losses: A continuing balance account for uninsured property losses, settlements and deductibles contained in various insurance policies.

### **Authorized/Appropriated Staffing:**

A portion of the Assistant Town Manager's salary is charged to this line-item in recognition of the ongoing support provided.

### **Budget Recommendations:**

The FY2019 overall recommendation for Property and Liability Insurance is \$1,019,839, which represents an increase of \$30,946 or 3.13% over the FY2018 appropriation.

1. A \$30,946 or 4.19% net increase in the costs of property and liability insurance based on an estimated increase in premiums of 5%.
2. No funding increase in the budget for uninsured losses. The balance in this continuing balance account as of January 3, 2018, is \$1,032,225.

## 2200 Property & Liability Insurance *Town of Lexington, Massachusetts*

### Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Tax Levy	\$ 721,123	\$ 701,360	\$ 957,175	\$ 988,512	\$ 31,337	3.27%
Transfers from Enterprise Funds to General Fund (Indirects)	\$ 38,762	\$ 30,589	\$ 31,718	\$ 31,327	\$ (391)	-1.23%
<b>Total 2200 Property &amp; Liability Ins.</b>	<b>\$ 759,885</b>	<b>\$ 731,949</b>	<b>\$ 988,893</b>	<b>\$ 1,019,839</b>	<b>\$ 30,946</b>	<b>3.13%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 33,683	\$ 40,817	\$ 29,696	\$ 30,889	\$ 1,192	4.01%
Expenses	\$ 726,202	\$ 691,132	\$ 959,197	\$ 988,951	\$ 29,754	3.10%
<b>Total 2200 Property &amp; Liability Ins.</b>	<b>\$ 759,885</b>	<b>\$ 731,949</b>	<b>\$ 988,893</b>	<b>\$ 1,019,839</b>	<b>\$ 30,946</b>	<b>3.13%</b>

Level-Service Requests	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Total 2210 Property & Liability Insurance	\$ 646,401	\$ 715,828	\$ 738,893	\$ 769,839	\$ 30,946	4.19%
Total 2220 Uninsured Losses	\$ 113,484	\$ 16,121	\$ 250,000	\$ 250,000	\$ -	0.00%
<b>Total 2200 Property &amp; Liability Ins.</b>	<b>\$ 759,885</b>	<b>\$ 731,949</b>	<b>\$ 988,893</b>	<b>\$ 1,019,839</b>	<b>\$ 30,946</b>	<b>3.13%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 33,683	\$ 40,817	\$ 29,696	\$ 30,889	\$ 1,192	4.01%
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Compensation</i>	\$ 33,683	\$ 40,817	\$ 29,696	\$ 30,889	\$ 1,192	4.01%
Contractual Services	\$ 726,202	\$ 691,132	\$ 959,197	\$ 988,951	\$ 29,754	3.10%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	-
Small Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Expenses</i>	\$ 726,202	\$ 691,132	\$ 959,197	\$ 988,951	\$ 29,754	3.10%
<b>Total 2200 Property &amp; Liability Ins.</b>	<b>\$ 759,885</b>	<b>\$ 731,949</b>	<b>\$ 988,893</b>	<b>\$ 1,019,839</b>	<b>\$ 30,946</b>	<b>3.13%</b>

## 2300 Solar Producer Payments

**Mission:** To provide obligated payments for the installation and operating costs of the solar array at the Hartwell Avenue Compost Facility.

**Budget Overview:** For the solar arrays installed at the Hartwell Avenue Compost Facility, Eversource elected to reimburse the Town for the solar power generated via monthly payments, rather than issue a credit to the Town's electric bills. For the rooftop solar panels on Town and School buildings, that energy is credited again the monthly bill, thereby reducing utility costs at the Public Facilities Department. As a means of separately tracking the new arrangement, this budget division has been created to reflect:

- Net Metering Credits: The revenues received from Eversource in return for solar power generated at Hartwell Avenue. Any excess revenues are deposited into the General Fund.
- Solar Producer Payments: The annual amount paid to Syncarpha, the current owner of the solar panels, for the cost of construction and operating costs.

### **Authorized/Appropriated Staffing:**

No direct staff is charged to this line-item. Staff support is provided through the Public Facilities, Town Manager and Finance departments.

### **Budget Recommendations:**

The FY2019 overall recommendation for Solar Producer Payments is \$410,000, which represents no increase over the FY2018 appropriation, as approved by the Fall Special Town Meeting.

# 2300 Solar Producer Payments

Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Tax Levy	\$ -	\$ -	\$ (190,000)	\$ (190,000)	\$ -	-
Net-Metering Credits	\$ -	\$ -	\$ 600,000	\$ 600,000	\$ -	-
<b>Total 2300 Solar Producer Payments</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 410,000</b>	<b>\$ 410,000</b>	<b>\$ -</b>	<b>-</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenses	\$ -	\$ -	\$ 410,000	\$ 410,000	\$ -	-
<b>Total 2300 Solar Producer Payments</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 410,000</b>	<b>\$ 410,000</b>	<b>\$ -</b>	<b>-</b>

Level-Service Requests	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Total 2300 Solar Producer Payments	\$ -	\$ -	\$ 410,000	\$ 410,000	\$ -	-
<b>Total 2300 Solar Producer Payments</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 410,000</b>	<b>\$ 410,000</b>	<b>\$ -</b>	<b>-</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	-
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Compensation</i>	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contractual Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Utilities	\$ -	\$ -	\$ 410,000	\$ 410,000	\$ -	-
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	-
Small Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Expenses</i>	\$ -	\$ -	\$ 410,000	\$ 410,000	\$ -	-
<b>Total 2300 Solar Producer Payments</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 410,000</b>	<b>\$ 410,000</b>	<b>\$ -</b>	<b>-</b>

## Summary of Townwide Solar Credits and Expenses

	FY2017 Actual	FY2018 Estimate	FY2019 Projection
Rooftop Solar Bill Credits	\$ 279,665	\$ 291,500	\$ 291,500
Rooftop PILOT*	\$ 30,000	\$ 30,000	\$ 30,000
Rooftop Solar Payments	\$ (162,343)	\$ (165,000)	\$ (165,000)
<i>Net Revenue subtotal</i>	<b>\$ 147,322</b>	<b>\$ 156,500</b>	<b>\$ 156,500</b>
Hartwell Net Metering Credits		\$ 600,000	\$ 600,000
Hartwell PILOT*		\$ 55,400	\$ 55,400
Hartwell Solar payments		\$ (410,000)	\$ (410,000)
<i>Net Revenue subtotal</i>	<b>\$ -</b>	<b>\$ 245,400</b>	<b>\$ 245,400</b>
<b>Overall Net Revenue</b>	<b>\$ 147,322</b>	<b>\$ 401,900</b>	<b>\$ 401,900</b>

\*Per MA DOR, solar PILOTs (Payments in Lieu of Taxes) are deposited as Personal Property taxes rather than under a PILOT category of revenue.

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**2400 Debt Service***Town of Lexington, Massachusetts*

**Mission:** To manage the issuance of Town debt in a manner which protects assets that are required to deliver town services and yet limits large increases or decreases in annual debt service.

**Budget Overview:** Debt service includes General Fund principal and interest payments for levy-supported (non-exempt) debt, both authorized by Town Meeting as well as for capital projects being proposed to the 2018 Annual Town Meeting. Also included in these figures are debt issuance costs and interest on abatements.

Debt service on projects funded from the Compost Revolving Fund is shown in the DPW Budget element 3420; debt service for water and sewer enterprise projects is shown in the DPW Budget under elements 3610 and 3710.

Debt Service voted to be exempt from Proposition 2½, while not appropriated by Town Meeting, is shown for informational purposes.

**Authorized/Appropriated Staffing:**

There is no direct staff charged to this line-item. Staff support is provided through the Town Manager and Finance departments.

**Budget Recommendations:**

Combined gross FY2019 debt service – inclusive of Within-Levy and Exempt debt service – is increasing by \$4,983,077, or 24.61%.

Within-Levy debt service is increasing by \$1,440,651, or 15.07%. The original FY2018 appropriation as adopted at the 2017 Annual Town Meeting was \$7,205,628. A supplemental appropriation of \$2,351,487 was approved at 2017 Special Town Meeting #3 to begin to pay off the \$12.4 million in land purchases for 20 Pelham Rd. and 173 Bedford St., bringing the total appropriation to \$9,557,115.

The FY2019 within-levy debt service (before any use of the Capital Stabilization Fund) is recommended at \$10,997,766, which is inclusive of:

- \$3,050,000 allocated to retire a portion of the bond anticipation notes issued for the land purchases of Pelham Rd. and Bedford St.
- Debt service for the design and construction costs for the Westview Cemetery Building, which is intended to be funded by higher cemetery fees approved in 2017, which are deposited into the Cemetery Sale of Lots Fund, and from which an amount sufficient to fund the FY2019 debt service is displayed as a funding (i.e. revenue) source;

## 2400 Debt Service

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- Debt service to reconstruct Harbell St., which will be repaid by the abutters through a street acceptance betterment; and
- Debt service (interest payment only) for the Police Station design, which is a potential candidate for a future debt exclusion vote.

The debt service for the Town's base capital program is \$7,786,945, an increase of \$592,437 or 8.23% from FY2018. The Town's target increase for within-levy debt service is 5% per year; therefore \$573,500 is recommended to be transferred from the Capital Stabilization fund to mitigate the FY2019 debt service. After mitigation, the budget increases by \$343,437, or 5.0%.

FY2018 gross exempt debt service is \$10,692,689, which was mitigated via a \$2,400,000 transfer from the Capital Stabilization Fund. FY2019 gross exempt debt service is \$14,235,115. If no mitigation is applied, this yields an increase of \$3,542,426, or 33.13% compared to FY2018. The increase in debt service is driven primarily by the debt service for excluded projects approved by the voters in May 2016, including the Clarke and Diamond renovations and the installation of 6 elementary modular classrooms, as well as projected debt service for excluded projects approved in December 2017 – the Fire Station Replacement, Hastings Elementary School Replacement and the new Lexington Children's Place (LCP) building. To mitigate the impact of this increase on Lexington taxpayers, it is proposed that \$4.5 million of Capital Stabilization Funds be appropriated to offset exempt debt service. This is consistent with the plan updated and presented to the Selectmen in November 2017 and updated based on actual debt service from the February 2018 bond and note issue.

The FY2019 proposed capital projects are described in greater detail in Section XI: Capital Investment in this Recommended Budget and Financing Plan.



# 2400 Debt Service

## Budget Summary:

Funding Sources (All Funds)	FY2016 Actual	FY2017 Actual	FY2018 Estimated	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 14,444,667	\$ 14,657,886	\$ 17,514,184	\$ 19,948,890	\$ 2,434,706	13.90%
Fund Transfers				\$ -	\$ -	
Capital Stabilization Fund - Within Levy Debt	\$ 620,567	\$ 710,000	\$ 324,500	\$ 573,500	\$ 249,000	76.73%
Capital Stabilization Fund - Exempt Debt	\$ 215,000	\$ -	\$ 2,400,000	\$ 4,500,000	\$ 2,100,000	87.50%
Cemetery Sale of Lots Fund	\$ -	\$ -	\$ 7,200	\$ 156,423	\$ 149,223	2072.55%
Betterments Fund	\$ -	\$ -	\$ 3,920	\$ 4,398	\$ 478	12.19%
<b>Total 2400 Debt Service</b>	<b>\$ 15,280,234</b>	<b>\$ 15,367,886</b>	<b>\$ 20,249,804</b>	<b>\$ 25,183,211</b>	<b>\$ 4,933,407</b>	<b>24.36%</b>

Appropriation Summary (All Funds)	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenses	\$ 15,280,234	\$ 15,367,886	\$ 20,249,804	\$ 25,183,211	\$ 4,933,407	24.36%
<b>Total 2400 Debt Service</b>	<b>\$ 15,280,234</b>	<b>\$ 15,367,886</b>	<b>\$ 20,249,804</b>	<b>\$ 25,183,211</b>	<b>\$ 4,933,407</b>	<b>24.36%</b>

Gross Within Levy Debt Service	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Total 2410 Within-Levy Principal <sup>1</sup>	\$ 5,169,842	\$ 5,904,330	\$ 7,992,247	\$ 9,087,364	\$ 1,095,117	13.70%
Total 2420 Within Levy Interest	\$ 921,553	\$ 1,039,068	\$ 1,172,415	\$ 1,363,369	\$ 190,954	16.29%
Total 2430 Temporary Borrowing	\$ 649,142	\$ 94,304	\$ 392,453	\$ 547,033	\$ 154,580	39.39%
<b>Total 2400 Gross Within-Levy Debt Service</b>	<b>\$ 6,740,537</b>	<b>\$ 7,037,701</b>	<b>\$ 9,557,115</b>	<b>\$ 10,997,766</b>	<b>\$ 1,440,651</b>	<b>15.07%</b>

Net Within Levy Debt Service	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Total 2410 Within-Levy Principal <sup>1</sup>	\$ 5,169,842	\$ 5,904,330	\$ 7,992,247	\$ 9,087,364	\$ 1,095,117	13.70%
Total 2420 Within Levy Interest	\$ 921,553	\$ 1,039,068	\$ 1,172,415	\$ 1,363,369	\$ 190,954	16.29%
Total 2430 Temporary Borrowing	\$ 649,142	\$ 94,304	\$ 392,453	\$ 547,033	\$ 154,580	39.39%
Funding Set-aside to Retire Note for Land Purchases			\$ (2,351,487)	\$ (3,050,000)	\$ (698,513)	29.71%
Funding from Cemetery Sale of Lots/Betterments			\$ (11,120)	\$ (160,821)	\$ (149,701)	1346.23%
<b>Total 2400 Net Within-Levy Debt Service</b>	<b>\$ 6,740,537</b>	<b>\$ 7,037,701</b>	<b>\$ 7,194,508</b>	<b>\$ 7,786,945</b>	<b>\$ 592,437</b>	<b>8.23%</b>
Use of Capital Stabilization Fund to hold debt service increases (net of projects funded with new revenue and the retirement of notes for land purchases) to 5% annually	\$ (620,567)	\$ (710,000)	\$ (324,500)	\$ (573,500)	\$ (249,000)	76.73%
<b>Total 2400 Mitigated Within-Levy Debt Service</b>	<b>\$ 6,119,970</b>	<b>\$ 6,327,701</b>	<b>\$ 6,870,008</b>	<b>\$ 7,213,445</b>	<b>\$ 343,437</b>	<b>5.00%</b>

Exempt Debt Service	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
<b>Total 2400 Exempt Debt Service</b>	<b>\$ 8,539,697</b>	<b>\$ 8,330,185</b>	<b>\$ 10,692,689</b>	<b>\$ 14,185,445</b>	<b>\$ 3,492,756</b>	<b>32.66%</b>
Use of Capital Stabilization Fund to mitigate impact of excluded debt service on property tax bills	\$ (215,000)	\$ -	\$ (2,400,000)	\$ (4,500,000)	\$ (2,100,000)	87.50%
<b>Net 2400 Exempt Debt Service</b>	<b>\$ 8,324,697</b>	<b>\$ 8,330,185</b>	<b>\$ 8,292,689</b>	<b>\$ 9,685,445</b>	<b>\$ 1,392,756</b>	<b>16.79%</b>

<b>Total 2400 Gross Debt Service - All Funds</b>	<b>\$ 15,280,234</b>	<b>\$ 15,367,886</b>	<b>\$ 20,249,804</b>	<b>\$ 25,183,211</b>	<b>\$ 4,933,407</b>	<b>24.36%</b>
<b>Total 2400 Net Debt Service - All Funds</b>	<b>\$ 14,444,667</b>	<b>\$ 14,657,886</b>	<b>\$ 15,162,697</b>	<b>\$ 16,898,890</b>	<b>\$ 1,736,193</b>	<b>11.45%</b>

Object Code Summary (All Funds)	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	-
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	-
Compensation	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contractual Services	\$ 15,280,234	\$ 15,367,886	\$ 20,249,804	\$ 25,183,211	\$ 9,815,325	63.87%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	-
Small Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenses	\$ 15,280,234	\$ 15,367,886	\$ 20,249,804	\$ 25,183,211	\$ 9,815,325	66.73%
<b>Total 2400 Debt Service</b>	<b>\$ 15,280,234</b>	<b>\$ 15,367,886</b>	<b>\$ 20,249,804</b>	<b>\$ 25,183,211</b>	<b>\$ 4,933,407</b>	<b>24.36%</b>

<sup>1</sup> FY2018 and FY2019 include an additional \$2,531,487 and \$3,050,000, respectively, to retire notes for 173 Bedford St. and 20 Pelham Rd. land purchases.

## 2500 Reserve Fund

**Mission:** To provide for extraordinary and unforeseen expenses.

**Budget Overview:** The Reserve Fund is under the jurisdiction of the Appropriation Committee.

**Authorized/Appropriated Staffing:**

There is no direct staff charged to this line-item. Staff support is provided through the Town Manager and Finance departments.

**Budget Recommendations:**

The FY2019 recommendation for the Reserve Fund is \$900,000, which represents no increase over the FY2018 appropriation.

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**Notes:** The FY2016 and FY2017 budgets for the Reserve Fund were \$900,000 in each year.

In FY2016, a total of \$176,800 was transferred for supplemental funding for –

- the Cary Memorial Building Project for the remediation of unforeseen hazardous materials (\$150,000), and
- supplemental funding for park improvements – hard court resurfacing (\$26,800).

In FY2017, a total of \$198,115 was transferred for –

- due diligence prior to the purchase of Pelham Road (\$17,115),
- removal of an oil tank and materials clean-up at Pelham Road (\$75,000),
- payments to the solar vendor for two months of operation at Hartwell Avenue, as the result of a change in the way solar credits were received (\$50,000), and
- payroll at the Department of Public Facilities due to a budget development formula error (\$56,000).

For historical details regarding the amounts transferred and to which departments, please see the table in Appendix C, "Summary of Reserve Fund Transfers".

# 2500 Reserve Fund

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Tax Levy	\$ -	\$ -	\$ 900,000	\$ 900,000	\$ -	-
Enterprise Funds (Indirects)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Directed Funding (Revolving Funds)	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total 2500 Reserve Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 900,000</b>	<b>\$ 900,000</b>	<b>\$ -</b>	<b>-</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenses	\$ -	\$ -	\$ 900,000	\$ 900,000	\$ -	-
<b>Total 2500 Reserve Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 900,000</b>	<b>\$ 900,000</b>	<b>\$ -</b>	<b>-</b>

Level-Service Requests	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Total 2500 Reserve Fund	\$ -	\$ -	\$ 900,000	\$ 900,000	\$ -	-
<b>Total 2500 Reserve Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 900,000</b>	<b>\$ 900,000</b>	<b>\$ -</b>	<b>-</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	-
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Compensation</i>	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contractual Services	\$ -	\$ -	\$ 900,000	\$ 900,000	\$ -	-
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	-
Small Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Expenses</i>	\$ -	\$ -	\$ 900,000	\$ 900,000	\$ -	-
<b>Total 2500 Reserve Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 900,000</b>	<b>\$ 900,000</b>	<b>\$ -</b>	<b>-</b>

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## 2600 Public Facilities

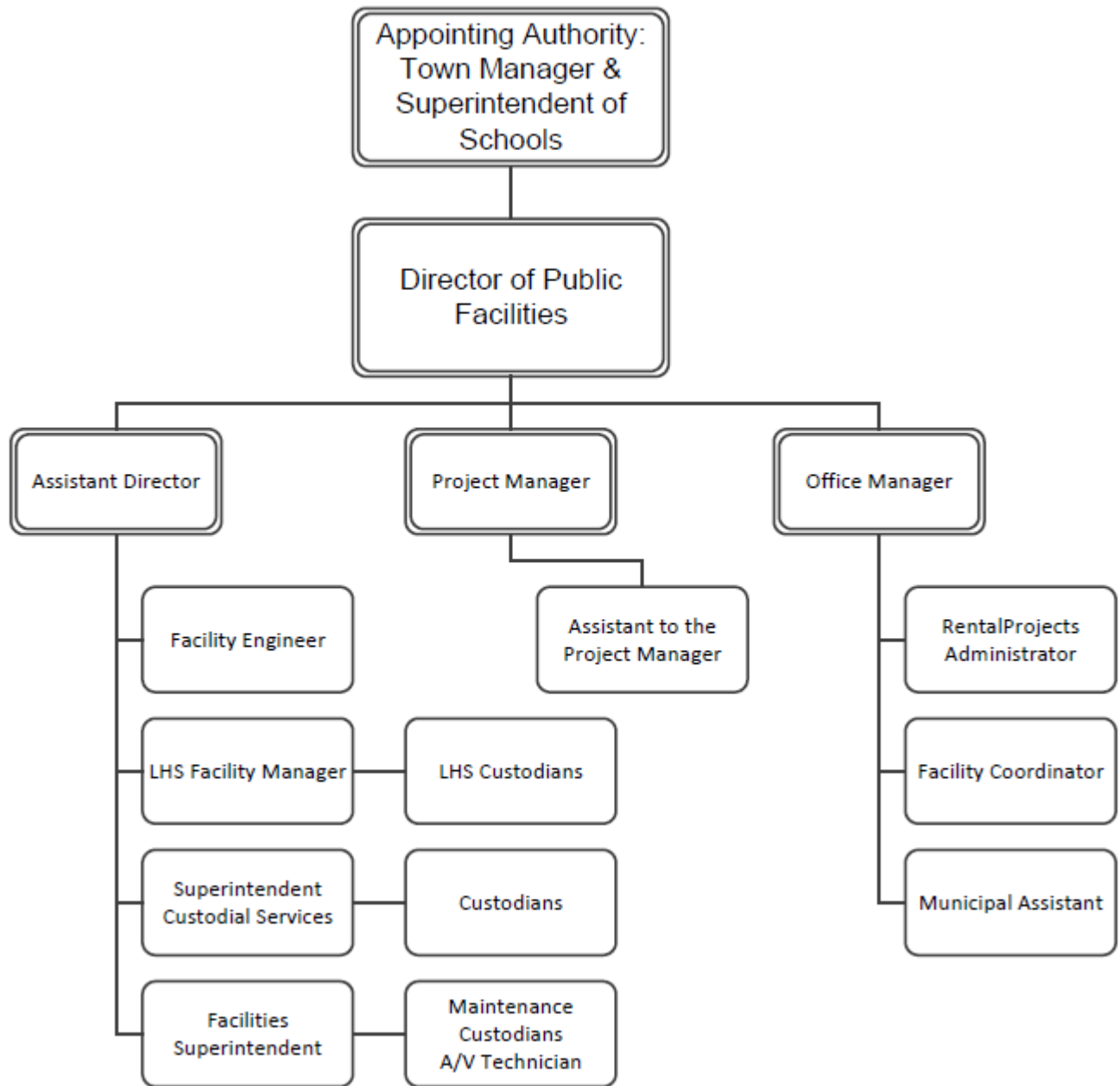
**Mission:** The mission of the Department of Public Facilities is to manage the efficient operation and maintenance of Town buildings, preserve the facility and equipment assets of the Town, and plan and implement capital improvements. This mission is accomplished by establishing appropriate services in support of building users, fostering continuous improvement in delivery of services, and by establishing a five-year capital plan in collaboration with the Permanent Building Committee and other Town committees.

**Budget Overview:** The Department of Public Facilities (DPF) is responsible for the coordination and care of all Town-owned buildings inclusive of those under the control of the Town Manager, Library Trustees and School Committee. The primary areas of service include custodial care and cleaning, building maintenance and repair (including preventative maintenance), utilities, and landscaping and grounds (school buildings only). The DPF administrative staff develops and implements the programs that provide services for the Town buildings. In addition, the DPF Capital Budget and the Building Rental Revolving Fund are managed by DPF staff.

### **Departmental Initiatives:**

1. Continue renovations, additions and new construction at schools in support of increasing enrollments.
2. Support implementation of Town Public Safety projects.
3. Implement other priority projects.

# 2600 Public Facilities



## 2600 Public Facilities

### Authorized/Appropriated Staffing

	FY2016 Budget	FY2017 Budget	FY2018 Budget	FY2019 Request
<b>School Facilities 2610</b>				
Maintenance Staff	11	11	11	11
Custodian <sup>1</sup>	48	49	52	52
<b>Subtotal FTE</b>	<b>59</b>	<b>60</b>	<b>63</b>	<b>63</b>
<b>Municipal Facilities 2620</b>				
Custodian	10	10	10	10
<b>Subtotal FTE</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>Shared Facilities 2630</b>				
Administrative Asst - Facility Coordinator	1	1	1	1
Administrative Asst - Clerical/Rental Administrator	1	1	1	1
Office Manager	1	1	1	1
Municipal Assistant - Part time	0.5	0.5	0.5	0.5
Director of Public Facilities	1	1	1	1
Assistant Director of Public Facilities	1	1	1	1
Superintendent of Custodial Services	1	1	1	1
Project Manager	1	1	1	1
Facility Superintendent	1	1	1	1
Facility Engineer	1	1	1	1
Event Manager	1	1	1	1
LHS Facility Manager	1	1	1	1
<b>Subtotal FTE<sup>2</sup></b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>
<b>Total FTE</b>	<b>80.5</b>	<b>81.5</b>	<b>84.5</b>	<b>84.5</b>

**Notes:**

<sup>1</sup> FY2017 includes 1 additional staff at LHS resulting from two prefab buildings. FY2018 includes 3 additional staff for the Lexington Children's Place at the Central Administration Building, and Diamond and Clarke Middle School additions and renovations.

<sup>2</sup> FTE count does not include full-time Assistant Project Manager charged to construction projects.

## 2600 Public Facilities

### Budget Recommendations:

The FY2019 recommended All Funds Department of Public Facilities budget inclusive of the General Fund operating budget and the Building Rental Revolving Fund is \$11,264,567. The recommended budget is a \$126,296, or 1.13% increase from the FY2018 budget.

The Department of Public Facilities FY2019 recommended General Fund operating budget – inclusive of the Education Facilities, Municipal Facilities and Shared Facilities divisions – is \$10,733,728, which is a \$140,742, or 1.33% increase from the FY2018 General Fund budget.

The General Fund operating budget for Compensation is \$5,473,728, and reflects a \$121,191 or 2.26% increase, which provides sufficient funding for anticipated individual, SEIU and AFSCME contract increases that currently extend through June 30, 2018. It also reflects the shift of funding from a separate PEG Access Revolving Fund to an appropriated special revenue fund, as approved at the 2017 Annual Town Meeting, to fund staff that provide technical support to governmental programming.

The General Fund operating budget for Expenses is \$5,260,442 and reflects a \$19,551, or 0.37% increase, primarily as a result of funding a Program Improvement Request for \$25,000 to contract with an Owner’s Agent to identify opportunities to incorporate solar on additional buildings. Overall Utility costs are decreasing by \$94,234 or 3.0%, which includes a reduction of \$67,205 or 8.69% in natural gas, and a decrease of \$38,729 or 1.76% in electricity. Both rates are based on assumptions of possible utility supply contracts. Electric costs reflect an offset of \$126,550 from rooftop solar production.

The FY2019 Facilities Department recommended Building Rental Revolving Fund budget is \$530,839, an increase of \$7,762 or 1.48%, which is primarily attributable to prospective increases in wages for staff overtime charged to this account.

### Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Owner's Agent Solar Design and Contracting	\$ 25,000	\$ -	\$ 25,000	\$ 25,000	\$ -	\$ 25,000	\$ -



# 2600 Public Facilities

Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 9,820,000	\$ 10,119,930	\$ 10,592,986	\$ 10,716,027	\$ 123,042	1.16%
PEG Special Revenue Fund	\$ -	\$ -	\$ -	\$ 17,701	\$ 17,701	-
<b>Total 2600 (General Fund)</b>	<b>\$ 9,820,000</b>	<b>\$ 10,119,930</b>	<b>\$ 10,592,986</b>	<b>\$ 10,733,728</b>	<b>\$ 140,742</b>	<b>1.33%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 4,766,617	\$ 5,165,574	\$ 5,352,095	\$ 5,473,286	\$ 121,191	2.26%
Expenses	\$ 5,053,382	\$ 4,954,356	\$ 5,240,891	\$ 5,260,442	\$ 19,551	0.37%
<b>Total 2600 (General Fund)</b>	<b>\$ 9,820,000</b>	<b>\$ 10,119,930</b>	<b>\$ 10,592,986</b>	<b>\$ 10,733,728</b>	<b>\$ 140,742</b>	<b>1.33%</b>

Program Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
2610 - Education Facilities	\$ 6,871,048	\$ 7,124,734	\$ 7,506,208	\$ 7,554,081	\$ 47,874	0.64%
2620 - Municipal Facilities	\$ 1,814,958	\$ 1,910,702	\$ 1,961,081	\$ 2,018,415	\$ 57,334	2.92%
2630 - Shared Facilities	\$ 1,133,993	\$ 1,084,494	\$ 1,125,697	\$ 1,161,232	\$ 35,535	3.16%
<b>Total 2600 (General Fund)</b>	<b>\$ 9,820,000</b>	<b>\$ 10,119,930</b>	<b>\$ 10,592,986</b>	<b>\$ 10,733,728</b>	<b>\$ 140,742</b>	<b>1.33%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 4,438,409	\$ 4,813,165	\$ 5,077,866	\$ 5,188,547	\$ 110,681	2.18%
Overtime	\$ 328,208	\$ 352,410	\$ 274,229	\$ 284,739	\$ 10,510	3.83%
<i>Personal Services</i>	<i>\$ 4,766,617</i>	<i>\$ 5,165,574</i>	<i>\$ 5,352,095</i>	<i>\$ 5,473,286</i>	<i>\$ 121,191</i>	<i>2.26%</i>
Contractual Services	\$ 1,327,079	\$ 1,256,280	\$ 1,246,060	\$ 1,336,500	\$ 90,440	7.26%
Utilities	\$ 2,781,094	\$ 2,834,801	\$ 3,137,176	\$ 3,042,942	\$ (94,234)	-3.00%
Supplies	\$ 734,639	\$ 733,974	\$ 721,155	\$ 743,000	\$ 21,845	3.03%
Small Capital	\$ 210,570	\$ 129,301	\$ 136,500	\$ 138,000	\$ 1,500	1.10%
<i>Expenses</i>	<i>\$ 5,053,382</i>	<i>\$ 4,954,356</i>	<i>\$ 5,240,891</i>	<i>\$ 5,260,442</i>	<i>\$ 19,551</i>	<i>0.37%</i>
<b>Total 2600 (General Fund)</b>	<b>\$ 9,820,000</b>	<b>\$ 10,119,930</b>	<b>\$ 10,592,986</b>	<b>\$ 10,733,728</b>	<b>\$ 140,742</b>	<b>1.33%</b>

## Budget Summary - Non-General Funds

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Building Rental Revolving Fund	\$ 479,541	\$ 550,334	\$ 550,000	\$ 550,000	\$ -	-
PEG Revolving Fund*	\$ 20,502	\$ 20,396	\$ 22,208	\$ -	\$ (22,208)	-100%
<b>Total 2600 (Non-General Funds)</b>	<b>\$ 500,043</b>	<b>\$ 570,730</b>	<b>\$ 572,208</b>	<b>\$ 550,000</b>	<b>\$ (22,208)</b>	<b>-3.88%</b>

\*PEG revenues are tied to spending. For overall revenue, see Board of Selectmen budget presentation.

Appropriations Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
<b>Building Rental Revolving Fund</b>	<b>\$ 472,443</b>	<b>\$ 456,073</b>	<b>\$ 523,077</b>	<b>\$ 530,839</b>	<b>\$ 7,762</b>	<b>1.48%</b>
Personal Services	\$ 263,713	\$ 250,844	\$ 306,746	\$ 316,374	\$ 9,628	3.14%
Expenses	\$ 194,391	\$ 191,439	\$ 198,000	\$ 198,000	\$ -	-
Benefits	\$ 14,339	\$ 13,790	\$ 18,331	\$ 16,466	\$ (1,865)	-10.18%
<b>PEG Revolving Fund</b>	<b>\$ 20,502</b>	<b>\$ 20,396</b>	<b>\$ 22,208</b>	<b>\$ -</b>	<b>\$ (22,208)</b>	<b>-100%</b>
Personal Services	\$ 15,594	\$ 16,146	\$ 16,347	\$ -	\$ (16,347)	-100%
Benefits	\$ 4,908	\$ 4,250	\$ 5,861	\$ -	\$ (5,861)	-100%
<b>Total 2600 (Non-General Funds)</b>	<b>\$ 492,945</b>	<b>\$ 476,469</b>	<b>\$ 545,285</b>	<b>\$ 530,839</b>	<b>\$ (14,446)</b>	<b>-2.65%</b>

## Budget Summary - All Funds

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 5,045,924	\$ 5,432,564	\$ 5,675,187	\$ 5,789,659	\$ 114,472	2.02%
Expenses	\$ 5,247,773	\$ 5,145,795	\$ 5,438,891	\$ 5,458,442	\$ 19,551	0.36%
Benefits	\$ 19,248	\$ 18,040	\$ 24,192	\$ 16,466	\$ (7,727)	-31.94%
<b>Total 2600 (All Funds)</b>	<b>\$ 10,312,945</b>	<b>\$ 10,596,399</b>	<b>\$ 11,138,271</b>	<b>\$ 11,264,567</b>	<b>\$ 126,296</b>	<b>1.13%</b>

# Section V: Program 3000: Public Works

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This section includes detailed information about the FY2019 Operating Budget & Financing Plan for Public Works (DPW). It includes:

- 3000-3500 DPW Summary V-2
- 3100 DPW Administration & Engineering V-7
- 3200 Highway V-11
- 3300 Public Grounds V-15
- 3400 Environmental Services V-19
- 3600 Water Enterprise V-23
- 3700 Sewer Enterprise V-27

## 3000 – 3500 DPW Summary

*Town of Lexington, Massachusetts*

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**Mission:** The Department of Public Works is a professional team dedicated to enhancing the quality of life in Lexington and supporting the Town's core values. We make every effort to maximize the efficient, effective use of our resources in the support, maintenance and upkeep of the infrastructure, public lands and programs. We are committed to public safety and providing prompt, courteous, quality service to our customers and each other.

**Budget Overview:** The Public Works program contains all DPW divisions. The services provided by Public Works include the maintenance, repair and construction of the Town's infrastructure, roads, equipment and property. The Department of Public Works is responsible for 284 lane miles of road, 154 miles of water mains, 34 miles of trunk sewer lines, 119 miles of street sewer lines, 4,700 catch basins, and 160 pieces of equipment, 9 parks, 4 cemeteries, and the 5.5 mile-long Jack Edison Memorial Bikeway. Public Works supports Town functions through the maintenance and repair of facilities such as playing fields, and the bikeway. This program also includes the Town's water and sewer operations, which function as separate enterprise funds and are shown in separate enterprise budgets.

Along with the day to day duties of DPW staff, many are also actively involved or work with Town committees. Those committees include the Permanent Building Committee, the Tree Committee, the Center Committee, the Water/Sewer Abatement Board, the Capital Expenditures Committee, the Energy Committee, the Electric Utility Ad-Hoc Committee, the Transportation Safety Group, the Bicycle Advisory Committee and the Recreation Committee. These, and other staff, also work collaboratively on internal committees and teams.

### **Departmental Initiatives:**

1. Finalize the reaccreditation process through the American Public Works Association.
2. Continue the stormwater initiatives in preparation for the new NPDES permit.
3. Support the implementation of People GIS Asset Management and Work Order System.
4. Work with Energy Committee and Sustainability Committee to improve energy efficiencies.

**3000 – 3500 DPW Summary***Town of Lexington, Massachusetts***Authorized/Appropriated Staffing**

	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>
<b>Department of Public Works - General Fund</b>				
Director of Public Works	1	1	1	1
Manager of Operations	1	1	1	1
Management Analyst	0.6	0.6	0.6	0.6
Office Manager	1	1	1	1
Department Account Assistant <sup>1</sup>	2.6	2.6	2.6	2.6
Department Assistant - Pub Grounds/Cemetery	1	1	1	1
Department Lead Assistant	1	1	1	1
Town Engineer	1	1	1	1
Assistant Town Engineer	1	1	1	1
Senior Civil Engineer	1	1	2	2
Engineering Assistant	4	4	4	4
Engineering Aide	0.7	0.7	0.7	0.7
Supt. of Equipment, Highways & Drains	1	1	1	1
Highway Foreman	1	1	1	1
Crew Chief	6	6	6	6
Heavy Equipment Operators	12	12	12	12
Grader/Shovel Operator	1	1	1	1
Information Coordinator	1	1	1	1
Seasonal Laborer	2.2	1.7	1.7	1.7
Equipment Foreman	1	1	1	1
Mechanic	4	4	4	4
Superintendent of Public Grounds	1	1	1	1
Laborer-Truck Driver	1	1	1	1
Leadmen	7	7	7	7
Senior Arborist	2	2	2	2
Tree Climber	2	2	2	2
Cemetery Foreman	1	1	1	1
<b>Department of Public Works - Compost Revolving Fund</b>				
Superintendent of Environmental Services	1	1	1	1
Compost Facility Foreman	1	1	1	1
Heavy Equipment Operators <sup>2</sup>	1	1	1	2
Seasonal Heavy Equipment Operator <sup>2</sup>	0.5	0.5	0.5	0
Seasonal Laborer	0.7	0.7	0.7	0.7
<b>Total FTE</b>	<b>63.3</b>	<b>62.8</b>	<b>63.8</b>	<b>64.3</b>
<b>Total FT/PT</b>	<b>59 FT/10 PT</b>	<b>59 FT/9 PT</b>	<b>60 FT/9 PT</b>	<b>61 FT/8 PT</b>

**Explanatory Notes**

<sup>1</sup> FT Dept. Acct. Clerk shown as 0.6 from General Fund; 0.4 is charged to Water and Sewer Enterprise.

<sup>2</sup> In FY2019, the Seasonal Heavy Equipment Operator was converted to full-time.

# 3000 – 3500 DPW Summary

*Town of Lexington, Massachusetts*

## Budget Recommendations:

The FY2019 recommended All Funds Public Works budget inclusive of the General Fund operating budget and the Burial Containers, Compost Operations, Lexington Tree Fund, Minuteman Household Hazardous Waste, and Regional Cache – Hartwell Avenue revolving funds is \$11,207,908. The recommended budget is a \$701,743, or 6.68% increase over the restated FY2018 budget. The FY2018 budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2018 budget at the 2017 annual town meeting, as well as a supplemental appropriation at the 2017-3 Special Town Meeting for compost material bins.

The FY2019 recommended Public Works General Fund operating budget is \$10,119,459, which is a \$716,819, or 7.62% increase from the restated FY2018 General Fund budget.

The General Fund operating budget for Compensation is \$4,156,023, and reflects a \$96,263 or 2.37% increase, which is attributable to the cost of contractually obligated step increases and cost of living adjustments. FY2019 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on June 30, 2018. Funds for prospective increases are included in the Salary Adjustment account within the Town Manager’s budget.

The General Fund operating budget for Expenses is \$5,963,436 and reflects a \$620,556 or 11.61% increase.

The combined FY2019 recommended Revolving Fund budgets (see page V-6) are \$1,088,449 which is a \$15,076 or 1.37% decrease from the restated FY2018 budget.

Please see the division sections on the following pages for a detailed explanation of the FY2019 budget changes.

## Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Heavy Equip Operator @ Compost Facility PT to FT	\$ 23,754	\$ 16,109	\$ 39,863	\$ 23,754	\$ 16,109	\$ 39,863	\$ -
Landscape Improvements at Town Buildings	\$ 15,000	\$ -	\$ 15,000			\$ -	\$ 15,000
Sidewalk Data Collection Using PathMeT	\$ 22,500	\$ -	\$ 22,500			\$ -	\$ 22,500
Vehicle Inspections	\$ 8,000	\$ -	\$ 8,000	\$ 8,000	\$ -	\$ 8,000	\$ -

## 3000 – 3500 DPW Summary

Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 7,734,403	\$ 8,119,875	\$ 8,538,980	\$ 9,210,019	\$ 671,039	7.76%
Enterprise Funds (Indirects)	\$ 562,367	\$ 638,811	\$ 588,560	\$ 596,915	\$ 8,355	1.42%
Fees, Charges and Available Funds						
Parking Fund	\$ 76,046	\$ 75,125	\$ 72,900	\$ 72,900	\$ -	-
Cemetery Trust	\$ 105,000	\$ 105,000	\$ 48,500	\$ 75,000	\$ 26,500	54.64%
Cemetery Prep Fees	\$ 125,588	\$ 123,190	\$ 115,000	\$ 126,000	\$ 11,000	0.10
Misc. Charges for Service	\$ 698	\$ 491	\$ 700	\$ 625	\$ (75)	-10.71%
Licenses & Permits	\$ 33,173	\$ 39,564	\$ 38,000	\$ 38,000	\$ -	-
<b>Total 3100-3500 DPW General Fund</b>	<b>\$ 8,637,275</b>	<b>\$ 9,102,056</b>	<b>\$ 9,402,640</b>	<b>\$ 10,119,459</b>	<b>\$ 716,819</b>	<b>7.62%</b>

Appropriation Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 3,805,810	\$ 4,021,677	\$ 4,059,760	\$ 4,156,023	\$ 96,263	2.37%
Expenses	\$ 4,831,465	\$ 5,080,379	\$ 5,342,880	\$ 5,963,436	\$ 620,556	11.61%
<b>Total 3100-3500 DPW General Fund</b>	<b>\$ 8,637,275</b>	<b>\$ 9,102,056</b>	<b>\$ 9,402,640</b>	<b>\$ 10,119,459</b>	<b>\$ 716,819</b>	<b>7.62%</b>

Program Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Total 3110 Administration	\$ 591,824	\$ 588,826	\$ 596,489	\$ 623,814	\$ 27,326	4.58%
Total 3120 Town Engineering	\$ 752,545	\$ 736,801	\$ 830,567	\$ 909,768	\$ 79,201	9.54%
Total 3130 Street Lighting	\$ 270,646	\$ 181,412	\$ 257,853	\$ 256,988	\$ (865)	-0.34%
Total 3210 Highway	\$ 1,243,058	\$ 1,127,535	\$ 1,413,783	\$ 1,428,233	\$ 14,450	1.02%
Total 3220 Road Machinery	\$ 664,290	\$ 672,846	\$ 678,640	\$ 722,722	\$ 44,082	6.50%
Total 3230 Snow Removal	\$ 1,196,662	\$ 1,685,467	\$ 1,257,822	\$ 1,354,130	\$ 96,308	7.66%
Total 3310 Parks	\$ 1,044,597	\$ 1,144,059	\$ 1,160,161	\$ 1,187,666	\$ 27,505	2.37%
Total 3320 Forestry	\$ 315,019	\$ 334,410	\$ 473,236	\$ 473,775	\$ 539	0.11%
Total 3330 Cemetery	\$ 319,336	\$ 326,019	\$ 336,991	\$ 347,151	\$ 10,160	3.01%
Total 3410 Refuse Collection	\$ 795,153	\$ 811,056	\$ 846,800	\$ 964,443	\$ 117,643	13.89%
Total 3420 Recycling	\$ 871,144	\$ 913,032	\$ 934,732	\$ 1,219,858	\$ 285,126	30.50%
Total 3430 Refuse Disposal	\$ 573,000	\$ 580,594	\$ 615,567	\$ 630,912	\$ 15,345	2.49%
<b>Total 3100-3500 DPW General Fund</b>	<b>\$ 8,637,275</b>	<b>\$ 9,102,056</b>	<b>\$ 9,402,640</b>	<b>\$ 10,119,459</b>	<b>\$ 716,819</b>	<b>7.62%</b>

Object Code Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 3,407,654	\$ 3,465,021	\$ 3,677,414	\$ 3,768,638	\$ 91,224	2.48%
Overtime	\$ 398,156	\$ 556,656	\$ 382,347	\$ 387,385	\$ 5,039	1.32%
<i>Personal Services</i>	<i>\$ 3,805,810</i>	<i>\$ 4,021,677</i>	<i>\$ 4,059,760</i>	<i>\$ 4,156,023</i>	<i>\$ 96,263</i>	<i>2.37%</i>
Contractual Services	\$ 3,420,317	\$ 3,623,306	\$ 3,843,139	\$ 4,413,338	\$ 570,199	14.84%
Utilities	\$ 343,486	\$ 392,677	\$ 385,633	\$ 394,498	\$ 8,865	2.30%
Supplies	\$ 1,007,676	\$ 991,860	\$ 1,043,608	\$ 1,063,100	\$ 19,492	1.87%
Small Capital	\$ 59,986	\$ 72,535	\$ 70,500	\$ 92,500	\$ 22,000	31.21%
Expenses	\$ 4,831,465	\$ 5,080,379	\$ 5,342,880	\$ 5,963,436	\$ 620,556	11.61%
<b>Total 3100-3500 DPW General Fund</b>	<b>\$ 8,637,275</b>	<b>\$ 9,102,056</b>	<b>\$ 9,402,640</b>	<b>\$ 10,119,459</b>	<b>\$ 716,819</b>	<b>7.62%</b>

## 3000 – 3500 DPW Summary

Town of Lexington, Massachusetts

## Budget Summary (continued):

## Budget Summary - Revolving Funds\*

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Regional Cache - Hartwell Ave.	\$ 4,246	\$ 8,487	\$ 10,000	\$ 10,000	\$ -	-
Lexington Tree Fund	\$ 28,500	\$ 36,350	\$ 45,000	\$ 45,000	\$ -	-
Burial Containers	\$ 48,760	\$ 46,775	\$ 40,000	\$ 50,000	\$ 10,000	25.00%
Compost Operations	\$ 658,680	\$ 448,402	\$ 764,000	\$ 793,449	\$ 29,449	-0.58%
Minuteman Household Hazardous Waste	\$ 151,234	\$ 163,234	\$ 180,000	\$ 190,000	\$ 10,000	5.56%
<b>Total 3100-3500 DPW - Revolving Funds</b>	<b>\$ 891,420</b>	<b>\$ 703,248</b>	<b>\$ 1,039,000</b>	<b>\$ 1,088,449</b>	<b>\$ 49,449</b>	<b>4.76%</b>

\*Revolving Funds are authorized by Town Meeting via Article 9, and are not appropriated under Article 4.

Approp Summary (Non-General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
<b>Regional Cache - Hartwell Avenue (3110)</b>	<b>\$ 1,358</b>	<b>\$ 2,134</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>-</b>
Expenses	\$ 1,358	\$ 2,134	\$ 10,000	\$ 10,000	\$ -	-
<b>Tree Revolving Fund (3320)</b>	<b>\$ 40,421</b>	<b>\$ 41,151</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>-</b>
Expenses	\$ 40,421	\$ 41,151	\$ 45,000	\$ 45,000	\$ -	-
<b>Burial Containers Revolving Fund (3330)</b>	<b>\$ 33,700</b>	<b>\$ 37,280</b>	<b>\$ 40,000</b>	<b>\$ 50,000</b>	<b>\$ 10,000</b>	<b>25.00%</b>
Expenses	\$ 33,700	\$ 37,280	\$ 40,000	\$ 50,000	\$ 10,000	25.00%
<b>Compost Operations Rev. Fund (3420)</b>	<b>\$ 479,634</b>	<b>\$ 666,748</b>	<b>\$ 828,525</b>	<b>\$ 793,449</b>	<b>\$ (35,076)</b>	<b>-4.23%</b>
Compensation	\$ 251,623	\$ 264,606	\$ 282,344	\$ 315,907	\$ 33,563	11.89%
Expenses	\$ 151,195	\$ 279,403	\$ 326,850	\$ 193,150	\$ (133,700)	-40.91%
Benefits	\$ 30,934	\$ 31,511	\$ 56,650	\$ 67,532	\$ 10,882	19.21%
Debt	\$ 45,883	\$ 91,228	\$ 162,681	\$ 216,859	\$ 54,178	33.30%
<b>Minuteman Household Haz. Waste (3420)</b>	<b>\$ 147,804</b>	<b>\$ 170,164</b>	<b>\$ 180,000</b>	<b>\$ 190,000</b>	<b>\$ 10,000</b>	<b>5.56%</b>
Expenses	\$ 147,804	\$ 170,164	\$ 180,000	\$ 190,000	\$ 10,000	5.56%
<b>Total 3100-3500 DPW Revolving Funds</b>	<b>\$ 702,917</b>	<b>\$ 917,477</b>	<b>\$ 1,103,525</b>	<b>\$ 1,088,449</b>	<b>\$ (15,076)</b>	<b>-1.37%</b>

## Budget Summary - All Funds

Appropriation Summary (All Funds)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 4,057,433	\$ 4,286,283	\$ 4,342,104	\$ 4,471,931	\$ 129,826	2.99%
Expenses	\$ 5,205,942	\$ 5,610,511	\$ 5,944,730	\$ 6,451,586	\$ 506,856	8.53%
Benefits (Revolving Funds)	\$ 30,934	\$ 31,511	\$ 56,650	\$ 67,532	\$ 10,882	19.21%
Debt Service (Revolving Fund)	\$ 45,883	\$ 91,228	\$ 162,681	\$ 216,859	\$ 54,178	33.30%
<b>Total 3100-3500 DPW</b>	<b>\$ 9,340,192</b>	<b>\$10,019,532</b>	<b>\$10,506,165</b>	<b>\$ 11,207,908</b>	<b>\$ 701,743</b>	<b>6.68%</b>

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## 3100 DPW Administration & Engineering

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**Mission:** This element of the budget provides executive direction and leadership to all aspects of the Department of Public Works by promoting best management practices, administering Town policies and providing engineering support to other DPW divisions and Town departments.

### **Budget Overview:**

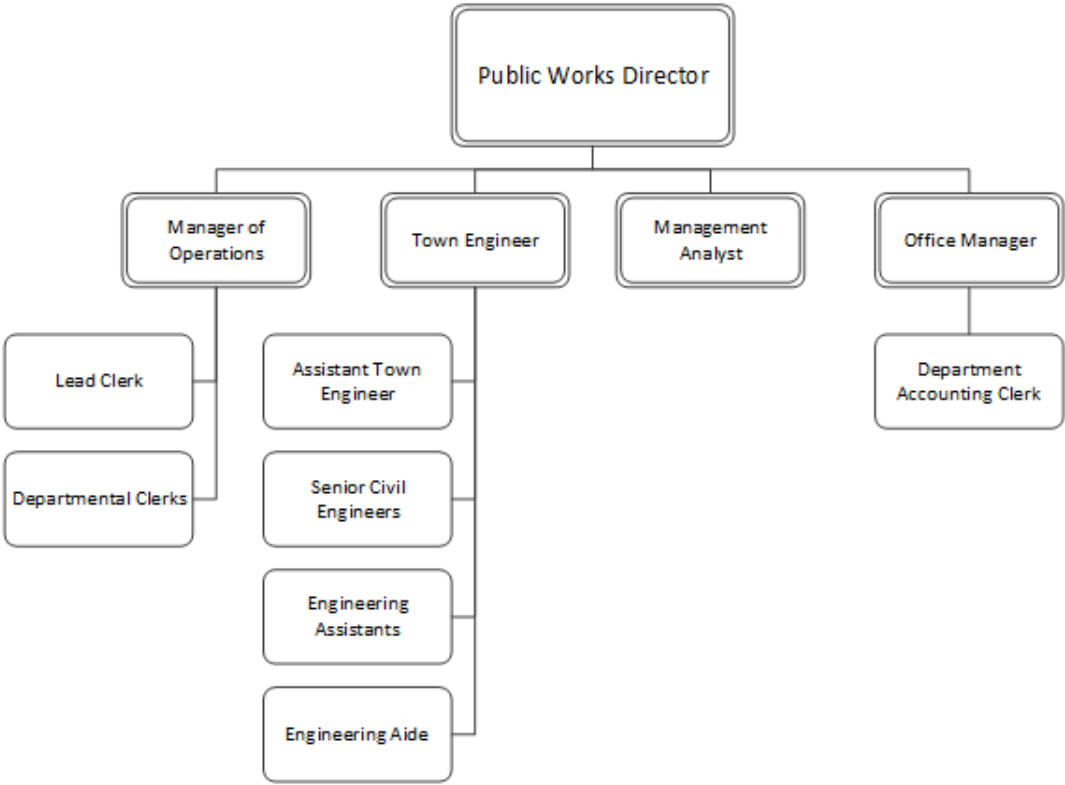
DPW Administration includes Administration, Operations, Engineering and Street Lighting. DPW Administration and Oversight staff plan, manage, coordinate, schedule and direct the department's activities. Staff are responsible for preparing budgets, monitoring expenditures, developing bid specifications for DPW procurements, responding to citizens' questions and concerns, evaluating work performance, performing inspections, managing projects and scheduling work assignments.

Staff also support various committees including the Permanent Building Committee, Center Committee, Energy Conservation Committee, Bicycle Advisory Committee, Tree Committee and Water and Sewer Abatement Board.

### **Division Initiatives:**

1. Continue to streamline Operations and Administration office assignments and functions for efficiency.
2. Finalize the reaccreditation process through the American Public Works Association.
3. Expand the utilization of PeopleGIS in managing the Towns assets that are DPW managed.
4. Continue to proactively implement the NPDES program in a practical and cost effective manner.
5. Continue to work with the Energy Committee and Lighting Options Committee to find energy savings for street lights.
6. Continue to proactively maintain a cost effective lighting system which reduces outage frequency and down time and provides safety along Lexington's roadways.

**3100 DPW Administration & Engineering**



**Authorized/Appropriated Staffing**

	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>
<b>Element 3110: DPW Administration</b>				
Director of Public Works	1	1	1	1
Manager of Operations	1	1	1	1
Management Analyst	0.6	0.6	0.6	0.6
Office Manager	1	1	1	1
Department Lead Assistant	1	1	1	1
Department Account Assistant*	2.6	2.6	2.6	2.6
<b>Subtotal FTE</b>	<b>7.2</b>	<b>7.2</b>	<b>7.2</b>	<b>7.2</b>
<b>Subtotal FT/PT</b>	<b>7 FT/1 PT</b>	<b>7 FT/1 PT</b>	<b>7 FT/1 PT</b>	<b>7 FT/1 PT</b>
<b>Element 3120: Engineering</b>				
Town Engineer	1	1	1	1
Assistant Town Engineer	1	1	1	1
Senior Civil Engineer	1	1	2	2
Engineering Assistant	4	4	4	4
Engineering Aide	0.7	0.7	0.7	0.7
<b>Subtotal FTE</b>	<b>7.7</b>	<b>7.7</b>	<b>8.7</b>	<b>8.7</b>
<b>Subtotal FT/PT</b>	<b>7 FT/1 PT</b>	<b>7 FT/1 PT</b>	<b>8 FT/1 PT</b>	<b>8 FT/1 PT</b>
<b>Total FTE</b>	<b>14.9</b>	<b>14.9</b>	<b>15.9</b>	<b>15.9</b>
<b>Total Full/Part Time</b>	<b>14 FT/2 PT</b>	<b>14 FT/2 PT</b>	<b>14 FT/2 PT</b>	<b>14 FT/2 PT</b>

\*1 FT Assistant split between DPW, Water & Sewer

# 3100 DPW Administration & Engineering

## Budget Recommendations:

The FY2019 recommended All Funds Administration and Engineering budget, inclusive of the General Fund operating budgets for Administration, Engineering and Street Lighting, and the Regional Cache Revolving Fund which funds the operation of the cache - a repository of emergency equipment at the Hartwell Avenue compost facility for use by contributing member communities - is \$1,800,570. The recommended budget is a \$105,661 or 6.23% increase from the restated FY2018 budget. The FY2018 budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2018 budget at the 2017 annual town meeting.

The recommended FY2019 Administration and Engineering General Fund operating budget is \$1,790,570 which is a \$105,661, or 6.27% increase from the restated FY2018 General Fund budget. Of this amount, \$1,370,145 is for Compensation and reflects a \$73,826 or 5.70% increase, which is attributable to the cost of contractually obligated step increases and cost of living adjustments, as well as incorporating a full year of salary for a second Senior Civil Engineer. FY2019 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on June 30, 2018. Funds for prospective increases are provided for in the Salary Adjustment account within the Town Manager's budget.

The recommended FY2018 Administration and Engineering General Fund operating budget for Expenses is \$420,425 and reflects a \$31,835, or 8.19% increase. The most notable changes in the Expense Budget are in DPW Administration, which is adding additional funds to administer mandatory drug and alcohol testing, and in the Engineering Division, which is increasing Professional Services by \$26,500 to continue to proactively implement stormwater management best practices under the new permit.

The FY2019 recommended Regional Cache Revolving Fund request is funded at \$10,000, the same funding level as FY2018.

## Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Sidewalk Data Collection Using PathMeT	\$ 22,500	\$ -	\$ 22,500			\$ -	\$ 22,500

# 3100 DPW Administration & Engineering

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 1,261,363	\$ 1,130,019	\$ 1,278,348	\$ 1,346,438	\$ 68,090	5.33%
Enterprise Funds (Indirects)	\$ 318,028	\$ 335,179	\$ 366,160	\$ 403,807	\$ 37,646	10.28%
Fees & Charges						
Charges for Service	\$ 698	\$ 491	\$ 700	\$ 625	\$ (75)	-10.71%
Licenses & Permits	\$ 33,173	\$ 39,564	\$ 38,000	\$ 38,000	\$ -	-
Parking Fund	\$ 1,753	\$ 1,785	\$ 1,700	\$ 1,700	\$ -	-
<b>Total 3100 - General Fund</b>	<b>\$ 1,615,015</b>	<b>\$ 1,507,038</b>	<b>\$ 1,684,909</b>	<b>\$ 1,790,570</b>	<b>\$ 105,661</b>	<b>6.27%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,184,988	\$ 1,182,134	\$ 1,296,319	\$ 1,370,145	\$ 73,826	5.70%
Expenses	\$ 430,027	\$ 324,904	\$ 388,590	\$ 420,425	\$ 31,835	8.19%
<b>Total 3100 - General Fund</b>	<b>\$ 1,615,015</b>	<b>\$ 1,507,038</b>	<b>\$ 1,684,909</b>	<b>\$ 1,790,570</b>	<b>\$ 105,661</b>	<b>6.27%</b>

Program Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Total 3110 DPW Administration	\$ 591,824	\$ 588,826	\$ 596,489	\$ 623,814	\$ 27,326	4.58%
Total 3120 Engineering	\$ 752,545	\$ 736,801	\$ 830,567	\$ 909,768	\$ 79,201	9.54%
Total 3130 Street Lighting	\$ 270,646	\$ 181,412	\$ 257,853	\$ 256,988	\$ (865)	-0.34%
<b>Total 3100 - General Fund</b>	<b>\$ 1,615,015</b>	<b>\$ 1,507,038</b>	<b>\$ 1,684,909</b>	<b>\$ 1,790,570</b>	<b>\$ 105,661</b>	<b>6.27%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,180,111	\$ 1,175,675	\$ 1,282,579	\$ 1,356,158	\$ 73,579	5.74%
Overtime	\$ 4,876	\$ 6,459	\$ 13,740	\$ 13,987	\$ 247	1.80%
Personal Services	\$ 1,184,988	\$ 1,182,134	\$ 1,296,319	\$ 1,370,145	\$ 73,826	5.70%
Contractual Services	\$ 246,391	\$ 182,892	\$ 196,490	\$ 229,625	\$ 33,135	16.86%
Utilities	\$ 125,450	\$ 107,831	\$ 122,000	\$ 122,000	\$ -	-
Supplies	\$ 56,416	\$ 33,467	\$ 68,600	\$ 67,300	\$ (1,300)	-1.90%
Small Capital	\$ 1,770	\$ 715	\$ 1,500	\$ 1,500	\$ -	-
Expenses	\$ 430,027	\$ 324,904	\$ 388,590	\$ 420,425	\$ 31,835	8.19%
<b>Total 3100 - General Fund</b>	<b>\$ 1,615,015</b>	<b>\$ 1,507,038</b>	<b>\$ 1,684,909</b>	<b>\$ 1,790,570</b>	<b>\$ 105,661</b>	<b>6.27%</b>

## Budget Summary - Revolving Funds\*

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Regional Cache - Hartwell Ave.	\$ 4,246	\$ 8,487	\$ 10,000	\$ 10,000	\$ -	-
<b>Total 3100 - Revolving Funds</b>	<b>\$ 4,246</b>	<b>\$ 8,487</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>0.00%</b>

\*Revolving Funds are authorized by Town Meeting via Article 8, and are not appropriated under Article 4.

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Regional Cache - Hartwell Avenue	\$ 1,358	\$ 2,134	\$ 10,000	\$ 10,000	\$ -	-
Expenses	\$ 1,358	\$ 2,134	\$ 10,000	\$ 10,000	\$ -	-
<b>Total 3100 - Revolving Funds</b>	<b>\$ 1,358</b>	<b>\$ 2,134</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>0.00%</b>

## Budget Summary - All Funds

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,184,988	\$ 1,182,134	\$ 1,296,319	\$ 1,370,145	\$ 73,826	5.70%
Expenses	\$ 431,385	\$ 327,038	\$ 398,590	\$ 430,425	\$ 31,835	7.99%
<b>Total 3100 - All Funds</b>	<b>\$ 1,616,373</b>	<b>\$ 1,509,172</b>	<b>\$ 1,694,909</b>	<b>\$ 1,800,570</b>	<b>\$ 105,661</b>	<b>6.23%</b>

## 3200 Highway

**Mission:** The Highway Division maintains the town streets, sidewalks and storm water infrastructure, providing for the safe movement of vehicular and pedestrian traffic. The Highway Division performs minor construction repairs, snow and ice operations for roadways and sidewalks, maintains all traffic signage, traffic markings and supervises contractual service providers that perform repairs, cleaning and maintenance work. In addition, the Road Machinery Division ensures the Town's fleet is operational and well maintained by performing repairs, preventative maintenance and managing the fuel management program.

**Budget Overview:** The Highway Division includes Highway Maintenance, Road Machinery and Snow Removal.

Highway Maintenance is responsible for all public streets, sidewalks, town parking lots, drainage infrastructure and brooks, performing minor construction repairs, as well as maintaining all traffic signage and traffic markings.

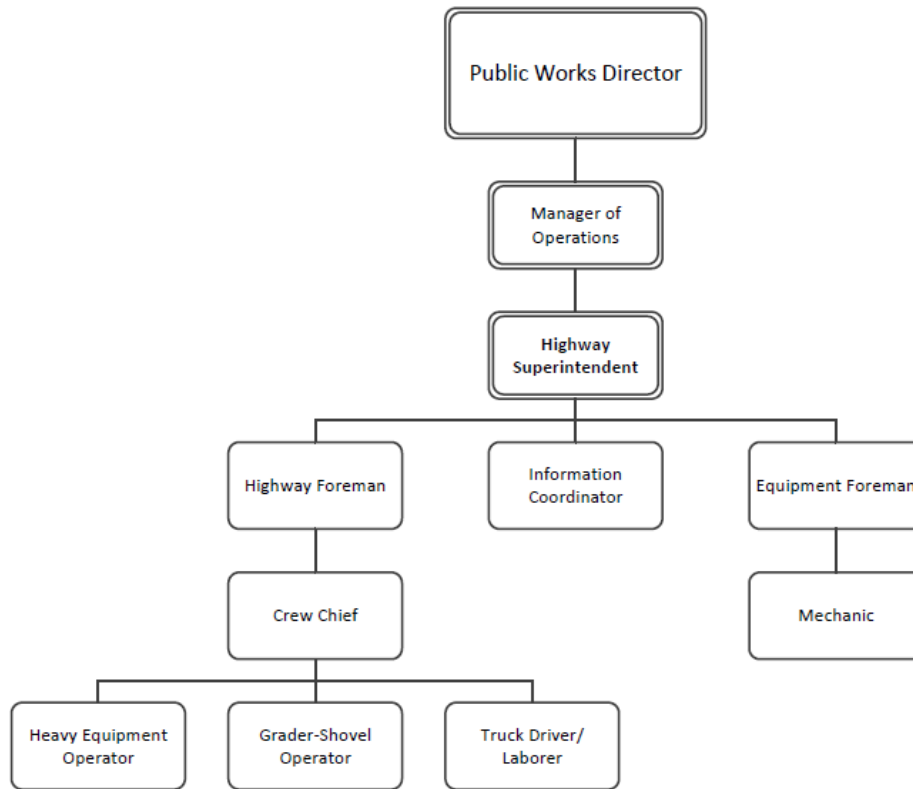
Road Machinery is responsible for the repair and preventive maintenance of 160 vehicles, rolling stock and equipment.

Snow Removal is responsible for removing snow and treating 155 miles of roads and 62 miles of sidewalks.

The Highway Division staff works with and provides support to the Sidewalk and Center Committees.

### **Division Initiatives:**

1. Continue with the repair and replacement of regulatory signs from 2013 Retro-reflectivity study.
2. Take proactive measures to repair catch basins town wide.
3. Refine the preventative maintenance program with new technologies.
4. Implementation of web-based technologies that improve efficiency.
5. Refine the use of enhanced liquids with salt in order to enhance the treatment processes and reduce salt consumption.
6. Continue researching new technologies that will improve the efficiency of snow removal operations.
7. Continue researching and utilizing composite plow edge technology.



**Authorized/Appropriated Staffing**

	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>
<b>Element 3210: Highway Maintenance</b>				
Supt. of Equipment, Highways & Drains	1	1	1	1
Highway Foreman	1	1	1	1
Crew Chief	2	2	2	2
Laborer/Truck Driver	0	0	0	0
Heavy Equipment Operator	5	5	5	5
Leadman	2	2	2	2
Grader/Shovel Operator	1	1	1	1
Information Coordinator	1	1	1	1
Seasonal Laborer	1	0.5	0.5	0.5
<b>Subtotal FTE</b>	<b>14</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>
<b>Subtotal FT/PT</b>	<b>13 FT/2 PT</b>	<b>13 FT/1 PT</b>	<b>13 FT/1 PT</b>	<b>13 FT/1 PT</b>
<b>Element 3220: Road Machinery</b>				
Equipment Foreman	1	1	1	1
Mechanic	4	4	4	4
<b>Subtotal FTE</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Subtotal FT/PT</b>	<b>5 FT/0 PT</b>	<b>5 FT/0 PT</b>	<b>5 FT/0 PT</b>	<b>5 FT/0 PT</b>
<b>Total FTE</b>	<b>19</b>	<b>18.5</b>	<b>18.5</b>	<b>18.5</b>
<b>Total Full/Part Time</b>	<b>18 FT/2 PT</b>	<b>18 FT/1 PT</b>	<b>18 FT/1 PT</b>	<b>18 FT/1 PT</b>

# 3200 Highway

### Budget Recommendations:

The FY2019 recommended Highway budget inclusive of the Highway Maintenance, Road Machinery and Snow Removal divisions is \$3,505,085. The recommended budget is a \$154,840, or 4.62%, increase over the FY2018 budget.

The budget for Compensation is \$1,348,687 and reflects a \$10,158 or 0.76% increase, for contractually obligated step increases and cost of living adjustments. FY2018 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on June 30, 2018. Funds for prospective increases are provided for in the Salary Adjustment account within the Town Manager's budget.

The budget for Expenses is \$2,156,398 and reflects a \$144,682 or 7.19% increase which includes an addition of \$8,000 in Road Machinery expenses for a program improvement for on-site vehicle inspections, \$18,000 for the replacement of two wheel balancing machines that have met their life expectancy, \$8,700 in staff uniform expenses, and \$100,000 for outside plowing contractors following a rebid of services.

### Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Vehicle Inspections	\$ 8,000	\$ -	\$ 8,000	\$ 8,000	\$ -	\$ 8,000	\$ -

# 3200 Highway

Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 2,902,763	\$ 3,222,636	\$ 3,143,008	\$ 3,329,511	\$ 186,503	5.9%
Enterprise Funds (Indirects)	\$ 126,955	\$ 189,872	\$ 136,037	\$ 104,373	\$ (31,664)	-23.3%
Fees & Charges	-	-	-	-	-	-
Parking Fund	\$ 74,293	\$ 73,339	\$ 71,200	\$ 71,200	\$ -	0.0%
<b>Total 3200 Highway</b>	<b>\$ 3,104,011</b>	<b>\$ 3,485,848</b>	<b>\$ 3,350,245</b>	<b>\$ 3,505,085</b>	<b>\$ 154,840</b>	<b>4.62%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,346,584	\$ 1,505,361	\$ 1,338,529	\$ 1,348,687	\$ 10,158	0.76%
Expenses	\$ 1,757,426	\$ 1,980,487	\$ 2,011,716	\$ 2,156,398	\$ 144,682	7.19%
<b>Total 3200 Highway</b>	<b>\$ 3,104,011</b>	<b>\$ 3,485,848</b>	<b>\$ 3,350,245</b>	<b>\$ 3,505,085</b>	<b>\$ 154,840</b>	<b>4.62%</b>

Program Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Total 3210 Highway Maintenance	\$ 1,243,058	\$ 1,127,535	\$ 1,413,783	\$ 1,428,233	\$ 14,450	1.02%
Total 3220 Road Machinery	\$ 664,290	\$ 672,846	\$ 678,640	\$ 722,722	\$ 44,082	6.50%
Total 3230 Snow Removal	\$ 1,196,662	\$ 1,685,467	\$ 1,257,822	\$ 1,354,130	\$ 96,308	7.66%
<b>Total 3200 Highway</b>	<b>\$ 3,104,011</b>	<b>\$ 3,485,848</b>	<b>\$ 3,350,245</b>	<b>\$ 3,505,085</b>	<b>\$ 154,840</b>	<b>4.62%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,079,061	\$ 1,095,805	\$ 1,076,738	\$ 1,083,492	\$ 6,754	0.63%
Overtime	\$ 267,523	\$ 409,555	\$ 261,791	\$ 265,194	\$ 3,403	1.30%
<i>Personal Services</i>	<i>\$ 1,346,584</i>	<i>\$ 1,505,361</i>	<i>\$ 1,338,529</i>	<i>\$ 1,348,687</i>	<i>\$ 10,158</i>	<i>0.76%</i>
Contractual Services	\$ 769,995	\$ 1,004,757	\$ 920,650	\$ 1,034,700	\$ 114,050	12.39%
Utilities	\$ 147,528	\$ 142,321	\$ 213,458	\$ 214,798	\$ 1,340	0.63%
Supplies	\$ 787,079	\$ 786,591	\$ 816,608	\$ 823,900	\$ 7,292	0.89%
Small Capital	\$ 52,825	\$ 46,817	\$ 61,000	\$ 83,000	\$ 22,000	36.07%
Expenses	\$ 1,757,426	\$ 1,980,487	\$ 2,011,716	\$ 2,156,398	\$ 144,682	7.19%
<b>Total 3200 Highway</b>	<b>\$ 3,104,011</b>	<b>\$ 3,485,848</b>	<b>\$ 3,350,245</b>	<b>\$ 3,505,085</b>	<b>\$ 154,840</b>	<b>4.62%</b>



## 3300 Public Grounds

**Mission:** The Public Grounds Division, working with other Town Departments, user groups and concerned citizens, supports various Town services and recreational opportunities that help to preserve the Town's green character, open spaces and promote public safety. Through the Cemetery Division, it also serves bereaved families and provides well-maintained cemetery grounds.

**Budget Overview:** The Public Grounds Division is comprised of the Parks, Forestry and Cemetery functions.

The Parks staff maintain 9 parks, 12 playgrounds, 28 conservation areas, 41 athletic fields, 12 school grounds, 4 tennis facilities, 3 historical sites, the pool and reservoir complexes as well as the Town's bicycle, fitness and conservation trails totaling approximately 630 acres. Lexington's athletic fields are used by many groups, which put excessive demands on these facilities. The new turf program has continued to make a marked improvement in the safety and playability of these fields.

The Forestry staff maintain approximately 10,000 street trees, an undetermined number of trees on Park and Conservation lands and numerous shrub bed plantings on park, cemetery, school and conservation properties and along right-of-ways.

The Cemetery staff is responsible for the administration and maintenance of four cemeteries including 21.5 acres in Westview, 6.9 acres in Munroe, 1.28 in Colonial and 0.5 acres in Robbins.

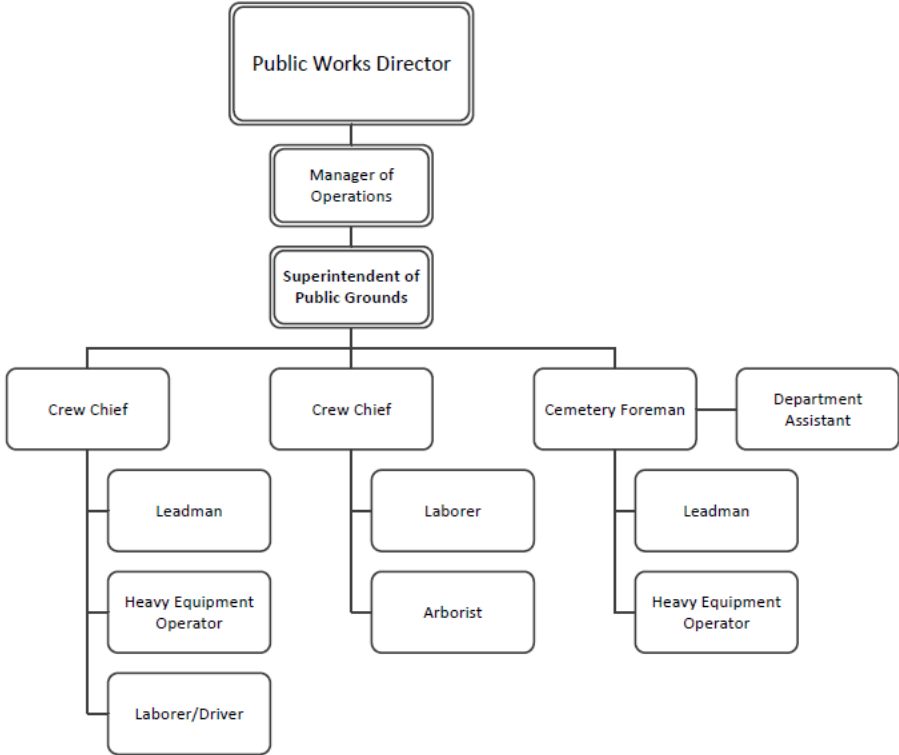
Staff support the Recreation, Tree and Bicycle Advisory Committees.

### **Division Initiatives:**

1. Develop a program to improve two turf areas per year. In 2017, the target areas were the fields at Clarke and Harrington Schools.
2. Continue the implementation of planting at least 130 trees per year in the Town Right-of Ways, parks, public grounds areas, and setback areas on private property. It is anticipated that the trees for the FY2019 plantings will come from bare root trees from a supplier.
3. Continue the implementation of a proactive tree maintenance program to minimize hazard trees and provide safe, well maintained, aesthetically pleasing parks, athletic fields and public ground areas.
4. Continue the GPS location of graves at Westview Cemetery and begin plans for the other cemeteries.
5. Oversee the construction of the new cemetery building.

# 3300 Public Grounds

Town of Lexington, Massachusetts



### Authorized/Appropriated Staffing

	FY2016 Budget	FY2017 Budget	FY2018 Budget	FY2019 Request
<b>Element 3310: Parks Division</b>				
Superintendent of Public Grounds	1	1	1	1
Crew Chief	3	3	3	3
Leadman	4	4	4	4
Heavy Equipment Operator	6	6	6	6
Laborer-Truck Driver	1	1	1	1
<b>Subtotal FTE</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>Subtotal FT/PT</b>	<b>15 FT/0 PT</b>	<b>15 FT/0 PT</b>	<b>15 FT/0 PT</b>	<b>15 FT/0 PT</b>
<b>Element 3320: Forestry Division</b>				
Crew Chief	1	1	1	1
Senior Arborist	2	2	2	2
Laborer-Tree Climber	2	2	2	2
Seasonal Laborer	0.6	0.6	0.6	0.6
<b>Subtotal FTE</b>	<b>5.6</b>	<b>5.6</b>	<b>5.6</b>	<b>5.6</b>
<b>Subtotal FT/PT</b>	<b>5 FT/2 PT</b>	<b>5 FT/2 PT</b>	<b>5 FT/2 PT</b>	<b>5 FT/2 PT</b>
<b>Element 3330: Cemetery Division</b>				
Cemetery Foreman	1	1	1	1
Leadman	1	1	1	1
Heavy Equipment Operator	1	1	1	1
Department Assistant	1	1	1	1
Seasonal Laborer	0.6	0.6	0.6	0.6
<b>Subtotal FTE</b>	<b>4.6</b>	<b>4.6</b>	<b>4.6</b>	<b>4.6</b>
<b>Subtotal FT/PT</b>	<b>4 FT/2 PT</b>	<b>4 FT/2 PT</b>	<b>4 FT/2 PT</b>	<b>4 FT/2 PT</b>
<b>Total FTE</b>	<b>25.2</b>	<b>25.2</b>	<b>25.2</b>	<b>25.2</b>
<b>Total Full/Part Time</b>	<b>24 FT/4 PT</b>	<b>24 FT/4 PT</b>	<b>24 FT/4 PT</b>	<b>24 FT/4 PT</b>

### 3300 Public Grounds

**Budget Recommendations:**

The FY2019 recommended All Funds Public Grounds budget inclusive of the General Fund operating budgets for the Parks, Forestry and Cemetery divisions and the Burial Containers and Lexington Tree Fund Revolving Funds is \$2,103,592, which is a \$48,204 or 2.35% increase over the restated FY2018 budget. The FY2018 budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2018 budget at the 2017 annual town meeting.

The combined Parks, Forestry and Cemetery FY2019 recommended General Fund operating budget is \$2,008,592 which is a \$38,204 or 1.94% increase from the restated FY2018 General Fund budget.

The combined Parks, Forestry and Cemetery General Fund operating budget for Compensation is \$1,437,192 and reflects a \$12,279 or 0.86% increase, for contractually obligated step increases and cost of living adjustments. FY2019 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2018. Funds for prospective increases are provided for in the Salary Adjustment account within the Town Manager's budget.

The combined Parks, Forestry and Cemetery General Fund operating budget for Expenses is \$571,400 and reflects a \$25,925 or 4.75% increase, which reflects a \$4,900 increase in landscaping and other contract services, a \$7,525 increase in water, electricity and mobile phone utility costs, and a \$14,500 increase in landscaping and parks supplies, tools, parts and staff uniforms.

The combined FY2019 revolving fund budgets are funded at \$95,000, which reflects a \$10,000 increase in the Burial Container Revolving Fund in recognition of the July 1, 2017 fee increases.

**Program Improvement Requests:**

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Landscape Improvements at Town Buildings	\$ 15,000	\$ -	\$ 15,000			\$ -	\$ 15,000

# 3300 Public Grounds

Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 1,330,980	\$ 1,462,538	\$ 1,720,525	\$ 1,718,856	\$ (1,668)	-0.10%
Enterprise Funds (Indirects)	\$ 117,384	\$ 113,760	\$ 86,363	\$ 88,735	\$ 2,372	2.75%
Fees & Charges						
Cemetery Prep Fees	\$ 125,588	\$ 123,190	\$ 115,000	\$ 126,000	\$ 11,000	9.57%
Directed Funding						
Cemetery Trust	\$ 105,000	\$ 105,000	\$ 48,500	\$ 75,000	\$ 26,500	54.64%
<b>Total 3300 - General Fund</b>	<b>\$ 1,678,952</b>	<b>\$ 1,804,489</b>	<b>\$ 1,970,388</b>	<b>\$ 2,008,592</b>	<b>\$ 38,204</b>	<b>1.94%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,274,238	\$ 1,334,183	\$ 1,424,913	\$ 1,437,192	\$ 12,279	0.86%
Expenses	\$ 404,714	\$ 470,306	\$ 545,475	\$ 571,400	\$ 25,925	4.75%
<b>Total 3300 - General Fund</b>	<b>\$ 1,678,952</b>	<b>\$ 1,804,489</b>	<b>\$ 1,970,388</b>	<b>\$ 2,008,592</b>	<b>\$ 38,204</b>	<b>1.94%</b>

Program Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Total 3310 Parks Division	\$ 1,044,597	\$ 1,144,059	\$ 1,160,161	\$ 1,187,666	\$ 27,505	2.37%
Total 3320 Forestry	\$ 315,019	\$ 334,410	\$ 473,236	\$ 473,775	\$ 539	0.11%
Total 3330 Cemetery	\$ 319,336	\$ 326,019	\$ 336,991	\$ 347,151	\$ 10,160	3.01%
<b>Total 3300 - General Fund</b>	<b>\$ 1,678,952</b>	<b>\$ 1,804,489</b>	<b>\$ 1,970,388</b>	<b>\$ 2,008,592</b>	<b>\$ 38,204</b>	<b>1.94%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,148,481	\$ 1,193,541	\$ 1,318,097	\$ 1,328,988	\$ 10,891	0.83%
Overtime	\$ 125,757	\$ 140,642	\$ 106,816	\$ 108,204	\$ 1,388	1.30%
<i>Personal Services</i>	<i>\$ 1,274,238</i>	<i>\$ 1,334,183</i>	<i>\$ 1,424,913</i>	<i>\$ 1,437,192</i>	<i>\$ 12,279</i>	<i>0.86%</i>
Contractual Services	\$ 182,797	\$ 152,668	\$ 359,400	\$ 364,300	\$ 4,900	1.36%
Utilities	\$ 70,508	\$ 142,525	\$ 50,175	\$ 57,700	\$ 7,525	15.00%
Supplies	\$ 146,017	\$ 150,110	\$ 127,900	\$ 141,400	\$ 13,500	10.56%
Small Capital	\$ 5,392	\$ 25,003	\$ 8,000	\$ 8,000	\$ -	-
Expenses	\$ 404,714	\$ 470,306	\$ 545,475	\$ 571,400	\$ 25,925	4.75%
<b>Total 3300 - General Fund</b>	<b>\$ 1,678,952</b>	<b>\$ 1,804,489</b>	<b>\$ 1,970,388</b>	<b>\$ 2,008,592</b>	<b>\$ 38,204</b>	<b>1.94%</b>

## Budget Summary - Revolving Funds\*

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Lexington Tree Fund	\$ 28,500	\$ 36,350	\$ 45,000	\$ 45,000	\$ -	-
Burial Containers	\$ 48,760	\$ 46,775	\$ 40,000	\$ 50,000	\$ 10,000	25.00%
<b>Total 3300 - Revolving Funds</b>	<b>\$ 77,260</b>	<b>\$ 83,125</b>	<b>\$ 85,000</b>	<b>\$ 95,000</b>	<b>\$ 10,000</b>	<b>11.76%</b>

\*Revolving Funds are authorized by Town Meeting via Article 9, and are not appropriated under Article 4.

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
<b>Lexington Tree Revolving Fund</b>	<b>\$ 40,421</b>	<b>\$ 41,151</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>-</b>
Expenses	\$ 40,421	\$ 41,151	\$ 45,000	\$ 45,000	\$ -	-
<b>Burial Container Revolving Fund</b>	<b>\$ 33,700</b>	<b>\$ 37,280</b>	<b>\$ 40,000</b>	<b>\$ 50,000</b>	<b>\$ 10,000</b>	<b>25.00%</b>
Expenses	\$ 33,700	\$ 37,280	\$ 40,000	\$ 50,000	\$ 10,000	25.00%
<b>Total 3300 - Revolving Funds</b>	<b>\$ 74,121</b>	<b>\$ 78,431</b>	<b>\$ 85,000</b>	<b>\$ 95,000</b>	<b>\$ 10,000</b>	<b>11.76%</b>

## Budget Summary - All Funds

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,274,238	\$ 1,334,183	\$ 1,424,913	\$ 1,437,192	\$ 12,279	0.86%
Expenses	\$ 478,835	\$ 548,737	\$ 630,475	\$ 666,400	\$ 35,925	5.70%
<b>Total 3300 - All Funds</b>	<b>\$ 1,753,073</b>	<b>\$ 1,882,920</b>	<b>\$ 2,055,388</b>	<b>\$ 2,103,592</b>	<b>\$ 48,204</b>	<b>2.35%</b>

## 3400 Environmental Services

*Town of Lexington, Massachusetts*

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**Mission:** The Environmental Services Division manages the solid waste, recyclables, yard waste and household hazardous products generated by households and municipal facilities. The Division also provides educational materials on ways to reduce the solid waste, increase recycling and composting, and reduce the toxicity of the waste stream.

**Budget Overview:** The Environmental Services Division includes Refuse Collection and Disposal, Recycling, Yard Waste and Appliance/Electronic Waste.

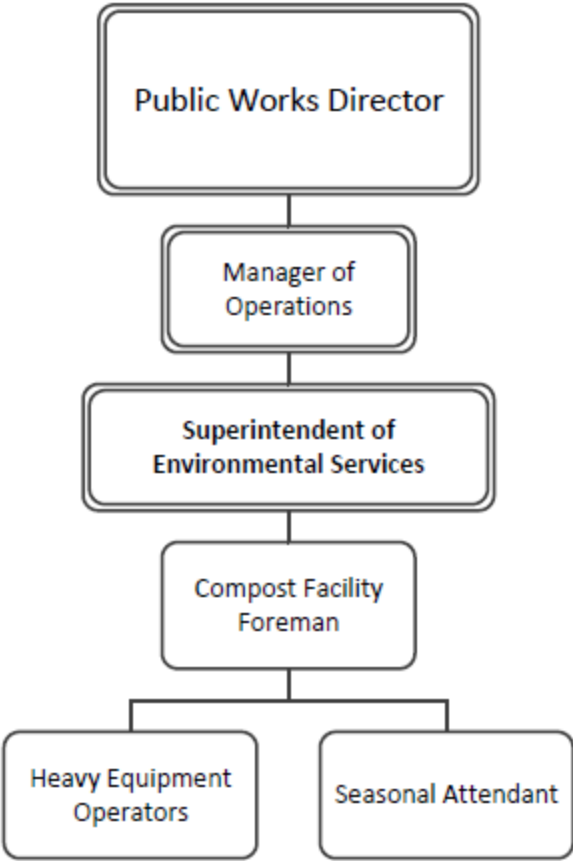
Refuse collection is the curbside collection of non-recyclable residential solid waste and the separate collection of large appliances and yard waste. Recycling is the curbside collection of recyclable products, management of yard waste operations at the Hartwell Avenue Compost Facility, operation of the Minuteman Household Hazardous Products regional facility and curbside collection of televisions, computer monitors and other electronics (CRT's) and drop off of corrugated cardboard.

The Town's five-year contract and one-year extension with JRM Hauling and Recycling, Inc. are currently scheduled to end on June 30, 2018. The Town is actively negotiating a successor contract beginning in FY2019. The Town is currently under contract with Wheelabrator in North Andover for refuse disposal through June 30, 2020.

### Division Initiatives:

1. Continue to oversee enforcement of mandatory recycling by-law and State waste ban regulations implemented by curbside collection vendor.
2. Work with vendor to implement the new refuse collection contract.
3. Begin the implementation plan for Hartwell Avenue following the solar construction project.
4. Examine recycling opportunities for the Lexington Business community.
5. Continue to look for revenue opportunities and enhancements for disposal permit program.

**3400 Environmental Services**



**Authorized/Appropriated Staffing**

	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>
<b>Element 3420: Recycling* (Compost Facility)</b>				
Superintendent of Environmental Services	1	1	1	1
Compost Facility Foreman	1	1	1	1
Heavy Equipment Operator**	1	1	1	2
Seasonal Heavy Equipment Operator**	0.5	0.5	0.5	0.0
Seasonal Attendant	0.7	0.7	0.7	0.7
<b>Subtotal FTE</b>	<b>4.2</b>	<b>4.2</b>	<b>4.2</b>	<b>4.7</b>
<b>Subtotal FT/PT</b>	<b>3 FT/2 PT*</b>	<b>3 FT/2 PT*</b>	<b>3 FT/2 PT*</b>	<b>4 FT/1 PT*</b>
<b>Total FTE</b>	<b>4.2</b>	<b>4.2</b>	<b>4.2</b>	<b>4.7</b>
<b>Total Full/Part Time</b>	<b>3 FT/2 PT</b>	<b>3 FT/2 PT</b>	<b>3 FT/2 PT</b>	<b>4 FT/1 PT</b>

\*The positions shown in Element 3420: Recycling are paid from the DPW Compost Revolving Fund.

\*\*In FY2019, the Seasonal Heavy Equipment Operator was converted to full-time.

# 3400 Environmental Services

## Budget Recommendations:

The recommended FY2019 All Funds Environmental Services budget inclusive of the General Fund operating budgets for the Refuse Collection, Recycling and Refuse Disposal divisions and the Compost Operations and Minuteman Household Hazardous Waste Program Revolving Funds is \$3,798,662, which is a net \$393,038 or 11.54% increase over the restated FY2018 budget. The FY2018 budget has been restated to reflect a \$142,000 supplemental appropriation approved at 2017-3 Special Town Meeting to replace bins for materials at the Compost Facility, funded by the solar contractor.

There is no Compensation in the Refuse Collection, Recycling and Refuse Disposal General Fund operating budget as all staff are funded within the Compost Operations Revolving Fund budget.

The combined General Fund Refuse Collection, Recycling and Refuse Disposal operating budget for Expenses is \$2,815,213 and reflects a \$418,114 or 17.44% increase. The Refuse Collection expense budget is recommended at \$964,443, an increase of \$117,643 or 13.89%, and the Recycling expense budget is recommended at \$1,219,858 an increase of \$285,126 or 30.50%, both of which reflect increases in the Town's contracts for refuse and recycling collections, which expire June 30, 2018. As of press time, successor contracts are still under negotiation. The Recycling increase also reflects the current market for disposal of recycled materials, which has become unsettled in recent months. The Refuse Disposal expense budget is recommended at \$630,912, an increase of \$15,345 or 2.49%, attributable to a 2.5% or \$1.65 increase in the Town's tipping fee per ton. Total refuse disposal tonnage for FY2019 is projected to be 9,300 tons.

The FY2019 revolving fund budgets are recommended at \$983,449, a \$25,076 or 2.49% net decrease. The Minuteman Household Hazardous Waste Program Revolving Fund is funded at \$190,000, an increase of \$10,000 or 5.56%, which reflects actual expenses. The Compost Operations Revolving Fund is recommended at \$793,449 a \$35,076 or 4.23% decrease which reflects the removal of one-time costs for material bins, offset by an increase in debt service for equipment purchased in 2016 and 2017 to help staff manage on a smaller footprint due to the addition of solar panels, and the conversion of a part-time heavy equipment operator to full-time through a program improvement.

## Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Heavy Equip Operator @ Compost Facility PT to FT	\$ 23,754	\$ 16,109	\$ 39,863	\$ 23,754	\$ 16,109	\$ 39,863	\$ -

# 3400 Environmental Services

Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 2,239,297	\$ 2,304,682	\$ 2,397,099	\$ 2,815,213	\$ 418,114	17.44%
<b>Total 3400 - General Fund</b>	<b>\$ 2,239,297</b>	<b>\$ 2,304,682</b>	<b>\$ 2,397,099</b>	<b>\$ 2,815,213</b>	<b>\$ 418,114</b>	<b>17.44%</b>

Appropriation Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenses	\$ 2,239,297	\$ 2,304,682	\$ 2,397,099	\$ 2,815,213	\$ 418,114	17.44%
<b>Total 3400 - General Fund</b>	<b>\$ 2,239,297</b>	<b>\$ 2,304,682</b>	<b>\$ 2,397,099</b>	<b>\$ 2,815,213</b>	<b>\$ 418,114</b>	<b>17.44%</b>

Program Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Total 3410 Refuse Collection	\$ 795,153	\$ 811,056	\$ 846,800	\$ 964,443	\$ 117,643	13.89%
Total 3420 Recycling	\$ 871,144	\$ 913,032	\$ 934,732	\$ 1,219,858	\$ 285,126	30.50%
Total 3430 Refuse Disposal	\$ 573,000	\$ 580,594	\$ 615,567	\$ 630,912	\$ 15,345	2.49%
<b>Total 3400 - General Fund</b>	<b>\$ 2,239,297</b>	<b>\$ 2,304,682</b>	<b>\$ 2,397,099</b>	<b>\$ 2,815,213</b>	<b>\$ 418,114</b>	<b>17.44%</b>

Object Code Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	-
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	-
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contractual Services	\$ 2,221,134	\$ 2,282,989	\$ 2,366,599	\$ 2,784,713	\$ 418,114	17.67%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies	\$ 18,163	\$ 21,692	\$ 30,500	\$ 30,500	\$ -	-
Small Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenses	\$ 2,239,297	\$ 2,304,682	\$ 2,397,099	\$ 2,815,213	\$ 418,114	17.44%
<b>Total 3400 - General Fund</b>	<b>\$ 2,239,297</b>	<b>\$ 2,304,682</b>	<b>\$ 2,397,099</b>	<b>\$ 2,815,213</b>	<b>\$ 418,114</b>	<b>17.44%</b>

## Budget Summary - Revolving Funds\*

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compost Operations Revolving Fund	\$ 658,680	\$ 448,402	\$ 764,000	\$ 799,432	\$ 35,432	4.64%
Minuteman Hazardous Waste Rev. Fund	\$ 151,234	\$ 163,234	\$ 180,000	\$ 190,000	\$ 10,000	5.56%
<b>Total 3400 - Revolving Funds</b>	<b>\$ 809,914</b>	<b>\$ 611,636</b>	<b>\$ 944,000</b>	<b>\$ 989,432</b>	<b>\$ 45,432</b>	<b>4.81%</b>

\*Revolving Funds are authorized by Town Meeting via Article 9, and are not appropriated under Article 4.

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
<b>Compost Operations Revolving Fund</b>	<b>\$ 479,634</b>	<b>\$ 666,748</b>	<b>\$ 828,525</b>	<b>\$ 793,449</b>	<b>\$ (35,076)</b>	<b>-4.23%</b>
Compensation	\$ 251,623	\$ 264,606	\$ 282,344	\$ 315,907	\$ 33,563	11.89%
Expenses	\$ 151,195	\$ 279,403	\$ 326,850	\$ 193,150	\$ (133,700)	-40.91%
Benefits	\$ 30,934	\$ 31,511	\$ 56,650	\$ 67,532	\$ 10,882	19.21%
Debt	\$ 45,883	\$ 91,228	\$ 162,681	\$ 216,859	\$ 54,178	33.30%
<b>Minuteman Hazardous Waste Rev. Fund</b>	<b>\$ 147,804</b>	<b>\$ 170,164</b>	<b>\$ 180,000</b>	<b>\$ 190,000</b>	<b>\$ 10,000</b>	<b>5.56%</b>
Expenses	\$ 147,804	\$ 170,164	\$ 180,000	\$ 190,000	\$ 10,000	5.56%
<b>Total 3400 - Revolving Funds</b>	<b>\$ 627,438</b>	<b>\$ 836,912</b>	<b>\$ 1,008,525</b>	<b>\$ 983,449</b>	<b>\$ (25,076)</b>	<b>-2.49%</b>

## Budget Summary - All Funds

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 251,623	\$ 264,606	\$ 282,344	\$ 315,907	\$ 33,563	11.89%
Expenses	\$ 2,538,296	\$ 2,754,248	\$ 2,903,949	\$ 3,198,363	\$ 294,414	10.14%
Benefits (Revolving Fund)	\$ 30,934	\$ 31,511	\$ 56,650	\$ 67,532	\$ 10,882	19.21%
Debt Service (Revolving Fund)	\$ 45,883	\$ 91,228	\$ 162,681	\$ 216,859	\$ 54,178	33.30%
<b>Total 3400 - All Funds</b>	<b>\$ 2,866,735</b>	<b>\$ 3,141,593</b>	<b>\$ 3,405,624</b>	<b>\$ 3,798,662</b>	<b>\$ 393,038</b>	<b>11.54%</b>



## 3600 Water Enterprise

**Mission:** The Water/Sewer Division strives to enhance the quality of life in Lexington by providing quality drinking water, and ensuring the proper and safe discharge of our wastewater and by maintaining our commitment to improving the infrastructure.

**Budget Overview:** The Water Division budget is comprised of Water Operations, Massachusetts Water Resources Authority (MWRA) purchases and indirect support from the General Fund.

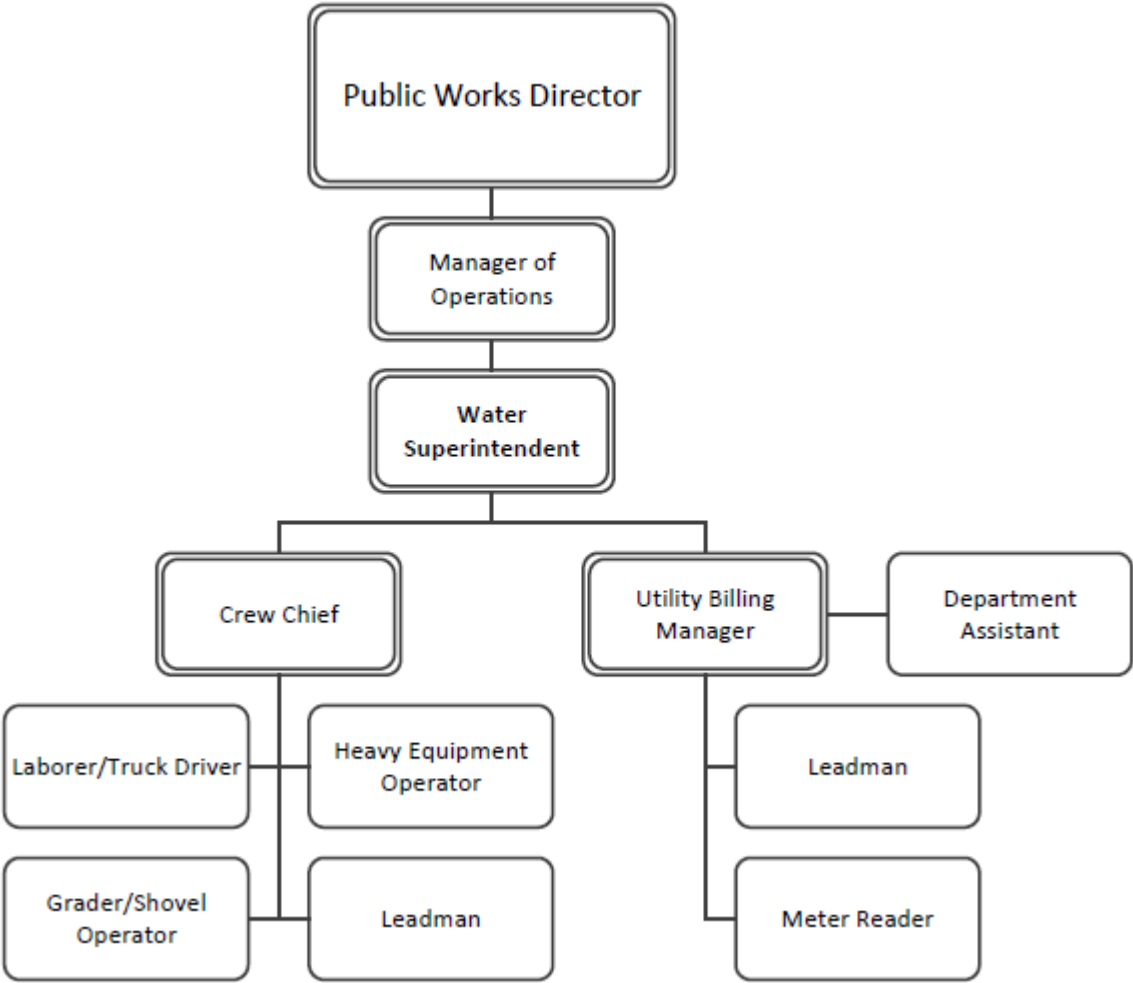
The Water Operations maintains and repairs the water system that delivers water to Lexington homes and businesses through 154 miles of water mains, 1,500 fire hydrants and two water towers that store 3.24 million gallons of water. The Town has a three-block inclining rate structure to encourage water conservation. As a customer uses more water, the water rate for the additional units increases. Customers are billed twice per year. The Town also sells water to the Town of Bedford at the MWRA wholesale rate plus an administrative fee. The MWRA provides water to Lexington and greater Boston.

Indirect support from the General Fund reflects Water Enterprise Fund expenses (benefits, insurance and engineering support) that are appropriated in the General Fund. The Water Enterprise Fund, therefore, reimburses the General Fund for these expenses through an indirect cost transfer. In FY2018, the Water Enterprise Fund began contributing to the Other Post-Employment Benefits (OPEB) Trust Fund in a funding level that matches the contributions of the General Fund.

### **Departmental Initiatives:**

1. Continue with the Hydrant Maintenance Program.
2. Develop educational materials for water conservation.
3. Implement a backflow/cross connection program.
4. Reduce the amount of Pit Meters in Town and change out the manual reads on the ones that cannot be eliminated.
5. Continue to update all the water connection "paper tie cards" for GIS implementation.
6. Continue the reaccreditation process with the American Public Works Association.

3600 Water Enterprise



Authorized/Appropriated Staffing

	FY2016 Budget	FY2017 Budget	FY2018 Budget	FY2019 Request
Superintendent of Water & Sewer	0.5	0.5	0.5	0.5
Utility Billing Manager*				0.5
Crew Chief	2	2	2	2
Grader-Shovel Operator	1	1	1	1
Leadman/Cross Connector Inspector	2	2	2	2
Heavy Equipment Operator	4	4	4	4
Laborer-Truck Driver	1	1	1	1
Department Assistant	0.2	0.2	0.2	0.2
Meter Reader/Laborer	0	0	0	0
<b>Total FTE</b>	<b>10.7</b>	<b>10.7</b>	<b>10.7</b>	<b>11.2</b>

**Total Full/Part Time**                      **10 FT/2 PT**    **10 FT/2 PT**    **10 FT/2 PT**    **10 FT/3 PT**

\*In FY2019, budget reflects shift of Utility Billing Manager from Finance to be split between Water and Sewer.

## 3600 Water Enterprise

### **Budget Recommendations:**

The FY2019 recommended Water operating budget is \$10,800,973, inclusive of indirect costs. The recommended budget reflects an \$78,314 or 0.73% increase over the FY2018 budget.

The budget for Compensation is \$771,886, and reflects a \$70,758 or 10.09% increase, which is primarily due to the transfer of the Utility Billing Manager from Finance to Water/Sewer Operations, as well as increases for the cost of step increases and cost of living adjustments.

The budget for Expenses is \$494,025 which is an increase of \$67,000, or 15.69% over FY2018, and is primarily due to an increase of \$25,000 in contractual services to provide sufficient funds to restore roadways that are significantly damaged from major water breaks that require the damaged portion of the road to be removed and then resurfaced, as well as an increase of \$25,000 for meter replacements in recognition of the growing demand. Other expense budget adjustments are in response to actual experience.

Debt service is recommended to increase by \$9,974 or 0.68%.

The anticipated MWRA Assessment is \$7,179,738, which is a \$66,793 or 0.92% decrease from FY2018. The MWRA issued a preliminary assessment in February, and will publish a final assessment in June.

In FY2019, it is recommended that the Water Enterprise Fund continue contributing to the Other Post-Employment Benefits Trust Fund, which was initiated in FY2018.

Indirect payments to the General Fund for those costs borne by the General Fund in support of water operations are projected at \$869,833, a decrease of \$2,625 or 0.30%. The decrease is primarily due to the transfer of the Utility Billing Manager from Finance, where the salary was included in Indirect costs from that department.

### **Program Improvement Requests:**

None requested.

# 3600 Water Enterprise

Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ -	\$ -	\$ -	\$ -	\$ -	-
Enterprise Funds						
Retained Earnings	\$ 275,000	\$ 131,000	\$ 73,000	\$ 61,000	\$ (12,000)	-16.44%
User Charges	\$10,118,443	\$11,556,498	\$10,334,984	\$ 10,425,298	\$ 90,314	0.87%
Meter Charges	\$ 70,162	\$ 59,744	\$ 60,000	\$ 60,000	\$ -	-
Investment Income	\$ 8,659	\$ 10,079	\$ 7,500	\$ 7,500	\$ -	-
Fees & Charges	\$ 316,651	\$ 435,295	\$ 247,175	\$ 247,175	\$ -	-
<b>Total 3600 Water Enterprise</b>	<b>\$10,788,915</b>	<b>\$12,192,616</b>	<b>\$10,722,659</b>	<b>\$ 10,800,973</b>	<b>\$ 78,314</b>	<b>0.73%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 627,911	\$ 631,564	\$ 701,128	\$ 771,886	\$ 70,758	10.09%
Expenses	\$ 366,033	\$ 402,571	\$ 427,025	\$ 494,025	\$ 67,000	15.69%
Debt	\$ 1,307,938	\$ 1,374,696	\$ 1,466,428	\$ 1,476,402	\$ 9,974	0.68%
MWRA	\$ 6,695,144	\$ 7,376,976	\$ 7,246,531	\$ 7,179,738	\$ (66,793)	-0.92%
OPEB	\$ -	\$ -	\$ 9,089	\$ 9,089	\$ -	-
Indirects	\$ 898,614	\$ 877,411	\$ 872,458	\$ 869,833	\$ (2,625)	-0.30%
<b>Total 3600 Water Enterprise</b>	<b>\$ 9,895,640</b>	<b>\$10,663,218</b>	<b>\$10,722,659</b>	<b>\$ 10,800,973</b>	<b>\$ 78,314</b>	<b>0.73%</b>

Program Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Total 3610 Water Operations	\$ 2,301,882	\$ 2,408,831	\$ 2,594,581	\$ 2,742,313	\$ 147,732	5.69%
Total 3620 MWRA	\$ 6,695,144	\$ 7,376,976	\$ 7,246,531	\$ 7,179,738	\$ (66,793)	-0.92%
OPEB	\$ -	\$ -	\$ 9,089	\$ 9,089	\$ -	-
Indirects	\$ 898,614	\$ 877,411	\$ 872,458	\$ 869,833	\$ (2,625)	-0.30%
<b>Total 3600 Water Enterprise</b>	<b>\$ 9,895,640</b>	<b>\$10,663,218</b>	<b>\$10,722,659</b>	<b>\$ 10,800,973</b>	<b>\$ 78,314</b>	<b>0.73%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 499,951	\$ 518,985	\$ 551,607	\$ 617,392	\$ 65,785	11.93%
Overtime	\$ 127,960	\$ 112,579	\$ 149,521	\$ 154,494	\$ 4,973	3.33%
Personal Services	\$ 627,911	\$ 631,564	\$ 701,128	\$ 771,886	\$ 70,758	10.09%
Contractual Services	\$ 135,301	\$ 174,211	\$ 215,525	\$ 243,625	\$ 28,100	13.04%
Utilities	\$ 16,885	\$ 13,159	\$ 10,500	\$ 13,500	\$ 3,000	28.57%
Supplies	\$ 199,307	\$ 179,027	\$ 167,000	\$ 200,900	\$ 33,900	20.30%
Small Capital	\$ 14,541	\$ 36,174	\$ 34,000	\$ 36,000	\$ 2,000	5.88%
Expenses	\$ 366,033	\$ 402,571	\$ 427,025	\$ 494,025	\$ 67,000	15.69%
Debt	\$ 1,307,938	\$ 1,374,696	\$ 1,466,428	\$ 1,476,402	\$ 9,974	0.68%
MWRA	\$ 6,695,144	\$ 7,376,976	\$ 7,246,531	\$ 7,179,738	\$ (66,793)	-0.92%
OPEB	\$ -	\$ -	\$ 9,089	\$ 9,089	\$ -	-
Indirects	\$ 898,614	\$ 877,411	\$ 872,458	\$ 869,833	\$ (2,625)	-0.30%
<b>Total 3600 Water Enterprise</b>	<b>\$ 9,895,640</b>	<b>\$10,663,218</b>	<b>\$10,722,659</b>	<b>\$ 10,800,973</b>	<b>\$ 78,314</b>	<b>0.73%</b>

## 3700 Sewer Enterprise

*Town of Lexington, Massachusetts*

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**Mission:** The Water/Sewer Division strives to enhance the quality of life in Lexington by providing quality drinking water, by ensuring the proper and safe discharge of wastewater and by maintaining our commitment to improving the infrastructure.

**Budget Overview:** The Sewer Division budget is comprised of Wastewater Operations, Massachusetts Water Resources Authority (MWRA) purchases and indirect support from the General Fund.

The Sewer Division maintains the wastewater system that serves 99 percent of Town residences and businesses through 34 miles of trunk lines, 119 miles of street lines and 9,524 service connections. There are also ten sewage-pumping stations operated by the Sewer Division. The Town has a three-block inclining rate structure to encourage conservation. Customer sewer usage is determined based on water usage over the same period, with the exception of meters dedicated to outdoor irrigation.

The MWRA provides wastewater treatment to Lexington and greater Boston at the Deer Island treatment facility.

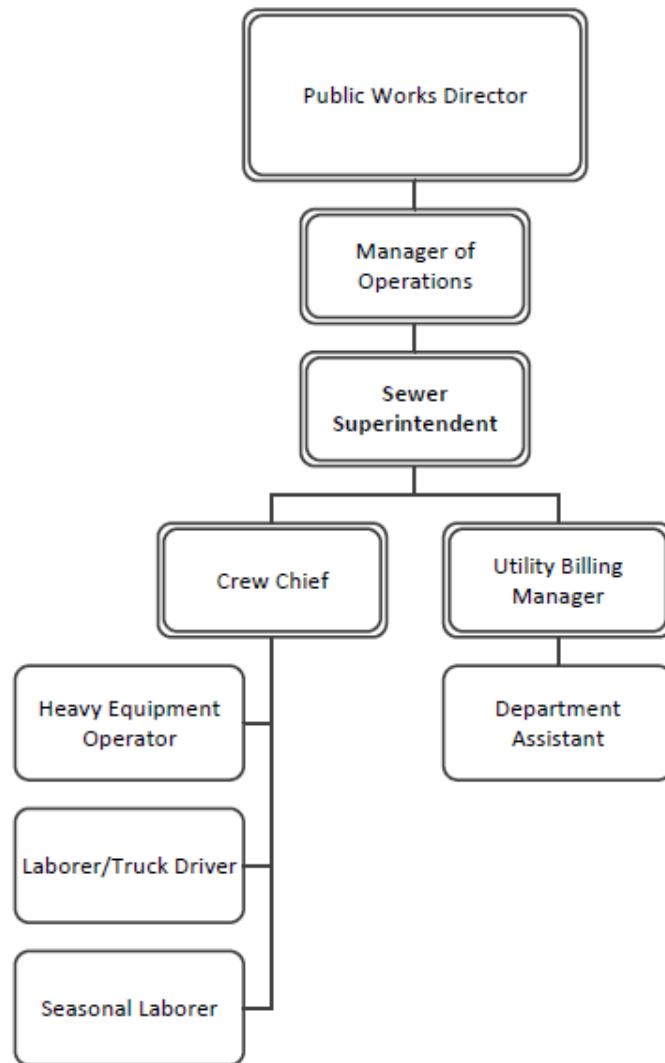
Indirect support from the General Fund reflects Sewer Enterprise Fund expenses (benefits, insurance and engineering support) that are appropriated in the General Fund. The Sewer Enterprise Fund, therefore, reimburses the General Fund for these expenses through an indirect cost transfer. In FY2018, the Sewer Enterprise Fund began contributing to the Other Post-Employment Benefits (OPEB) Trust Fund in a funding level that matches the contributions of the General Fund.

### Departmental Initiatives:

1. Continue the pipe flushing program and root removal in all areas.
2. Continue to educate the public as to the costs and problems created by Inflow & Infiltration.
3. Continue the reaccreditation process through the American Public Works Association.

# 3700 Sewer Enterprise

Town of Lexington, Massachusetts



## Authorized/Appropriated Staffing

	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>
Supt of Water & Sewer	0.5	0.5	0.5	0.5
Utility Billing Manager*				0.5
Crew Chief	1	1	1	1
Heavy Equipment Operator	2	2	2	2
Department Assistant	0.2	0.2	0.2	0.2
Seasonal Assistant	0.4	0.4	0.4	0.4
Seasonal Laborer	0.3	0.3	0.3	0.3
<b>Total FTE</b>	<b>4.4</b>	<b>4.4</b>	<b>4.4</b>	<b>4.9</b>
<b>Total Full/Part Time</b>	<b>3 FT/4 PT</b>	<b>3 FT/4 PT</b>	<b>3 FT/4 PT</b>	<b>3 FT/5 PT</b>

\*In FY2019, budget reflect shift of Utility Billing Manager from Finance to be split between Water and Sewer.

## 3700 Sewer Enterprise

**Budget Recommendations:**

The FY2018 recommended Sewer operating budget, inclusive of indirect costs, is \$10,132,360, a \$449,846 or 4.65% increase over the FY2018 budget.

The budget for Compensation is \$359,312 and reflects a \$50,563 or 16.38% increase, which is primarily due to the transfer of the Utility Billing Manager from Finance to Water/Sewer Operations, as well as increases for the cost of step increases and cost of living adjustments.

The budget for Expenses is \$408,150, an increase of \$51,625 or 14.48%, which is primarily due to an increase of \$25,000 for meter replacements in recognition of the growing demand, an increase of \$10,000 in electricity to reflect actual experience and a net increase of and a net increase of \$16,625 in facility service and repair expenses.

Debt service is recommended to increase by \$147,816 or 13.90%.

The anticipated MWRA Assessment is \$7,634,368, which is a \$231,389 or 3.13% increase from FY2018. The MWRA issued a preliminary assessment in February, and will publish a final assessment in June.

In FY2019, it is recommended that the Sewer Enterprise Fund continue contributing to the Other Post-Employment Benefits Trust Fund, which was initiated in FY2018.

Indirect payments to the General Fund for those costs borne by the General Fund in support of sewer operations are projected at \$515,280, a decrease of \$31,547 or 5.77%. The decrease is primarily due to the transfer of the Utility Billing Manager from Finance, where the salary was included in Indirect costs from that department.

**Program Improvement Requests:**

None requested.

# 3700 Sewer Enterprise

Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Retained Earnings	\$ -		\$ -	\$ -	\$ -	-
User Charges	\$ 9,216,503	\$ 8,774,287	\$ 9,319,514	\$ 9,769,360	\$ 449,846	4.83%
Connection Fees	\$ 2,975	\$ 2,784	\$ -	\$ -	\$ -	-
Investment Income	\$ 11,070	\$ 13,531	\$ 8,000	\$ 8,000	\$ -	-
Fees & Charges	\$ 533,274	\$ 424,385	\$ 355,000	\$ 355,000	\$ -	-
<b>Total 3700 Sewer Enterprise</b>	<b>\$ 9,763,822</b>	<b>\$ 9,214,987</b>	<b>\$ 9,682,514</b>	<b>\$ 10,132,360</b>	<b>\$ 449,846</b>	<b>4.65%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 209,514	\$ 261,525	\$ 308,749	\$ 359,312	\$ 50,563	16.38%
Expenses	\$ 295,145	\$ 349,034	\$ 356,525	\$ 408,150	\$ 51,625	14.48%
Debt	\$ 1,021,867	\$ 937,922	\$ 1,063,349	\$ 1,211,165	\$ 147,816	13.90%
MWRA	\$ 6,970,176	\$ 7,265,870	\$ 7,402,979	\$ 7,634,368	\$ 231,389	3.13%
OPEB	\$ -	\$ -	\$ 4,085	\$ 4,085	\$ -	-
Indirects	\$ 478,354	\$ 503,898	\$ 546,827	\$ 515,280	\$ (31,547)	-5.77%
<b>Total 3700 Sewer Enterprise</b>	<b>\$ 8,975,057</b>	<b>\$ 9,318,250</b>	<b>\$ 9,682,514</b>	<b>\$ 10,132,360</b>	<b>\$ 449,846</b>	<b>4.65%</b>

Program Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Total 3710 Sewer Enterprise	\$ 1,526,526	\$ 1,548,482	\$ 1,728,623	\$ 1,978,627	\$ 250,004	14.46%
Total 3720 MWRA	\$ 6,970,176	\$ 7,265,870	\$ 7,402,979	\$ 7,634,368	\$ 231,389	3.13%
OPEB	\$ -	\$ -	\$ 4,085	\$ 4,085	\$ -	-
Indirects	\$ 478,354	\$ 503,898	\$ 546,827	\$ 515,280	\$ (31,547)	-5.77%
<b>Total 3700 Sewer Enterprise</b>	<b>\$ 8,975,057</b>	<b>\$ 9,318,250</b>	<b>\$ 9,682,514</b>	<b>\$ 10,132,360</b>	<b>\$ 449,846</b>	<b>4.65%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 169,508	\$ 211,592	\$ 239,830	\$ 288,102	\$ 48,272	20.13%
Overtime	\$ 40,006	\$ 49,933	\$ 68,919	\$ 71,211	\$ 2,292	3.33%
Personal Services	\$ 209,514	\$ 261,525	\$ 308,749	\$ 359,312	\$ 50,563	16.38%
Contractual Services	\$ 96,470	\$ 124,820	\$ 166,775	\$ 180,900	\$ 14,125	8.47%
Utilities	\$ 134,600	\$ 122,870	\$ 108,500	\$ 118,000	\$ 9,500	8.76%
Supplies	\$ 63,702	\$ 93,690	\$ 67,750	\$ 95,250	\$ 27,500	40.59%
Small Capital	\$ 373	\$ 7,655	\$ 13,500	\$ 14,000	\$ 500	3.70%
Expenses	\$ 295,145	\$ 349,034	\$ 356,525	\$ 408,150	\$ 51,625	14.48%
Debt	\$ 1,021,867	\$ 937,922	\$ 1,063,349	\$ 1,211,165	\$ 147,816	13.90%
MWRA	\$ 6,970,176	\$ 7,265,870	\$ 7,402,979	\$ 7,634,368	\$ 231,389	3.13%
OPEB	\$ -	\$ -	\$ 4,085	\$ 4,085	\$ -	-
Indirects	\$ 478,354	\$ 503,898	\$ 546,827	\$ 515,280	\$ (31,547)	-5.77%
<b>Total 3700 Sewer Enterprise</b>	<b>\$ 8,975,057</b>	<b>\$ 9,318,250</b>	<b>\$ 9,682,514</b>	<b>\$ 10,132,360</b>	<b>\$ 449,846</b>	<b>4.65%</b>



# Section VI: Program 4000: Public Safety

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This section includes detailed information about the FY2019 Operating Budget & Financing Plan for public safety. It includes:

- 4100 Law Enforcement VI-2
- 4200 Fire & Rescue VI-7

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## 4100 Law Enforcement

**Mission:** The Lexington Police Department provides public safety services to enhance the quality of life in Lexington. A team of dedicated police officers, detectives, dispatchers and support staff work in a coordinated manner to effectively intervene in emergencies, promote traffic safety, suppress crime, reduce fear and deliver services to the community through a variety of prevention, problem solving and law enforcement programs.

**Budget Overview:** The Police Department is comprised of seven divisions: Administration, Patrol and Enforcement, Traffic Bureau, Investigations, Dispatch, Animal Control and Crossing Guards. In FY2017, the Police Department responded to 12,411 calls for service with 440 crimes investigated.

The Administration division is comprised of 11 full-time and 4 part-time employees including: the Chief and two Captains who oversee administrative and operational functions including budget, planning, training, personnel administration, public affairs and policy development; four Lieutenants who each lead a workgroup consisting of patrol officers, dispatchers and a Sergeant providing 24/7 policing services; an administrative Sergeant who tends to the accreditation program as well as detail assignments and event planning; an office manager and clerk who handle records management, accounting and payroll; 4 cadets who provide administrative support; and a mechanic who purchases, equips and maintains the vehicle fleet and other specialized equipment.

The Patrol and Enforcement division is comprised of 34 officers (29 patrol officers and five sergeants) responsible for responding to a variety of critical front-line services 24/7 including intervening in emergencies, promoting crime prevention and traffic safety as well as suppressing crime.

The Traffic Bureau has one supervisor who oversees the Parking Enforcement Officer (PEO), one account clerk and eight parking lot attendants. Meter and parking enforcement in Lexington Center is done by the PEO while the parking lot attendants manage the public/permit parking lot on Meriam Street. The Traffic Bureau supervisor also manages the school crossing guard program.

The Investigations division is supervised by a Detective Lieutenant who is assisted by the Sergeant Prosecutor and oversees six detectives responsible for investigation and prevention including: two major case detectives, a family services detective, a narcotics/vice investigator, a Community Resource Officer (CRO) and a School Resource Officer (SRO).

The Dispatch division is comprised of nine civilian dispatchers responsible for directing the proper resources to over 15,000 service calls that require a police, fire or medical unit response.

The Animal Control division entered into an agreement to share a full-time Animal Control Officer (ACO) with the Town of Bedford in October, 2015 with 70%, or 27 hours per week allocated to Lexington. The ACO is an employee of the Town of Bedford, but will continue to

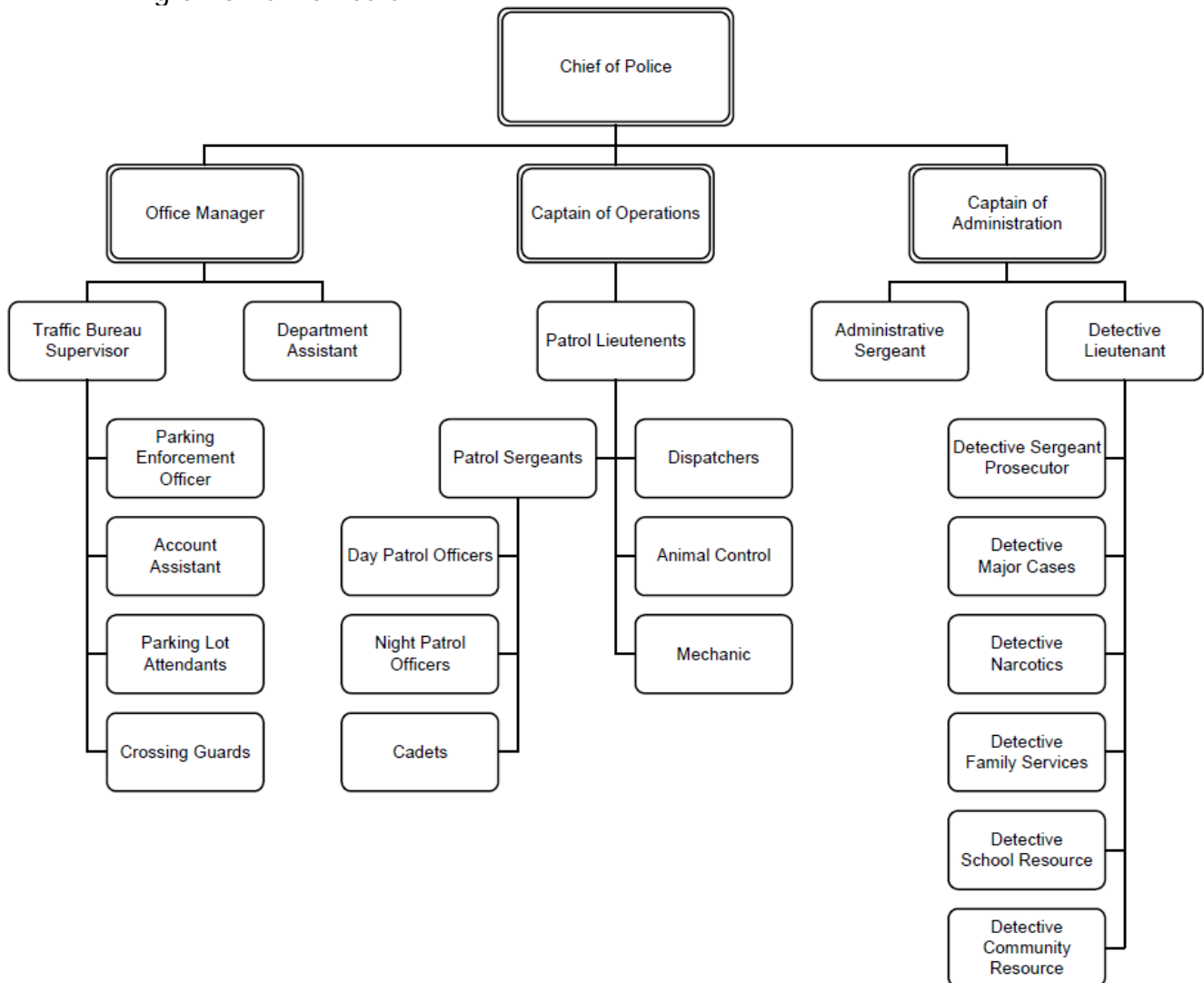
# 4100 Law Enforcement

work collaboratively with the Lexington Board of Health regarding animal related health issues.

The School Crossing guard program has 16 part-time civilian members who cover 14 school crossings during the school year.

## Departmental Initiatives:

1. Assist the Board of Selectmen with planning, budgeting and constructing a new police station and improvements to Hartwell Avenue outdoor firing range;
2. Begin the reassessment of the Department for reaccreditation in January 2019; and
3. Achieve full staffing with a Sergeant assessment center (3 supervisory vacancies) and hiring 6-10 new officers.



# 4100 Law Enforcement

## Authorized/Appropriated Staffing:

	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>
Chief	1	1	1	1
Captain of Operations	1	1	1	1
Captain of Administration	1	1	1	1
Administrative Sergeant	1	1	1	1
Lieutenants (Patrol)	4	4	4	4
Sergeants (Patrol)	5	5	5	5
Police Officers	29	29	29	29
Lieutenant (Detective)	1	1	1	1
Sergeant (Detective-Prosecutor)	1	1	1	1
Detectives; Major Case	2	2	2	2
Family Services Detective	1	1	1	1
School Resource Officer	1	1	1	1
Community Resource Officer	1	1	1	1
Narcotics/Vice Detective	1	1	1	1
Cadets	2.06	2.04	2.04	2.04
Parking Enforcement Officer	1	1	1	1
Dispatcher	9	9	9	9
Office Manager	1	1	1	1
Traffic Bureau Supervisor	1	1	1	1
Department Assistant	1	1	1	1
Department Account Assistant	1	1	1	1
Mechanic	1	1	1	1
Animal Control - 1 part-time	0.54	0	0	0
Parking Lot Attendants - 8 part-time	3.1	2.81	2.81	2.81
Crossing Guards - 16 part-time	3.48	3.48	3.48	3.48
<b>FTE Total</b>	<b>74.18</b>	<b>73.33</b>	<b>73.33</b>	<b>73.33</b>
	50 Officers	50 Officers	50 Officers	50 Officers
<b>FT - PT Total</b>	<b>65FT/29PT</b>	<b>65FT/29PT</b>	<b>65FT/29PT</b>	<b>65FT/29PT</b>

Overall staff changes from FY2016 to FY2019:

FY2016 - Cadets increased from 2 to 4 in FY2016. Cadets work up to 18 hours per week.

FY2016 - Additional funding for the 50th officer

FY2017 - Animal Control changed to contracted service (27 hours/week) from the Town of Bedford

# 4100 Law Enforcement

## Budget Recommendations:

The FY2019 recommended Police Department budget is \$7,246,566 which is a \$1,010 or 0.01% decrease from the restated FY2018 budget. The FY2018 budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2018 budget at the 2017 annual town meeting, as well as a supplemental budget approved at Special Town Meeting 2017-3 for \$28,000 to partially pay for repaving the parking lot at Church of Our Redeemer. A second \$28,000 payment for FY2019 is included in the budget.

The budget for Compensation is \$6,320,811 and reflects a decrease of \$26,238 or 0.41%, which reflects staff turnover with replacements at a lower salary level. FY2019 Compensation does not include any estimate of prospective cost of living increases not covered by current contracts. Funds for prospective increases are provided in the Salary Adjustment account within the Town Manager’s budget.

The budget for Expenses is \$925,755 and reflects an increase of \$25,228 or 2.80%, which is a net change due to transferring software maintenance costs for the new dispatch system to Information Technology, and removing a one-time contribution for a NEMLEC vehicle, offset by funding a program improvement to further support programs provided by the Domestic Violence Service Network, anticipated increases in gasoline costs, and additional costs for overseeing the parking program.

## Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Domestic Violence Service Network	\$ 5,000	0	\$ 5,000	\$ 5,000	\$ -	\$ 5,000	\$ -

# 4100 Law Enforcement

Town of Lexington, Massachusetts

## Budget Summary

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 6,331,703	\$ 6,107,049	\$ 6,565,526	\$ 6,561,016	\$ (4,510)	-0.07%
Fees & Charges						
Fees	\$ 82,500	\$ 100,103	\$ 104,000	\$ 96,650	\$ (7,350)	-7.07%
Fines & Forfeitures	\$ 274,569	\$ 214,000	\$ 235,600	\$ 246,000	\$ 10,400	4.41%
Licenses & Permits	\$ 2,963	\$ 3,300	\$ 2,350	\$ 2,800	\$ 450	19.15%
Parking Meter Fund*	\$ 308,954	\$ 319,875	\$ 340,100	\$ 340,100	\$ -	-
<b>Total 4100 Law Enforcement</b>	<b>\$ 7,000,690</b>	<b>\$ 6,744,328</b>	<b>\$ 7,247,576</b>	<b>\$ 7,246,566</b>	<b>\$ (1,010)</b>	<b>-0.01%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 6,224,424	\$ 5,932,656	\$ 6,347,049	\$ 6,320,811	\$ (26,238)	-0.41%
Expenses	\$ 776,266	\$ 811,671	\$ 900,527	\$ 925,755	\$ 25,228	2.80%
<b>Total 4100 Law Enforcement</b>	<b>\$ 7,000,690</b>	<b>\$ 6,744,328</b>	<b>\$ 7,247,576</b>	<b>\$ 7,246,566</b>	<b>\$ (1,010)</b>	<b>-0.01%</b>

Program Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Total 4110 Police Administration	\$ 1,316,231	\$ 1,309,234	\$ 1,466,607	\$ 1,490,609	\$ 24,002	1.64%
Total 4120 Patrol & Enforcement	\$ 3,736,202	\$ 3,337,005	\$ 3,635,873	\$ 3,567,389	\$ (68,484)	-1.88%
Total 4130 Traffic Bureau	\$ 341,995	\$ 387,139	\$ 440,756	\$ 474,761	\$ 34,005	7.72%
Total 4140 Investigations	\$ 821,837	\$ 826,574	\$ 807,796	\$ 817,448	\$ 9,652	1.19%
Total 4150 Dispatch	\$ 602,129	\$ 678,684	\$ 686,211	\$ 684,363	\$ (1,848)	-0.27%
Total 4160 Animal Control	\$ 36,687	\$ 58,598	\$ 61,004	\$ 62,666	\$ 1,662	2.72%
Total 4170 Crossing Guards	\$ 145,608	\$ 147,094	\$ 149,329	\$ 149,329	\$ (0)	0.00%
<b>Total 4100 Law Enforcement</b>	<b>\$ 7,000,690</b>	<b>\$ 6,744,328</b>	<b>\$ 7,247,576</b>	<b>\$ 7,246,566</b>	<b>\$ (1,010)</b>	<b>-0.01%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 5,189,117	\$ 4,855,739	\$ 5,514,733	\$ 5,495,755	\$ (18,978)	-0.34%
Overtime	\$ 1,035,307	\$ 1,076,918	\$ 832,316	\$ 825,056	\$ (7,260)	-0.87%
<i>Personal Services</i>	<i>\$ 6,224,424</i>	<i>\$ 5,932,656</i>	<i>\$ 6,347,049</i>	<i>\$ 6,320,811</i>	<i>\$ (26,238)</i>	<i>-0.41%</i>
Contractual Services	\$ 245,763	\$ 325,201	\$ 380,930	\$ 400,625	\$ 19,695	5.17%
Utilities	\$ 97,207	\$ 85,397	\$ 108,543	\$ 118,160	\$ 9,617	8.86%
Supplies	\$ 212,092	\$ 174,586	\$ 184,660	\$ 180,576	\$ (4,084)	-2.21%
Small Capital	\$ 221,204	\$ 226,488	\$ 226,394	\$ 226,394	\$ -	0.00%
Expenses	\$ 776,266	\$ 811,671	\$ 900,527	\$ 925,755	\$ 25,228	2.80%
<b>Total 4100 Law Enforcement</b>	<b>\$ 7,000,690</b>	<b>\$ 6,744,328</b>	<b>\$ 7,247,576</b>	<b>\$ 7,246,566</b>	<b>\$ (1,010)</b>	<b>-0.01%</b>

\*The Parking Meter Fund revenue reflects transfers from the Fund to the General Fund rather than actual revenue from parking permits, Depot Square lot fees, and meter revenue.

## 4200 Fire & Rescue

**Mission:** The Lexington Fire & Rescue Department protects the people, homes and businesses in our community from fire, medical emergencies, hazardous material incidents and natural disasters. This is accomplished through public education, safety code management and emergency response.

**Budget Overview:** The Fire & Rescue Department is comprised of five divisions: Administration, Fire Prevention, Fire Suppression, Emergency Medical Services and Emergency Management.

The Administration division is responsible for developing policies and procedures, training, inventory control, financial and budgetary oversight, and managing the day-to-day operations of the Department.

The Fire Prevention division is responsible for fire code enforcement activities, public education, plan review, permit application and approval, flammable/combustible liquid storage approval and regulatory enforcement of blasting applications and permits.

The Fire Suppression division is staffed 24/7, operating out of two stations and responding to emergency calls including: fire suppression, motor vehicle accidents, medical emergencies, hazardous material responses, and other emergency incidents.

The Emergency Medical Services division operates in conjunction with the Fire Suppression division, staffing one ambulance 24/7 at the Advanced Life Support (ALS) level, and a second ambulance operating at the ALS level from 8:00 AM Monday through 8:00 AM Saturday, and available over the weekend through cross-staffing when the ladder truck is available. These vehicles respond to over 2,500 calls for assistance annually.

The Emergency Management division is responsible for communications with the Federal Emergency Management Agency (FEMA) and the Massachusetts Emergency Management Agency (MEMA) as well as reviewing and commenting on numerous Town-wide emergency operation plans. The Chief serves as the Emergency Management Director and the department's administrative staff serves as support to this division.

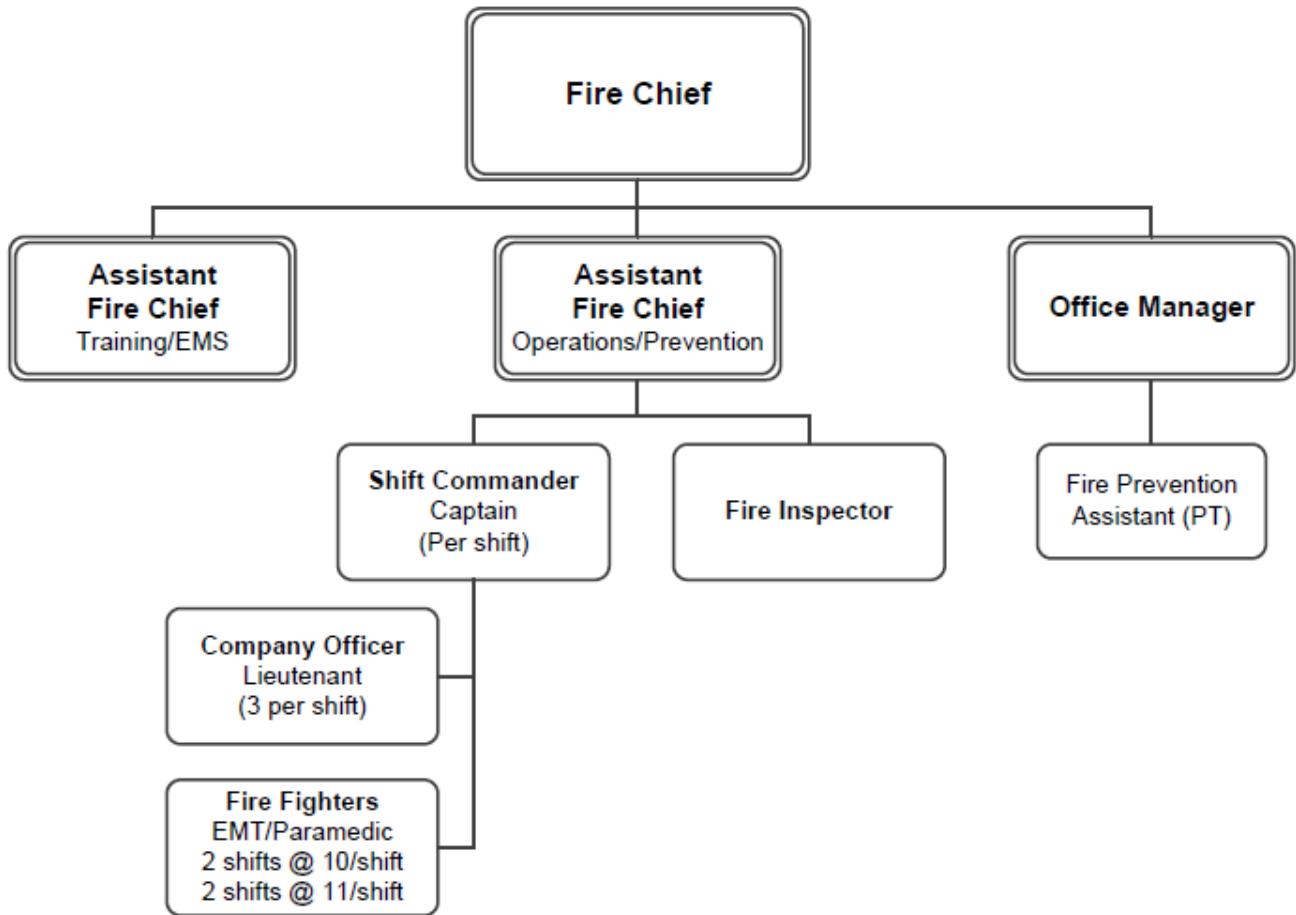
### **Departmental Initiatives:**

1. Provide additional training and professional development for fire officers.
2. Continue to build our community outreach for opioid education and prevention.
3. Develop an improved employee recruitment process to address diversity and retention.
4. Complete new fire station design and plan for move to temporary facility.



**4200 Fire & Rescue**

*Town of Lexington, Massachusetts*



**Authorized/Appropriated Staffing**

	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>
Fire Chief	1	1	1	1
Assistant Fire Chief	2	2	2	2
Office Manager	1	1	1	1
Fire Inspector	1	1	1	1
Fire Captains	4	4	4	4
Fire Lieutenants	12	12	12	12
Firefighters/Paramedics	42	42	42	44
Fire Prevention Assistant	0.86	0.86	0.86	0.86
<b>FTE Total</b>	<b>63.86</b>	<b>63.86</b>	<b>63.86</b>	<b>65.86</b>
<b>Full-Time/Part-time Total</b>	<b>63FT/1PT</b>	<b>63FT/1PT</b>	<b>63FT/1PT</b>	<b>65FT/1PT</b>

# 4200 Fire & Rescue

## Budget Recommendations:

The FY2019 recommended General Fund Fire Department budget is \$6,950,710. The recommended budget is a \$373,415 or 5.68% increase over the restated FY2018 budget. The FY2018 budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2018 budget at the 2017 annual town meeting.

The recommended budget for Compensation is \$6,353,151, and reflects an increase of \$333,867 or 5.55% over the restated FY2018 budget, for contractually obligated step increases and cost of living adjustments, as well as a program improvement to hire two additional staff in January 2019 to allow both ambulances to be staffed 24 hours a day, 7 days a week. FY2019 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2018. Funds for prospective increases are provided in the Salary Adjustment account within the Town Manager's budget.

The budget for Expenses is \$597,559 and reflects a net increase of \$39,548 or 7.09%, which is due to the one-time cost of replacing a command vehicle for the assistant chief, as well as \$5,000 for protective equipment for the new staff.

## Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Ambulance Staffing, 2 FTEs	\$ 154,000	\$ 34,565	\$ 188,565	\$ 79,500	\$ 11,871	\$ 91,371	\$ 97,194

# 4200 Fire & Rescue

Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimated	FY2019 Recommended	Dollar Increase	Percent Increase
Tax Levy	\$ 4,802,864	\$ 4,972,644	\$ 5,297,644	\$ 5,519,035	\$ 221,390	4.18%
Fees & Charges	-	-	-	-	-	-
Ambulance Fees	\$ 1,394,394	\$ 1,339,930	\$ 1,200,000	\$ 1,340,000	\$ 140,000	11.67%
Fire Department Fees	\$ 47,175	\$ 41,325	\$ 46,650	\$ 46,675	\$ 25	0.05%
Licenses & Permits	\$ 44,495	\$ 52,645	\$ 33,000	\$ 45,000	\$ 12,000	36.36%
<b>Total 4200 Fire/EMS</b>	<b>\$ 6,288,928</b>	<b>\$ 6,406,545</b>	<b>\$ 6,577,294</b>	<b>\$ 6,950,710</b>	<b>\$ 373,415</b>	<b>5.68%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 5,793,416	\$ 5,917,695	\$ 6,019,283	\$ 6,353,151	\$ 333,867	5.55%
Expenses	\$ 495,512	\$ 488,850	\$ 558,011	\$ 597,559	\$ 39,548	7.09%
<b>Total 4200 Fire/EMS</b>	<b>\$ 6,288,928</b>	<b>\$ 6,406,545</b>	<b>\$ 6,577,294</b>	<b>\$ 6,950,710</b>	<b>\$ 373,415</b>	<b>5.68%</b>

Program Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Total 4210 Fire Administration	\$ 418,466	\$ 415,458	\$ 454,220	\$ 504,510	\$ 50,289	11.07%
Total 4220 Fire Prevention	\$ 241,451	\$ 238,594	\$ 226,417	\$ 231,269	\$ 4,852	2.14%
Total 4320 Fire Suppression	\$ 5,460,271	\$ 5,594,229	\$ 5,726,157	\$ 6,040,731	\$ 314,574	5.49%
Total 4240 Emergency Medical Services	\$ 164,721	\$ 154,113	\$ 164,500	\$ 168,200	\$ 3,700	2.25%
Total 4250 Emergency Management	\$ 4,018	\$ 4,152	\$ 6,000	\$ 6,000	\$ -	-
<b>Total 4200 Fire/EMS</b>	<b>\$ 6,288,928</b>	<b>\$ 6,406,545</b>	<b>\$ 6,577,294</b>	<b>\$ 6,950,710</b>	<b>\$ 373,415</b>	<b>5.68%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 4,807,464	\$ 4,867,346	\$ 5,144,283	\$ 5,443,151	\$ 298,867	5.81%
Overtime	\$ 985,952	\$ 1,050,349	\$ 875,000	\$ 910,000	\$ 35,000	4.00%
<i>Personal Services</i>	<i>\$ 5,793,416</i>	<i>\$ 5,917,695</i>	<i>\$ 6,019,283</i>	<i>\$ 6,353,151</i>	<i>\$ 333,867</i>	<i>5.55%</i>
Contractual Services	\$ 260,919	\$ 255,440	\$ 311,592	\$ 307,000	\$ (4,592)	-1.47%
Utilities	\$ 41,342	\$ 31,624	\$ 51,969	\$ 52,359	\$ 390	0.75%
Supplies	\$ 174,498	\$ 173,896	\$ 162,950	\$ 172,200	\$ 9,250	5.68%
Small Capital	\$ 18,752	\$ 27,891	\$ 31,500	\$ 66,000	\$ 34,500	109.52%
Expenses	\$ 495,512	\$ 488,850	\$ 558,011	\$ 597,559	\$ 39,548	7.09%
<b>Total 4200 Fire/EMS</b>	<b>\$ 6,288,928</b>	<b>\$ 6,406,545</b>	<b>\$ 6,577,294</b>	<b>\$ 6,950,710</b>	<b>\$ 373,415</b>	<b>5.68%</b>

# **Section VII: Program 5000: Culture & Recreation**

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This section includes detailed information about the FY2019 Operating Budget & Financing Plan for culture & recreation services. It includes:

- 5100 Cary Memorial Library VII-2
- 5200 Recreation and Community Programs VII-6

## 5100 Cary Memorial Library

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**Mission:** The Cary Memorial Library's mission is to ignite curiosity, engage minds, and connect our community.

**Budget Overview:** Cary Memorial Library is comprised of three divisions: General and Technical Services, Adult Services, and Youth Services.

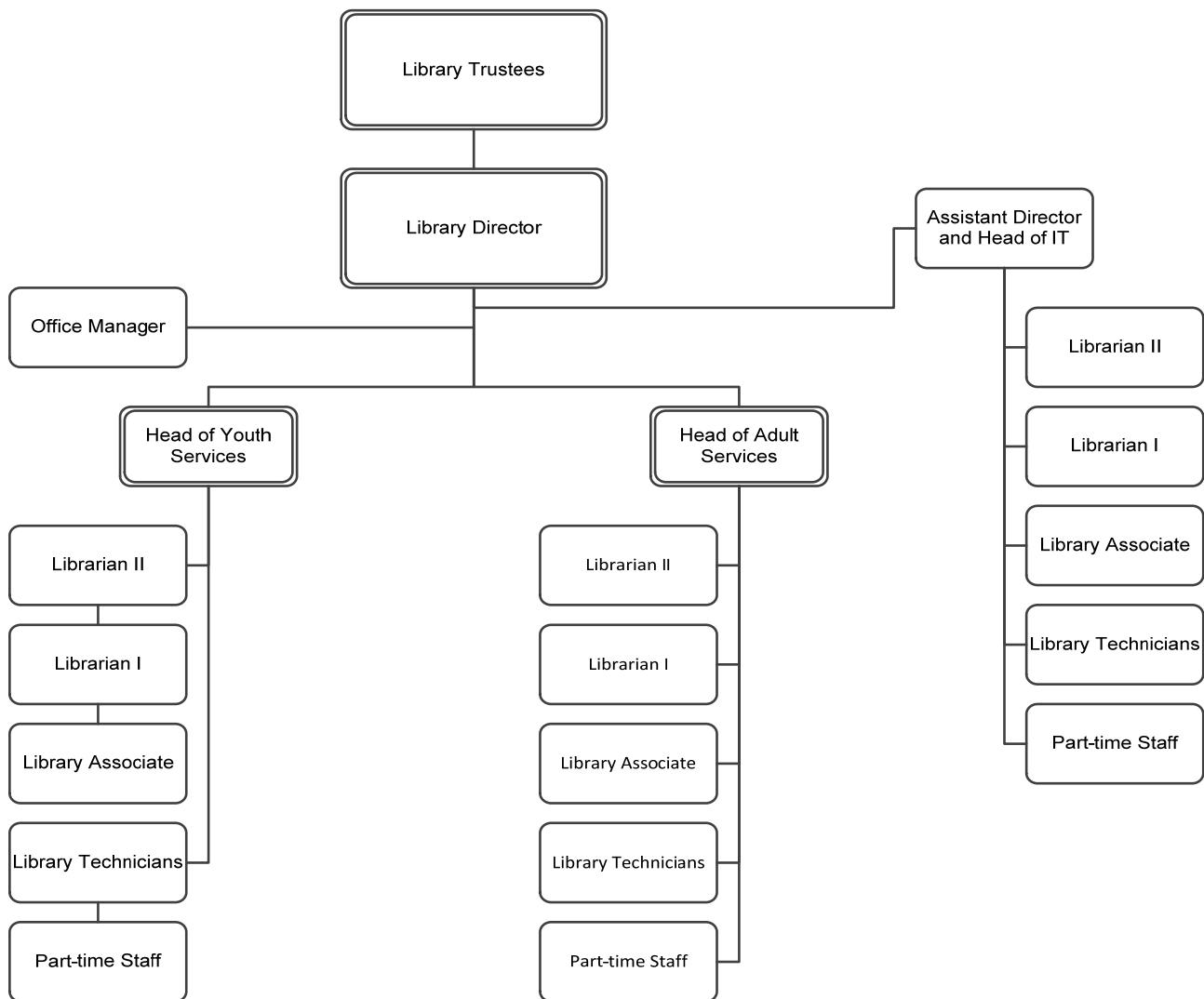
- General and Technical Services includes the administrative staff as well as the supply, equipment, and Minuteman Library Network membership costs.
- Adult Services includes all adult library, technology, and bibliographic services staff as well as adult, teen, and audiovisual materials.
- Youth Services includes all children's library staff and also includes library materials for children.

### Departmental Initiatives:

1. Books and Information: To build and maintain a collection to reflect community needs and expectations, to include varying points of view and to respond to changing interests and demographics. To keep abreast of an ever-evolving variety of materials and to provide the content users want in the format they prefer.
2. People and Connections: To foster connections by helping users find exactly what they need and by putting them in touch with the intellectual and creative resources of the community. Library staff provides personal service both in the library and online.
3. Ideas and Inspiration: To be more than a place where books are stored. To be a place where ideas are created, discovered and shared. Recognize that users are inspired by more than words on a page - users find value in music, art, multimedia and all forms of expression. To provide a venue to find and explore content, and also to create and share it.
4. Technology and Innovation: The world is changing and the ways in which users experience books, gather information and create content will continue to evolve. The Library will help users navigate these changes, explore new formats and experiment with innovative devices in an environment where both experts and novices are welcome.
5. Generations and Cultures: The Library's collections, services and programs reflect the broad and deep interests of the community. The staff will strive to be responsive to users' needs across generations and cultures.
6. Individual and Community: To be a vibrant, bustling facility located in the heart of Lexington. To provide a quiet space to read, write and think as well as space to talk, laugh and learn together.

# 5100 Cary Memorial Library

Program: Culture & Recreation  
Town of Lexington, Massachusetts



## Authorized/Appropriated Staffing:

	FY2016 Budget	FY2017 Budget	FY2018 Budget*	FY2019 Request
Library Director	1	1	1	1
Assistant Director/Head of Technology	1	1	1	1
Office Manager	1	1	1	1
Head of Adult Services	1	1	1	1
Head of Technology	0	0	0	0
Head of Youth Services	1	1	1	1
Circulation Supervisor	1	0	0	0
Librarians	10	10	9.9	10
Library Associates	2	6	6	7
Library Technicians	14.6	11.3	11.1	10.1
Adult Pages	1.3	1.6	1.6	1.6
Student Pages	0.6	0.6	0.6	0.6
Seasonal/Sunday Substitutes	As Needed	As Needed	As Needed	As Needed
<b>Total FTE</b>	<b>34.5</b>	<b>34.5</b>	<b>34.2</b>	<b>34.3</b>
<b>Total FT/PT</b>	<b>26FT/22PT</b>	<b>26FT/22PT</b>	<b>26FT/22PT</b>	<b>26FT/22PT</b>

\*FY2018 reflects a correction in FTE value, and does not reflect a net decrease to staffing.

# 5100 Cary Memorial Library

## Budget Recommendations:

The FY2019 recommended General Fund Library budget is \$2,592,454, which is a \$58,310 or 2.30% increase over the FY2018 budget.

The General Fund operating budget for Compensation is \$2,123,309, and reflects a \$24,971, or 1.19% increase, which is attributable the cost of contractually obligated step increases. FY2019 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is \$469,145 and reflects a \$33,339 or 7.65% increase, which is primarily driven by increases for supplies and materials, subscription fees for the Minuteman Library Network, and also reflects an investment of \$3,000 to support additional employee travel to professional development conferences.

To retain certification by the Massachusetts Board of Library Commissioners, the Library must expend the equivalent of 13 percent of its annual municipal appropriation on materials. Prior to FY2016, the Town's appropriation had been less than one half of this required amount, with the balance coming from the Library Foundation and Friends of the Library. In FY2016, the Town approved a program improvement request that substantially closed this funding gap. The FY2019 materials budget from municipal sources is \$289,469, which equals approximately 11% of the annual municipal appropriation.

## Program Improvement Request:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Additional Travel Funds for Conference Attendance	\$ 3,000	\$ -	\$ 3,000	\$ 3,000	\$ -	\$ 3,000	\$ -

# 5100 Cary Memorial Library

Program: Culture & Recreation  
Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 2,394,198	\$ 2,485,004	\$ 2,534,144	\$ 2,592,454	\$ 58,310	2.30%
<b>Total 5100 Library</b>	<b>\$ 2,394,198</b>	<b>\$ 2,485,004</b>	<b>\$ 2,534,144</b>	<b>\$ 2,592,454</b>	<b>\$ 58,310</b>	<b>2.30%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 2,008,885	\$ 2,082,283	\$ 2,098,338	\$ 2,123,309	\$ 24,971	1.19%
Expenses	\$ 385,313	\$ 402,721	\$ 435,806	\$ 469,145	\$ 33,339	7.65%
<b>Total 5100 Library</b>	<b>\$ 2,394,198</b>	<b>\$ 2,485,004</b>	<b>\$ 2,534,144</b>	<b>\$ 2,592,454</b>	<b>\$ 58,310</b>	<b>2.30%</b>

Program Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Total 5110 General & Tech. Services	\$ 442,698	\$ 458,913	\$ 469,188	\$ 497,381	\$ 28,193	6.01%
Total 5120 Adult Library	\$ 1,443,644	\$ 1,507,252	\$ 1,421,146	\$ 1,383,045	\$ (38,101)	-2.68%
Total 5130 Children's Library	\$ 507,856	\$ 518,838	\$ 643,810	\$ 712,027	\$ 68,217	10.60%
<b>Total 5100 Library</b>	<b>\$ 2,394,198</b>	<b>\$ 2,485,004</b>	<b>\$ 2,534,144</b>	<b>\$ 2,592,454</b>	<b>\$ 58,310</b>	<b>2.30%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,961,214	\$ 2,032,823	\$ 2,042,485	\$ 2,066,730	\$ 24,245	1.19%
Overtime (Sunday Premium)	\$ 47,671	\$ 49,460	\$ 55,853	\$ 56,578	\$ 725	1.30%
<i>Personal Services</i>	<i>\$ 2,008,885</i>	<i>\$ 2,082,283</i>	<i>\$ 2,098,338</i>	<i>\$ 2,123,309</i>	<i>\$ 24,971</i>	<i>1.19%</i>
Contractual Services	\$ 91,044	\$ 93,538	\$ 101,800	\$ 123,552	\$ 21,752	21.37%
Utilities	\$ 12,144	\$ 8,438	\$ 12,200	\$ 9,200	\$ (3,000)	-24.59%
Supplies	\$ 246,137	\$ 257,481	\$ 281,806	\$ 295,393	\$ 13,587	4.82%
Small Capital	\$ 35,988	\$ 43,264	\$ 40,000	\$ 41,000	\$ 1,000	2.50%
<i>Expenses</i>	<i>\$ 385,313</i>	<i>\$ 402,721</i>	<i>\$ 435,806</i>	<i>\$ 469,145</i>	<i>\$ 33,339</i>	<i>7.65%</i>
<b>Total 5100 Library</b>	<b>\$ 2,394,198</b>	<b>\$ 2,485,004</b>	<b>\$ 2,534,144</b>	<b>\$ 2,592,454</b>	<b>\$ 58,310</b>	<b>2.30%</b>



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**5200 Recreation & Community Programs***Town of Lexington, MA*

**Mission:** The Department of Recreation and Community Programs strives to provide affordable, quality programs meeting the needs of the community. The Department is committed to providing active and passive leisure opportunities that are educational, fun and life-enriching. The Department promotes participation by all Lexington residents in safe, accessible and well-maintained facilities.

**Budget Overview:** The Department operates as an Enterprise Fund whereby program and facility fees are anticipated to cover the direct cost of operations. As such, the operating budget may increase or decrease year to year to meet changes in enrollment and facility use demands. In 2015, the Recreation Department was reorganized and renamed the Department of Recreation and Community Programs. The Director of Recreation and Community Programs, through the Recreation Committee, sets program fees with the approval of the Board of Selectmen. The operating budget supports staff who manage and deliver programs along with the supplies needed to operate those programs.

Program revenues (Recreation, Pine Meadows Golf Club and Lexington Community Center) also help fund Capital Improvement Projects and reimburse the General Fund for Recreation-related Town expenses. In FY2019, the Department is contributing \$261,826 to the General Fund to cover the costs of employee benefits and indirect services funded in the General Fund that support the Department's Recreation and Pine Meadows Golf Course Divisions.

The Department offers a wide variety of leisure, socialization and recreational opportunities for individuals of all ages and abilities. Departmental staff plan, schedule and coordinate programs, activities and special events and trips using facilities that include the Lexington Community Center, the Public Schools, Cary Hall, neighborhood parks and playgrounds, tennis and basketball courts, playing fields, the Irving H. Mabee Pool Complex, the Old Reservoir, Pine Meadows Golf Club, the Jack Eddison Memorial Bikeway, Teresa & Roberta Lee Fitness-Nature Path and other hiking/nature trails.

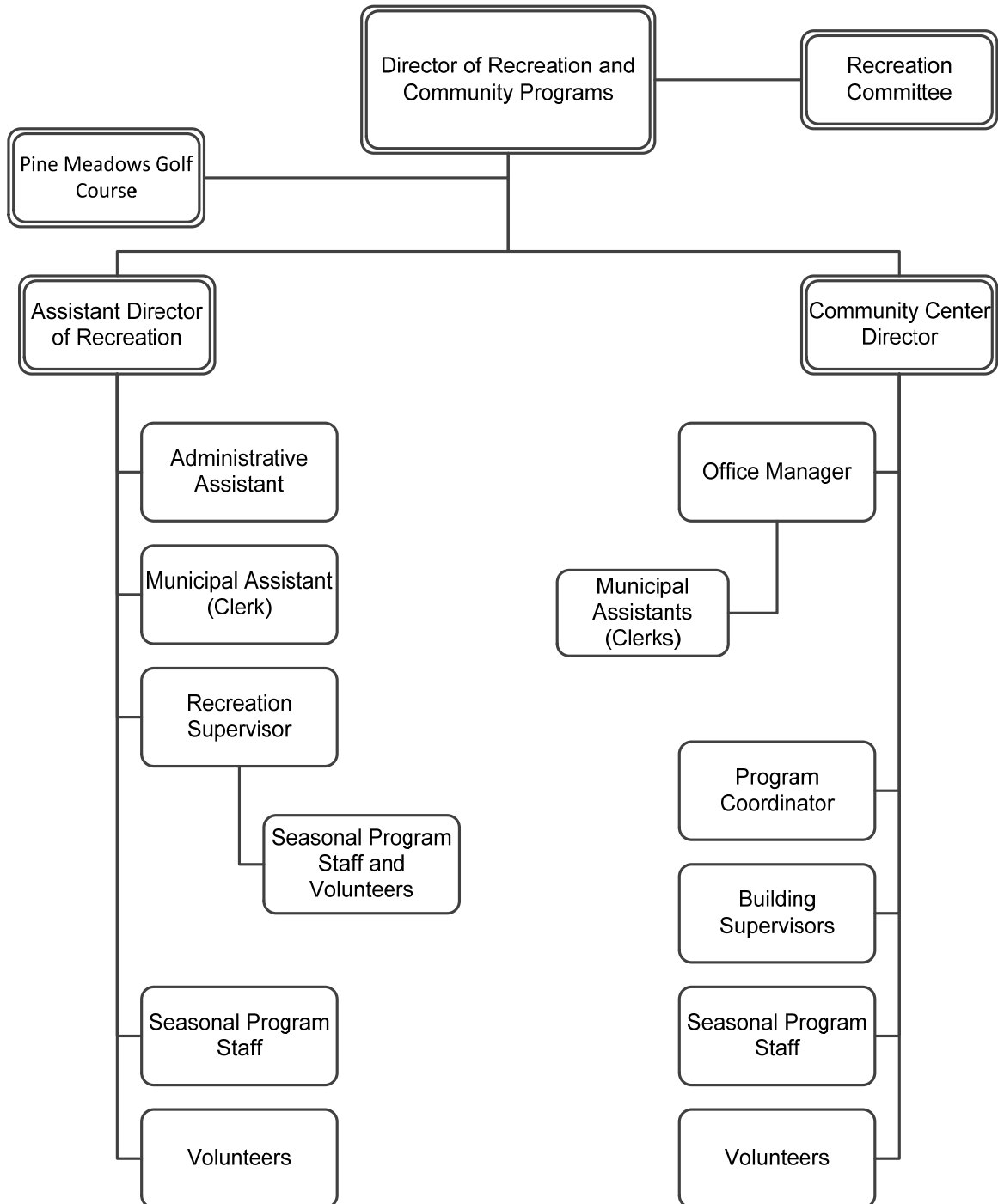
**Departmental Initiatives:**

1. Pursue and Obtain Parks & Open Space opportunities to increase the community resource inventory of playing fields and pocket parks.
2. Expand Community Center program opportunities.
3. Hold quarterly stakeholders meetings with town and community-wide service organizations that offer educational, social, cultural, and active and passive opportunities to the citizens of Lexington.
4. Master Plan of the Community Center Property and plan for Phase II of the Community Center Annex.
5. Continue implementation of the Recreation and Community Programs Department Strategic Plan.
6. Develop a plan for instituting an ID membership system for use by participants at all Recreation and Community Programs Department programs and facilities.

# 5200 Recreation & Community Programs

Town of Lexington, MA

7. Research potential local, state and federal grants that could assist with program costs and capital improvement projects.
8. Evaluate current available community resources and programs that are inclusive and adaptive with a Certified Therapeutic Recreation Specialist who will work to develop new programs and opportunities for community members of all ages



Note: Pine Meadows staffing is provided via a contractual service. Oversight is provided by the Director of Recreation and Community Programs.

# 5200 Recreation & Community Programs

## Authorized/Appropriated Staffing

	FY2016 Budget	FY2017 Budget	FY2018 Budget	FY2019 Request
Director of Recreation and Community Programs	1	1	1	1
Assistant Director	1	1	1	1
Municipal Assistant (Clerk) <sup>1</sup>	1.34	1.34	1.34	1.57
Administrative Assistant	1	1	1	1
Recreation Supervisor	1	1	1	1
Certified Therapeutic Recreation Specialist <sup>2</sup>	0	0	0	0.34
Seasonal (Part Time)	175+/-	175+/-	225+/-	225+/-
<b>Subtotal FTE</b>	<b>5.34</b>	<b>5.34</b>	<b>5.34</b>	<b>5.91</b>
<b>Subtotal FT/PT</b>	<b>5FT/1PT</b>	<b>5FT/1PT</b>	<b>5FT/1PT</b>	<b>5FT/3PT</b>

Program: 5000 Culture & Recreation

Subprogram: 5230 Community Center

	FY2016 Budget	FY2017 Budget	FY2018 Budget	FY2019 Request
Community Center Director	1	1	1	1
Office Manager	1	1	1	1
Municipal Assistant (Clerk) <sup>3</sup>	1.5	2	2	2
Program Coordinator	1	1	1	1
Evening/Weekend Bld Supervisor	1	1	1	1
Seasonal (Part Time)	50+/-	50+/-	50+/-	50+/-
<b>Subtotal FTE</b>	<b>5.5</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Subtotal FT/PT</b>	<b>5FT/1PT</b>	<b>6 FT</b>	<b>6 FT</b>	<b>6 FT</b>

<b>Total FTE</b>	<b>10.84</b>	<b>11.34</b>	<b>11.34</b>	<b>11.91</b>
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<b>Total FT/PT</b>	<b>10FT/2PT + Seasonal</b>	<b>11FT/1PT + Seasonal</b>	<b>11FT/1PT + Seasonal</b>	<b>11FT/3PT + Seasonal</b>
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<sup>1</sup> In FY2019, a seasonal Municipal Assistant (Clerk) will be extended as a part-time employee for the entire year, not only in the Summer.

<sup>2</sup> In FY2019, a part-time Certified Therapeutic Recreation Specialist will be added to staff for the full year.

<sup>3</sup> Municipal Assistant (Clerk) hours increased to full-time in FY2017.

## 5200 Recreation & Community Programs

*Town of Lexington, MA*

### Budget Recommendations:

The FY2019 recommended budget for the Department of Recreation and Community Programs – comprised of the Pine Meadows Golf Course operation, and Recreation and Community Center programming – is \$3,112,319. The recommended budget is a \$132,379 or 4.44% increase over the FY2018 budget, and reflects increases to Personal Services and Expenses, offset by a reduction in Debt Service with the final debt payment for Lincoln Field planned for February 2018. It should be noted that historically the Recreation and Community Programs Department operating budget has been supported solely from program fees. In FY2016, with the addition of the operation and programming of the Community Center, it was proposed that the tax levy contribute to funding for the Department budget. This tax levy support will continue in FY2019, with \$214,292 being proposed in General Fund support of those Community Center operations that are generally available to all residents and are not fee-supported.

The Community Center budget supports staff that plans, schedules, coordinates, manages, supervises and delivers community programs along with the supplies needed to operate these programs. The Community Center provides drop-in program space and offers leisure opportunities to promote social, emotional, cognitive well-being and wellness for residents of all ages and abilities. It provides residents with a wide variety of programs that are fun, educational and life-enriching. The customer service counter at the Center supports the Community Center, the Human Services Department and the Recreation Division, allowing for one-stop shopping for services and programs.

The recommended budget for Compensation is \$1,416,168, and reflects a \$107,499 or 8.21% increase which reflects prospective step increases, prospective cost-of-living adjustments, and an increase in hourly rates for Seasonal staff. In addition, a seasonal part-time summer clerk will be converted to an annual part-time position to provide support throughout the year, and a part-time Certified Therapeutic Recreation Specialist will be hired to evaluate current offerings and create additional opportunities for the special needs population.

The recommended budget for Expenses is \$1,434,325 and reflects a \$117,880 or 8.95% increase from FY2018, primarily due to expanded Recreation program offerings taught by contract staff, the transition to a full-color seasonal brochure, and increased electric costs due to the new lights at Lincoln Field.

The recommended budget for Expenses for the operation of the Pine Meadows Golf Course of \$561,470 reflects a net increase of \$15,950 or 2.92%. The current course management contract will expire at the end of calendar year 2018, and will be rebid in the Fall.

There is an increase of \$7,000, or 2.75% in indirect payments to the General Fund to support those costs incurred in the General Fund that support the Recreation Enterprise Fund.

# 5200 Recreation & Community Programs

Town of Lexington, MA

## Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Certified Therapeutic Recreation Specialist	\$ 12,480	\$ 181	\$ 12,661	\$ 12,480	\$ 181	\$ 12,661	\$ -
Municipal Assistant	\$ 6,240	\$ 90	\$ 6,330	\$ 6,240	\$ 90	\$ 6,330	\$ -

## Budget Summary

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Tax Levy	\$ 216,836	\$ 267,447	\$ 220,152	\$ 214,292	\$ (5,860)	-2.66%
Enterprise Funds	\$ -	\$ -	\$ -	\$ -	\$ -	-
Retained Earnings	\$ -	\$ 43,028	\$ 375,000	\$ 375,000	\$ -	-
Recreation User Charges	\$ 1,284,068	\$ 1,307,341	\$ 1,072,213	\$ 1,310,452	\$ 238,239	22.22%
Community Center User Charges	\$ 278,506	\$ 336,919	\$ 533,253	\$ 433,253	\$ (100,000)	-18.75%
Golf User Charges	\$ 852,038	\$ 771,716	\$ 775,000	\$ 775,000	\$ -	-
Investment Income	\$ 3,218	\$ 4,322	\$ 4,322	\$ 4,322	\$ -	-
<b>Total 5200 Recreation</b>	<b>\$ 2,634,665</b>	<b>\$ 2,730,773</b>	<b>\$ 2,979,940</b>	<b>\$ 3,112,319</b>	<b>\$ 132,379</b>	<b>4.44%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,034,427	\$ 1,189,073	\$ 1,308,669	\$ 1,416,168	\$ 107,499	8.21%
Expenses	\$ 1,075,562	\$ 1,193,874	\$ 1,316,445	\$ 1,434,325	\$ 117,880	8.95%
Debt Service	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ (100,000)	-100.00%
Indirect Costs (Trans. to Gen. Fund)	\$ 240,608	\$ 247,826	\$ 254,826	\$ 261,826	\$ 7,000	2.75%
<b>Total 5200 Recreation</b>	<b>\$ 2,450,597</b>	<b>\$ 2,730,773</b>	<b>\$ 2,979,940</b>	<b>\$ 3,112,319</b>	<b>\$ 132,379</b>	<b>4.44%</b>

Program Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Total 5210 Recreation	\$ 1,216,239	\$ 1,349,550	\$ 1,412,709	\$ 1,496,492	\$ 83,783	5.93%
Total 5220 Pine Meadows	\$ 485,328	\$ 491,162	\$ 545,520	\$ 561,470	\$ 15,950	2.92%
Total 5230 Community Center	\$ 508,422	\$ 642,236	\$ 766,885	\$ 792,531	\$ 25,646	3.34%
Indirect Costs	\$ 240,608	\$ 247,826	\$ 254,826	\$ 261,826	\$ 7,000	2.75%
<b>Total 5200 Recreation</b>	<b>\$ 2,450,597</b>	<b>\$ 2,730,773</b>	<b>\$ 2,979,940</b>	<b>\$ 3,112,319</b>	<b>\$ 132,379</b>	<b>4.44%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,034,427	\$ 1,189,073	\$ 1,308,669	\$ 1,416,168	\$ 107,499	8.21%
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	-
Personal Services	\$ 1,034,427	\$ 1,189,073	\$ 1,308,669	\$ 1,416,168	\$ 107,499	8.21%
Contractual Services	\$ 910,080	\$ 1,064,582	\$ 1,124,070	\$ 1,227,980	\$ 103,910	9.24%
Utilities	\$ 56,982	\$ 47,800	\$ 56,180	\$ 63,750	\$ 7,570	13.47%
Supplies	\$ 82,377	\$ 80,995	\$ 127,195	\$ 133,095	\$ 5,900	4.64%
Small Capital	\$ 26,123	\$ 497	\$ 9,000	\$ 9,500	\$ 500	5.56%
Expenses	\$ 1,075,562	\$ 1,193,874	\$ 1,316,445	\$ 1,434,325	\$ 117,880	8.95%
Debt	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ (100,000)	-100.00%
Indirect	\$ 240,608	\$ 247,826	\$ 254,826	\$ 261,826	\$ 7,000	2.75%
<b>Total 5200 Recreation</b>	<b>\$ 2,450,597</b>	<b>\$ 2,730,773</b>	<b>\$ 2,979,940</b>	<b>\$ 3,112,319</b>	<b>\$ 132,379</b>	<b>4.44%</b>

## **Section VIII: Program 6000: Human Services**

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This section includes detailed information about the FY2019 Operating Budget & Financing Plan for Human Services. It includes:

- 6100-6200 Administration; Veterans' Services; Youth and Family Services; Senior Services and Community Programs; and Transportation Services
- VIII - 2

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## 6100-6200 Human Services

**Mission:** The Human Services Department connects Lexington residents of all ages to information, support and educational services; and is responsible for managing the Lexpress bus system and other transportation initiatives. The department seeks to identify the unmet needs of our community by providing outreach and prevention services that promote physical, mental health and wellbeing for families, seniors, veterans and youth.

**Budget Overview:** The Human Services Department is organized to provide service delivery to residents of all ages. Assistant Directors, Managers and Coordinators oversee the following divisions: Administration and Community Programs, Senior Services, Youth and Family Services, Veterans' Services, and Transportation Services. In 2015, all Human Services divisions moved to the Lexington Community Center. Attendance, walk in visits, phone calls and requests for information have increased greatly since the move to the Community Center.

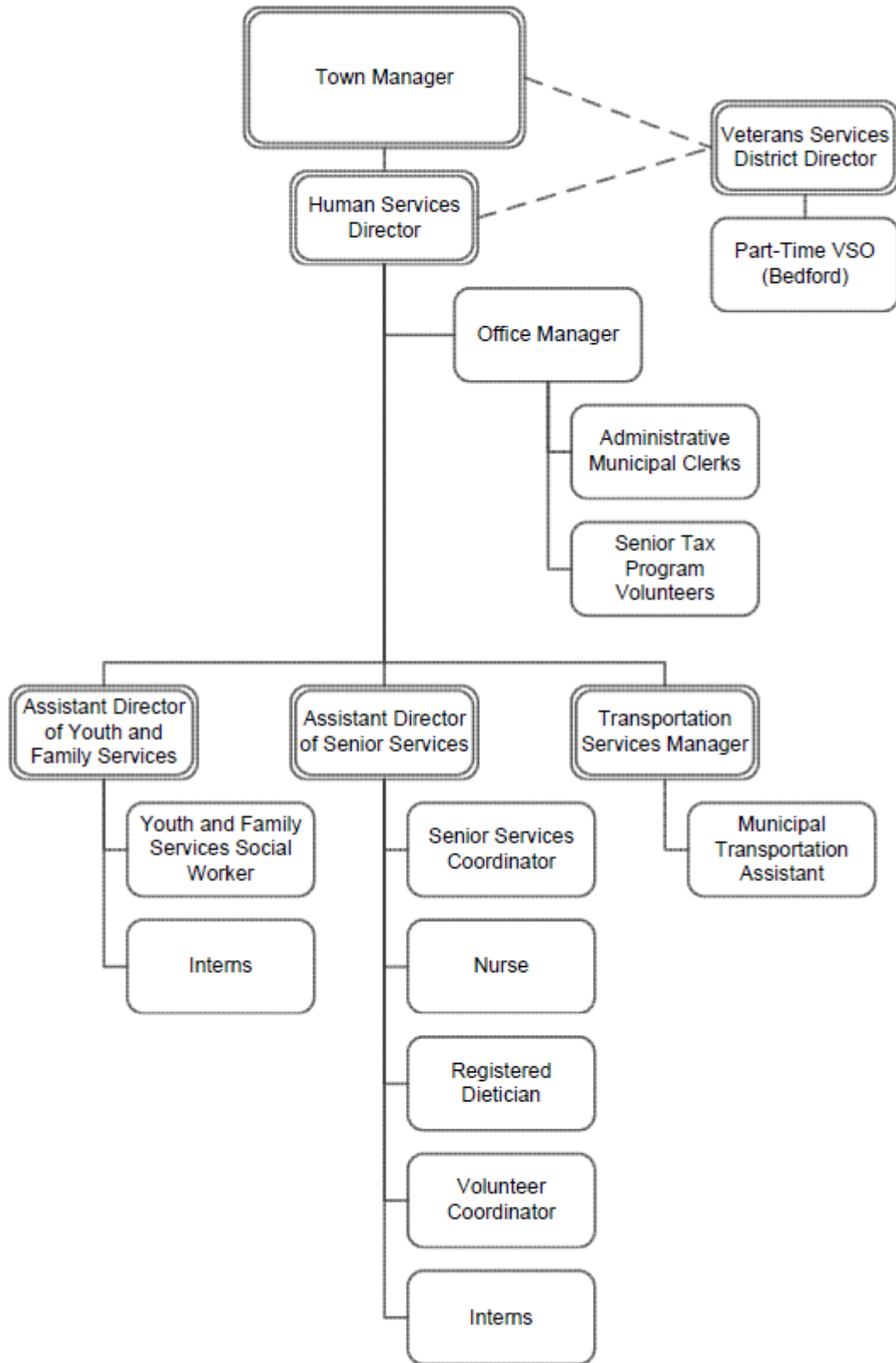
Staff from Senior Services and Youth and Family Services provide senior, youth and intergenerational programming, assessments, information and referrals, counseling, financial assistance, consultation, support and coordination of services. Veterans' services staff work with colleagues to plan Town celebrations and special events, and provide veterans in Lexington and Bedford with information, benefits and support. The Transportation Services division started a new Lexpress bus service contract in July 2017.

### **Departmental Initiatives:**

1. Participate in mental health review in collaboration with Town and School staff and the Human Services Committee.
2. Improve overall department functioning and communication through the implementation of laser fiche, standardization of forms and updates to the Human Services database.
3. Form a crisis intervention and prevention team with Police, Fire, Health, Schools, Library, Recreation and community stakeholders to align response and communication protocols and develop education and support for Lexington residents of all ages around risk and mental health.
4. Collaborate with UMass/Boston on the Age Friendly Community process.
5. Collaborate with Recreation and Community Programs staff to continue best practices in programming and shared customer services and develop a robust volunteer program at the Community Center.

# 6100-6200 Human Services

*Town of Lexington, Massachusetts*



**6100-6200 Human Services**

**Authorized/Appropriated Staffing:**

	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>
Director of Human Services	1	1	1	1
Assistant Director of Senior Services	1	1	1	1
Youth and Family Services Social Worker	1	1	1	1
Senior Services Coordinator	1	1	1	1
Senior Services Nurse <sup>1</sup>	0.42	0.42	0.42	0.57
Office Manager	1	1	1	1
Municipal Clerk (Part Time)	0.5	0.5	0.5	0.5
Veterans' Services District Director <sup>2</sup>	1	1	1	1
Veterans' Services Officer	0.51	0.51	0.51	0.51
Transportation Services Manager <sup>3</sup>	0.69	0.69	0.69	0.8
Municipal Transportation Assistant <sup>4</sup>	0.6	0.8	0.8	0.8
Registered Dietician <sup>5</sup>	-	PT	PT	PT
Volunteer Coordinator <sup>5</sup>	-	PT	PT	PT
<b>Total FTE</b>	<b>8.7</b>	<b>8.92</b>	<b>8.92</b>	<b>9.18</b>
<b>Total FT/PT</b>	<b>6(FT)/5(PT)</b>	<b>6(FT)/7(PT)</b>	<b>6(FT)/7(PT)</b>	<b>6(FT)/7(PT)</b>

**Explanatory Notes:**

- (1) The weekly hours for the Senior Services Nurse were increased from 15 to 20 in FY2019.
- (2) As part of Veterans' District agreement with the Town of Bedford, the Veterans' Services District Director supervises the part time Veterans' Services Officer (VSO). The VSO is 100% funded by the Town of Bedford.
- (3) The new Transportation Services Manager will be hired at 28 hours per week rather than the 24 that had been filled previously.
- (4) Municipal Transportation Assistant hours were increased from 20 to 28 hours in FY2017. Funds were re-allocated from Supportive Living expenses to accommodate this increase.
- (5) The part-time, hourly, temporary positions of Registered Dietician and Volunteer Coordinator were added in FY2017 and are 100% funded by grants from the Executive Office of Elder Affairs and the Dana Home Foundation. Available hours vary due to amount of funding.

# 6100-6200 Human Services

## Budget Recommendations:

The requested FY2019 All Funds Human Services budget is \$1,717,322 which is a \$189,046, or 12.37%, increase over the restated FY2018 budget. The FY2018 budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2018 budget at the 2017 annual town meeting.

The All Funds budget includes funding from a Massachusetts Executive Office of Elder Affairs (EOEA) grant, the Massachusetts Bay Transportation Authority (MBTA) Suburban Transportation grant, and the Senior Services Revolving Fund (formerly known as the Council on Aging Programs Revolving Fund). In addition, the Town of Bedford funds a portion of the Veterans' Services budget through a Veterans' District agreement. Beginning in FY2019, the Town of Bedford will be reimbursing Lexington for additional VSO services as a result of the additional staff time the District Director is devoting to Veterans services at the new Bedford Green housing complex on the grounds of the VA Hospital in Bedford.

The Human Services FY2019 recommended General Fund operating budget request is \$1,465,284 and reflects a \$162,313 or 12.46% increase over the restated FY2018 budget.

The General Fund operating budget for Compensation is \$669,089, and reflects a \$119,925 or 21.84% increase, which is due to program improvements to add a staff person to provide additional community mental health support services, and to increase the hours of the Senior Services Nurse to allow her to do more outreach. Compensation also reflects the cost of contractually obligated step increases and cost of living adjustments. FY2019 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2018. Funds for prospective increases are provided in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is \$796,195 and reflects a \$42,388 or 5.62% increase, which incorporates program improvements to engage with UMass Boston to conduct an Age Friendly Lexington assessment and expand use of credit cards for Lexpress bus passes, as well as contractual increases for the Lexpress bus service contract.

## Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Youth and Family Services Additional Supports	\$ 82,000	\$ 17,391	\$ 99,391	\$ 82,000	\$ 17,391	\$ 99,391	\$ -
Age Friendly Lexington - UMASS Boston	\$ 35,000	\$ -	\$ 35,000	\$ 35,000		\$ 35,000	\$ -
Transportation Strategic Plan	\$ 25,000	\$ -	\$ 25,000	\$ -		\$ -	\$ 25,000
Senior Services Nurse	\$ 9,620	\$ 15,686	\$ 25,306	\$ 9,620	\$ 15,686	\$ 25,306	\$ -
Credit Card Processing Fees	\$ 1,500	\$ -	\$ 1,500	\$ 1,500		\$ 1,500	\$ -

# 6100-6200 Human Services

## Budget Summary:

Funding Sources (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Estimated	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 880,231	\$ 820,340	\$ 1,089,059	\$ 1,251,372	\$ 162,313	14.90%
Veteran Benefits Reimbursement	\$ 75,802	\$ 85,558	\$ 54,912	\$ 54,912	\$ -	-
TDM Allocation	\$ 91,600	\$ 91,000	\$ 91,000	\$ 91,000	\$ -	-
Fees						
Lexpress Fares	\$ 77,031	\$ 68,886	\$ 68,000	\$ 68,000	\$ -	0.00%
<b>Total 6000 - General Fund</b>	<b>\$ 1,124,664</b>	<b>\$ 1,065,784</b>	<b>\$ 1,302,971</b>	<b>\$ 1,465,284</b>	<b>\$ 162,313</b>	<b>12.46%</b>

Appropriation Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 481,215	\$ 492,792	\$ 549,164	\$ 669,089	\$ 119,925	21.84%
Expenses	\$ 643,449	\$ 572,993	\$ 753,807	\$ 796,195	\$ 42,388	5.62%
<b>Total 6000 - General Fund</b>	<b>\$ 1,124,664</b>	<b>\$ 1,065,784</b>	<b>\$ 1,302,971</b>	<b>\$ 1,465,284</b>	<b>\$ 162,313</b>	<b>12.46%</b>

Program Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Total 6110 Administration	\$ 200,927	\$ 205,426	\$ 224,113	\$ 227,846	\$ 3,733	1.67%
Total 6140 Veterans' Services	\$ 175,758	\$ 133,730	\$ 186,904	\$ 167,258	\$ (19,646)	-10.51%
Total 6150 Youth & Family Services	\$ 80,549	\$ 78,206	\$ 91,419	\$ 176,965	\$ 85,546	93.58%
Total 6170 Senior Services & Community Programs	\$ 121,210	\$ 118,143	\$ 166,056	\$ 218,227	\$ 52,171	31.42%
Total 6210 Transportation Services	\$ 546,220	\$ 530,279	\$ 634,479	\$ 674,988	\$ 40,509	6.38%
<b>Total 6000 - General Fund</b>	<b>\$ 1,124,664</b>	<b>\$ 1,065,784</b>	<b>\$ 1,302,971</b>	<b>\$ 1,465,284</b>	<b>\$ 162,313</b>	<b>12.46%</b>

Object Code Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 481,215	\$ 492,792	\$ 549,164	\$ 669,089	\$ 119,925	21.84%
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	-
Personal Services	\$ 481,215	\$ 492,792	\$ 549,164	\$ 669,089	\$ 119,925	21.84%
Contractual Services	\$ 610,707	\$ 548,188	\$ 716,807	\$ 760,048	\$ 43,241	6.03%
Utilities	\$ 3,030	\$ 2,012	\$ 3,300	\$ 2,947	\$ (353)	-10.70%
Supplies	\$ 26,017	\$ 19,412	\$ 30,200	\$ 29,700	\$ (500)	-1.66%
Small Capital	\$ 3,695	\$ 3,380	\$ 3,500	\$ 3,500	\$ -	-
Expenses	\$ 643,449	\$ 572,993	\$ 753,807	\$ 796,195	\$ 42,388	5.62%
<b>Total 6000 - General Fund</b>	<b>\$ 1,124,664</b>	<b>\$ 1,065,784</b>	<b>\$ 1,302,971</b>	<b>\$ 1,465,284</b>	<b>\$ 162,313</b>	<b>12.46%</b>

## Budget Summary - Revolving Funds\* and Grants

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
EOEA Grant	\$ 71,082	\$ 78,650	\$ 78,980	\$ 78,980	\$ -	-
Veterans Services Regional Funding from Bedford	\$ 35,876	\$ 37,227	\$ 40,081	\$ 41,815	\$ 1,734	4.33%
Senior Services Revolving Fund	\$ 27,184	\$ 53,433	\$ 50,000	\$ 75,000	\$ 25,000	50.00%
MBTA Grant	\$ 52,000	\$ 54,080	\$ 56,243	\$ 56,243	\$ -	-
<b>Total 6000 - Non-General Fund</b>	<b>\$ 186,142</b>	<b>\$ 223,389</b>	<b>\$ 225,304</b>	<b>\$ 252,038</b>	<b>\$ 26,734</b>	<b>11.87%</b>

\*Revolving Funds are authorized by Town Meeting via Article 8, and are not appropriated under Article 4.

Appropriations Summary (Non-General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
EOEA Grant	\$ 112,021	\$ 89,030	\$ 78,980	\$ 78,980	\$ -	-
Personal Services	\$ 61,225	\$ 63,365	\$ 58,575	\$ 58,575	\$ -	-
Expenses	\$ 50,796	\$ 25,666	\$ 20,405	\$ 20,405	\$ -	-
Veterans' Services Regional Funding	\$ 34,834	\$ 36,856	\$ 40,081	\$ 41,815	\$ 1,734	4.33%
Personal Services	\$ 34,016	\$ 36,053	\$ 38,237	\$ 39,971	\$ 1,734	4.53%
Expenses	\$ 818	\$ 802	\$ 1,844	\$ 1,844	\$ -	-
Senior Services Revolving Fund						
Expenses	\$ 28,414	\$ 44,963	\$ 50,000	\$ 75,000	\$ 25,000	50.00%
MBTA Grant - Transportation Services						
Expenses	\$ 52,000	\$ 54,080	\$ 56,243	\$ 56,243	\$ -	-
<b>Total 6000 - Non-General Fund</b>	<b>\$ 227,270</b>	<b>\$ 224,929</b>	<b>\$ 225,304</b>	<b>\$ 252,038</b>	<b>\$ 26,734</b>	<b>11.87%</b>

## Budget Summary - All Funds

Appropriation Summary (All Funds)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 576,456	\$ 592,210	\$ 645,976	\$ 767,635	\$ 121,658	18.83%
Expenses	\$ 775,478	\$ 698,504	\$ 882,299	\$ 949,687	\$ 67,388	7.64%
<b>Total 6000 Human Services (All Funds)</b>	<b>\$ 1,351,934</b>	<b>\$ 1,290,713</b>	<b>\$ 1,528,275</b>	<b>\$ 1,717,322</b>	<b>\$ 189,046</b>	<b>12.37%</b>

# Section IX: Program 7000: Land Use, Health and Development Department

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This section includes detailed information about the FY2019 Operating Budget & Financing Plan for the Land Use, Health and Development Department. It includes:

- 7100-7400 Summary IX-2
- 7110 Building and Zoning IX-7
- 7120 Administration IX-11
- 7130 Conservation IX-15
- 7140 Health IX-19
- 7200 Planning IX-23
- 7300 Economic Development IX-27

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**Mission:** The Land Use, Health and Development Department includes those departments that manage and promote residential and commercial development in Lexington while protecting the health and safety of residents through local bylaws and regulations, as well as State statutes and regulations, in the areas of public health, building code, zoning, wetland protection, land conservation and land-use. By consolidating these various operations under the management of an Assistant Town Manager, the Town is able to further streamline code enforcement, program and policy development, and outreach and educational activities related to commercial, residential and public development.

**Budget Overview:** The Land Use, Health and Development Department is comprised of: Building and Zoning, Conservation, Health, Planning, Economic Development.

The Building and Zoning Office is responsible for enforcing the State building, electrical, gas, and plumbing codes, the local zoning bylaw, and Architectural Access Board Regulations.

The Conservation Office is responsible for administering and enforcing the State and local wetland protection codes and the State Stormwater Management Regulations, managing over 1,400 acres of Town-owned conservation land, and providing outreach and education concerning natural and watershed resources.

The Public Health Division is responsible for enforcing State and local health codes, administering health screening and vaccination programs, evaluating community health needs and developing intervention programs to prevent disease and disability.

The Planning Office supports the Planning Board in the administration of the Subdivision Regulations, the determination of adequacy of unaccepted streets, the granting of special permits for residential development, site plan review and granting of special permits within the commercial manufacturing district, and the review of planned development district proposals that go to Town Meeting. In addition, the staff engages in short- and long-term planning in regard to growth and development issues in Lexington, being active participants in various committees dealing with issues of transportation, affordable housing and economic development, as well as participating in regional and statewide initiatives.

The Economic Development Office works to encourage new investment and support our local businesses. It serves as a liaison for businesses and works to address business-related issues from Center parking to updating land use policy. The Office also works to retain and expand local businesses by providing information, conducting research, supporting a visitor-based economy, and leveraging State economic development tools and resources designed to improve the business environment. The Economic Development Office manages the Visitors Center and Tourism operations.

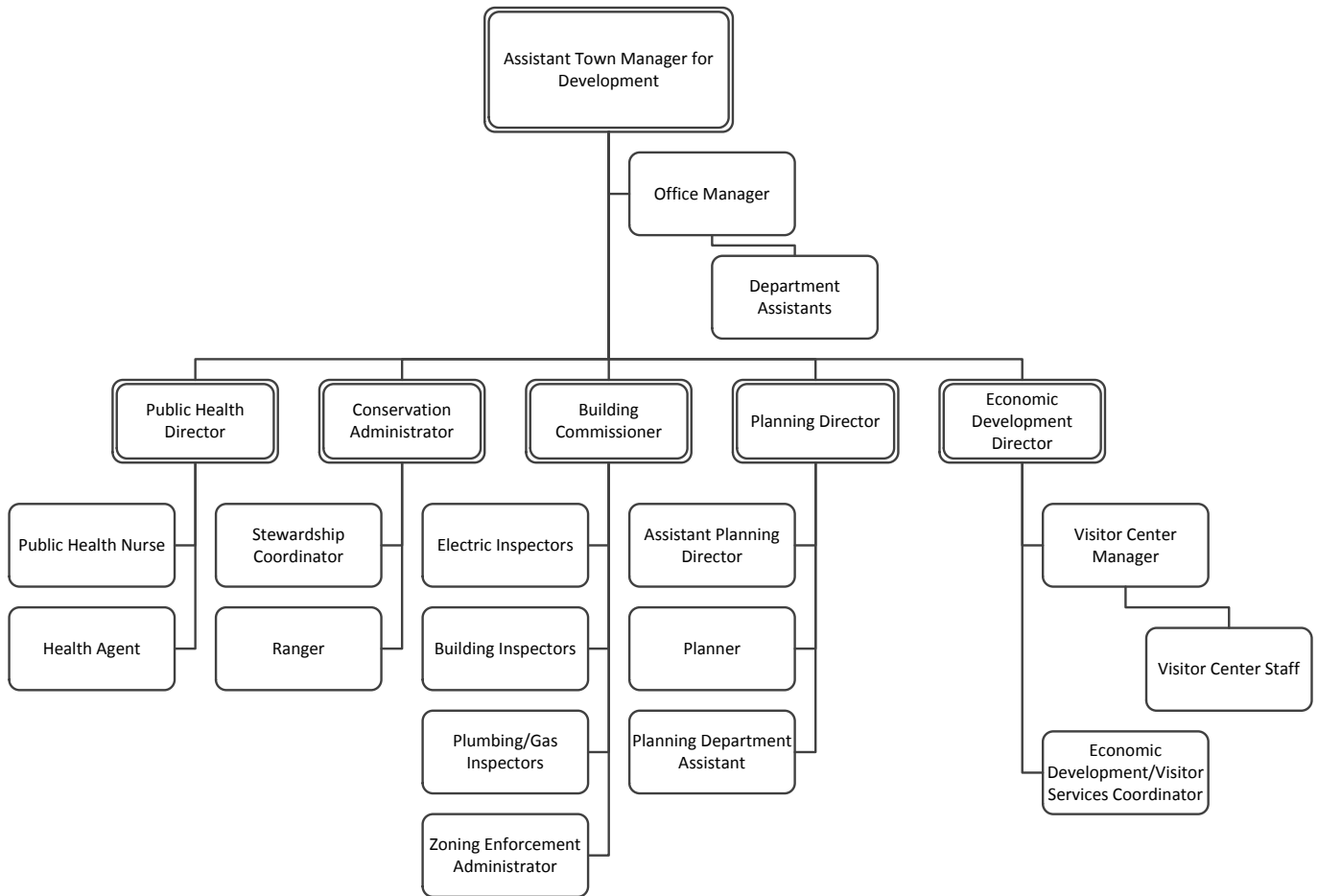


**Program: Land Use, Health and Development Department**  
**7100-7400 Program Summary** *Town of Lexington, Massachusetts*

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**Departmental Initiatives:**

1. Support the community-wide process to update the Lexington Comprehensive Plan.
2. Advance the transition from ViewPermit to ViewPoint Cloud.
3. Conclude the implementation of Laserfiche for document scanning and retrieval.



**7100-7400 Program Summary**

*Town of Lexington, Massachusetts*

**Authorized/Appropriated Staffing**

	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>
Assistant Town Manager	1	1	1	1
Administration Department Office Manager	1	1	1	1
Administration Department Assistants	4	4	4	5
Economic Development Director	1	1	1	1
Economic Development/Visitor Center Coordinator	1	1	1	1
Visitor Services Manager	1	1	1	1
Visitor Center Staff (6PT)	4.75	4.75	4.75	4.75
Visitor Center PT Assistant Manager <sup>1</sup>		0.56	0.56	0.56
Battle Green Guides	Seasonal	Seasonal	Seasonal	Seasonal
Liberty Ride Coordinator	0.7	0.7	0.7	0.7
Liberty Ride Guides	Seasonal	Seasonal	Seasonal	Seasonal
Planning Director	1	1	1	1
Assistant Planning Director	1	1	1	1
Planner	1	1	1	1
Planning Dept. Clerk/Admin. Assistant	1	1	1	1
Conservation Administrator	1	1	1	1
Stewardship Coordinator	1	1	1	1
Land Use Ranger	0.25	0.25	0.25	0.25
Land Management Interns	Seasonal	Seasonal	Seasonal	Seasonal
Public Health Director	1	1	1	1
Health Agent	1	1	1	1
Health Nurse <sup>2</sup>	0.6	0.6	0.6	0.6
Building Commissioner	1	1	1	1
Building Inspectors <sup>3</sup>	2	2	2	2
Plumbing and Gas Inspector	1	1	1	1
Zoning Enforcement Administrator	1	1	1	1
Electric Inspectors	1	1	1	1
Part-Time Electric Inspector	0.24	0.24	0.24	0.24
Part-time Plumbing Inspector	0.14	0.14	0.14	0.14
Part-time Building Inspector	0.21	0.21	0.38	0.38
<b>Subtotal FTE</b>	<b>29.9</b>	<b>30.4</b>	<b>30.6</b>	<b>31.6</b>
<b>Total FT/PT</b>	<b>22FT/11PT + Seasonal</b>	<b>22FT/11PT + Seasonal</b>	<b>22FT/11PT + Seasonal</b>	<b>23FT/11PT + Seasonal</b>

**Explanatory Notes:**

<sup>1</sup>Position added in FY2017.

<sup>2</sup>The full-time Public Health Nurse is shared between Lexington (.6) and Belmont (.4) per Nursing Services Agreement executed in FY2009.

<sup>3</sup>The Town Manager's Office is evaluating whether one of the Building Inspector positions will be upgraded to Assistant Building Commissioner (see Program Improvement Request on page IX-5).

**7100-7400 Program Summary**

**Budget Recommendations:**

The FY2019 recommended All Funds Office of Land Use, Health and Development budget inclusive of the General Fund operating budget, the Liberty Ride, Visitor Center and Health Program Revolving Funds, is \$2,978,985. The recommended budget is a \$108,824 or 2.18% increase over the restated FY2018 budget. The FY2018 budget is restated to reflect a supplemental appropriation approved at the 2017-3 Special Town Meeting, and to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2018 budget at the 2017 annual town meeting.

The FY2019 recommended Land Use, Health and Development General Fund operating budget is \$2,391,481 which is a \$21,112, or 0.89% increase from the restated FY2018 General Fund budget.

The General Fund operating budget for Compensation is \$1,994,038 and reflects a \$119,407 or 6.37% increase, which is attributable to the cost of contractually obligated cost of living and step increases, a program improvement for additional administrative support, and funding for additional summer interns for the Conservation and Economic Development Offices. FY2019 Compensation does not include any estimate of prospective cost of living increases not covered by current contracts. Funds for prospective increases are provided in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is \$443,598 and reflects a net decrease of \$52,140 or 10.52%, which reflects funding to design a gateway sign at Hartwell Avenue, and is offset by removing one-time FY2018 costs throughout the budget.

The FY2019 recommended budget for the Health Program, Liberty Ride, and Visitor Center revolving funds is \$541,349, an increase of \$41,457 or 8.31%, driven primarily by increased costs for vaccination clinics funded from the Health Program Revolving Fund.

**Program Improvement Requests:**

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Administrative Assistant	\$ 46,155	\$ 16,871	\$ 63,027	\$ 46,155	\$ 16,871	\$ 63,027	\$ -
Department Interns - Conservation and Economic Development	\$ 8,000	\$ 116	\$ 8,116	\$ 8,000	\$ 116	\$ 8,116	\$ -
Assistant Building Commissioner	\$ 20,000	\$ 290	\$ 20,290	\$ 20,000	\$ 290	\$ 20,290	\$ -
Hartwell Gateway Signage	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
General Fund Support of Visitors Center	\$ 41,400	\$ -	\$ 41,400	\$ -	\$ -	\$ -	\$ 41,400
Marketing Budget Increase	\$ 12,000	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ 12,000

# 7100-7400 Program Summary

Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ (459,544)	\$ (636,275)	\$ 616,559	\$ 569,516	\$ (47,043)	-7.63%
TDM Stabilization Fund	\$ -	\$ 45,400	\$ 46,000	\$ 46,000	\$ -	-
Center Impr. District Stabilization Fund	\$ -	\$ -	\$ 27,000	\$ 27,000	\$ -	-
Fees & Charges						
Departmental Fees	\$ 72,243	\$ 87,457	\$ 79,210	\$ 86,820	\$ 7,610	9.61%
Licenses & Permits	\$ 2,356,462	\$ 2,590,371	\$ 1,601,600	\$ 1,718,300	\$ 116,700	7.29%
<b>Total 7100-7400 - General Fund</b>	<b>\$ 1,969,162</b>	<b>\$ 2,086,953</b>	<b>\$ 2,370,369</b>	<b>\$ 2,447,636</b>	<b>\$ 77,267</b>	<b>3.26%</b>

Appropriation Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,654,817	\$ 1,771,927	\$ 1,874,631	\$ 2,014,038	\$ 139,407	7.44%
Expenses	\$ 314,345	\$ 315,026	\$ 495,738	\$ 433,598	\$ (62,140)	-12.53%
<b>Total 7100-7400 - General Fund</b>	<b>\$ 1,969,162</b>	<b>\$ 2,086,953</b>	<b>\$ 2,370,369</b>	<b>\$ 2,447,636</b>	<b>\$ 77,267</b>	<b>3.26%</b>

Level-Service Requests (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Total 7110 Building & Zoning	\$ 531,678	\$ 546,935	\$ 603,605	\$ 626,153	\$ 22,548	3.74%
Total 7120 Administration	\$ 345,196	\$ 389,909	\$ 448,650	\$ 513,010	\$ 64,360	14.35%
Total 7130 Conservation	\$ 231,384	\$ 223,957	\$ 235,849	\$ 246,485	\$ 10,636	4.51%
Total 7140 Health	\$ 283,338	\$ 288,005	\$ 315,266	\$ 319,086	\$ 3,820	1.21%
Total 7200 Planning	\$ 305,009	\$ 334,628	\$ 404,508	\$ 387,163	\$ (17,345)	-4.29%
Total 7300 Economic Development	\$ 272,556	\$ 303,518	\$ 362,490	\$ 355,738	\$ (6,752)	-1.86%
<b>Total 7100-7400 - General Fund</b>	<b>\$ 1,969,162</b>	<b>\$ 2,086,953</b>	<b>\$ 2,370,369</b>	<b>\$ 2,447,636</b>	<b>\$ 77,267</b>	<b>3.26%</b>

Object Code Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,637,989	\$ 1,757,018	\$ 1,843,552	\$ 1,981,927	\$ 138,374	7.51%
Overtime	\$ 16,828	\$ 14,908	\$ 31,078	\$ 32,111	\$ 1,033	3.32%
Personal Services	\$ 1,654,817	\$ 1,771,927	\$ 1,874,631	\$ 2,014,038	\$ 139,407	7.44%
Contractual Services	\$ 254,251	\$ 260,345	\$ 427,514	\$ 372,126	\$ (55,388)	-12.96%
Utilities	\$ 8,579	\$ 7,571	\$ 12,252	\$ 12,062	\$ (190)	-1.55%
Supplies	\$ 51,515	\$ 46,540	\$ 55,972	\$ 49,410	\$ (6,562)	-11.72%
Small Capital	\$ -	\$ 384	\$ -	\$ -	\$ -	-
Expenses	\$ 314,345	\$ 314,840	\$ 495,738	\$ 433,598	\$ (62,140)	-12.53%
<b>Total 7100-7400 - General Fund</b>	<b>\$ 1,969,162</b>	<b>\$ 2,086,767</b>	<b>\$ 2,370,369</b>	<b>\$ 2,447,636</b>	<b>\$ 77,267</b>	<b>3.26%</b>

## Budget Summary - Revolving Funds

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Health Department Revolving Fund	\$ 25,197	\$ 45,780	\$ 45,000	\$ 45,000	\$ -	0.00%
Liberty Ride Revolving Fund	\$ 216,884	\$ 199,346	\$ 200,000	\$ 200,000	\$ -	0.00%
Visitor Center Revolving Fund	\$ 197,186	\$ 203,722	\$ 193,539	\$ 193,539	\$ -	0.00%
<b>Total 7100-7400 - Revolving Funds</b>	<b>\$ 439,267</b>	<b>\$ 448,849</b>	<b>\$ 438,539</b>	<b>\$ 438,539</b>	<b>\$ -</b>	<b>0.00%</b>

\*Revolving Funds are authorized by Town Meeting via Article 8, and are not appropriated under Article 4.

Appropriation Summary (Revolving Funds)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
7140 - Health Program Revolving Fund	\$ 13,810	\$ 13,947	\$ 14,000	\$ 45,000	\$ 31,000	221.43%
Expenses	\$ 13,810	\$ 13,947	\$ 14,000	\$ 45,000	\$ 31,000	221.43%
7320 - Liberty Ride	\$ 200,122	\$ 197,035	\$ 284,174	\$ 284,361	\$ 187	0.07%
Compensation	\$ 57,583	\$ 63,549	\$ 78,800	\$ 80,987	\$ 2,187	2.78%
Expenses	\$ 142,539	\$ 133,486	\$ 205,374	\$ 203,374	\$ (2,000)	-0.97%
7340 - Visitor Center	\$ 188,674	\$ 209,372	\$ 201,618	\$ 211,988	\$ 10,370	5.14%
Compensation	\$ 89,827	\$ 102,543	\$ 99,368	\$ 103,038	\$ 3,670	3.69%
Expenses	\$ 98,847	\$ 106,829	\$ 102,250	\$ 108,950	\$ 6,700	6.55%
<b>Total 7100-7400 - Revolving Funds</b>	<b>\$ 402,605</b>	<b>\$ 420,354</b>	<b>\$ 499,792</b>	<b>\$ 541,349</b>	<b>\$ 41,557</b>	<b>8.31%</b>

## Budget Summary - All Funds

Appropriation Summary (All Funds)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,802,227	\$ 1,938,019	\$ 2,052,799	\$ 2,198,063	\$ 145,264	7.08%
Expenses	\$ 569,540	\$ 569,288	\$ 817,362	\$ 790,922	\$ (26,440)	-3.23%
<b>Total 7100-7400 - All Funds</b>	<b>\$ 2,371,767</b>	<b>\$ 2,507,307</b>	<b>\$ 2,870,161</b>	<b>\$ 2,988,985</b>	<b>\$ 118,824</b>	<b>4.14%</b>

## 7110 Building and Zoning

*Town of Lexington, Massachusetts*

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**Mission:** The Building and Zoning Department is a regulatory function with the goal of protecting the health and safety of residents. This role is fulfilled through the enforcement of building, zoning and land use regulations.

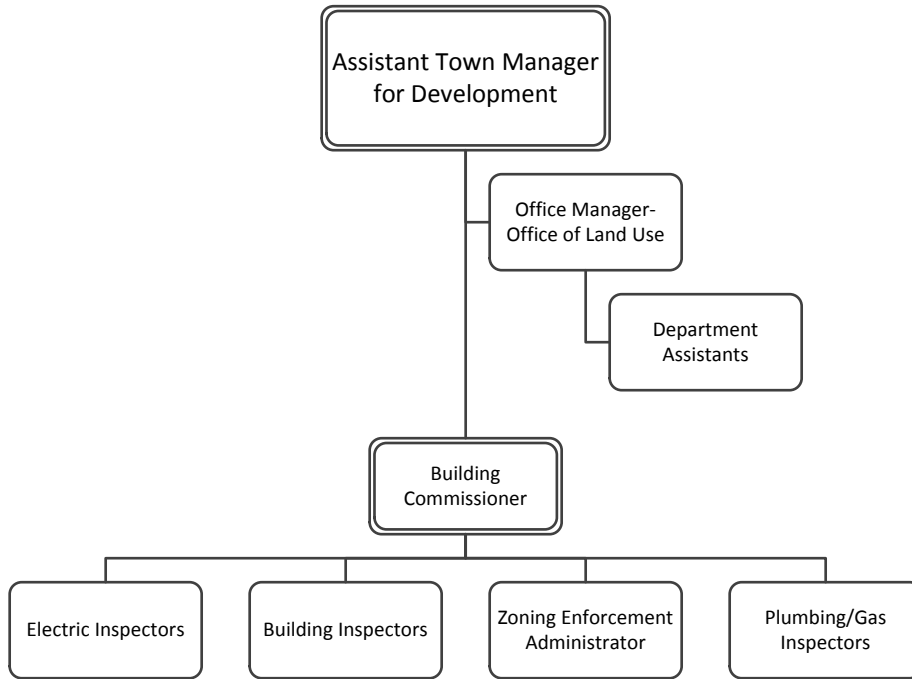
**Budget Overview:** The Building and Zoning Department enforces state building, electrical, plumbing, gas and mechanical codes, Architectural Access Board Regulations and local zoning by-laws. Staff, comprised of the Building Commissioner, Building Inspectors, Electrical Inspector, Plumbing & Gas Inspector and Zoning Enforcement Administrator, review construction drawings and specifications, issue permits, inspect new construction, conduct periodic inspections of restaurants, day care centers, schools, religious institutions, museums, places of public assembly and multi-family housing, and levy fines or prosecute when necessary to maintain code compliance.

### **Departmental Initiatives:**

1. Continue transition from the Eight Edition of the Massachusetts State Building Code to the Ninth Edition, including training for local contractors to highlight changes in the new code.
2. Continue to streamline the on-line permitting process. By shortening the turnaround time for processing permits, customer satisfaction is increased.
3. Implement View Permit for zoning requests to aid in tracking zoning approvals. This will allow for better enforcement and historical record keeping of zoning decisions.

**7110 Building and Zoning**

*Town of Lexington, Massachusetts*



**Authorized/Appropriated Staffing**

	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>
Building Commissioner	1	1	1	1
Building Inspectors	2	2	2	2
Plumbing and Gas Inspector	1	1	1	1
Zoning Enforcement Administrator	1	1	1	1
Electric Inspectors	1	1	1	1
Part-Time Electric Inspector*	0.24	0.24	0.24	0.24
Part-Time Plumbing Inspector*	0.14	0.14	0.14	0.14
Part-Time Building Inspector*	0.21	0.21	0.38	0.38
<b>Total FTE</b>	<b>6.59</b>	<b>6.59</b>	<b>6.76</b>	<b>6.76</b>
<b>Total FT/PT</b>	<b>6FT/2PT</b>	<b>6FT/3PT</b>	<b>6FT/3PT</b>	<b>6FT/3PT</b>

\*The hours budgeted for part-time inspectors are filled by multiple individuals, as available.

# 7110 Building and Zoning

### Budget Recommendations:

The FY2019 recommended Building and Zoning budget is \$626,153 a \$22,548 or 3.74% increase over the restated FY2018 budget. The FY2018 budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2018 budget at the 2017 annual town meeting.

The recommended budget for Compensation is \$563,413 and reflects a \$27,948, or 5.22% increase, which is net increase due to staff turnover, the creation of an Assistant Building Commissioner role (reclassification of an existing Building Inspector position), and the cost of contractually obligated step increases and cost of living adjustments. FY2019 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on June 30, 2018. Funds for prospective increases are provided in the Salary Adjustment account within the Town Manager's budget.

The recommended budget for Expenses is \$62,740 and reflects a net decrease of \$5,400 or 7.92% from FY2018, due to adjusting budget levels to reflect actual experience in several items.

### Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Assistant Building Commissioner	\$ 20,000	\$ 290	\$ 20,290	\$ 20,000	\$ 290	\$ 20,290	\$ -

**7110 Building and Zoning**

*Town of Lexington, Massachusetts*

**Budget Summary:**

<b>Funding Sources</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Estimate</b>	<b>FY2019 Projected</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Tax Levy	\$(1,781,780)	\$(2,007,214)	\$ (961,995)	\$ (1,059,147)	\$ (97,152)	10.10%
Directed Funding						
Departmental Fees	\$ 8,660	\$ 2,278	\$ 12,000	\$ 12,000	\$ -	-
Licenses and Permits	\$ 2,304,798	\$ 2,551,872	\$ 1,553,600	\$ 1,673,300	\$ 119,700	7.70%
<b>Total 7110 Building and Zoning</b>	<b>\$ 531,678</b>	<b>\$ 546,935</b>	<b>\$ 603,605</b>	<b>\$ 626,153</b>	<b>\$ 22,548</b>	<b>3.74%</b>

<b>Appropriation Summary</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Restated</b>	<b>FY2019 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Compensation	\$ 491,557	\$ 509,531	\$ 535,465	\$ 563,413	\$ 27,948	5.22%
Expenses	\$ 40,121	\$ 37,405	\$ 68,140	\$ 62,740	\$ (5,400)	-7.92%
<b>Total 7110 Building and Zoning</b>	<b>\$ 531,678</b>	<b>\$ 546,935</b>	<b>\$ 603,605</b>	<b>\$ 626,153</b>	<b>\$ 22,548</b>	<b>3.74%</b>

<b>Object Code Summary</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Restated</b>	<b>FY2019 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Salaries & Wages	\$ 488,146	\$ 506,591	\$ 529,792	\$ 557,552	\$ 27,760	5.24%
Overtime	\$ 3,411	\$ 2,940	\$ 5,673	\$ 5,861	\$ 189	3.33%
<i>Personal Services</i>	<i>\$ 491,557</i>	<i>\$ 509,531</i>	<i>\$ 535,465</i>	<i>\$ 563,413</i>	<i>\$ 27,948</i>	<i>5.22%</i>
Contractual Services	\$ 32,009	\$ 27,946	\$ 56,560	\$ 52,140	\$ (4,420)	-7.81%
Utilities	\$ 4,929	\$ 3,871	\$ 7,480	\$ 6,200	\$ (1,280)	-17.11%
Supplies	\$ 3,183	\$ 5,402	\$ 4,100	\$ 4,400	\$ 300	7.32%
Small Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Expenses</i>	<i>\$ 40,121</i>	<i>\$ 37,219</i>	<i>\$ 68,140</i>	<i>\$ 62,740</i>	<i>\$ (5,400)</i>	<i>-7.92%</i>
<b>Total 7110 Building and Zoning</b>	<b>\$ 531,678</b>	<b>\$ 546,750</b>	<b>\$ 603,605</b>	<b>\$ 626,153</b>	<b>\$ 22,548</b>	<b>3.74%</b>



## 7120 Administration

**Mission:** To develop comprehensive regulatory and technical assistance services to town residents and commercial entities transacting development business with the Town.

**Budget Overview:** Administration provides management oversight and administrative support to the Building and Zoning, Health, Conservation, Planning and Economic Development Departments and to the numerous boards and commissions, including the Zoning Board of Appeals and Historic Districts Commission, and coordinates their daily operations. The staff, comprised of an Assistant Town Manager, an Office Manager and four Department Clerks, schedules and coordinates hearings, prepares legal notices, sets agendas, processes applications and permits, inputs data into Access databases, maintains files, circulates petitions among Town boards and officials, prepares meeting notices, agendas and minutes, determines and notifies abutters, communicates with the public, attends meetings, performs payroll and accounts payable functions, makes daily deposits, and files all final documentation. The Assistant Town Manager position oversees all operations of the departments included in the Land Use, Health and Development Department.

### **Departmental Initiatives:**

1. Improve workflow between Managers and Administrative staff.
2. Improve public information on permitting requirements and procedures for prospective business owners and commercial tenants.
3. Increase efficiency in providing administrative support to boards and committees.

**7120 Administration**



**Authorized/Appropriated Staffing**

	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>
Assistant Town Manager	1	1	1	1
Office Manager	1	1	1	1
Department Assistants	4	4	4	5
<b>Total FTE</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>
<b>Total FT/PT</b>	<b>6 FT</b>	<b>6 FT</b>	<b>6 FT</b>	<b>7 FT</b>

# 7120 Administration

## Budget Recommendations:

The recommended FY2019 General Fund budget for the Office of Administration is \$513,010, an increase of \$64,360 or 14.35% more than the restated FY2018 budget. The FY2018 budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2018 budget at the 2017 annual town meeting.

The General Fund operating budget for Compensation is \$458,110 and reflects an increase of \$68,166 or 17.48% for a program improvement for additional administrative support, and contractually obligated step increases and cost of living adjustments. FY2019 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2018. Funds for prospective increases are provided in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is \$54,900 and reflects a net decrease of \$3,806 or 6.48%, which is primarily due to adjusting expense budgets to reflect actual need.

## Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Administrative Assistant	\$ 46,155	\$ 16,871	\$ 63,027	\$ 46,155	\$ 16,871	\$ 63,027	\$ -

**7120 Administration**

*Town of Lexington, Massachusetts*

**Budget Summary:**

<b>Funding Sources</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Estimate</b>	<b>FY2019 Projected</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Tax Levy	\$ 333,996	\$ 381,809	\$ 434,950	\$ 491,610	\$ 56,660	13.03%
Directed Funding						
Departmental Fees	\$ 11,200	\$ 8,100	\$ 13,700	\$ 21,400	\$ 7,700	56.20%
<b>Total 7120 Administration</b>	<b>\$ 345,196</b>	<b>\$ 389,909</b>	<b>\$ 448,650</b>	<b>\$ 513,010</b>	<b>\$ 64,360</b>	<b>14.35%</b>

<b>Appropriation Summary</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Restated</b>	<b>FY2019 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Compensation	\$ 329,869	\$ 357,811	\$ 389,944	\$ 458,110	\$ 68,166	17.48%
Expenses	\$ 15,328	\$ 32,099	\$ 58,706	\$ 54,900	\$ (3,806)	-6.48%
<b>Total 7120 Administration</b>	<b>\$ 345,196</b>	<b>\$ 389,909</b>	<b>\$ 448,650</b>	<b>\$ 513,010</b>	<b>\$ 64,360</b>	<b>14.35%</b>

<b>Object Code Summary</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Restated</b>	<b>FY2019 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Salaries & Wages	\$ 321,163	\$ 349,518	\$ 378,467	\$ 446,251	\$ 67,784	17.91%
Overtime	\$ 8,706	\$ 8,292	\$ 11,477	\$ 11,859	\$ 382	3.33%
<i>Personal Services</i>	<i>\$ 329,869</i>	<i>\$ 357,811</i>	<i>\$ 389,944</i>	<i>\$ 458,110</i>	<i>\$ 68,166</i>	<i>17.48%</i>
Contractual Services	\$ 7,862	\$ 25,428	\$ 46,606	\$ 47,300	\$ 694	1.49%
Utilities	\$ 495	\$ 555	\$ 600	\$ 600	\$ -	-
Supplies	\$ 6,970	\$ 6,115	\$ 11,500	\$ 7,000	\$ (4,500)	-39.13%
Small Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Expenses</i>	<i>\$ 15,328</i>	<i>\$ 32,099</i>	<i>\$ 58,706</i>	<i>\$ 54,900</i>	<i>\$ (3,806)</i>	<i>-6.48%</i>
<b>Total 7120 Administration</b>	<b>\$ 345,196</b>	<b>\$ 389,909</b>	<b>\$ 448,650</b>	<b>\$ 513,010</b>	<b>\$ 64,360</b>	<b>14.35%</b>

## 7130 Conservation

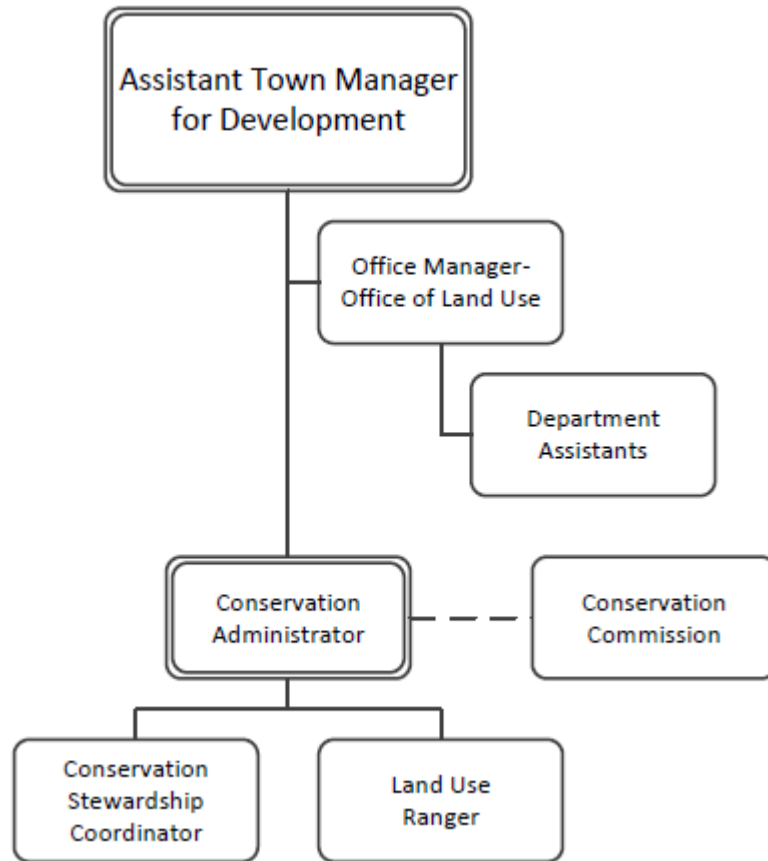
**Mission:** To protect the health and safety of Town residents through education about and regulation of natural areas and wetlands.

**Budget Overview:** The Conservation Office provides administration, interpretation and enforcement of all applicable State laws and Local codes; counsel, guidance and education to the public on environmental issues; research and reports on relevant issues for the Commission meetings to aid the Commission in key decision making; enforcement of permit conditions through construction inspections; management of conservation areas and the Land and Watershed Stewardship Program. The Conservation Administrator manages and supervises the Conservation staff and operations and, along with the Conservation Stewardship Coordinator, performs administrative, supervisory, professional and technical work in connection with managing and directing comprehensive environmental programs.

### **Departmental Initiatives:**

1. Continue to implement available technology to improve workflows and increase efficiencies, including the Laserfiche Document Imaging Software for conservation records, including converting historical records to digital format and migrating into software, the conservation module of the ViewPermit Software to provide a comprehensive electronic permit management and tracking system, and Novus Agenda for planning and tracking Conservation Commission meetings.
2. Plan for and acquire open space parcels as prioritized by the Conservation Commission.
3. Implement the numerous conservation land management projects, including meadows preservation, Cotton Farm Conservation Area Improvements, Hayden Woods new trail construction, community garden expansion, Parker Meadow ADA Trail Design, Engineering and Construction, and Wright Farm Land Planning and Barn and Educational Programming Needs Assessment.

**7130 Conservation**



**Authorized/Appropriated Staffing**

	<b>FY2015 Budget</b>	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY2018 Request</b>
Conservation Administrator	1	1	1	1
Stewardship Coordinator	1	1	1	1
Land Use Ranger	0.25	0.25	0.25	0.25
Seasonal Land Management Interns	Seasonal	Seasonal	Seasonal	Seasonal
<b>Total FTE</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>
<b>Total FT/PT</b>	<b>2FT/1PT + Seasonal</b>	<b>2FT/1PT + Seasonal</b>	<b>2FT/1PT + Seasonal</b>	<b>2FT/1PT + Seasonal</b>

# 7130 Conservation

## Budget Recommendations:

The recommended FY2019 General Fund Conservation budget is \$246,485, an increase of \$10,636 or 4.51% over the restated FY2018 budget. The FY2018 budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2018 budget at the 2017 annual town meeting.

The General Fund operating budget for Compensation is \$213,738 and reflects an increase of \$10,146 or 4.98% for contractually obligated step increases and cost of living adjustments, and the expansion of the summer intern program to support additional work of the Division. FY2019 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2018. Funds for prospective increases are provided in the Salary Adjustment account within the Town Manager’s budget.

The General Fund operating budget for Expenses is \$32,747 and reflects an increase of \$490 or 1.52% due to the expanded use of mobile phones.

## Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Department Interns - Conservation and Economic Development	\$ 8,000	\$ 116	\$ 8,116	\$ 8,000	\$ 116	\$ 8,116	\$ -

# 7130 Conservation

Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 199,011	\$ 197,177	\$ 204,849	\$ 215,485	\$ 10,636	5.19%
Directed Funding						
Fees	\$ 32,373	\$ 26,780	\$ 31,000	\$ 31,000	\$ -	-
<b>Total 7130 Conservation</b>	<b>\$ 231,384</b>	<b>\$ 223,957</b>	<b>\$ 235,849</b>	<b>\$ 246,485</b>	<b>\$ 10,636</b>	<b>4.51%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 193,394	\$ 195,369	\$ 203,592	\$ 213,738	\$ 10,146	4.98%
Expenses	\$ 37,990	\$ 28,587	\$ 32,257	\$ 32,747	\$ 490	1.52%
<b>Total 7130 Conservation</b>	<b>\$ 231,384</b>	<b>\$ 223,957</b>	<b>\$ 235,849</b>	<b>\$ 246,485</b>	<b>\$ 10,636</b>	<b>4.51%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 191,040	\$ 193,557	\$ 200,837	\$ 210,892	\$ 10,055	5.01%
Overtime	\$ 2,354	\$ 1,812	\$ 2,755	\$ 2,847	\$ 91	3.31%
<i>Personal Services</i>	<i>\$ 193,394</i>	<i>\$ 195,369</i>	<i>\$ 203,592</i>	<i>\$ 213,738</i>	<i>\$ 10,146</i>	<i>4.98%</i>
Contractual Services	\$ 27,107	\$ 20,701	\$ 24,286	\$ 24,286	\$ -	-
Utilities	\$ 1,939	\$ 1,888	\$ 2,371	\$ 2,861	\$ 490	20.67%
Supplies	\$ 8,944	\$ 5,998	\$ 5,600	\$ 5,600	\$ -	-
Small Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Expenses</i>	<i>\$ 37,990</i>	<i>\$ 28,587</i>	<i>\$ 32,257</i>	<i>\$ 32,747</i>	<i>\$ 490</i>	<i>1.52%</i>
<b>Total 7130 Conservation</b>	<b>\$ 231,384</b>	<b>\$ 223,957</b>	<b>\$ 235,849</b>	<b>\$ 246,485</b>	<b>\$ 10,636</b>	<b>4.51%</b>



## 7140 Health

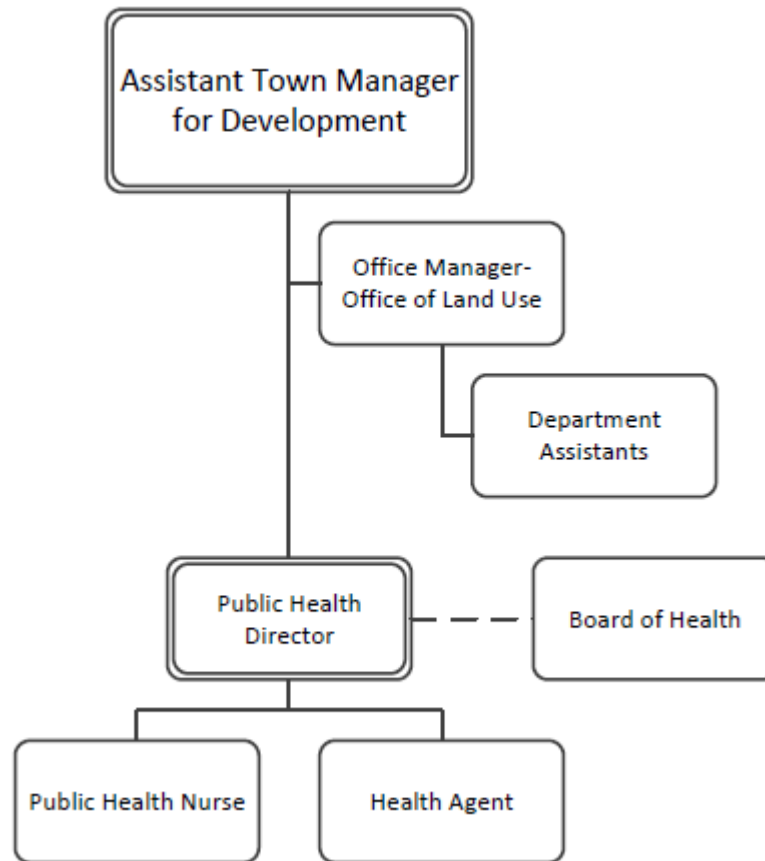
**Mission:** Under the direction of the Lexington Board of Health, the mission of the Lexington Health Department is to prevent disease and promote wellness in order to protect and improve the health and quality of life of its residents, visitors and workforce.

**Budget Overview:** The Health Department manages disease prevention and surveillance programs designed to protect the health of the community. Programs include but are not limited to public health education empowerment programs, environmental health code enforcement activities, mosquito control, vaccination clinics and public health emergency planning and recovery efforts in partnership with the Massachusetts Department of Public Health, (MDPH). The Health Department staff is comprised of the Health Director, Health Agent and a part-time Public Health Nurse.

### **Departmental Initiatives:**

1. Continue Public Health emergency planning and recovery efforts due to a communicable disease threat (Pandemic Influenza Response).
2. Continue Food Establishment Emergency Operations planning efforts to prevent disease transmission due to loss of utilities or water & sewer service infrastructure.
3. Continue partnering with Human Services, Police, Fire and Facilities to plan a unified response to occupied properties found to be in an unsanitary condition or unfit for human habitation. Abandoned properties may also be discussed as necessary.
4. Provide food safety and public health disease prevention educational outreach to targeted demographics based on needs identified in the Demographic Task Force's Report.
5. Implement View Permit software to improve the customer's experience in obtaining various Board of Health permits. Permits include but are not limited to retail food service, temporary food service events, swimming pool operation, retail tobacco sales, rDNA biosafety, animal keeping and summer camps.

# 7140 Health



## Authorized/Appropriated Staffing

	FY2016 Budget	FY2017 Budget	FY2018 Budget	FY2019 Request
Public Health Director	1	1	1	1
Health Agent	1	1	1	1
Health Nurse *	0.6	0.6	0.6	0.6
<b>Total FTE</b>	<b>2.6</b>	<b>2.6</b>	<b>2.6</b>	<b>2.6</b>
<b>Total FT/PT</b>	<b>2FT/1PT</b>	<b>2FT/1PT</b>	<b>2FT/1PT</b>	<b>2FT/1PT</b>

\* The full-time Public Health Nurse is shared between Lexington (.6) and Belmont (.4) per Nursing Services Agreement executed in FY2009.

## 7140 Health

### **Budget Recommendations:**

The recommended FY2019 All Funds Health budget inclusive of the General Fund operating budget and the Health Program Revolving Fund, which funds health clinics, is \$364,086. The recommended budget is a \$34,820 or 10.58% increase over the restated FY2018 budget. The FY2018 budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2018 budget at the 2017 annual town meeting.

The FY2019 recommended Health General Fund operating budget is \$319,086, which is a \$3,820 or 1.21% increase over the restated FY2018 General Fund budget.

The General Fund operating budget for Compensation is \$242,775 and reflects a \$5,844 or 2.47% increase, for the cost of contractually obligated step increases and salary increases.

The General Fund operating budget for Expenses is \$76,311 and reflects a \$2,024 or 2.58% decrease, which is a net change due to the removal of one-time implementation costs to enhance the prescription drug take back program.

The FY2019 recommended Health Programs Revolving Fund is recommended at \$45,000 which is an increase of \$34,820 or 221% from the FY2018 authorization, and is in response to an increase in insurance reimbursement revenues for vaccination clinics.

### **Program Improvement Requests:**

None requested.

# 7140 Health

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 231,674	\$ 249,506	\$ 267,266	\$ 274,086	\$ 6,820	2.55%
Directed Funding						
Permits	\$ 51,664	\$ 38,499	\$ 48,000	\$ 45,000	\$ (3,000)	-6.25%
<b>Total 7140 Health</b>	<b>\$ 283,338</b>	<b>\$ 288,005</b>	<b>\$ 315,266</b>	<b>\$ 319,086</b>	<b>\$ 3,820</b>	<b>1.21%</b>

Appropriation Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 222,239	\$ 229,378	\$ 236,931	\$ 242,775	\$ 5,844	2.47%
Expenses	\$ 61,099	\$ 58,627	\$ 78,335	\$ 76,311	\$ (2,024)	-2.58%
<b>Total 7140 Health</b>	<b>\$ 283,338</b>	<b>\$ 288,005</b>	<b>\$ 315,266</b>	<b>\$ 319,086</b>	<b>\$ 3,820</b>	<b>1.21%</b>

Object Code Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 222,239	\$ 229,378	\$ 235,347	\$ 241,139	\$ 5,792	2.46%
Overtime	\$ -	\$ -	\$ 1,584	\$ 1,636	\$ 52	3.29%
<i>Personal Services</i>	<i>\$ 222,239</i>	<i>\$ 229,378</i>	<i>\$ 236,931</i>	<i>\$ 242,775</i>	<i>\$ 5,844</i>	<i>2.47%</i>
Contractual Services	\$ 57,351	\$ 54,949	\$ 71,062	\$ 70,550	\$ (512)	-0.72%
Utilities	\$ 1,217	\$ 1,257	\$ 1,801	\$ 2,401	\$ 600	33.31%
Supplies	\$ 2,531	\$ 2,421	\$ 5,472	\$ 3,360	\$ (2,112)	-38.60%
Small Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenses	\$ 61,099	\$ 58,627	\$ 78,335	\$ 76,311	\$ (2,024)	-2.58%
<b>Total 7140 Health</b>	<b>\$ 283,338</b>	<b>\$ 288,005</b>	<b>\$ 315,266</b>	<b>\$ 319,086</b>	<b>\$ 3,820</b>	<b>1.21%</b>

## Budget Summary - Revolving Funds\*

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Health Department Revolving Fund	\$ 25,197	\$ 45,780	\$ 45,000	\$ 45,000	\$ -	0.00%
<b>Total 7140 Health</b>	<b>\$ 25,197</b>	<b>\$ 45,780</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>0.00%</b>

\*Revolving Funds are authorized by Town Meeting via Article 8, and are not appropriated under Article 4.

Appropriations Summary (Revolving Funds)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
7140 - Health Programs Revolving Fund						
Expenses	\$ 13,810	\$ 13,947	\$ 14,000	\$ 45,000	\$ 31,000	221.43%
<b>Total 7140 Health</b>	<b>\$ 13,810</b>	<b>\$ 13,947</b>	<b>\$ 14,000</b>	<b>\$ 45,000</b>	<b>\$ 31,000</b>	<b>221.43%</b>

## Budget Summary - All Funds

Appropriation Summary (All Funds)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 222,239	\$ 229,378	\$ 236,931	\$ 242,775	\$ 5,844	2.47%
Expenses	\$ 74,909	\$ 72,574	\$ 92,335	\$ 121,311	\$ 28,976	31.38%
<b>Total 7140 Health - All Funds</b>	<b>\$ 297,148</b>	<b>\$ 301,952</b>	<b>\$ 329,266</b>	<b>\$ 364,086</b>	<b>\$ 34,820</b>	<b>10.58%</b>

## 7200 Planning

**Mission:** The Planning Office helps residents envision and work toward a community that serves the need of all its citizens and to manage growth and change. The Planning Office provides staff assistance to the Planning Board, helps to administer the Zoning Bylaw and reviews development permit applications for residential and commercial projects.

**Budget Overview:** The Planning Office supports the Planning Board in the administration of the *Subdivision Regulations*, the adequacy determinations of unaccepted streets, the granting of special permits for residential development, site plan review and granting of special permits, as well as reviewing zoning amendments and planned development district proposals that go to Town Meeting. In addition, the staff engages in short- and long-term planning regarding growth and development issues in Lexington, actively participates in various committees dealing with transportation, affordable housing, economic development, as well as regional and statewide initiatives. The planning staff participates on the Development Review Team, the Economic Development Advisory Committee, the Housing Partnership Board, the Transportation Safety Group, Parking Management Group, Transportation Forum and the HOME Consortium.

### **Departmental Initiatives:**

1. Continue public process of updating the Comprehensive Plan.
2. Continue to develop and draft zoning bylaw changes identified as highly desirable.
3. Continue to develop and enhance the Town's various transportation initiatives.
4. Research demographic and socio-economic trends affecting land use and development in Lexington.
5. Update the Office's administrative and internal forms and checklists associated with development permitting (especially permit tracking and online access).

# 7200 Planning



### Authorized/Appropriated Staffing

	<b>FY2015 Budget</b>	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY2018 Request</b>
Planning Director	1	1	1	1
Assistant Planning Director	1	1	1	1
Planner	1	1	1	1
Administrative Assistant	1	1	1	1
<b>Total FTE</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Total FT/PT</b>	<b>4 FT</b>	<b>4 FT</b>	<b>4 FT</b>	<b>4 FT</b>

## 7200 Planning

### **Budget Recommendations:**

The FY2019 recommended General Fund Planning Department budget is \$387,163, which is a decrease of \$17,345 or 4.29% from the restated FY2018 budget. The FY2018 budget is restated to reflect supplemental appropriations approved at the 2017-3 Special Town Meeting, and to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2018 budget at the 2017 annual town meeting.

The General Fund operating budget for Compensation is \$339,463 and reflects a \$16,155 or 5.00% increase over the restated FY2018 budget, for contractually obligated step increases and cost of living adjustments.

The recommended budget for Expenses is \$47,700 and reflects a \$33,500 or 41.26% decrease, attributable to removing the cost of one-time traffic and parking studies added at the 2017-3 Special Town Meeting.

### **Program Improvement Requests:**

None Requested.

# 7200 Planning

Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 284,999	\$ 284,328	\$ 348,498	\$ 364,743	\$ 16,245	4.66%
Parking Fund	\$ -	\$ -	\$ 8,500	\$ -	\$ (8,500)	-100.00%
TMOD Stabilization Fund	\$ -	\$ -	\$ 25,000	\$ -	\$ (25,000)	-100.00%
Directed Funding						
Fees	\$ 20,010	\$ 50,300	\$ 22,510	\$ 22,420	\$ (90)	-0.40%
<b>Total 7200 Planning</b>	<b>\$ 305,009</b>	<b>\$ 334,628</b>	<b>\$ 404,508</b>	<b>\$ 387,163</b>	<b>\$ (17,345)</b>	<b>-4.29%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 267,317	\$ 298,320	\$ 323,308	\$ 339,463	\$ 16,155	5.00%
Expenses	\$ 37,693	\$ 36,308	\$ 81,200	\$ 47,700	\$ (33,500)	-41.26%
<b>Total 7200 Planning</b>	<b>\$ 305,009</b>	<b>\$ 334,628</b>	<b>\$ 404,508</b>	<b>\$ 387,163</b>	<b>\$ (17,345)</b>	<b>-4.29%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 265,160	\$ 296,463	\$ 316,334	\$ 332,256	\$ 15,923	5.03%
Overtime	\$ 2,157	\$ 1,857	\$ 6,974	\$ 7,207	\$ 232	3.33%
<i>Personal Services</i>	\$ 267,317	\$ 298,320	\$ 323,308	\$ 339,463	\$ 16,155	5.00%
Contractual Services	\$ 34,172	\$ 34,412	\$ 76,700	\$ 43,450	\$ (33,250)	-43.35%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies	\$ 3,521	\$ 1,896	\$ 4,500	\$ 4,250	\$ (250)	-5.56%
Small Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Expenses</i>	\$ 37,693	\$ 36,308	\$ 81,200	\$ 47,700	\$ (33,500)	-41.26%
<b>Total 7200 Planning</b>	<b>\$ 305,009</b>	<b>\$ 334,628</b>	<b>\$ 404,508</b>	<b>\$ 387,163</b>	<b>\$ (17,345)</b>	<b>-4.29%</b>



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## 7300 Economic Development

**Mission:** The Economic Development Office works to encourage new investment and support our local businesses – big and small. A strong local business sector is a critical component of a healthy and sustainable community creating places to eat and shop, as well as opportunities for employment and added revenue to support local services. To that end, the Economic Development Office serves as a liaison for businesses and works to address business-related issues from parking to updating land use policy. The Office also 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 Economic Development Office also cultivates and maintains relationships with State-level partners for business development and infrastructure investment opportunities.

In addition, the Economic Development Office works to leverage economic opportunities from tourism. The three programs – the Liberty Ride, the Battle Green Guides and the regional marketing program – are aimed at enhancing Lexington's visitor-based economy.

**Budget Overview:** the Economic Development budget is divided into three elements: the Economic Development Office, the Liberty Ride and the Visitors Center.

The Economic Development Office is tasked with strengthening the commercial tax base, providing services to existing and prospective businesses, and overseeing tourism functions, including the Battle Green Guides. The Office is supported by the Economic Development Advisory Committee and the Economic Development Director serves as liaison to the Lexington Center Committee and the Tourism Committee.

The Liberty Ride trolley tour of Lexington and Concord serves as the only public transportation link to the area's historic sites. Ridership continues to increase, and in 2018 the Liberty Ride will celebrate its 16<sup>th</sup> season. As a revolving fund, the Liberty Ride is funded through ticket sales.

The Visitors Center serves as gateway for over 115,000 people who come to visit Lexington every year. The Visitors Center operates with sales revenue generated from the gift shop.

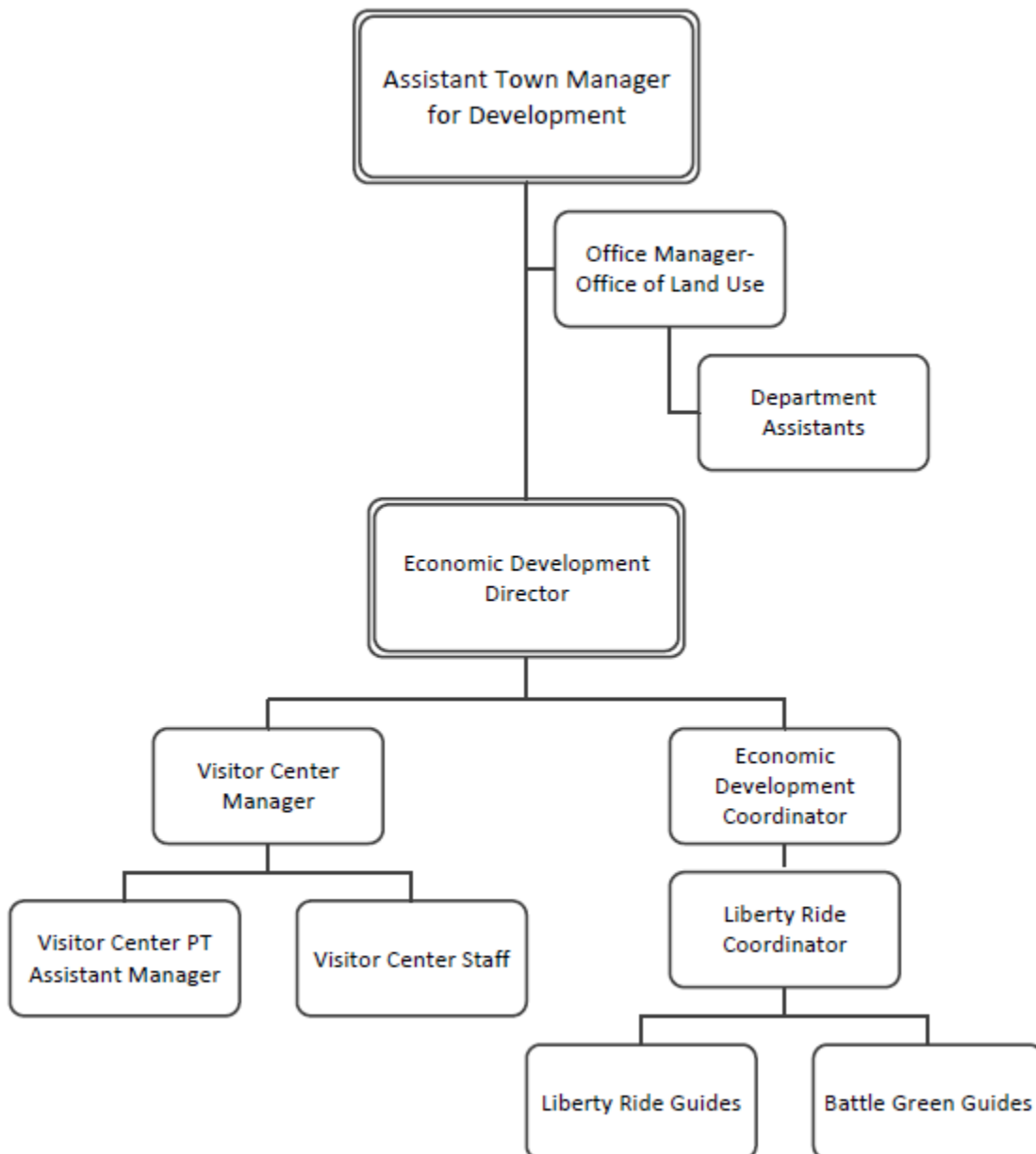
### **Departmental Initiatives:**

#### **Economic Development Office**

1. Propose zoning recommendations focused on the Hartwell corridor for consideration by elected officials
2. Secure funding for year six of the REV shuttle bus
3. Advance recommendations for 25 parking spaces that are currently not part of the public parking inventory

**Tourism/Visitor Activities**

1. Develop an online presence for the Visitors Center
2. Improve the efficiency of sale transactions for merchandise and Liberty Ride tickets through coordination of staff resources
3. Augment gift shop merchandise with new Lexington-specific products
4. Review route and content of Liberty Ride
5. Create a Lexington tourism package for corporate groups and visitors
6. Develop standards to track and gauge impact of tourism investments



**7300 Economic Development**

*Town of Lexington, Massachusetts*

**Authorized/Appropriated Staffing**

	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>
Economic Development Director	1	1	1	1
Economic Development Coordinator		1	1	1
Economic Development Intern				Seasonal
Visitor Center Manager		1	1	1
Visitor Center Staff (6PT)		4.75	4.75	4.75
Visitor Center Assistant Manager <sup>1</sup>			0.56	0.56
Battle Green Guides	Seasonal	Seasonal	Seasonal	Seasonal
Liberty Ride Coordinator	0.7	0.7	0.7	0.7
Liberty Ride Guides	Seasonal	Seasonal	Seasonal	Seasonal
<b>Total FTE</b>	<b>1.70</b>	<b>8.45</b>	<b>9.01</b>	<b>9.01</b>

<b>Total FT/PT</b>	<b>1FT/1PT + Seasonal</b>	<b>3FT/7PT + Seasonal</b>	<b>3FT/8PT + Seasonal</b>	<b>3FT/8PT + Seasonal</b>
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Note: Visitor Center staffing is included above as this function was transferred from Chamber of Commerce in FY2015. There are 7 Visitor Center staff, 1 works full-time and 6 work part-time.

<sup>1</sup>Position began in FY2017.

**Budget Recommendations:**

The FY2019 recommended All Funds Economic Development budget inclusive of the General Fund operating budget and the Liberty Ride and Visitor Center Revolving Funds is \$852,087, which is a \$3,805 or 0.45% increase from the restated FY2018 budget. The FY2018 budget is restated to reflect a supplemental appropriation approved at the 2017-3 Special Town Meeting, and cost of living increases that were negotiated subsequent to the adoption of the FY2018 budget at the 2017 annual town meeting.

The FY2019 recommended General Fund Economic Development operating budget is \$355,738, which is a \$6,752 or 1.86% decrease from the restated FY2018 General Fund budget. The recommended General Fund operating budget for Compensation is \$196,538, and reflects an \$11,148 or 6.01% increase, for contractually obligated step increases and cost of living adjustments, and summer interns to support the work of the Division. FY2018 Compensation does not include any estimate of prospective cost of living increases not covered by current contracts. Funds for prospective increases are provided in the Salary Adjustment account within the Town Manager’s budget.

The recommended General Fund operating budget for Expenses is \$159,200, a \$17,900 or 10.11% decrease which is the net change from removing one-time costs. Contractual costs include expenses associated with the REV Bus, a business-serving shuttle that runs between the Hartwell Avenue corridor and the Alewife Red Line Station, to be funded with an appropriation from the Transportation Demand Management (TDM) Stabilization Fund. In addition, the Town provides a limited amount of General Fund support in the amount of \$18,000 to the Visitors Center.

**7300 Economic Development**

The recommended FY2019 Liberty Ride Revolving Fund request is \$284,361 which is a \$187 or 0.07% increase from FY2018.

The recommended FY2019 Visitor Center Revolving Fund request is \$211,988 which is an increase of \$10,370 or 5.14% over FY2018. This is attributed to a more accurate projection of staffing needs during operation, as well as an increase in inventory costs.

**Program Improvement Requests:**

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Department Interns - Conservation and Economic Development	\$ 8,000	\$ 116	\$ 8,116	\$ 8,000	\$ 116	\$ 8,116	\$ -
Hartwell Gateway Signage	\$ 50,000	\$ -	\$ 50,000	\$ -		\$ -	\$ 50,000
General Fund Support of Visitors Center	\$ 41,400	\$ -	\$ 41,400	\$ -		\$ -	\$ 41,400
Marketing Budget Increase	\$ 12,000		\$ 12,000	\$ -		\$ -	\$ 12,000

# 7300 Economic Development

Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 272,556	\$ 258,118	\$ 289,490	\$ 282,738	\$ (6,752)	-2.33%
TDM Stabilization Fund	\$ -	\$ 45,400	\$ 46,000	\$ 46,000	\$ -	-
Center Impr. District Stabilization Fund	\$ -	\$ -	\$ 27,000	\$ 27,000	\$ -	-
<b>Total 7300 Economic Development</b>	<b>\$ 272,556</b>	<b>\$ 303,518</b>	<b>\$ 362,490</b>	<b>\$ 355,738</b>	<b>\$ (6,752)</b>	<b>-1.86%</b>

Appropriation Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 150,441	\$ 181,518	\$ 185,390	\$ 196,538	\$ 11,148	6.01%
Expenses	\$ 122,115	\$ 122,000	\$ 177,100	\$ 159,200	\$ (17,900)	-10.11%
<b>Total 7300 Economic Development</b>	<b>\$ 272,556</b>	<b>\$ 303,518</b>	<b>\$ 362,490</b>	<b>\$ 355,738</b>	<b>\$ (6,752)</b>	<b>-1.86%</b>

Program Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Total 7310 Economic Development Office	\$ 232,663	\$ 264,448	\$ 362,490	\$ 355,738	\$ (6,752)	-1.86%
Total 7330 Tourism	\$ 39,893	\$ 39,070	\$ -	\$ -	\$ -	-
<b>Total 7300 Economic Development</b>	<b>\$ 272,556</b>	<b>\$ 303,518</b>	<b>\$ 362,490</b>	<b>\$ 355,738</b>	<b>\$ (6,752)</b>	<b>-1.86%</b>

Object Code Summary (General Fund)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 150,241	\$ 181,510	\$ 182,775	\$ 193,837	\$ 11,061	6.05%
Overtime	\$ 200	\$ 8	\$ 2,615	\$ 2,701	\$ 87	3.32%
Personal Services	\$ 150,441	\$ 181,518	\$ 185,390	\$ 196,538	\$ 11,148	6.01%
Contractual Services	\$ 95,749	\$ 96,908	\$ 152,300	\$ 134,400	\$ (17,900)	-11.75%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies	\$ 26,366	\$ 24,708	\$ 24,800	\$ 24,800	\$ -	-
Small Capital	\$ -	\$ 384	\$ -	\$ -	\$ -	-
Expenses	\$ 122,115	\$ 122,000	\$ 177,100	\$ 159,200	\$ (17,900)	-10.11%
<b>Total 7300 Economic Development</b>	<b>\$ 272,556</b>	<b>\$ 303,518</b>	<b>\$ 362,490</b>	<b>\$ 355,738</b>	<b>\$ (6,752)</b>	<b>-1.86%</b>

## Budget Summary - Revolving Funds\*

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Liberty Ride Revolving Fund	\$ 216,884	\$ 199,346	\$ 200,000	\$ 200,000	\$ -	0.00%
Visitor Center Revolving Fund	\$ 197,186	\$ 203,722	\$ 193,539	\$ 193,539	\$ -	0.00%
<b>Total 7300 Economic Development</b>	<b>\$ 414,070</b>	<b>\$ 403,068</b>	<b>\$ 393,539</b>	<b>\$ 393,539</b>	<b>\$ -</b>	<b>0.00%</b>

\*Revolving Funds are authorized by Town Meeting via Article 8, and are not appropriated under Article 4.

Appropriations Summary (Revolving Funds)	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
7320 Liberty Ride Revolving Fund	\$ 200,122	\$ 197,035	\$ 284,174	\$ 284,361	\$ 187	0.07%
Compensation	\$ 57,583	\$ 63,549	\$ 78,800	\$ 80,987	\$ 2,187	2.78%
Expenses	\$ 142,539	\$ 133,486	\$ 205,374	\$ 203,374	\$ (2,000)	-0.97%
7340 Visitor Center Revolving Fund	\$ 188,674	\$ 209,372	\$ 201,618	\$ 211,988	\$ 10,370	5.14%
Compensation	\$ 89,827	\$ 102,543	\$ 99,368	\$ 103,038	\$ 3,670	3.69%
Expenses	\$ 98,847	\$ 106,829	\$ 102,250	\$ 108,950	\$ 6,700	6.55%
<b>Total 7300 Economic Development</b>	<b>\$ 388,795</b>	<b>\$ 406,407</b>	<b>\$ 485,792</b>	<b>\$ 496,349</b>	<b>\$ 10,557</b>	<b>2.17%</b>

## Budget Summary - All Funds

Appropriations Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 297,851	\$ 347,611	\$ 363,558	\$ 380,563	\$ 17,005	4.68%
Expenses	\$ 363,500	\$ 362,315	\$ 484,724	\$ 471,524	\$ (13,200)	-2.72%
<b>Total 7300 Economic Development</b>	<b>\$ 661,351</b>	<b>\$ 709,926</b>	<b>\$ 848,282</b>	<b>\$ 852,087</b>	<b>\$ 3,805</b>	<b>0.45%</b>

# Section X: Program 8000: General Government

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This section includes detailed information about the FY2019 Operating Budget & Financing Plan for general government. It includes:

- 8100 Board of Selectmen X-2
- 8200 Town Manager X-6
- 8300 Town Committees X-10
- 8400 Finance X-12
- 8500 Town Clerk X-17
- 8600 Information Technology X-21

## **8100 Board of Selectmen**

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**Mission:** The Board of Selectmen, together with the Town Manager, represents the executive branch of the Town government. The Board consists of five members, elected for three-year terms. Selectmen serve without compensation. The Board acts as the Town's primary policy-making body for a wide variety of issues affecting service delivery, finance and Town infrastructure. They provide oversight in matters of litigation, act as the licensing authority, enact rules and regulations regarding traffic control and are responsible for calling Town Meetings and approving the Town Meeting Warrant.

**Budget Overview:** This budget includes funding for the Selectmen's Office, Town Counsel the Annual Town Report, and the Public, Education, Governmental (PEG) programming budget.

Day-to-day operation of the Selectmen's Office is under the direction of the Office Manager and the Municipal Assistant who assist the Selectmen and coordinate activities with the Town Manager's Office. The staff prepare the Annual and Special Town Meeting Warrants and assist the Selectmen in responding to questions and inquiries from the public. They also receive all contributions to Selectmen gift accounts, the Fund for Lexington, PTA Council Scholarship, Lexington Education Fund and all other Trustees of Public Trusts funds.

Staff manage the licensing and permitting process for the Board (the licensing authority). These licenses include alcoholic beverage, auctioneer, cable television, common victualler, entertainment, flammable storage, innkeeper, lodging house, theater, Class I, II and III for the sale of used cars, vehicles for hire such as common carrier, limousine and taxi cab and automatic amusement machines.

Staff maintain over 300 Selectmen appointments to more than 40 committees. In addition, the Selectmen's Office notifies Lexington residents of all national, state and local elections.

Town Counsel represents the Town, through the Board of Selectmen and Town Manager, on all legal matters including litigation, contracts, drafting of Town bylaws and enforcement of bylaws through the Court system.

The Town Report is the official proceeding and activities of Town Government. It is required to be prepared annually under State law.

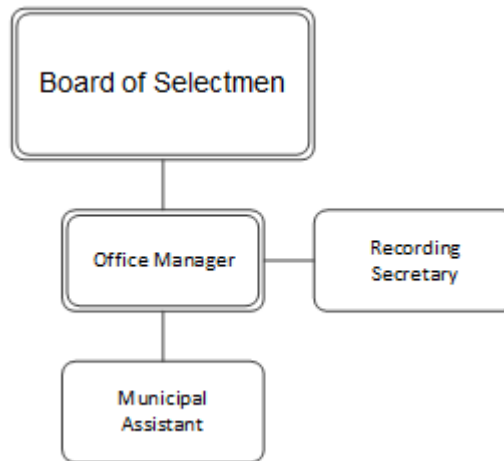
The PEG budget funds activities related to the Town's cable television programming. Under Massachusetts law, municipalities may receive up to 5% of the basic cable bill for PEG programming activities. These funds are largely used, under the guidance of the Communications Advisory Committee, to fund the LexMedia contract.



# 8100 Board of Selectmen

## Departmental Initiatives:

1. Continue advancing the Police Station project
2. Continue to refine the Financing Plan/Property Tax Impact for School and Municipal Capital Projects
3. Continue to address Pedestrian, Bicycle and Vehicle Safety on Town Roads, Intersections and School Properties
4. Improve methods of Communication (inbound/outbound) of the Board and the Town given an increasing reliance on electronic mediums.



## Authorized/Appropriated Staffing

	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>
Office Manager	0.94	1	1	1
Municipal Assistant	1	1	1	1
Recording Secretary*	0	0	0.12	0.22
<b>Total FTE</b>	<b>1.94</b>	<b>2.00</b>	<b>2.12</b>	<b>2.22</b>
<b>Total FT/PT</b>	<b>1 FT/ 1 PT</b>	<b>2 FT</b>	<b>2 FT/1 PT</b>	<b>2 FT/1 PT</b>

\*FTE change in FY2019 reflects a more realistic depiction of hours needed to support the Board of Selectmen.

## 8100 Board of Selectmen

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### Budget Recommendations:

The FY2019 recommended budget for the Board of Selectmen reflects a shift in appropriation for the PEG Access Fund which was changed from a Revolving Fund to a Special Revenue Fund in response to a change required by the Municipal Modernization Act. Thus, in FY2018, PEG was structured as a Revolving Fund and reflected in the All Funds budget; in FY2019, it will be appropriated through the General Fund budget with the PEG Special Revenue Fund (cable TV fees) as the revenue source.

The General Fund Board of Selectmen operating budget, which now includes the PEG budget, is \$1,236,498, which is a \$40,040 or 3.35% increase from the FY2018 All Funds budget, which included the PEG budget as a revolving fund.

The Compensation operating budget is \$111,820, which is a \$13,484 or 10.76% decrease, which reflects staff turnover. FY2019 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are provided in the Salary Adjustment account within the Town Manager's budget.

The Expenses operating budget is \$1,124,678, which is an increase of \$53,524 or 5.0%. The amount attributable to the Board of Selectmen's office is \$500 or 0.10% due to contractual increases for the annual audit.

The recommended FY2019 budget for legal expenses is unchanged from FY2018 at \$410,000. The recommended FY2019 budget for the annual Town Report is unchanged from FY2018 at \$13,688.

The FY2019 recommended budget for the Town's annual contract with LexMedia for broadcasting public meetings and events is \$600,902 which is a \$53,024 or 9.68% increase from FY2018, and reflects a renegotiated contract with LexMedia. This budget item is fully funded from the PEG Access Special Revenue Fund.

### Program Improvement Requests:

None requested.

# 8100 Board of Selectmen

Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimated	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 420,308	\$ 486,759	\$ 568,113	\$ 554,534	\$ (13,578)	-2.39%
Transfers from Enterprise Funds to General Fund (Indirects)	\$ 1,103	\$ 1,136	\$ 1,067	\$ 1,062	\$ (5)	-0.51%
PEG Access Special Revenue Fund	\$ -	\$ -	\$ -	\$ 600,902	\$ 600,902	-
Fees						
Licenses & Permits	\$ 80,675	\$ 81,225	\$ 79,400	\$ 80,000	\$ 600	0.76%
<b>Total 8100 (General Fund)</b>	<b>\$ 502,086</b>	<b>\$ 569,120</b>	<b>\$ 648,580</b>	<b>\$ 1,236,498</b>	<b>\$ 587,918</b>	<b>90.65%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 136,653	\$ 141,537	\$ 125,304	\$ 111,820	\$ (13,484)	-10.76%
Expenses	\$ 365,433	\$ 427,584	\$ 523,276	\$ 1,124,678	\$ 601,402	114.93%
<b>Total 8100 (General Fund)</b>	<b>\$ 502,086</b>	<b>\$ 569,120</b>	<b>\$ 648,580</b>	<b>\$ 1,236,498</b>	<b>\$ 587,918</b>	<b>90.65%</b>

Program Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Total 8110 Selectmen's Office	\$ 216,377	\$ 229,168	\$ 224,892	\$ 211,908	\$ (12,984)	-5.77%
Total 8120 Legal	\$ 276,769	\$ 329,983	\$ 410,000	\$ 410,000	\$ -	-
Total 8130 Town Report	\$ 8,940	\$ 9,970	\$ 13,688	\$ 13,688	\$ -	-
Total 8140 PEG	\$ -	\$ -	\$ -	\$ 600,902	\$ 600,902	-
<b>Total 8100 (General Fund)</b>	<b>\$ 502,086</b>	<b>\$ 569,120</b>	<b>\$ 648,580</b>	<b>\$ 1,236,498</b>	<b>\$ 587,918</b>	<b>90.65%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 136,653	\$ 141,537	\$ 125,304	\$ 111,820	\$ (13,484)	-10.76%
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Personal Services</i>	<i>\$ 136,653</i>	<i>\$ 141,537</i>	<i>\$ 125,304</i>	<i>\$ 111,820</i>	<i>\$ (13,484)</i>	<i>-10.76%</i>
Contractual Services	\$ 346,637	\$ 403,007	\$ 497,763	\$ 1,099,165	\$ 601,402	120.82%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies	\$ 18,796	\$ 24,576	\$ 24,513	\$ 24,513	\$ -	-
Small Capital	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	-
<i>Expenses</i>	<i>\$ 365,433</i>	<i>\$ 427,584</i>	<i>\$ 523,276</i>	<i>\$ 1,124,678</i>	<i>\$ 601,402</i>	<i>114.93%</i>
<b>Total 8100 (General Fund)</b>	<b>\$ 502,086</b>	<b>\$ 569,120</b>	<b>\$ 648,580</b>	<b>\$ 1,236,498</b>	<b>\$ 587,918</b>	<b>90.65%</b>

## Budget Summary - Revolving Funds

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
PEG Revolving Fund	\$ 633,839	\$ 642,168	\$ 547,878	\$ -	\$ (547,878)	-100.00%
<b>Total 8100 (Revolving Funds)</b>	<b>\$ 633,839</b>	<b>\$ 642,168</b>	<b>\$ 547,878</b>	<b>\$ -</b>	<b>\$ (547,878)</b>	<b>-100.00%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
8140 - PEG Revolving Fund	\$ 471,985	\$ 530,568	\$ 547,878	\$ -	\$ (547,878)	-100.00%
<i>Expenses</i>	<i>\$ 471,985</i>	<i>\$ 530,568</i>	<i>\$ 547,878</i>	<i>\$ -</i>	<i>\$ (547,878)</i>	<i>-100.00%</i>
<b>Total 8100 (Revolving Funds)</b>	<b>\$ 471,985</b>	<b>\$ 530,568</b>	<b>\$ 547,878</b>	<b>\$ -</b>	<b>\$ (547,878)</b>	<b>-100.00%</b>

## Budget Summary - All Funds

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 136,653	\$ 141,537	\$ 125,304	\$ 111,820	\$ (13,484)	-10.76%
Expenses	\$ 837,418	\$ 958,152	\$ 1,071,154	\$ 1,124,678	\$ 53,524	5.00%
<b>Total 8100 (All Funds)</b>	<b>\$ 974,071</b>	<b>\$ 1,099,688</b>	<b>\$ 1,196,458</b>	<b>\$ 1,236,498</b>	<b>\$ 40,040</b>	<b>3.35%</b>

## 8200 Town Manager

**Mission:** The Board of Selectmen appoints the Town Manager who oversees the daily operations of all general government departments, implements the policies of the Board of Selectmen, proposes an annual operating and capital budget, and enforces Town bylaws and regulations. The Town Manager's authority and responsibilities are established in the Selectmen-Town Manager Act of 1968. The Town Manager's Office is also responsible for Human Resources and benefit administration, as well as risk management.

**Budget Overview:** The Town Manager's Office budget is comprised of two elements; Organizational Direction and Administration and Human Resources.

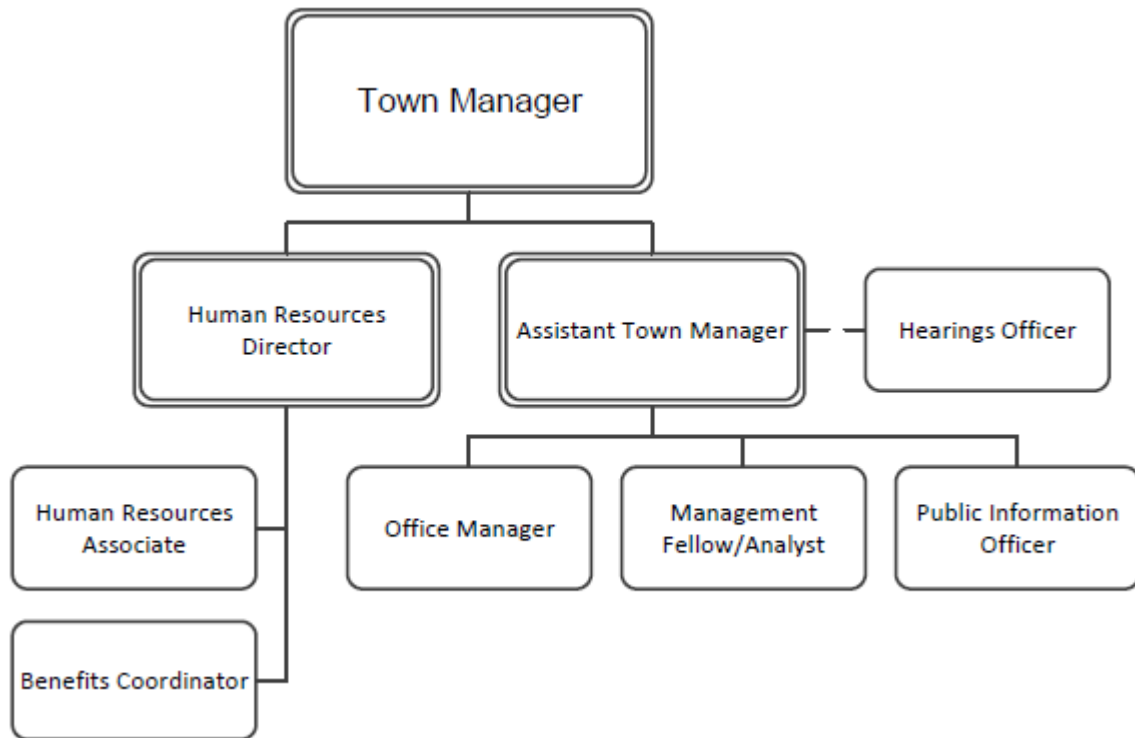
Organizational Direction and Administration includes day-to-day oversight for all Town departments, town-wide staff training and professional development, and special projects. This function also implements all decisions of the Board of Selectmen and provides staff support to various Town committees.

The Town Manager's Office, through the Human Resource function, is responsible for personnel administration, benefits administration, collective bargaining negotiations, workers compensation and unemployment benefits.

### Departmental Initiatives:

1. Begin implementing recommendations of 20/20 Task Force on Asian Communities with the creation of the Diversity Advisory Task Force (see PIR).
2. Develop implementation protocol for hate crime activities with the Superintendent of Schools.
3. Consistent with the organization goal established by the Board of Selectmen, establish the position of Public Information Officer to improve the Town's ability to communicate with residents on a timely basis (see PIR).
4. Work to support the high performance culture in the organization by providing directed team building to the newly constituted Senior Management Team.
5. Develop new revenue sources to support the budget, particularly the capital budget, by looking at stormwater management revenues and sidewalk betterments.
6. Continue the initiative to develop organizational sustainability by sharing institutional knowledge across the organization, engaging mid-level managers in organizational decision-making and selecting and training qualified staff.
7. Continue the work on internal controls by revising existing policies and developing new policies that may be necessary to ensure the protection of assets that are vulnerable to abuse.

# 8200 Town Manager



## Authorized/Appropriated Staffing

	FY2016 Budget	FY2017 Budget	FY2018 Budget	FY2019 Request
Town Manager	1	1	1	1
Assistant Town Manager <sup>1</sup>	1	1	1	1
Public Information Officer <sup>2</sup>				1
Office Manager/Special Events Coordinator	1	1	1	1
Management Fellow/Analyst	1	1	1	1
Hearing Officers <sup>3</sup>	0.12	0.12	0.12	0.12
Human Resources Director	1	1	1	1
Human Resources Associate	1	1	1	1
Benefits Coordinator	1	1	1	1
<b>Total FTE</b>	<b>7.12</b>	<b>7.12</b>	<b>7.12</b>	<b>8.12</b>
<b>Total Full/Part Time</b>	<b>7 FT / 2 PT</b>	<b>7 FT / 2 PT</b>	<b>7 FT / 2 PT</b>	<b>8 FT / 2 PT</b>

<sup>1</sup>The title of Deputy Town Manager was changed to Assistant Town Manager in February 2017

<sup>2</sup>The recommendation for the Public Information Officer is in response to a goal established by the Board of Selectmen to improve communications and information-sharing with residents.

<sup>3</sup>Two hearing officers hear appeals for parking fines; one municipal hearing officer hears appeals for fines issued by the Fire Department (regional position, shared with Winchester and Woburn)

# 8200 Town Manager

## Budget Recommendations:

The FY2019 recommended budget inclusive of the Town Manager’s Office and Human Resources is \$901,243, which is a \$93,200 or 11.53% increase from the FY2018 budget.

The recommended FY2019 budget for Compensation is \$667,408, and reflects an \$83,950 or 14.39% increase, which is a net increase reflecting reductions due to retirements and the addition of a Public Information Officer. FY2019 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager’s budget.

The recommended FY2019 budget for Expenses is \$233,835 and reflects a \$9,250 or 4.12% increase which is a net change primarily due to a \$12,000 increase in professional services for the Human Resources department for a Fire Department assessment center for anticipated staff promotions in FY2019.

The department's budget includes a Salary Adjustment Account, which reflects anticipated FY2019 collective bargaining settlements, other wage increases, and compensated leave payments due certain employees at retirement. Once contractual settlements are reached, funds are transferred from this account to the appropriate departmental budget upon a vote of the Board of Selectmen. Contracts that are currently being negotiated whose outcome will affect the Salary Adjustment Account include Crossing Guards and Librarians. Contracts that expire at the end of FY2018 are also included in the Salary Adjustment account and are comprised of the AFSCME Local 1703 units representing both Public Works and Dispatch staff, and the Lexington Police Association.

## Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Public Information Officer	\$ 102,424	\$ 17,687	\$ 120,112	\$ 102,424	\$ 17,687	\$ 120,112	\$ -
Shared funding with Lexington School System to support the Diversity Advisory Task Force*	\$ 15,000	\$ -	\$ 15,000	\$ 15,000		\$ 15,000	\$ -

\*Recommended for funding via a separate warrant article; not included within operating budget

# 8200 Town Manager

Program: General Government  
Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 475,330	\$ 322,927	\$ 432,989	\$ 340,719	\$ (92,270)	-21.31%
Enterprise Funds (Indirect)	\$ 42,152	\$ 45,825	\$ 46,419	\$ 49,724	\$ 3,305	7.12%
Available Funds				-	-	-
Rentals*	\$ 255,391	\$ 367,350	\$ 328,635	\$ 510,800	\$ 182,165	55.43%
<b>Total 8200 Town Manager</b>	<b>\$ 772,873</b>	<b>\$ 736,102</b>	<b>\$ 808,043</b>	<b>\$ 901,243</b>	<b>\$ 93,200</b>	<b>11.53%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 567,869	\$ 593,841	\$ 583,458	\$ 667,408	\$ 83,950	14.39%
Expenses	\$ 205,004	\$ 142,260	\$ 224,585	\$ 233,835	\$ 9,250	4.12%
<b>Total 8200 Town Manager</b>	<b>\$ 772,873</b>	<b>\$ 736,102</b>	<b>\$ 808,043</b>	<b>\$ 901,243</b>	<b>\$ 93,200</b>	<b>11.53%</b>

Program Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Total 8210 Organizational Dir. & Admin.	\$ 525,450	\$ 531,978	\$ 542,841	\$ 637,807	\$ 94,966	17.49%
Total 8220 Human Resources	\$ 247,423	\$ 204,124	\$ 265,202	\$ 263,436	\$ (1,766)	-0.67%
<b>Total 8200 Town Manager</b>	<b>\$ 772,873</b>	<b>\$ 736,102</b>	<b>\$ 808,043</b>	<b>\$ 901,243</b>	<b>\$ 93,200</b>	<b>11.53%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 567,869	\$ 593,841	\$ 583,458	\$ 667,408	\$ 83,950	14.39%
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Personal Services</i>	<i>\$ 567,869</i>	<i>\$ 593,841</i>	<i>\$ 583,458</i>	<i>\$ 667,408</i>	<i>\$ 83,950</i>	<i>14.39%</i>
Contractual Services	\$ 165,213	\$ 122,939	\$ 190,350	\$ 199,600	\$ 9,250	4.86%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies	\$ 19,986	\$ 16,495	\$ 14,735	\$ 14,735	\$ -	-
Small Capital	\$ 19,805	\$ 2,826	\$ 19,500	\$ 19,500	\$ -	-
Expenses	\$ 205,004	\$ 142,260	\$ 224,585	\$ 233,835	\$ 9,250	4.12%
<b>Total 8200 Town Manager</b>	<b>\$ 772,873</b>	<b>\$ 736,102</b>	<b>\$ 808,043</b>	<b>\$ 901,243</b>	<b>\$ 93,200</b>	<b>11.53%</b>

\*Rentals are comprised of rental receipts from the Waldorf School, Bertucci's Italian Restaurant, LexFarm and Peet's Coffee & Tea sidewalk rentals, cell tower lease revenue and the sublease of Kline Hall to LexMedia.

## Budget Summary - Salary Adjustment (8230)

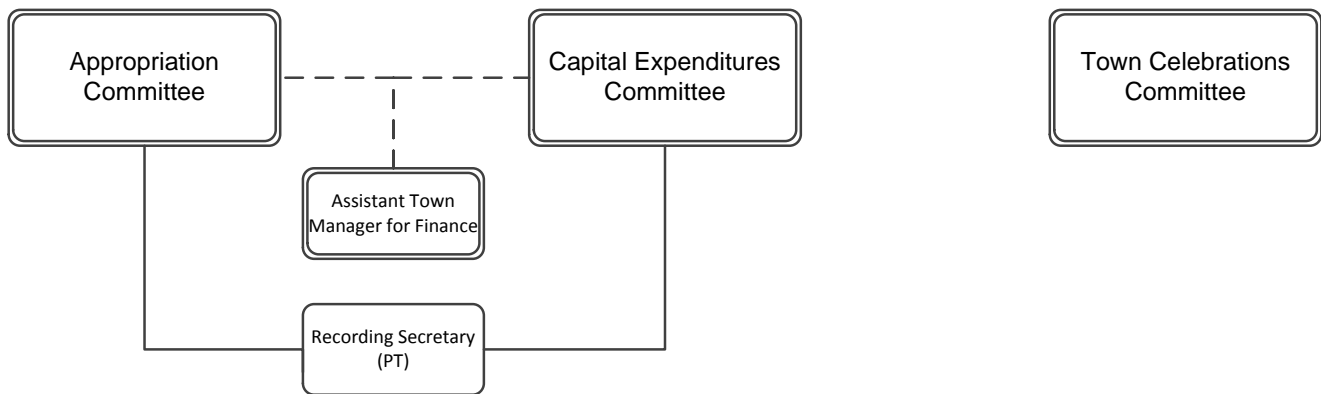
Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Recommended	Dollar Increase	Percent Increase
Tax Levy	\$ 455,517	\$ 546,757	\$ 171,759	\$ 483,030	\$ 311,271	181.23%
<b>Total 8200 Town Manager</b>	<b>\$ 455,517</b>	<b>\$ 546,757</b>	<b>\$ 171,759</b>	<b>\$ 483,030</b>	<b>\$ 311,271</b>	<b>181.23%</b>

Program Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Total 8230 Salary Adjustment	\$ 455,517	\$ 546,757	\$ 171,759	\$ 483,030	\$ 311,271	181.23%
<b>Total 8200 Town Manager</b>	<b>\$ 455,517</b>	<b>\$ 546,757</b>	<b>\$ 171,759</b>	<b>\$ 483,030</b>	<b>\$ 311,271</b>	<b>181.23%</b>

## 8300 Town Committees

**Mission:** Town Committees includes the Appropriation Committee, Capital Expenditures Committee, Public Celebrations Committee and various boards and committees appointed by the Board of Selectmen, Moderator and the Town Manager.

**Budget Overview:** The Town Committees budget provides funding for a variety of statutory and advisory committees that are an integral part of the operation of local government in Lexington. The financial committees – the Appropriation Committee and the Capital Expenditures Committee – provide detailed financial review and analysis to Town Meeting. The Town Celebrations Committee, appointed by the Board of selectmen, plans the Town's annual celebrations, including parades on Veterans', Memorial, Patriots' Day as well as the Martin Luther King Day celebration.



### Authorized/Appropriated Staffing

Limited staff support is provided through the Town Manager's Office and Finance Department, and a part-time Recording Secretary takes meeting minutes.



# 8300 Town Committees

## Budget Recommendations:

The FY2019 recommended Town Committees budget is \$66,030, which is an increase of \$8,150 or 14.08% from FY2018.

Compensation is level-funded at \$6,630. Expenses are funded at \$59,400, which is an increase of \$8,150 or 15.90%. This reflects the continuation of \$5,250 for the biennial Dance Around the World program that was funded in FY2018 but will not be held until FY2019, an additional \$1,250 for Patriots' Day supplies, and the addition of \$6,900 for a program improvement to support a wide variety of cultural programs in the community.

## Program Improvement Request:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Community Cultural Programs	\$ 6,900	\$ -	\$ 6,900	\$ 6,900	\$ -	\$ 6,900	\$ -

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Tax Levy	\$ 96,664	\$ 79,743	\$ 57,880	\$ 66,030	\$ 8,150	14.08%
<b>Total 8300 Town Committees</b>	<b>\$ 96,664</b>	<b>\$ 79,743</b>	<b>\$ 57,880</b>	<b>\$ 66,030</b>	<b>\$ 8,150</b>	<b>14.08%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 5,791	\$ 5,739	\$ 6,630	\$ 6,630	\$ -	0.00%
Expenses	\$ 90,873	\$ 74,004	\$ 51,250	\$ 59,400	\$ 8,150	15.90%
<b>Total 8300 Town Committees</b>	<b>\$ 96,664</b>	<b>\$ 79,743</b>	<b>\$ 57,880</b>	<b>\$ 66,030</b>	<b>\$ 8,150</b>	<b>14.08%</b>

Program Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Total 8310 Financial Committees	\$ 6,652	\$ 7,134	\$ 8,130	\$ 8,130	\$ -	0.00%
Total 8320 Misc. Boards & Committees	\$ 16,818	\$ 33,727	\$ 4,500	\$ 11,400	\$ 6,900	153.33%
Total 8330 Town Celebrations	\$ 73,194	\$ 38,883	\$ 45,250	\$ 46,500	\$ 1,250	2.76%
<b>Total 8300 Town Committees</b>	<b>\$ 96,664</b>	<b>\$ 79,743</b>	<b>\$ 57,880</b>	<b>\$ 66,030</b>	<b>\$ 8,150</b>	<b>14.08%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 5,791	\$ 5,739	\$ 6,630	\$ 6,630	\$ -	0.00%
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Compensation</i>	<i>\$ 5,791</i>	<i>\$ 5,739</i>	<i>\$ 6,630</i>	<i>\$ 6,630</i>	<i>\$ -</i>	<i>0.00%</i>
Contractual Services	\$ 16,267	\$ 34,763	\$ 4,000	\$ 10,900	\$ 6,900	172.50%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies	\$ 74,606	\$ 39,241	\$ 47,250	\$ 48,500	\$ 1,250	2.65%
Small Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Expenses</i>	<i>\$ 90,873</i>	<i>\$ 74,004</i>	<i>\$ 51,250</i>	<i>\$ 59,400</i>	<i>\$ 8,150</i>	<i>15.90%</i>
<b>Total 8300 Town Committees</b>	<b>\$ 96,664</b>	<b>\$ 79,743</b>	<b>\$ 57,880</b>	<b>\$ 66,030</b>	<b>\$ 8,150</b>	<b>14.08%</b>

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## 8400 Finance

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**Mission:** The Finance Department is responsible for: (1) maintaining timely and accurate records on all financial activities of the Town; (2) administering internal financial controls; (3) facilitating the evaluation of the Town's financial condition; (4) ensuring that the delivery of Town services is done in compliance with Massachusetts General Laws that govern municipal finance; (5) providing timely and accurate financial information to managers of Town services to facilitate the evaluation of the cost effectiveness and efficiency of Town programs; (6) providing timely and accurate financial information to Town boards and committees to facilitate policy deliberation and formulation; and (7) safeguarding the financial assets of the Town.

**Budget Overview:** The Finance Department is comprised of the following divisions: the Comptroller's Office, the Treasurer/Collector's Office and the Assessing Office. The FY2019 budget reflects the shift of the Utility Division to the Water and Wastewater Enterprise budgets, so that role is more closely aligned with daily operations.

The Comptroller's Office is responsible for maintaining the Town's general ledger (accounting), accounts payable, payroll, and centralized purchasing. The Comptroller's budget is also inclusive of funding for the Assistant Town Manager for Finance, who oversees all financial operations of the Town, and the Budget Officer who in concert with the Assistant Town Manager for Finance and the Town Manager, develops and monitors the annual capital and operating budgets.

The Treasurer/Collector's Office has three primary responsibilities: the collection and deposit of all Town taxes, fees and charges including property taxes, motor vehicle excise, utility billing and other local receipts (permit and license fees, fines, etc.); the management and investment of all revenues collected; and the issuance and servicing of debt.

The Assessing Office's primary function is the development of assessed values of real and personal property.

### Departmental Initiatives:

#### Comptroller:

1. Evaluate current technology; initiate and begin implementation of technology upgrades and improvements to various finance functions, including the general ledger, budgeting process, accounts payable and archive management.
2. Offer training opportunities and reference guides to town departments regarding finance related procedures and policies.
3. Implement a college internship program in the Town's Finance department and participate in the industry-wide initiative to develop awareness and interest in careers in Municipal Finance.
4. Continue to implement general billing for miscellaneous receivables.

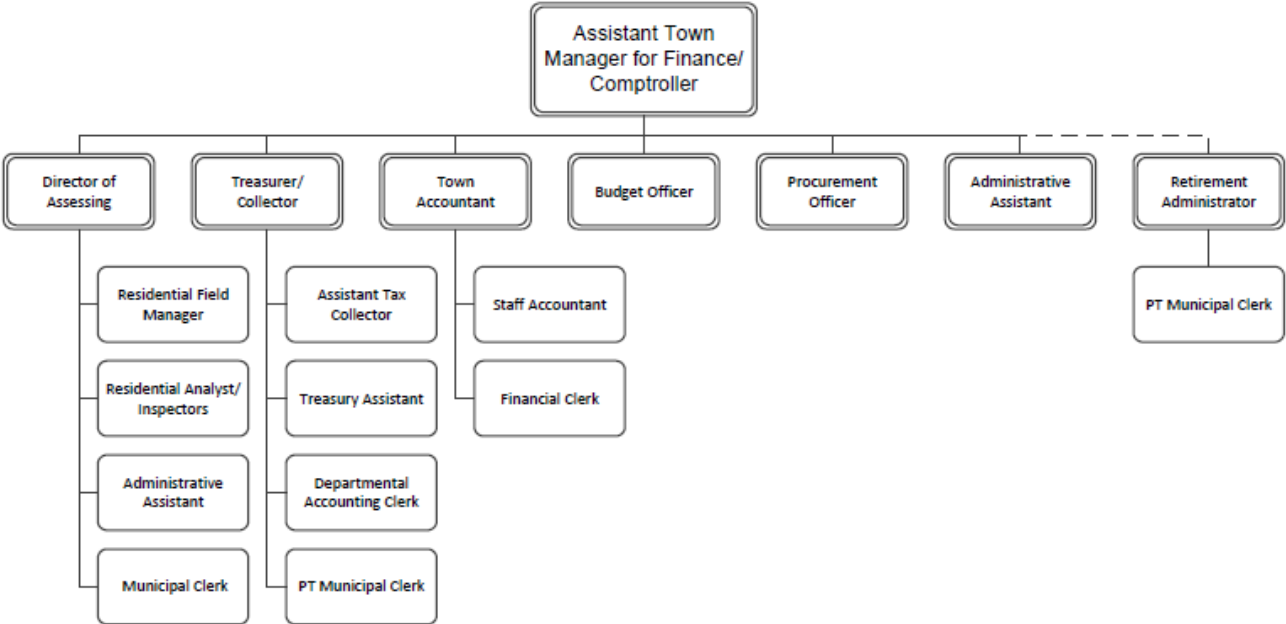
# 8400 Finance

Treasurer/Collector:

- 1. Bid bill printing services.
- 2. Continue tax foreclosures and evaluate new accounts to add to process.
- 3. Explore online access to individual property tax accounts.

Assessing:

- 1. Administer a 6-year, cyclical annual inspection program for interior and exterior inspection to comply with requirements of the Massachusetts Department of Revenue.
- 2. Embark on cross-training program among Assessing Department employees to promote staff capacity at all times, possibly including re-organizing staff functions.
- 3. Activate GIS functionality in Vision software and train staff in its use.
- 4. Enhance productivity through adoption of new technology to support data collection and input activity.
- 5. Reduce annual paper mailings to taxpayers where possible, as permitted by MGL.



**8400 Finance**

**Authorized/Appropriated Staffing**

	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>
<b>Element 8410: Comptroller</b>				
Asst. Town Manager for Finance/Comptroller	1	1	1	1
Town Accountant	1	1	1	1
Staff Accountant	1	1	1	1
Procurement Officer	1	1	1	1
Financial Clerk	1	1	1	1
Budget Officer	1	1	1	1
Administrative Assistant	0.4	0.4	0.4	0.4
<b>Subtotal FTE</b>	<b>6.40</b>	<b>6.40</b>	<b>6.40</b>	<b>6.40</b>
<b>Subtotal FT/PT</b>	<b>6FT/1PT</b>	<b>6FT/1PT</b>	<b>6FT/1PT</b>	<b>6FT/1PT</b>
<b>Element 8420: Treasurer/Collector</b>				
Treasurer/Collector	1	1	1	1
Assistant Tax Collector	1	1	1	1
Treasury Assistant	1	1	1	1
Account Clerk	1	1	1	1
Municipal Clerk	0.46	0.46	0.46	0.46
<b>Subtotal FTE</b>	<b>4.46</b>	<b>4.46</b>	<b>4.46</b>	<b>4.46</b>
<b>Subtotal FT/PT</b>	<b>4FT/1PT</b>	<b>4FT/1PT</b>	<b>4FT/1PT</b>	<b>4FT/1PT</b>
<b>Element 8430: Assessor</b>				
Director of Assessing	1	1	1	1
Residential Field Manager	1	1	1	1
Residential Analyst/Inspector	2	2	2	2
Office Manager	1	1	1	1
Municipal Clerks	0.79	1.14	1.14	1.14
<b>Subtotal FTE</b>	<b>5.79</b>	<b>6.14</b>	<b>6.14</b>	<b>6.14</b>
<b>Subtotal FT/PT</b>	<b>5FT/2PT</b>	<b>6FT/1PT</b>	<b>6FT/1PT</b>	<b>6FT/1PT</b>
<b>Element 8440: Utility Billing</b>				
Utility Enterprise Business Manager*	1	1	1	0
<b>Subtotal FTE</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
<b>Subtotal FT/PT</b>	<b>1FT/0PT</b>	<b>1FT/0PT</b>	<b>1FT/0PT</b>	<b>0FT</b>
<b>Total FTE</b>	<b>17.65</b>	<b>18.00</b>	<b>18.00</b>	<b>17.00</b>
<b>Total FT/PT</b>	<b>16FT/4 PT</b>	<b>17FT/3 PT</b>	<b>17FT/3 PT</b>	<b>16FT/3 PT</b>

\* For FY2019, the Utility Enterprise Business Manager will be funded directly from the Water and Sewer budgets.

8400 Finance

Budget Recommendations:

The FY2019 recommended General Fund Finance Department budget is \$1,888,060, which represents a \$14,882, or 0.78% decrease from the restated FY2018 budget. The FY2018 budget is restated to reflect step increases that were not captured in the approved budget, and cost of living increases that were negotiated subsequent to the adoption of the FY2018 budget at the 2017 annual town meeting.

The General Fund operating budget for Compensation is \$1,383,830, and reflects a decrease of \$33,482 or 2.36%, which is a net decrease attributable to the transfer of the Utility Billing Manager to the Water and Wastewater Enterprise budgets, as well as costs for contractually obligated step increases and cost of living adjustments, and the funding of a program improvement to identify and support college students who might be interested in a future career in municipal finance. FY2019 Compensation does not include any estimate of prospective cost of living increases for personnel whose contracts expire on June 30, 2018. Funds for such prospective increases are provided in the Salary Adjustment account within the Town Manager’s budget.

The recommended budget for Expenses is \$504,230 and reflects an \$18,600 or 3.83% increase which reflects higher postage costs (\$2,000), additional support for the Treasurer Collector’s Tax Title program (\$5,000), and enhanced Professional Services in the Assessor’s Office (\$11,500).

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected under Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected under Shared Expenses)	Total	
Finance College Intern	\$ 7,488	\$ 109	\$ 7,597	\$ 7,488	\$ 109	\$ 7,597	\$ -

# 8400 Finance

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimated	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 1,454,008	\$ 1,587,377	\$ 1,638,986	\$ 1,694,006	\$ 47,531	2.90%
Transfers from Enterprise Funds to General Fund (Indirects)	\$ 223,666	\$ 243,159	\$ 230,955	\$ 160,224	\$ (70,731)	-30.63%
Fees & Charges						
Charges for Services	\$ 32,658	\$ 34,329	\$ 33,000	\$ 33,830	\$ 830	2.52%
<b>Total 8400 Finance</b>	<b>\$ 1,710,332</b>	<b>\$ 1,864,865</b>	<b>\$ 1,902,941</b>	<b>\$ 1,888,060</b>	<b>\$ (14,882)</b>	<b>-0.78%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,307,793	\$ 1,428,147	\$ 1,417,311	\$ 1,383,830	\$ (33,482)	-2.36%
Expenses	\$ 402,539	\$ 436,717	\$ 485,630	\$ 504,230	\$ 18,600	3.83%
<b>Total 8400 Finance</b>	<b>\$ 1,710,332</b>	<b>\$ 1,864,865</b>	<b>\$ 1,902,941</b>	<b>\$ 1,888,060</b>	<b>\$ (14,882)</b>	<b>-0.78%</b>

Program Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Total 8410 Comptroller	\$ 664,237	\$ 684,853	\$ 675,492	\$ 684,586	\$ 9,094	1.35%
Total 8420 Treasurer/Collector	\$ 369,326	\$ 388,176	\$ 406,777	\$ 427,919	\$ 21,142	5.20%
Total 8430 Assessing	\$ 600,499	\$ 712,848	\$ 740,345	\$ 775,555	\$ 35,210	4.76%
Total 8440 Utility Billing	\$ 76,271	\$ 78,988	\$ 80,328	\$ -	\$ (80,328)	-100.00%
<b>Total 8400 Finance</b>	<b>\$ 1,710,332</b>	<b>\$ 1,864,865</b>	<b>\$ 1,902,941</b>	<b>\$ 1,888,060</b>	<b>\$ (14,882)</b>	<b>-0.78%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,307,793	\$ 1,428,147	\$ 1,417,311	\$ 1,383,830	\$ (33,482)	-2.36%
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Personal Services</i>	<i>\$ 1,307,793</i>	<i>\$ 1,428,147</i>	<i>\$ 1,417,311</i>	<i>\$ 1,383,830</i>	<i>\$ (33,482)</i>	<i>-2.36%</i>
Contractual Services	\$ 343,905	\$ 391,260	\$ 435,715	\$ 449,615	\$ 13,900	3.19%
Utilities	\$ 13,573	\$ (822)	\$ 2,550	\$ 3,150	\$ 600	23.53%
Supplies	\$ 44,562	\$ 46,280	\$ 47,365	\$ 51,465	\$ 4,100	8.66%
Small Capital	\$ 499	\$ -	\$ -	\$ -	\$ -	-
Expenses	\$ 402,539	\$ 436,717	\$ 485,630	\$ 504,230	\$ 18,600	3.83%
<b>Total 8400 Finance</b>	<b>\$ 1,710,332</b>	<b>\$ 1,864,865</b>	<b>\$ 1,902,941</b>	<b>\$ 1,888,060</b>	<b>\$ (14,882)</b>	<b>-0.78%</b>

## 8500 Town Clerk

**Mission:** The Office of the Town Clerk 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, and conducting the annual Town Census. The Town Clerk's Office conducts elections in conformance with State and local laws and, with the Board of Registrars, processes voter registrations and certifications. The Town Clerk reports to the Chief Information Officer.

**Budget Overview:** The four elements comprising the Office of the Town Clerk include Town Clerk Administration, Registration, Elections, and Archives & Records Management.

**Town Clerk Administration:** The Town Clerk acts as the Town's recording officer, registrar of vital statistics, and chief election official. The Town Clerk is the official record-keeper of Town Meeting, certifies bylaws, Town Meeting appropriations and other official actions, signs notes for borrowing, and certifies official documents. The Town Clerk also registers all vital events within Lexington, recording births, marriages and deaths in accordance with State law. The Town Clerk is keeper of the seal, administers the oath of office to elected and appointed members of boards and committees, maintains records of adopted municipal codes, regulations, bylaws, oaths of office, resignations, appointments, and submits general bylaws and zoning bylaws to the Attorney General for approval. The Town Clerk's office issues licenses and permits and serves as a central information point for residents.

**Board of Registrars:** Registrars, appointed by the Board of Selectmen, are responsible for promoting voter registration, overseeing voter records, and ruling on voter eligibilities. Stipends for the Board of Registrars remain level funded. Annual voter confirmations are conducted in accordance with State statute. The Annual Town Census and the publishing of the List of Residents is funded through this element.

**Elections:** This element includes administration of local, state and national elections in accordance with election laws, most recently including Early Voting and pre-registration of 16 and 17 year olds. Staff provide information on candidate certifications, referenda, initiative petitions, campaign finance laws, election procedures, ballot initiatives, and voter information. Election site preparations are coordinated with Public Works, Public Facilities, Police, and Lexington Public Schools.

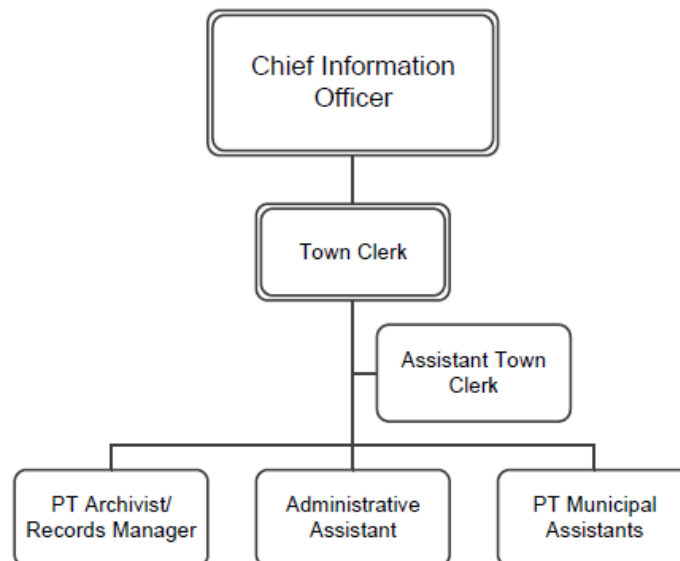
**Records Management:** This element addresses inventory and retention of records and documents, proper maintenance and storage of records, preservation of documents, and public access to public records and information. A part-time Archivist/Records Manager is responsible for overseeing the conservation, preservation, digitization and cataloging of Lexington's historic documents and records.



# 8500 Town Clerk

## Departmental Initiatives:

1. Ongoing administration of town/state/federal elections in conformance with statutory requirements to provide legal and accessible elections to Lexington voters, including adhering to Election Reform laws of 2014. Continued emphasis on long term goal of utilizing municipal buildings for polling locations.
2. Continued development of coordinated Archives & Records Management Program;
3. Enhancement and further implementation of Laserfiche Document Imaging System for records retention, electronic access, and archives/records portal.
4. Continued use of Commonwealth of Massachusetts Electronic Vital Records Systems for births, deaths and burial permits.



## Authorized/Appropriated Staffing

	FY2016 Budget	FY2017 Budget	FY2018 Budget	FY2019 Request
Town Clerk	1	1	1	1
Assistant Town Clerk	1	1	1	1
Administrative Assistant	1	1	1	1
Municipal Assistant <sup>1</sup>	1.03	1.03	1.23	1.23
Archivist/Records Manager	0.46	0.46	0.46	0.46
<b>Total FTE</b>	<b>4.49</b>	<b>4.49</b>	<b>4.69</b>	<b>4.69</b>
<b>Total FT/PT</b>	<b>3 FT/ 3 PT</b>	<b>3 FT/ 3 PT</b>	<b>3 FT/ 3 PT</b>	<b>3 FT/ 3 PT</b>

<sup>1</sup>Municipal Assistant hours increased in FY2018.

## 8500 Town Clerk

### **Budget Recommendations:**

The FY2019 recommended Town Clerk budget is \$521,000 which is a \$26,336 or 5.32% increase from the restated FY2018 budget. The FY2018 budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2018 budget at the 2016 annual town meeting, as well as a supplemental appropriation approved at Special Town Meeting 2017-3 for expenses from the July 2017 state senate election.

The budget for Compensation is \$398,200 and reflects a \$27,386 or 7.39% increase, which is primarily driven by a larger number of state elections in FY2019. The increase in FY2019 compensation is inclusive of contractually obligated step increases and cost of living adjustments. FY2019 compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are provided in the Salary Adjustment account within the Town Manager's budget.

The budget for Expenses is \$122,800, which is a decrease of \$1,050 or 0.85%, and reflects anticipated expenses in FY2019.

### **Program Improvement Request:**

None requested.

# 8500 Town Clerk

Program: General Government  
Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 342,249	\$ 365,784	\$ 410,765	\$ 437,100	\$ 26,336	6.41%
Enterprise Funds (Indirects)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Directed Funding	\$ -	\$ -	\$ -	\$ -	\$ -	-
Departmental Fees	\$ 34,825	\$ 36,478	\$ 35,900	\$ 35,900	\$ -	-
Licenses and Permits	\$ 48,321	\$ 47,320	\$ 48,000	\$ 48,000	\$ -	-
<b>Total 8500 Town Clerk</b>	<b>\$ 425,395</b>	<b>\$ 449,582</b>	<b>\$ 494,665</b>	<b>\$ 521,000</b>	<b>\$ 26,336</b>	<b>5.32%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 328,459	\$ 354,475	\$ 370,815	\$ 398,200	\$ 27,386	7.39%
Expenses	\$ 96,936	\$ 95,107	\$ 123,850	\$ 122,800	\$ (1,050)	-0.85%
<b>Total 8500 Town Clerk</b>	<b>\$ 425,395</b>	<b>\$ 449,582</b>	<b>\$ 494,665</b>	<b>\$ 521,000</b>	<b>\$ 26,336</b>	<b>5.32%</b>

Program Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Total 8510 Town Clerk Administration	\$ 276,483	\$ 282,112	\$ 310,467	\$ 322,547	\$ 12,080	3.89%
Total 8520 Board of Registrars	\$ 15,566	\$ 14,393	\$ 17,325	\$ 17,325	\$ -	-
Total 8530 Elections	\$ 97,533	\$ 133,077	\$ 117,250	\$ 132,800	\$ 15,550	13.26%
Total 8540 Records Management	\$ 35,813	\$ 20,000	\$ 49,623	\$ 48,328	\$ (1,295)	-2.61%
<b>Total 8500 Town Clerk</b>	<b>\$ 425,395</b>	<b>\$ 449,582</b>	<b>\$ 494,665</b>	<b>\$ 521,000</b>	<b>\$ 26,336</b>	<b>5.32%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Restated	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 322,350	\$ 343,620	\$ 362,215	\$ 384,200	\$ 21,986	6.07%
Overtime	\$ 6,109	\$ 10,856	\$ 8,600	\$ 14,000	\$ 5,400	62.79%
<i>Personal Services</i>	<i>\$ 328,459</i>	<i>\$ 354,475</i>	<i>\$ 370,815</i>	<i>\$ 398,200</i>	<i>\$ 27,386</i>	<i>7.39%</i>
Contractual Services	\$ 86,432	\$ 85,835	\$ 110,200	\$ 109,300	\$ (900)	-0.82%
Utilities	\$ 1,500	\$ 1,500	\$ 3,500	\$ 3,000	\$ (500)	-14.29%
Supplies	\$ 8,804	\$ 7,772	\$ 10,050	\$ 10,400	\$ 350	3.48%
Small Capital	\$ 200	\$ -	\$ 100	\$ 100	\$ -	-
<i>Expenses</i>	<i>\$ 96,936</i>	<i>\$ 95,107</i>	<i>\$ 123,850</i>	<i>\$ 122,800</i>	<i>\$ (1,050)</i>	<i>-0.85%</i>
<b>Total 8500 Town Clerk</b>	<b>\$ 425,395</b>	<b>\$ 449,582</b>	<b>\$ 494,665</b>	<b>\$ 521,000</b>	<b>\$ 26,336</b>	<b>5.32%</b>

**8600 Information Technology Department***Town of Lexington, MA*

**Mission:** The Information Technology (IT) Department's mission is to provide high-quality, cost-effective technology and services to Town administration and staff so that they can best serve the citizens of the Town of Lexington; and, to provide effective web services to employees and residents to facilitate both the dissemination and collection of information by town government.

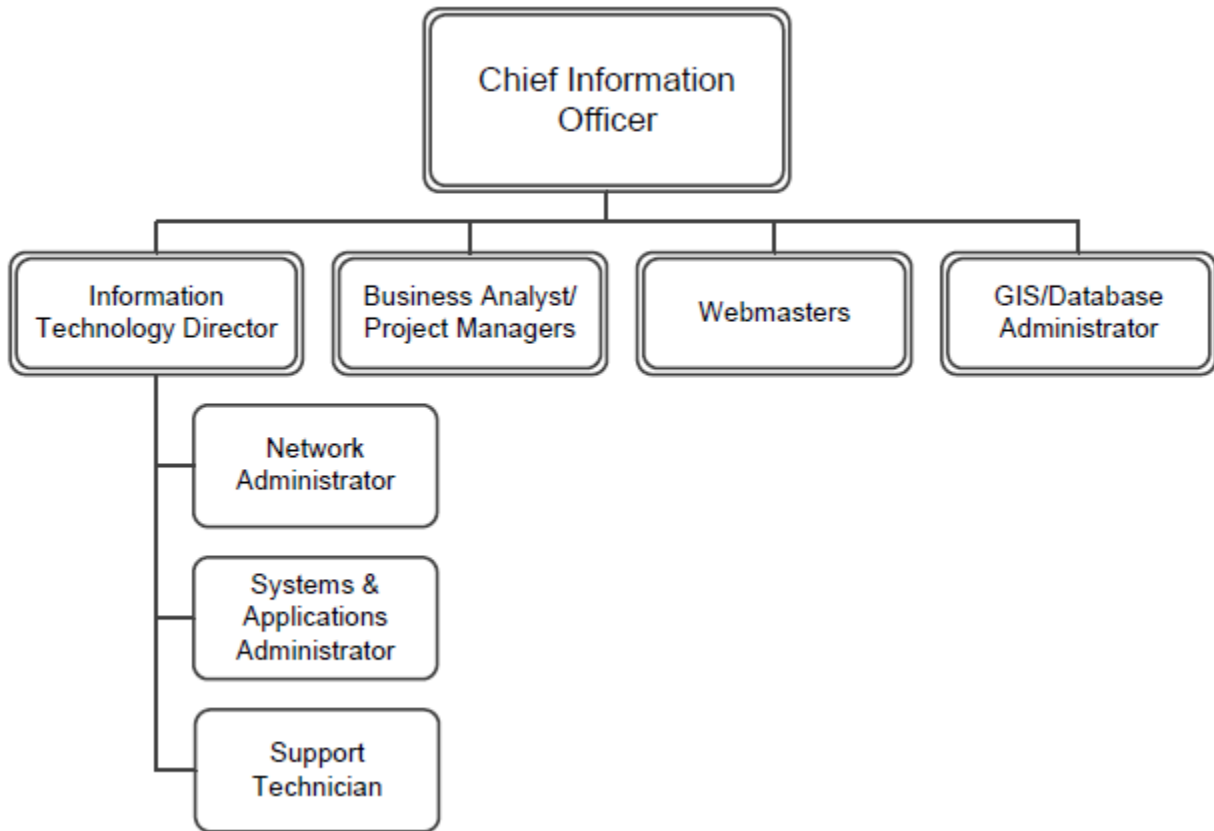
**Budget Overview:** The Information Technology department supports, maintains and manages Townwide business-related technology. IT maintains the technology serving all municipal departments. The department supports town wide core services including the financial system (MUNIS), time keeping (NovaTime), document management (Laserfiche), facilities maintenance and management technology, emergency management web sites and services, and VoIP telephone systems. IT maintains the infrastructure and security of the network core and co-manages the town wide area network for municipal and school departments. The department manages municipal technology purchases and performs the installations and maintenance of Town IT equipment and services. Information Technology staff also provide support and training for end-users.

**Departmental Initiatives:**

1. Maximize the value of current systems
  - a. Laserfiche
  - b. ViewPermit
  - c. MUNIS
2. Continue to invest in the Town's IT infrastructure
  - a. Implement recommendations from the network assessment
  - b. Implement recommendations from the cybersecurity assessment
3. Focus on future visioning for IT
  - a. Embrace "cloud first"
  - b. Hosting and replatforming of core systems (VoIP, ViewPermit, MUNIS, Vision, Laserfiche)
  - c. Unified communication
  - d. Disaster Recovery (DR) planning and hosting

# 8600 Information Technology Department

Town of Lexington, MA



## Authorized/Appropriated Staffing

	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>
Chief Information Officer	1	1	1	1
Information Technology Director	1	1	1	1
Business Analyst/Project Manager	1.8	1.8	2	2
Network Administrator	1	1	1	1
GIS/Database Administrator	1	1	1	1
Support Technician	1	1	1	1
Systems & Applications Admin	1	1	1	1
Webmaster	2	2	2	2
<b>Total FTE</b>	<b>9.8</b>	<b>9.8</b>	<b>10</b>	<b>10</b>
<b>Total FT/PT</b>	<b>9 FT/1 PT</b>	<b>9 FT/1 PT</b>	<b>10 FT</b>	<b>10FT</b>

# 8600 Information Technology Department

Town of Lexington, MA

## Budget Recommendations:

The FY2019 recommended Information Technology budget is \$2,311,853, which is a \$345,151 or 17.55% increase over the restated FY2018 budget. The FY2018 budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2018 budget at the 2017 annual town meeting.

The recommended budget for Compensation is \$847,153, and reflects a \$38,526 or 4.76% increase, which includes contractually obligated step increases and cost of living adjustments. FY2019 Compensation does not include any prospective cost of living increases for contracts that expire on or before June 30, 2018. Funds for prospective increases are provided in the Salary Adjustment account within the Town Manager's budget.

The recommended budget for Expenses is \$1,464,700 and reflects a \$306,625 or 26.48% increase. Major factors driving the increase are the growing cost of software maintenance for both existing licenses as well as new application support contracts, an increase in mobile services costs due to mobile data needs, and additional costs for network support and application hosting.

The expense budget includes an increase of \$39,000 for Gartner Research's "Gartner for IT Leaders" program. Gartner is widely recognized as an industry leader in IT industry intelligence and research. This subscription will provide the IT department with unmetered access to Gartner's core and role-specific IT research, unlimited access to Gartner's topical analysts and experts, topical webinars, Gartner Summit events (1 per year), as well as their libraries of methodologies, toolkits, templates and benchmarks (for instance, policy models, IT Standard Operating Procedures, best practices). Also included is access to Gartner reviews of current and upcoming IT contracts to optimize terms and pricing.

## Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	
Gartner Professional Services	\$ 39,000	\$ -	\$ 39,000	\$ 39,000	\$ -	\$ 39,000	\$ -
Strategic Communications Training*	\$ 44,000	\$ -	\$ 44,000	\$ -	\$ -	\$ -	\$ 44,000
Unmanned Aerial System	\$ 7,950	\$ -	\$ 7,950	\$ -	\$ -	\$ -	\$ 7,950

\*See PIR funded under Town Manager's Office.

# 8600 Information Technology Department

Town of Lexington, MA

## Budget Summary:

Funding Sources	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 1,558,691	\$ 1,648,516	\$ 1,851,485	\$ 2,188,617	\$ 337,132	18.21%
Enterprise Funds (Indirects)	\$ 61,619	\$ 63,468	\$ 115,217	\$ 123,236	\$ 8,019	12.63%
<b>Total 8600 Information Technology</b>	<b>\$ 1,620,310</b>	<b>\$ 1,711,984</b>	<b>\$ 1,966,701</b>	<b>\$ 2,311,853</b>	<b>\$ 345,151</b>	<b>17.55%</b>

Appropriation Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 684,694	\$ 727,551	\$ 808,626	\$ 847,153	\$ 38,526	4.76%
Expenses	\$ 935,616	\$ 984,433	\$ 1,158,075	\$ 1,464,700	\$ 306,625	26.48%
<b>Total 8600 Information Technology</b>	<b>\$ 1,620,310</b>	<b>\$ 1,711,984</b>	<b>\$ 1,966,701</b>	<b>\$ 2,311,853</b>	<b>\$ 345,151</b>	<b>17.55%</b>

Program Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Total 8610 IT Administration	\$ 1,620,310	\$ 1,711,984	\$ 1,966,701	\$ 2,311,853	\$ 345,151	17.55%
<b>Total 8600 Information Technology</b>	<b>\$ 1,620,310</b>	<b>\$ 1,711,984</b>	<b>\$ 1,966,701</b>	<b>\$ 2,311,853</b>	<b>\$ 345,151</b>	<b>17.55%</b>

Object Code Summary	FY2016 Actual	FY2017 Actual	FY2018 Appropriation	FY2019 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 683,772	\$ 725,307	\$ 804,750	\$ 843,147	\$ 38,397	4.77%
Overtime	\$ 922	\$ 2,244	\$ 3,876	\$ 4,005	\$ 129	0.03
<i>Personal Services</i>	<i>\$ 684,694</i>	<i>\$ 727,551</i>	<i>\$ 808,626</i>	<i>\$ 847,153</i>	<i>\$ 38,526</i>	<i>4.76%</i>
Contractual Services	\$ 707,271	\$ 718,914	\$ 865,575	\$ 1,161,000	\$ 295,425	34.13%
Utilities	\$ 69,141	\$ 85,663	\$ 112,000	\$ 115,000	\$ 3,000	2.68%
Supplies	\$ 27,288	\$ 15,545	\$ 26,500	\$ 25,700	\$ (800)	-3.02%
Small Capital	\$ 131,916	\$ 164,311	\$ 154,000	\$ 163,000	\$ 9,000	5.84%
<i>Expenses</i>	<i>\$ 935,616</i>	<i>\$ 984,433</i>	<i>\$ 1,158,075</i>	<i>\$ 1,464,700</i>	<i>\$ 306,625</i>	<i>26.48%</i>
<b>Total 8600 Information Technology</b>	<b>\$ 1,620,310</b>	<b>\$ 1,711,984</b>	<b>\$ 1,966,701</b>	<b>\$ 2,311,853</b>	<b>\$ 345,151</b>	<b>17.55%</b>

# Section XI: Capital Investment

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## INTRODUCTION

A crucial aspect of the Town's operations, from providing services to its residents and businesses to equipping employees to effectively perform their jobs, requires the existence of certain basic physical assets. These assets include streets, water mains, parks, buildings, large equipment and technology. They must be purchased, maintained and replaced on a timely basis or their usefulness in providing public services will diminish. The Town's five-year Capital Improvements Program and annual Capital Budget are developed to ensure adequate capital investment in the Town's assets.

## DEFINITION OF CAPITAL PROJECTS

A capital project is defined as a major, non-recurring expenditure that generally meets the following criteria:

- Massachusetts General Laws permit the Town to issue bonds to finance the expenditure;
- The expenditure is \$25,000 or more;
- The expenditure will have a useful life of 10 years or more for buildings or building components and 5 years for vehicles and equipment; and
- Planning, engineering, or design services may be considered capital when such services are integral to a construction, renewal, or replacement project that meets the criteria for a capital expenditure.

## CAPITAL POLICY FRAMEWORK

The FY2019 Capital Budget was developed within the capital policy framework initially adopted by the Board of Selectmen in 1991, and subsequently amended in 2006 and 2009 to ensure adequate planning and funding for capital investment, particularly cash capital projects within the General Fund. This capital investment strategy includes the following major elements:

- Multi-year planning for capital investment;
- Debt exclusions for major capital projects; and
- Ensuring sufficient operating budget resources for maintaining capital assets.

## FIVE-YEAR CAPITAL PROGRAM

Five-year capital improvement planning has been part of Lexington's budget development process for many years. Multi-year planning allows proper staging and sequencing of capital projects to smooth financing plans and to make funding needs more predictable. Capital investment requirements can vary, involving unique large projects such as a fire vehicle or a school building. Other capital investment needs are recurring such as the annual program to resurface roadways.

The five-year Capital Improvement Program includes all anticipated capital projects identified by school and municipal departments over the next five years.



The following are potential funding sources for financing the Town's capital investments:

- **Cash Financing** – The Town regularly appropriates available funds (i.e., cash financing) from the general and enterprise funds to finance certain capital investment projects. Examples of available funds are unreserved fund balance (free cash), tax levy, enterprise fund retained earnings, specialized stabilization funds and, when available, unexpended balances of prior years' capital articles.
- **Debt** – The Town has traditionally financed large dollar value capital projects with debt. Depending upon the project, the debt service resulting from debt-funded capital projects can be financed from a variety of sources including the General Fund (either within the Levy Limit or from a voter approved Proposition 2½ debt exclusion), Enterprise and Revolving Funds or the Community Preservation Fund (see discussion of the CPA below).
- **Other Sources** – The Town uses dedicated state aid and grant funding to finance capital investment when these funds are available.
- **Community Preservation Act (CPA) Funds** – Beginning in FY2007, following voter approval, the Town began to assess a Community Preservation Surcharge of 3% of the property tax levied against all taxable real property. For owners of residential property, the assessed value used to calculate the surcharge is net of a \$100,000 residential exemption. Community Preservation funds can be used for those purposes defined by the Community Preservation Act, MGL Ch. 44B. Such purposes include the acquisition and preservation of open space, the creation and support of community (affordable) housing, the acquisition and preservation of historic resources, and the creation and support of recreational facilities. Beginning in FY2008, the Town began to receive State matching funds to supplement the local surcharge. Receipts for FY2019 from the surcharge and state matching funds are preliminarily estimated at \$5.4 million.

**FY2019 CAPITAL FINANCING STRATEGY**

The proposed financing plan for the recommended FY2019 capital budget is shown in the table below.

<b>Capital Requests Summary</b>					
	<b>Free Cash/ Tax Levy</b>	<b>Other Funding Sources<sup>1</sup></b>	<b>Debt<sup>3</sup></b>	<b>Total</b>	<b>Other<sup>4</sup></b>
General Fund	\$ 7,299,138	\$ -	\$ 12,012,922	\$ 19,312,060	\$ -
Excluded Debt Projects	\$ -	\$ -	\$ 30,818,542	\$ 30,818,542	\$ -
Other Funding & Chapter 90	\$ -	\$ 94,800	\$ -	\$ 94,800	\$ 973,796
Water Enterprise	\$ -	\$ 105,000	\$ 1,375,000	\$ 1,480,000	\$ -
Sewer Enterprise	\$ -	\$ -	\$ 2,175,000	\$ 2,175,000	\$ -
Recreation Enterprise	\$ -	\$ 310,000	\$ -	\$ 310,000	\$ -
Compost Revolving Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Community Preservation Act <sup>2</sup>	\$ -	\$ 1,612,000	\$ 2,829,000	\$ 4,441,000	\$ -
<b>Total (all Funds)</b>	<b>\$ 7,299,138</b>	<b>\$ 2,121,800</b>	<b>\$ 49,210,464</b>	<b>\$ 58,631,402</b>	<b>\$ 973,796</b>
<sup>1</sup> Other Funding Sources includes \$50,000 from the TMOD Stabilization Fund for the Hartwell Area TMOD Plan Update and \$44,800 from the PEG Access Special Revenue Fund for the SMR High Definition Broadcasting Upgrade.					
<sup>2</sup> Includes both Town and non-Town CPA funded projects.					
<sup>3</sup> General Fund debt of \$12,012,922 (from Table I - FY2019 Recommended Projects -General Fund Debt) includes \$1,862,622 for Police Station design which is a potential candidate for a future debt exclusion vote. The debt exclusion vote for this project is not anticipated prior to the first debt service payment, therefore for FY2019 the project and related debt service are included in General Fund Debt. The Excluded Debt Projects line in this Capital Request Summary includes projects that were previously approved as excluded debt.					
<sup>4</sup> Other represents Chapter 90 Aid for street improvements. This item does not require a Town Meeting appropriation.					

The following table, FY2019 Recommended Capital Budget, lists all FY2019 projects recommended by the Board of Selectmen for consideration and their estimated costs by program area and funding source. The Capital Expenditures Committee has also been evaluating these requests and will issue a report and recommendations to Town Meeting.

## FY2019 Recommended Capital Budget

Department	Project Description	Recommendation (2018 ATM)	Requested Funding Source(s)
Planning	Hartwell Area TMOD Plan Update	\$ 50,000	TMOD Stabilization Fund
Land Use	Lowell Street - Farmview Affordable Housing Supplemental Funds	TBD	CPA
TSG (Planning/Engineering)	Transportation Mitigation	\$ 100,000	Free Cash
<b>Total Land Use, Health and Development</b>		<b>\$ 150,000</b>	
Police	Public Safety Radio Console Replacement	\$ 370,000	Free Cash
<b>Total Public Safety</b>		<b>\$ 370,000</b>	
Recreation & Comm. Pgms.	Pine Meadows Equipment	\$ 60,000	Recreation RE
Recreation & Comm. Pgms.	Old Reservoir Bathhouse Design	\$ 75,000	CPA
Recreation & Comm. Pgms.	Athletic Facility Lighting	\$ 975,000	CPA
Recreation & Comm. Pgms.	Center Track and Field Reconstruction	\$ 3,340,000	CPA/GF Debt
<b>Total Culture and Recreation</b>		<b>\$ 4,450,000</b>	
Public Facilities	SMR High Definition Broadcasting Upgrade	\$ 44,800	PEG Spec. Revenue Fund
Public Facilities	Public Facilities Bid Documents	\$ 100,000	Free Cash
Public Facilities	Building Flooring Program	\$ 125,000	Free Cash
Public Facilities	Public Service Building Vehicle Storage Area - Floor Drainage System	\$ 157,000	Free Cash
Public Facilities	Municipal Building Envelope and Systems	\$ 198,893	Tax Levy
Public Facilities	Community Center Campus Expansion Design	\$ 250,000	Recreation RE
Public Facilities	Visitors Center Construction Documents	\$ 200,000	Free Cash
Public Facilities	School Building Envelopes and Systems Program	\$ 227,755	Free Cash
Public Facilities	School Paving Program	\$ 236,890	Free Cash
Public Facilities	Playground Replacement Program Bowman School	\$ 302,000	CPA
Public Facilities	LHS Security Upgrade	\$ 338,600	Free Cash
Public Facilities	Public Facilities Mechanical/Electrical System Replacements	\$ 544,500	GF Debt
Public Facilities	Lexington Police Station Rebuild- Design	\$ 1,862,622	GF Debt (potentially exempt)
Public Facilities	Lexington Children's Place Construction	\$ 11,997,842	GF Debt (exempt)
Public Facilities	45 Bedford Street Fire Station Replacement	\$ 18,820,700	GF Debt (exempt)
<b>Total Public Facilities Department</b>		<b>\$ 35,406,602</b>	
Public Works	Public Grounds Irrigation Improvements	\$ 100,000	CPA/Free Cash
Public Works	Community Center Sidewalk	TBD	CPA
Public Works	Hydrant Replacement Program	\$ 150,000	Free Cash/ Water RE
Public Works	Storm Drainage Improvements and NPDES compliance	\$ 340,000	Free Cash
Public Works	Comprehensive Watershed Stormwater Management Study and Implementation	\$ 390,000	Free Cash
Public Works	Townwide Culvert Replacement	\$ 390,000	Free Cash
Public Works	Center Streetscape Improvements Design	\$ 450,000	Free Cash
Public Works	Automatic Meter Reading System	\$ 750,000	Water Debt/ Wastewater Debt
Public Works	Pump Station Upgrades	\$ 800,000	Wastewater Debt
Public Works	Sidewalk Improvement	\$ 800,000	GF Debt
Public Works	Sanitary Sewer System Investigation and Improvements	\$ 1,000,000	Wastewater Debt
Public Works	Water Distribution System Improvements	\$ 1,000,000	Water Debt
Public Works	Equipment Replacement	\$ 1,069,500	GF Debt/ Water RE
Public Works	Townwide Signalization Improvements	\$ 1,100,000	GF Debt
Public Works	Pelham Road Sidewalk and Roadway Improvements	\$ 1,400,000	GF Debt
Public Works	Street Improvements	\$ 2,600,000	Tax Levy
Public Works	Westview Cemetery Building Construction	\$ 3,040,000	Sale of Cemetery Lots SRF
<b>Total Public Works Department</b>		<b>\$ 15,379,500</b>	
Lexington Public Schools	LPS Technology Program	\$ 1,715,300	GF Debt
<b>Total Lexington Public Schools</b>		<b>\$ 1,715,300</b>	
Information Services	Municipal Technology Improvement Program	\$ 200,000	Free Cash
Information Services	Application Implementation	\$ 390,000	Free Cash
Information Services	Network Core Equipment Replacement	\$ 350,000	Free Cash
Town Clerk	Archives & Records Management/Records Conservation & Preservation	\$ 20,000	CPA
<b>Total General Government</b>		<b>\$ 960,000</b>	
Non-Governmental Projects	9 Oakland Street Renovation and Adaptive Re-Use	\$ 200,000	CPA
<b>Total Non-Governmental Projects</b>		<b>\$ 200,000</b>	
<b>Total FY2019 Recommendations - All Funds</b>		<b>\$ 58,631,402</b>	

## **CAPITAL PLAN BY FINANCING SOURCE**

The following pages include tables that show the recommended FY2019 capital projects by financing source: General fund debt; Water fund debt; Wastewater fund debt; Recreation and Community Programs fund debt; Proposition 2½ excluded debt; Community Preservation fund debt; Compost Revolving fund debt; and Cash capital (i.e., current revenue).

Each debt-related table includes the projected debt service impact of recommended projects, actual debt service on debt authorized and issued, and projected debt service on debt authorized and unissued. Finally, each table is accompanied by a written description of each recommended project.

**FY2019 RECOMMENDED PROJECTS – GENERAL FUND DEBT (Table I)**



Town of Lexington - FY2019 Budget  
 FY2019 Recommended Budget: Capital Projects

TABLE I: FY2019 RECOMMENDED PROJECTS - GENERAL FUND DEBT					PROJECTED DEBT SERVICE					
		Amount Financed	Term	Interest Rate	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
<b>MUNICIPAL PROJECTS</b>										
1	Equipment Replacement (\$1,069,500)	\$ 1,039,500	5	5.0%		\$ 34,650	\$ 259,875	\$ 249,480	\$ 239,085	\$ 228,690
2	Sidewalk Improvement	\$ 800,000	5	5.0%		\$ 26,667	\$ 200,000	\$ 192,000	\$ 184,000	\$ 176,000
3	Townwide Signalization Improvements	\$ 1,100,000	5	5.0%		\$ 36,667	\$ 275,000	\$ 264,000	\$ 253,000	\$ 242,000
4	Center Track and Field Reconstruction (\$3,340,000)	\$ 511,000	5	5.0%		\$ 17,033	\$ 127,750	\$ 122,640	\$ 117,530	\$ 112,420
5	Pelham Road Sidewalk and Roadway Improvements	\$ 1,400,000	5	5.0%		\$ -	\$ 70,000	\$ 350,000	\$ 336,000	\$ 322,000
<b>Subtotal</b>		<b>\$ 4,850,500</b>				<b>\$ 115,017</b>	<b>\$ 932,625</b>	<b>\$ 1,178,120</b>	<b>\$ 1,129,615</b>	<b>\$ 1,081,110</b>
<b>FACILITIES PROJECTS</b>										
<b>Within-Levy Projects</b>										
1	Public Facilities Mechanical/Electrical System Replacements	\$ 544,500	10	5.0%		\$ 18,150	\$ 81,675	\$ 78,953	\$ 76,230	\$ 73,508
<b>Project that is a potential candidates for debt exclusion <sup>(1)</sup></b>										
2	Lexington Police Station Rebuild-Design	\$ 1,862,622	5	5.0%		\$ 62,087	\$ 465,656	\$ 447,029	\$ 428,403	\$ 409,777
<b>Total Facilities Projects</b>		<b>\$ 2,407,122</b>				<b>\$ 80,237</b>	<b>\$ 547,331</b>	<b>\$ 525,982</b>	<b>\$ 504,633</b>	<b>\$ 483,284</b>
<b>SCHOOL PROJECTS</b>										
1	LPS Technology Program	\$ 1,715,300	5	5.0%		\$ 57,177	\$ 428,825	\$ 411,672	\$ 394,519	\$ 377,366
<b>Subtotal</b>		<b>\$ 1,715,300</b>				<b>\$ 57,177</b>	<b>\$ 428,825</b>	<b>\$ 411,672</b>	<b>\$ 394,519</b>	<b>\$ 377,366</b>
<b>PROJECTS TO BE FUNDED WITH FEE REVENUE</b>										
1	Westview Cemetery Building Construction	\$ 3,040,000	20	5.0%		\$ 101,333	\$ 304,000	\$ 296,400	\$ 288,800	\$ 281,200
<b>Subtotal</b>		<b>\$ 3,040,000</b>				<b>\$ 101,333</b>	<b>\$ 304,000</b>	<b>\$ 296,400</b>	<b>\$ 288,800</b>	<b>\$ 281,200</b>
<b>TOTAL PROJECT COSTS</b>		<b>\$ 12,012,922</b>				<b>\$ 353,764</b>	<b>\$ 2,212,781</b>	<b>\$ 2,412,174</b>	<b>\$ 2,317,567</b>	<b>\$ 2,222,960</b>
		<small>(TOTAL PROJECT COSTS NET OF POTENTIAL CANDIDATES FOR DEBT EXCLUSIONS - \$10,150,300)</small>								
<b>AUTHORIZED LEVY SUPPORTED DEBT SERVICE</b>					<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
A	Subtotal - Approved and Issued Levy Supported Debt Service					\$ 7,492,446	\$ 5,890,988	\$ 4,929,932	\$ 3,699,184	\$ 2,393,018
B	Paydown of Land Purchases- 173 Bedford St. & 20 Pelham Rd.					\$ 3,050,000	\$ 2,234,614	\$ 2,173,111	\$ 2,111,607	\$ -
C	Subtotal - Projected Approved and Unissued Levy Supported Debt Service					\$ 101,556	\$ 1,992,424	\$ 1,846,226	\$ 1,779,080	\$ 1,711,933
D	<b>Summary - Debt Service on authorized debt</b>					\$ 10,644,002	\$ 10,118,025	\$ 8,949,268	\$ 7,589,871	\$ 4,104,951
E	Subtotal - Projected New Levy Supported Debt Service, Net					\$ 353,764	\$ 2,212,781	\$ 2,412,174	\$ 2,317,567	\$ 2,222,960
F	Subtotal - Other Debt-related costs					\$ -	\$ 71,877	\$ 78,112	\$ 84,888	\$ 92,252
G	<b>TOTAL - PROJECTED LEVY SUPPORTED DEBT SERVICE</b>					<b>\$ 9,557,115</b>	<b>\$ 10,997,766</b>	<b>\$ 12,402,683</b>	<b>\$ 11,439,554</b>	<b>\$ 9,992,326</b>
H	Debt Service Funded from Special Revenue Accounts					\$ (11,120)	\$ (160,821)	\$ (395,550)	\$ (379,265)	\$ (368,230)
I	Proposed Use of Stabilization Funds to Hold Debt Service Increases to 5% Annually					\$ (324,500)	\$ (573,500)	\$ (2,326,000)	\$ (2,121,000)	\$ (1,429,000)
J	<b>PROJECTED LEVY SUPPORTED DEBT SERVICE (G+H)</b>					<b>\$ 9,232,615</b>	<b>\$ 10,424,266</b>	<b>\$ 10,076,683</b>	<b>\$ 9,318,554</b>	<b>\$ 8,563,326</b>
K	<b>PROJECTED NET LEVY SUPPORTED DEBT SERVICE (excl. Projects to be Funded with Fee Revenue) (J+H)</b>					<b>\$ 9,221,495</b>	<b>\$ 10,263,445</b>	<b>\$ 9,681,133</b>	<b>\$ 8,939,289</b>	<b>\$ 8,195,096</b>
<b>DRAWDOWN OF CAPITAL STABILIZATION FUND EXCLUDING SHORT AND LONG TERM DEBT SERVICE FOR POLICE STATION</b>										
L	<b>TOTAL - PROJECTED LEVY SUPPORTED DEBT SERVICE</b>					<b>\$ 9,557,115</b>	<b>\$ 10,997,766</b>	<b>\$ 11,937,027</b>	<b>\$ 10,992,525</b>	<b>\$ 9,563,923</b>
M	<b>REVISED USE OF STABILIZATION FUNDS TO HOLD IN LEVY DEBT SERVICE INCREASES TO 5% ANNUALLY</b>					<b>\$ (324,500)</b>	<b>\$ (573,500)</b>	<b>\$ (1,860,000)</b>	<b>\$ (1,674,000)</b>	<b>\$ (1,001,000)</b>
N	<b>PROJECTED LEVY SUPPORTED DEBT SERVICE (L+M)</b>					<b>\$ 9,232,615</b>	<b>\$ 10,424,266</b>	<b>\$ 10,077,027</b>	<b>\$ 9,318,525</b>	<b>\$ 8,562,923</b>
O	<b>PROJECTED NET LEVY SUPPORTED DEBT SERVICE (excl. Projects to be Funded with Fee Revenue) (N+H)</b>					<b>\$ 9,221,495</b>	<b>\$ 10,263,445</b>	<b>\$ 9,681,477</b>	<b>\$ 8,939,260</b>	<b>\$ 8,194,693</b>
<sup>1</sup> This project is a potential candidates for a Proposition 2 1/2 debt exclusion vote. If excluded from the limits of Proposition 2 1/2, principal and interest on long and short term debt will be funded outside the levy limit along with other projects shown in Table V herein. The debt exclusion vote is not anticipated prior to the first debt service payment, therefore FY2019 debt service is included only in Table I- General Fund Debt.										

## Municipal Projects

- 1. Equipment Replacement – \$1,069,500 (\$1,039,500 General Fund Debt & \$30,000 Water Retained Earnings):** 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. The FY2019 request, by funding source, is shown in the table below.

Each piece of equipment is inventoried with original and current replacement cost, state of condition and replacement time interval. Replacement intervals vary from five to 25 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.

<b>Equipment</b>	<b>GF Debt</b>	<b>Water Retained Earnings</b>	<b>Total</b>
F450 Utility Truck - Public Grounds	\$ 107,000		\$ 107,000
Medium Duty Hook Loader- Public Grounds	\$ 165,000		\$ 165,000
F450 Dump Trucks (2)- Public grounds	\$ 214,000		\$ 214,000
Utility Trailers- Public Grounds	\$ 40,000		\$ 40,000
Water Valve Turner- Water Division		\$ 30,000	\$ 30,000
6 Wheel Hook Loader with Wing Plow and Spreader- Snow Ops.	\$ 275,000		\$ 275,000
Salt Spreader- Snow Ops.	\$ 73,500		\$ 73,500
Bonbardier Sidewalk Tractor with Snow Blower- Highway	\$ 165,000		\$ 165,000
<b>Total</b>	<b>\$1,039,500</b>	<b>\$ 30,000</b>	<b>\$1,069,500</b>

- 2. Sidewalk Improvement – \$800,000 (General Fund Debt):** 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 that was compiled by the report. Sidewalks considered for FY2019 funding include:

- Winchester Drive from Lowell Street to the Town Line,
- Massachusetts Ave. from Fottler Ave. to Ellen Dana-North Side,

- Oak Street from Massachusetts Ave. to Baker Ave.,
- reconstruction of ramps town-wide,
- Hibbert Street from Massachusetts Ave. to end,
- Carriage Drive from Grove Street to John Benson Road,
- John Benson Road from Skyview Road to Carriage Drive,
- Coach Road from Carriage Drive to Volunteer Way,
- Grove Street from Carriage Drive to McKeeever Drive,
- Birch Hill Lane from Lincoln to end, and
- Gould Road from Grove Street to Turning Mill Road.

The following table presents the recent history of Sidewalk appropriations:

FY2012	FY2013	FY2014 <sup>1</sup>	FY2015	FY2016	FY2017	FY2018
\$200,000	\$300,000	\$400,000	\$400,000	\$600,000	\$600,000	\$800,000

<sup>1</sup> Does not include \$200,000 of a \$600,000 appropriation that was designated for the construction of a Hartwell Avenue mixed use path.

**3. Townwide Signalization Improvements – \$1,100,000 (General Fund Debt):**

This is an annual request that seeks funds to update traffic and pedestrian signals in Lexington. A signal inventory and compliance study has been completed which includes ADA compliance, condition assessment, signal timing, delays and priority recommendations. FY2018 funds were used to implement issues identified by the Transportation Safety Group (TSG). The design at the intersection of Massachusetts Ave. at Worthen Road has progressed to 25% design and is currently moving toward 100% design. This FY2019 appropriation is anticipated to be used for the construction of those intersection improvements, including geometric improvements, full replacement of the traffic control equipment, signals, mast arms and opticom. The ongoing improvements will improve vehicle safety, prevent equipment failure, improve traffic flow, decrease energy consumption and allow for proper accessibility.

**4. Center Track and Field Reconstruction – \$3,340,000 (\$2,829,000 CPA Debt & \$511,000 General Fund Debt):**

The Center Track area is one of the most heavily used facilities in Town. The existing track base is over 30 years old and the track surface was last re-surfaced in 2012, adding an additional 5-6 years to the life of the track. The track currently presents tripping hazards and is unsafe to host organized programming. This FY2019 request will completely reconstruct the track and provide for a complete renovation to the athletic field. Funding will also provide for the installation of a new lighting system and the replacement of existing bleachers and fencing.

A natural grass/synthetic turf hybrid field is proposed for the new athletic field and will provide more stability while looking, feeling and playing like a natural grass field. The reconstruction will allow for continued use for a wide range of users and provide a safer and more comfortable track surface.

5. **Pelham Road Sidewalk and Roadway Improvements – \$1,400,000 (General Fund Debt):** This project proposes to install a new sidewalk and replace the existing short section of sidewalk on Pelham Road from Massachusetts Ave. to the Town-owned facility at 20 Pelham Road. FY2019 funding will also be used to improve the sight distance at the intersection of Pelham Road and Massachusetts Ave. The proposed work includes ancillary improvements at these locations that include drainage installation and upgrades, road reconstruction, curbing, pavement markings, etc. A prior Town Meeting appropriation is available to design the project and prepare bid documents. The sidewalk portion of the project is estimated to cost \$1,000,000 and the intersection improvements are estimated to cost approximately \$400,000. Funding will provide for improved access and walkability along Pelham Road, specifically to the Town-owned facility.

## **Facilities Projects**

### **A. Within Levy Projects**

1. **Public Facilities Mechanical/Electrical System Replacements – \$544,500 (General Fund Debt):** 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 FY2019 appropriation will be used to replace the HVAC systems that provide cooling and heating to the Selectmen's Meeting Room and the Main Server Room in the Town Office Building. The mechanical systems have exceeded their life cycles and require replacement in order to prevent unplanned interruptions. If failures occur, it would severely impact the Town Office Building's ability to conduct public meetings during the height of cooling season.

### **B. Project That Is a Potential Candidate for Debt Exclusion**

The following project is a candidate for consideration for funding outside the limits of Proposition 2½ subject to a successful debt exclusion vote. Nonetheless, it is included in Table 1 in the event that such debt exclusion vote is not successful, in which case the debt service for this projects will need to be funded within the levy limit.

2. **Lexington Police Station Rebuild - Design – \$1,862,622 (General Fund Debt):** FY2019 funds will provide design and engineering costs for the Police Station rebuild at its current location. The existing police station opened in 1956 and lacks many basic amenities of a modern police facility. The building does not have an elevator or a sally port for prisoner access to the cell block. It also lacks a fire sprinkler system. The indoor firing range, locker rooms, garage and office spaces are inadequate. Bathrooms on the basement and second floor levels are not ADA compliant. The heating and cooling systems are inefficient and the building is served by two separate electrical systems which cause problems during outages. A subsequent request for construction funds is anticipated in FY2020.



## School Projects

- 1. LPS Technology Capital Request – \$1,715,300 (General Fund Debt):** 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 FY2019 would provide funding for the following:

*Tech Workstations* – \$252,000 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.

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

*Elementary Mobile Devices* – \$177,600 will purchase additional carts of Chromebooks for Bowman, Bridge, Estabrook, Hastings and Harrington Elementary Schools. It will also fund the purchase of a Chromebook cart for the media center at the Fiske Elementary School and additional district computer carts.

*1:1 at LHS* – \$412,500 will begin implementation of a 1:1 device program at LHS for two grade levels.

*STEM/Computer Science* – \$27,600 will purchase Kibo robotic kits for all elementary schools and Sphero robot kits for middle schools.

*Upgrade District and Building Network Infrastructure* – \$350,000 will (1) upgrade infrastructure to support the 1:1 program and handle increase in devices at the K-8 level, (2) replace switches and wireless access points that have reached the end of their useful lives at Harrington, Clarke and Diamond, (3) implement a wireless project at the Central Office to bring enterprise level wireless access, and (4) purchase equipment to prepare for bandwidth increase from 1GB to a minimum of 5GB for increased device counts.

*Interactive Projector/Whiteboard Units* – \$216,000 is requested to replace 6 projectors in each school, or 54 total. 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* – \$75,000 will upgrade the current virtual environment to keep up with the needs of the district and online testing.

## **Projects to be Funded with Fee-Based Revenue**

- 1. Westview Cemetery Building - Construction– \$3,040,000 (General Fund Debt with debt service funded from Sale of Cemetery Lots Special Revenue Fund):**  
FY2019 funds are requested to construct a new building on the Westview Cemetery grounds. The current building serves as the cemetery office, meeting area for grieving families and work space for maintenance staff. 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. This funding request has been based on the FY2018 design and engineering funds.

The only significant upgrade to the building in the last 15 years has been the installation of a new roof. The current facility has deteriorated and needs to be brought up to code. 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 the cemetery operation by providing a welcoming and private space for families and visitors and provide staff with more efficient and adequate office space, storage space and maintenance space. It is expected that a full set of design specifications and documents will be completed in the near future at which time the construction phase of the project can go out to bid.

## FY2019 RECOMMENDED PROJECTS – WATER FUND DEBT (Table II)



Town of Lexington - FY2019 Budget  
FY2019 Recommended Budget: Capital Projects

TABLE II: FY2019 RECOMMENDED PROJECTS - WATER DEBT										
Project		Amount Financed	Term	Interest Rate	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
1	Automatic Meter Reading System (\$750,000)	\$ 375,000	5	5.0%		\$ 12,500	\$ 93,750	\$ 90,000	\$ 86,250	\$ 82,500
2	Water Distribution System Improvements	\$ 1,000,000	10	5.0%		\$ 33,333	\$ 150,000	\$ 145,000	\$ 140,000	\$ 135,000
<b>TOTAL PROJECT COSTS</b>		<b>\$ 1,375,000</b>				<b>\$ 45,833</b>	<b>\$ 243,750</b>	<b>\$ 235,000</b>	<b>\$ 226,250</b>	<b>\$ 82,500</b>

AUTHORIZED WATER DEBT SERVICE		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
A	Subtotal: Authorized and Issued Water Debt Service		\$ 1,430,569	\$ 1,185,812	\$ 1,139,850	\$ 825,046	\$ 650,671
B	Subtotal: Approved and Unissued Water Debt Service (short and long-term)		\$ -	\$ -	\$ -	\$ -	\$ -
C	Summary: Debt Service on Authorized Debt		<b>\$ 1,430,569</b>	<b>\$ 1,185,812</b>	<b>\$ 1,139,850</b>	<b>\$ 825,046</b>	<b>\$ 650,671</b>
D	Subtotal: Projected Debt Service on Proposed Capital Projects		\$ 45,833	\$ 243,750	\$ 235,000	\$ 226,250	\$ 82,500
E	Subtotal: Other Debt-related costs		\$ -	\$ -	\$ -	\$ -	\$ -
F	<b>TOTAL PROJECTED WATER DEBT SERVICE</b>		<b>\$ 1,470,783</b>	<b>\$ 1,429,562</b>	<b>\$ 1,374,850</b>	<b>\$ 1,051,296</b>	<b>\$ 733,171</b>

- 1. Automatic Meter Reading System – \$750,000 (\$375,000 Water Debt and \$375,000 Wastewater Debt):** An FY2018 appropriation provided funding to contract with a firm to evaluate the existing meter equipment for compatibility with an Automatic Meter Reading (AMR) system. The goal of the program is to install a Town-wide radio read system that will provide the ability to read meters remotely. The AMR system is comprised of an endpoint of meter transmitters, optional repeaters and the base station receiver. The implementation of the program is proposed in three phases. The FY2019 appropriation will fund transmitters in water section one and the installation of base stations. This will provide the Town with more frequent meter readings to improve the billing process. Future year requests will provide the same in sections two and three.
  
- 2. Water Distribution System Improvements – \$1,000,000 (Water Debt):** 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 Massachusetts Ave. (from Pleasant Street to Marrett Road) and at the Woburn Street intersection. The installation of a pressure sustaining valve in the Grove Street area is also complete, allowing for proper pressures in the area. To-date, both a hydraulic model for the entire distribution network and an asset management plan are near completion. The model will help evaluate the Town's water break history and its relation to pipe type and age. Combined with the replacement of the remaining unlined water mains, the model will help create a long-term capital plan and ensure a proactive approach for keeping Lexington's water both safe and reliable

## FY2019 RECOMMENDED PROJECTS – WASTEWATER FUND DEBT (Table III)



Town of Lexington - FY2019 Budget  
FY2019 Recommended Budget: Capital Projects

TABLE III: FY2019 RECOMMENDED PROJECTS - WASTEWATER DEBT										
Project		Amount Financed	Term	Interest Rate	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
1	Automatic Meter Reading System (\$750,000)	\$ 375,000	5	5.0%		\$ 12,500	\$ 93,750	\$ 90,000	\$ 86,250	\$ 82,500
2	Pump Station Upgrades	\$ 800,000	10	5.0%		\$ 26,667	\$ 120,000	\$ 116,000	\$ 112,000	\$ 108,000
3	Sanitary Sewer System Investigation and Improvements	\$ 1,000,000	10	5.0%		\$ 33,333	\$ 150,000	\$ 145,000	\$ 140,000	\$ 135,000
<b>TOTAL PROJECT COSTS</b>		<b>2,175,000</b>				<b>\$ 72,500</b>	<b>\$ 363,750</b>	<b>\$ 351,000</b>	<b>\$ 338,250</b>	<b>\$ 325,500</b>
<b>AUTHORIZED SEWER DEBT SERV.</b>					<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
<b>A</b>	Subtotal: Authorized and Issued Sewer Debt Service					\$ 1,108,305	\$ 952,169	\$ 907,976	\$ 857,214	\$ 706,623
<b>B</b>	Subtotal: Approved and Unissued Sewer Debt Service (short and long-term)					\$ 30,360	\$ 307,200	\$ 296,960	\$ 286,720	\$ 276,480
<b>C</b>	<b>Summary: Debt Service on Authorized Debt</b>					<b>\$ 1,138,665</b>	<b>\$ 1,259,369</b>	<b>\$ 1,204,936</b>	<b>\$ 1,143,934</b>	<b>\$ 983,103</b>
<b>D</b>	Subtotal: Projected Debt Service on Proposed Capital Projects					\$ 72,500	\$ 363,750	\$ 351,000	\$ 338,250	\$ 325,500
<b>E</b>	Subtotal - Other Debt-related costs					\$ -	\$ -	\$ -	\$ -	\$ -
<b>F</b>	<b>TOTAL PROJECTED SEWER DEBT SERVICE</b>					<b>\$ 1,034,904</b>	<b>\$ 1,211,165</b>	<b>\$ 1,623,119</b>	<b>\$ 1,555,936</b>	<b>\$ 1,482,184</b>

1. **Automatic Meter Reading System – \$750,000 (\$375,000 Water Debt and \$375,000 Wastewater Debt):** See detailed description under Table II – Water Fund Debt.
  
2. **Pump Station Upgrades – \$800,000 (Wastewater Debt):** 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 has been bid and is currently under construction. Both the Marshall Road and Constitution Road pump stations are in the design phases and construction is expected to commence in 2018. FY2019 funds are expected to be utilized for the Marshall Road Pump Station. It is anticipated that the Hayden Ave. pump station will be the next to go to design. (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.
  
3. **Sanitary Sewer System Investigation and Improvements – \$1,000,000 (Wastewater Debt):** 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 is under construction in the Dunback Meadow area and the Bow Street area, expected to be completed this winter. Future rehabilitation is anticipated in sewer basins 2, 11 and 12 and investigations in basins 6, 7 and 10 will be performed next. 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.

**FY2019 RECOMMENDED PROJECTS – RECREATION FUND DEBT (Table IV)**




Town of Lexington - FY2019 Budget  
 FY2019 Recommended Budget: Capital Projects

TABLE IV: FY2019 RECOMMENDED PROJECTS - RECREATION and COMMUNITY PROGRAMS DEBT										
Project	Amount		Interest		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
	Financed	Term	Rate							
None Proposed	\$ -	—	—			\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PROJECT COSTS</b>	\$ -					\$ -	\$ -	\$ -	\$ -	\$ -
<b>AUTHORIZED RECREATION REVENUE DEBT SERV.</b>					<b>FY2018 <sup>(1)</sup></b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
<b>A</b>	Subtotal	Approved and Issued Revenue Supported Debt Service				\$ -	\$ -	\$ -	\$ -	\$ -
<b>B</b>	Subtotal	Approved and Unissued Revenue Supported Debt Service				\$ -	\$ -	\$ -	\$ -	\$ -
<b>C</b>	<b>Summary Approved Revenue Supported Debt Service</b>					\$ -	\$ -	\$ -	\$ -	\$ -
<b>D</b>	Subtotal	Projected Debt Service on Proposed Capital Projects				\$ -	\$ -	\$ -	\$ -	\$ -
<b>E</b>	Other Debt-related costs					\$ -	\$ -	\$ -	\$ -	\$ -
<b>F</b>	<b>TOTAL PROJECTED DEBT SERVICE</b>					\$ 100,000	\$ -	\$ -	\$ -	\$ -

<sup>1</sup> \$100,000 is an offset to the exempt debt service for bonds issued pursuant to a 2002 authorization for the reconstruction of the Lincoln Park athletic field and parking lot. The source of the offset is the Recreation and Community Programs Enterprise Fund

*No recommendations for debt financing.*

**FY2019 RECOMMENDED PROJECTS – FUNDING THROUGH PROPOSITION 2½ DEBT EXCLUSION (Table V)**

 <b>Town of Lexington - FY2019 Budget</b> <b>FY2019 Recommended Budget: Capital Projects</b>											
<b>TABLE V: FY2019 RECOMMENDED PROJECTS - FUNDING THROUGH PROPOSITION 2 1/2 DEBT EXCLUSION</b>											
Project	Amount Financed	Term	Interest Rate	FY2018							
				FY2018	FY2019	FY2020	FY2021	FY2022	FY2023		
<b>Projects for Consideration - 2018 Annual and Special Town Meetings</b>											
<b>2018 Annual Town Meeting</b>											
1	45 Bedford Street Fire Station Replacement	\$18,820,700	30	5.0%		\$ 501,965	\$ 1,590,278	\$ 1,557,823	\$ 1,525,369	\$ 1,492,914	
2	Lexington Children's Place Construction	\$11,997,842	30	5.0%		\$ 319,936	\$ 999,799	\$ 979,803	\$ 959,807	\$ 939,811	
3	Lexington Police Station Rebuild- Design <sup>1</sup>	\$ 1,862,622	5	5.0%		\$ -	\$ 465,656	\$ 447,029	\$ 428,403	\$ 409,777	
<b>PROJ. NEW EXCLUDED DEBT SERVICE</b>		<b>\$32,681,164</b>				<b>\$ 821,901</b>	<b>\$ 3,055,733</b>	<b>\$ 2,984,656</b>	<b>\$ 2,913,579</b>	<b>\$ 2,842,502</b>	
<b>Projected Debt Service - Potential Future Projects</b>											
1	Police Station - Construction (2019 ATM)	\$25,000,000	30	5%		\$ -	\$ -	\$ 1,982,428	\$ 1,942,780	\$ 1,903,131	
						\$ -	\$ -	\$ 1,982,428	\$ 1,942,780	\$ 1,903,131	
<b>APPROVED AND PROPOSED EXCLUDED DEBT SERVICE</b>					<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	
Subtotal Approved and Issued Excluded Debt Service						\$13,227,544	\$12,779,022	\$11,949,962	\$11,527,773	\$10,935,822	
Subtotal Approved and Unissued Excluded Debt Service						\$ 136,000	\$ 2,096,465	\$ 3,744,169	\$ 3,662,184	\$ 3,580,199	
<b>TOTAL Approved Excluded Debt Service</b>						<b>\$13,363,544</b>	<b>\$14,875,487</b>	<b>\$15,694,132</b>	<b>\$15,189,958</b>	<b>\$14,516,021</b>	
Subtotal Projects for Consideration - 2018 Annual and Special Town Meetings						\$ 821,901	\$ 3,055,733	\$ 2,984,656	\$ 2,913,579	\$ 2,842,502	
Subtotal Projected Debt Service - Potential Future Projects						\$ -	\$ -	\$ 1,982,428	\$ 1,942,780	\$ 1,903,131	
Subtotal Other Debt Related Costs						\$ -	\$ -	\$ -	\$ -	\$ -	
<b>TOTAL APPROVED AND PROPOSED EXCLUDED DEBT SERVICE</b>						<b>\$10,692,689</b>	<b>\$14,185,445</b>	<b>\$17,931,220</b>	<b>\$20,046,316</b>	<b>\$19,261,654</b>	
Less use of Capital Stabilization Funds to Mitigate Debt Service Impacts on Property Tax						\$ (2,400,000)	\$ (4,500,000)	\$ (6,300,000)	\$ (7,000,000)	\$ (4,500,000)	
<b>Net Debt Service</b>						<b>\$ 8,292,689</b>	<b>\$ 9,685,445</b>	<b>\$11,631,220</b>	<b>\$13,661,216</b>	<b>\$15,546,316</b>	<b>\$17,261,654</b>

<sup>1</sup> Police Station Rebuild- Design is a candidate for future debt exclusion vote. The debt exclusion vote is not anticipated prior to the first debt service payment, therefore FY2019 debt service is included in Table I - General Fund Debt.

- 1. 45 Bedford Street Fire Station Replacement Construction – \$18,820,700:**  
2017 Annual Town Meeting appropriated \$450,000 for design of a new Fire Headquarters at 45 Bedford Street. An additional \$676,300 was appropriated at 2017 Special Town Meeting #2 in October 2017 to progress the project through construction documents. The FY2019 request will fund the remaining project costs including demolition of the existing building at 45 Bedford Street, construction of the new Fire Headquarters and related site work and signalization improvements.
- 2. Lexington Children’s Place Construction – \$11,997,842:** Lexington Children’s Place (LCP), the pre-kindergarten program for Lexington Public Schools, has outgrown its current location in the Harrington school. The School Committee has identified the property at 20 Pelham Road as the preferred location for a new LCP facility. An appropriation at the 2017 Annual Town Meeting provided funds for design and construction documents for a new pre-school at 20 Pelham Road. An additional appropriation of \$2,500,000 at Special Town Meeting #2 in October of 2017 provided funding to complete the design and begin site work including demolition of an existing structure. The FY2019 request will fund the remaining site work and construction of the new facility.
- 3. Lexington Police Station Rebuild- Design – \$1,862,622 (General Fund Debt):**  
See detailed description under Table I – General Fund Debt.

# FY2019 RECOMMENDED PROJECTS – Community Preservation Act Debt (Table VI)



Town of Lexington - FY2019 Budget  
 FY2019 Recommended Budget: Capital Projects

TABLE VI: FY2019 RECOMMENDED PROJECTS - COMMUNITY PRESERVATION ACT DEBT										
Project	Amount Financed	Term	Interest Rate	Interest						
				FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	
1 Center Track and Field Reconstruction (\$3,340,000)	\$ 2,829,000	5	5.0%		\$ 94,300	\$ 707,250	\$ 678,960	\$ 650,670	\$ 622,380	
<b>TOTAL PROJECT COSTS</b>	<b>\$ 2,829,000</b>				<b>\$ 94,300</b>	<b>\$ 707,250</b>	<b>\$ 678,960</b>	<b>\$ 650,670</b>	<b>\$ 622,380</b>	
<b>AUTHORIZED CPA REVENUE DEBT SERV.</b>				<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	
A Subtotal	Approved and Issued Revenue Supported Debt Service				\$ 2,220,216	\$ 2,095,100	\$ 2,017,150	\$ 1,949,550	\$ 1,866,600	
B Subtotal	Approved and Unissued Revenue Supported Debt Service				\$ -	\$ -	\$ -	\$ -	\$ -	
C Summary	Approved Revenue Supported Debt Service				<b>\$ 2,220,216</b>	<b>\$ 2,095,100</b>	<b>\$ 2,017,150</b>	<b>\$ 1,949,550</b>	<b>\$ 1,866,600</b>	
D Subtotal	Projected Debt Service on Proposed Capital Projects				\$ 94,300	\$ 707,250	\$ 678,960	\$ 650,670	\$ 622,380	
E	Other Debt-related costs				\$ -	\$ -	\$ -	\$ -	\$ -	
F	<b>TOTAL PROJECTED DEBT SERVICE</b>				<b>\$ 2,256,795</b>	<b>\$ 2,314,516</b>	<b>\$ 2,802,350</b>	<b>\$ 2,696,110</b>	<b>\$ 2,600,220</b>	<b>\$ 2,488,980</b>

**Center Track and Field Reconstruction – \$3,340,000 (\$2,829,000 CPA Debt & \$511,000 General Fund Debt):** The Center Track area is one of the most heavily used facilities in Town. The existing track base is over 30 years old and the track surface was last re-coated in 2012, adding an additional 5-6 years to the life of the track. The track currently presents tripping hazards and is unsafe to host organized programming. This FY2019 request will completely reconstruct the track and provide for a complete renovation to the athletic field. Funding will also provide for the installation of a new lighting system and the replacement of existing bleachers and fencing.

A natural grass/synthetic turf hybrid field is proposed for the new athletic field and will provide more stability while looking, feeling and playing like a natural grass field. The reconstruction will allow for continued high use for a wide range of users and provide a safer and more comfortable track surface.

# FY2019 RECOMMENDED PROJECTS – Compost Revolving Fund (Table VII)



Town of Lexington - FY2019 Budget  
 FY2019 Recommended Budget: Capital Projects

TABLE VII: FY2019 RECOMMENDED PROJECTS - Compost Revolving Fund										
Project	Amount Financed	Term	Interest Rate	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	
None Proposed	\$ -	—	—		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PROJECT COSTS</b>	<b>\$ -</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>AUTHORIZED REVENUE SUPPORTED DEBT SERV.</b>				<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	
A Subtotal	Approved and Issued Revenue Supported Debt Service				\$ 216,859	\$ 204,989	\$ 193,219	\$ 145,413	\$ 140,193	
B Subtotal	Approved and Unissued Revenue Supported Debt Service				\$ -	\$ 20,000	\$ 19,500	\$ 19,000	\$ 18,500	
C	<b>Summary Approved Revenue Supported Debt Service</b>				<b>\$ 216,859</b>	<b>\$ 224,989</b>	<b>\$ 212,719</b>	<b>\$ 164,413</b>	<b>\$ 158,693</b>	
D Subtotal	Projected Debt Service on Proposed Capital Projects				\$ -	\$ -	\$ -	\$ -	\$ -	
E	Other Debt-related costs				\$ -	\$ -	\$ -	\$ -	\$ -	
F	<b>TOTAL PROJECTED DEBT SERVICE</b>				<b>\$ 151,671</b>	<b>\$ 216,859</b>	<b>\$ 224,989</b>	<b>\$ 212,719</b>	<b>\$ 164,413</b>	<b>\$ 158,693</b>

*No recommendations for debt financing.*



# FY2019 RECOMMENDED PROJECTS – CASH CAPITAL (Table VIII)

Town of Lexington - FY2019 Budget  
 FY2019 Recommended Budget: Capital Projects

TABLE VIII: FY2019 RECOMMENDED FUNDING FROM REVENUES (Cash by Source)									
PROJECT	Free Cash	Tax Levy	Water Retained Earnings	Recreation Retained Earnings	CPA <sup>1</sup>	Other Funding	TOTAL COST	Other <sup>2</sup>	
<b>FACILITIES</b>									
1 Public Facilities Bid Documents	\$ 100,000						\$ 100,000		
2 Building Flooring Program	\$ 125,000						\$ 125,000		
3 Public Service Building Vehicle Storage Area - Floor Drainage System	\$ 157,000						\$ 157,000		
4 Municipal Building Envelope and Systems		\$ 198,893					\$ 198,893		
5 Community Center Campus Expansion Design				\$ 250,000			\$ 250,000		
6 Visitors Center Construction Documents	\$ 200,000						\$ 200,000		
7 School Building Envelopes and Systems Program	\$ 227,755						\$ 227,755		
8 School Paving Program	\$ 236,890						\$ 236,890		
9 Playground Replacement Program Bowman School					\$ 302,000		\$ 302,000		
10 LHS Security Upgrade	\$ 338,600						\$ 338,600		
<b>SUBTOTAL</b>	<b>\$ 1,385,245</b>	<b>\$ 198,893</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 302,000</b>	<b>\$ -</b>	<b>\$ 2,136,138</b>	<b>\$ -</b>	<b>\$ -</b>
<b>MUNICIPAL PROJECTS</b>									
11 Hartwell Area TMOD Plan Update						\$ 50,000	\$ 50,000		
12 Lowell Street - Farmview Affordable Housing Supplemental Funds					TBD		\$ -		
13 Transportation Mitigation	\$ 100,000						\$ 100,000		
14 Public Safety Radio Console Replacement	\$ 370,000						\$ 370,000		
15 Pine Meadows Equipment				\$ 60,000			\$ 60,000		
16 Old Reservoir Bathhouse Design					\$ 75,000		\$ 75,000		
17 Athletic Facility Lighting					\$ 975,000		\$ 975,000		
18 SMR High Definition Broadcasting Upgrade						\$ 44,800	\$ 44,800		
19 Public Grounds Irrigation Improvements	\$ 60,000				\$ 40,000		\$ 100,000		
20 Community Center Sidewalk					TBD		\$ -		
21 Hydrant Replacement Program	\$ 75,000		\$ 75,000				\$ 150,000		
22 Storm Drainage Improvements and NPDES compliance	\$ 340,000						\$ 340,000		
23 Comprehensive Watershed Stormwater Management Study and Implementation	\$ 390,000						\$ 390,000		
24 Townwide Culvert Replacement	\$ 390,000						\$ 390,000		
25 Center Streetscape Improvements Design	\$ 450,000						\$ 450,000		
26 Equipment Replacement			\$ 30,000				\$ 30,000		
27 Street Improvements		\$ 2,600,000					\$ 2,600,000	\$ 973,796	
28 Municipal Technology Improvement Program	\$ 200,000						\$ 200,000		
29 Application Implementation	\$ 390,000						\$ 390,000		
30 Network Core Equipment Replacement	\$ 350,000						\$ 350,000		
31 Archives & Records Management/Records Conservation & Preservation					\$ 20,000		\$ 20,000		
<b>SUBTOTAL</b>	<b>\$ 3,115,000</b>	<b>\$ 2,600,000</b>	<b>\$ 105,000</b>	<b>\$ 60,000</b>	<b>\$ 1,110,000</b>	<b>\$ 94,800</b>	<b>\$ 7,084,800</b>	<b>\$ 973,796</b>	<b>\$ -</b>
<b>OTHER CPA FUNDED PROJECTS</b>									
32 9 Oakland Street Renovation and Adaptive Re-Use					\$ 200,000		\$ 200,000		
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 4,500,245</b>	<b>\$ 2,798,893</b>	<b>\$ 105,000</b>	<b>\$ 310,000</b>	<b>\$ 1,612,000</b>	<b>\$ 94,800</b>	<b>\$ 9,420,938</b>	<b>\$ 973,796</b>	<b>\$ -</b>

<sup>1</sup> CPA totals do not include proposed FY2019 administrative budget of \$150,000, and \$2,314,516 million for debt service.

<sup>2</sup> Other includes \$973,796 in Chapter 90 Aid for street improvements.

<sup>3</sup> Proposed funding for the annual street resurfacing program is comprised of \$2,600,000 of tax levy dollars of which \$655,654 derives from a 2001 operating budget override, and an anticipated distribution of \$973,796 of Chapter 90 funds. Over and above the 2001 override, additional amounts are recommended based on the following: the continued funding of \$281,234 of tax levy support that was initiated in FY2012 and maintained in FY2013; the continued funding of \$164,850 of tax levy support that was initiated in FY2013; \$1.1 million derived from health insurance savings, which reflects an increase from the \$850,000 allocated in FY2014 for street improvements, and \$331,871 from FY2019 estimated tax levy revenue to provide a level of funding estimated to move the Town toward a targeted pavement condition index (PCI) of 85.

## Department of Public Facilities Projects

- 1. Public Facilities Bid Documents – \$100,000 (Free Cash):** This is an annual request for funding of professional services to produce design development, construction documents and/or bid administration services for smaller school 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 such projects given the short window between the end of school in June and the beginning of school the following August.
- 2. Building Flooring Program – \$125,000 (Free Cash):** 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 FY2019 request will be used for continuing replacements in the Cary Memorial Library's reading rooms. The goal of this program is to ensure floor surfaces remain clean and safe for all users.

3. **Public Service Building Vehicle Storage Area – Floor Drainage System – \$157,000 (Free Cash):** Exposure to salt, grime and residual from petroleum products has caused deterioration of concrete around the floor drain system in the vehicle staging prep area in the Public Services Building. This FY2019 request includes the analysis, design and repair of the floor drain system. Once design is complete, the work will include the removal of the drain grates, selective demolition of the adjacent concrete, installation of new frames and gate, new concrete and sealing of the floor. The failed drainage grate system has become a hazard and could cause harm to employees walking and driving in and around the drain system. These repairs will help isolate the damage and preserve the remainder of the floor.
  
4. **Municipal Building Envelope and Systems – \$198,893 (Tax Levy):** This ongoing capital request, originally approved for funding in the 2006 Proposition 2½ Override, includes repair/replacement projects for the maintenance and upgrade of municipal buildings and systems. The FY2019 request seeks \$198,893 of funding for continued implementation of extraordinary repairs to the foundation and original drainage system of the Town Office Building. The Town Office Building experiences ongoing water infiltration issues in the basement level due to holes, voids and failed seals through the existing foundation walls. Conditions are further exacerbated by oversaturated soil from storm water run-off due to roof and site grading conditions. This project would secure the health of occupants who utilize the basement area and repair ongoing foundation deterioration.
  
5. **Community Center Campus Expansion – Design – \$250,000 (Recreation Retained Earnings):** This FY2019 request is for the schematic design associated with the expansion of the Lexington Community Center campus and is the first phase of a proposed three-phased project. The Community Center opened its doors to the public on July 6, 2015 and during the first two years of operation the response from the community has exceeded the expectations as approximately 8,000-10,000 people come to the Community Center each month. With the support for and interest in the Community Center being so favorable, the current level of programming is at capacity for many of the service areas. The expansion will enable the Recreation Department to increase the current recreational program offerings and build on the strong foundation that has been established at the Community Center.

The schematic design phase will utilize the campus site plans that DiNisco Design provided the Town in August 2017, and will examine and determine the most appropriate location of the Community Center expansion. This phase will also identify the various features and amenities to be incorporated into the expansion including features such as a regulation size gymnasium, stage, cafeteria with a commercial kitchen, large multi-purpose rooms and locker rooms. With this expansion, the Community Center would be able to offer dynamic, versatile recreational programming for people of all ages and abilities.

6. **Visitors Center – Construction/Bid Documents– \$200,000 (Free Cash):** \$21,000 was appropriated by the 2017 Annual Town Meeting to enable the Visitors Center replacement project to proceed through development of a schematic design estimate. The schematic design estimate provided an estimated project cost of \$4,549,000. An additional appropriation of \$150,000 was appropriated by the 2017-3 Special Town Meeting to continue the design through design development. During

design development, a value engineering process will explore opportunities to reduce the project cost and find alternate funding sources. \$200,000 requested for FY2019 to prepare construction/bid documents. The existing facility opened in 1970 and the last upgrade was performed ten years ago when the restrooms were made handicap accessible. A new Visitors Center aims to improve the experience of visitors and maximize economic development opportunities.

**7. School Building Envelope and Systems Program – \$227,755 (Free Cash):**

FY2019 funds will be used to perform annual prioritized extraordinary repairs and modifications to school buildings and systems. Specifically, this request will be used to address water infiltration issues, caulking, window lintels and translucent skylights that are delaminating over the front façade of the main entrance of the Harrington Elementary School.

**8. School Paving Program – \$236,890 (Free Cash):** This capital request provides ‘as needed’ replacement of sidewalks, bus loops and parking areas on school grounds. The FY2019 request will specifically fund spot replacement at the Harrington Elementary School where walking conditions have caused safety issues for pedestrians walking to the school. 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.

**9. Playground Replacement Program - Bowman School – \$302,000 (CPA):** This FY2019 request will fund the update and replacement of playground equipment and surfacing behind the Bowman 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). A subsequent FY2020 request is anticipated for updates and replacement of the play structure at the Bridge Elementary School.

**10. Lexington High School (LHS) Security Upgrade – \$338,600 (Free Cash):** In the spring of 2017, the School Department contracted with TBA Architects and Jensen-Hughes to complete a holistic Security Assessment of Lexington High School (LHS). The assessment was based on developing concentric layers of security for deterrence and prevention. Previous Town Meetings have appropriated funds for a security study and upgrades. An expansion of the closed circuit television was recently completed but LHS still does not meet the district standard for security. The 2017-3 Special Town Meeting appropriated \$31,000 for the design and engineering for security enhancements, specifically building perimeter security, based on recommendations of the security assessment. The designers are tasked with enhancing school security while maintaining the existing open-campus culture.

This FY2019 request will fund the implementation and construction of those recommendations. The primary focus will be bringing the building perimeter and exterior doors up to the district standard. At present, the vast majority of the exterior doors at LHS are unequipped with electronic door access controls. This means that staff must manually lock exterior doors in the event of a building lock-down. The addition of electronic door access will enable exterior doors to lock instantaneously, if needed. The added infrastructure would allow for procedures to be put in place to set schedules for locking and unlocking doors, providing a more secure campus and eliminating the need

to manually lock doors. The proposed project would also incorporate the addition of signage and wayfinding around campus and consider changes to parking lot access during school hours.

## **Municipal Projects**

**11. Hartwell Area TMOD Plan Update – \$50,000 (TMOD Stabilization Fund)** This is a request to update the Planning Board's Traffic Mitigation Plan for the Hartwell Avenue Transportation Management Overlay District (TMOD). The Traffic Mitigation Plan is a critical part of justifying mitigation payments from private development in the area. The creation of the Overlay District and its associated traffic fund was approved by Town Meeting in 2009 and the TMOD was approved in 2010. \$50,000 is requested in FY2019 in order to update the current plan which will more accurately reflect improvements that the Town has implemented and zoning changes that are currently being pursued in the area.

**12. Lowell Street - Farmview Affordable Housing Supplemental Funds – \$TBD (CPA):** 2014 Annual Town Meeting approved a total of \$1,284,653 to be used by LexHAB for the development of affordable housing at the former Busa Farm site off Lowell Street, a Town property acquired with CPA funds in 2009. LexHAB intends to create six units of affordable housing, two of which will be fully handicapped accessible. While the supplemental request for FY2019 is unknown at present, LexHAB anticipates a final project cost will be received prior to Annual Town Meeting.

Several factors necessitated the supplemental request. LexHAB is now required to comply with the public bidding process, it plans to purchase solar panels instead of leasing them and the units will be made fully accessible instead of just partially accessible. Construction costs have also increased since the initial estimate.

**13. Transportation Mitigation – \$100,000 (Free Cash):** 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. These FY2019 funds are proposed for evaluation and development of construction cost estimates for future capital requests and to fund the design and construction of smaller scale safety-related projects. Between FY08 and FY11, Town Meeting appropriated funds to collect data, perform analyses, review citizen requests and recommendations for various townwide transportation improvements in support of the Traffic Mitigation 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 FY2019 and anticipates the need to be ongoing in order to ensure that transportation safety remains a critical part of Lexington's quality of life.

**14. Public Safety Radio Console Replacement – \$370,000 (Free Cash):** This request is for the replacement of the radio console and equipment in the Public Safety Dispatch Center which is used to transmit and receive communications for the Police and Fire Departments, Public Works and mutual aid agencies via the Metro Fire network and the Greater Boston Area Police Emergency Radio Network (PAPERNet). The current equipment is approaching 15 years old and the maintenance contract will no longer be renewed by Motorola. These FY2019 funds are proposed for the purchase and installation of four dispatch consoles including software and hardware.

**15. Pine Meadows Equipment – \$60,000 (Recreation Retained Earnings):** This request will fund the purchase of a new lawn mower, bunker rake and spreader. The new equipment will replace existing equipment which have all exceeded their useful lives. Greens are mowed on a daily basis throughout the golf season and sufficient equipment is needed to properly set up a golf course and provide superior playing conditions on a consistent basis throughout the year. Past and future success at Pine Meadows can be attributed to the ongoing investment in golf course infrastructure and equipment to maintain the eighty eight acres of property. The new equipment will ensure proper maintenance of the turf and bunkers, improved pace of play and superior playing conditions.

**16. Old Reservoir Bathhouse Design – \$75,000 (CPA):** FY2019 funds will be used to complete a feasibility study for renovations to the Old Reservoir bathhouse. The facility requires a complete renovation and the project entails repairing the plumbing system and installing all new fixtures including showers, toilets, sinks and drinking fountains. The recently completed *Recreation and Facilities ADA Compliance Study* identified areas of deficiencies within the facility. The accessible walkway, built in 2000, has settled and buckled in places and requires replacement. A rodent problem was also observed by staff and the renovation will ensure the safety and well-being of those who utilize the facility. Based on the results of the feasibility study, the construction phase of the project is scheduled for FY2020.

**17. Athletic Facility Lighting – \$975,000 (CPA):** The FY2019 request is for \$975,000 to replace the existing lighting systems and structures with more cost efficient fixtures and illuminants at the Center #1 Baseball Field, Center #2 Softball Field, Center Basketball Courts and the Gallagher Tennis Courts. Funds will also be used to upgrade the lighting system at the Irving H. Mabee Town Pool Complex. The current lighting system is outdated, requires constant repair and does not operate efficiently. The installation of newer energy and cost efficient systems will provide financial savings to the Town and allow for a safer environment in which to participate in night activities.

**18. Selectmen's Meeting Room High Definition Broadcasting Upgrade – \$44,800 (PEG Special Revenue Fund)** FY2019 funds will be used to upgrade the broadcast equipment in the Selectmen's Meeting Room in the Town Office Building. The new equipment will allow for high definition (HD) broadcasts of meetings, a technology which outperforms the current, standard broadcast signal. The HD technology will improve the broadcast for viewers and prevent irregularities and subpar performance.

**19. Public Grounds Irrigation Improvements – \$100,000 (\$60,000 Free Cash (\$40,000 CPA):** FY2019 funds will be used for updates to the irrigation systems on public grounds. The proposed updates will allow the irrigation to be more targeted on the turf areas while conserving water. The 2017 Annual Town Meeting approved an appropriation for similar upgrades to the Town's athletic fields. The areas targeted in this FY2019 request include the Battle Green, Hastings Park, Emery Park, the Cary Memorial Building grounds and the Town Office Building complex.

**20. Community Center Sidewalk – \$TBD (CPA):** An FY2019 appropriation will provide construction funds for a sidewalk from Marrett Road to the Community Center. The exact amount is currently unknown but it's anticipated that the funding request will be ready in advance of Annual Town Meeting. The Town plans to meet with the proprietors of the adjacent Scottish Rite to discuss the project in early 2018.

**21. Hydrant Replacement Program – \$150,000 (\$75,000 Free Cash & \$75,000 Water Retained Earnings):** 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 1,200 fire hydrants in its fire protection system; a total of 441 hydrants have been replaced.

**22. Storm Drainage Improvements and NPDES Compliance – \$340,000 (Free Cash):** 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. \$70,000 is estimated 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 storm water general permit. An estimated \$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 are under investigation and analysis include the Oxbow/Constitution Road area, 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.

**23. Comprehensive Watershed Storm Water Management Study and Implementation – \$390,000 (Free Cash):** 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. Pleasant Street drainage has been completed and the Whipple Brook area design is ready for permitting and expected to go to construction in calendar year 2018. Significant progress has also been made in the evaluation of the Valleyfield area. Long-term benefits of the program include prevention of property damage, reduction in liability and overall improvement to the health of Lexington's waterways.

**24. Townwide Culvert Replacement – \$390,000 (Free Cash):** This request is part of an ongoing program to replace culverts that are at or near failure. 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. 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. The Oxbow/Constitution Road area is undergoing preliminary evaluations. Detailed design evaluation is complete for Valleyfield and Waltham Street at Clematis Brook; planning, final design, permitting and construction will follow. 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.

**25. Center Streetscape Improvements Design – \$450,000 (Free Cash):** This project aims to 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 plans are being revised based on recommendations from the Center Streetscape Ad-Hoc Committee and Board of Selectmen. This will result in redevelopment of the 25% plans and will include the assistance of additional professionals including historians, irrigation consultants, lighting consultants and tree consultants. The project will then be furthered to 100% plans and specifications ready for bidding. This FY2019 request encompasses the additional design funding necessary to meet these goals. Construction funding is expected to be phased and will be adjusted as plans are finalized and phases are clarified.

**26. Equipment Replacement – (\$1,069,500) (\$1,039,500 General Fund Debt & \$30,000 Water Retained Earnings):** See detailed description under Table I – General Fund Debt.

**27. Street Improvements – \$3,573,796 (\$2,600,000 Tax Levy, \$973,796 Chapter 90 funding):** This is an annual request for the street resurfacing and maintenance program. In addition to the \$2,600,000 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.

<b>Street Improvements - Financing Components</b>	
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	<b>FY2019</b>
2001 Override Increased by 2.5% per year	\$ 672,045
Maintenance of unallocated revenue from FY2012 Revenue Allocation Model	\$ 281,234
Maintenance of unallocated revenue from FY2013 Revenue Allocation Model	\$ 164,850
FY2014 Health Insurance Savings	\$ 1,100,000
Additional Tax Levy Funding	\$ 50,000
Portion of the municipal share of incremental FY2018 revenue from the FY2018 Revenue Allocation Model	\$ 331,871
Estimated Chapter 90 Aid	\$ 973,796
Total	\$ 3,573,796
Without Chapter 90	\$ 2,600,000

**28. Municipal Technology Improvement Program – \$200,000 (Free Cash):** This FY2019 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 FY2019 request will fund the replacement of an end-of-life (EOL) blade chassis and servers, additional disk based storage and backup storage. 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.

**29. Application Implementation – \$390,000 (Free Cash):** This capital project is for large application migrations and implementations. The initial focus of the project will be to maximize the value of existing applications through the addition and adoption of features and modules. FY2019 funding will be used to invest in additional modules and services for the MUNIS financial software and for the acquisition and installation of vehicle sensors and trackers for DPW vehicles.

The MUNIS financial system’s chart of accounts was developed over 10 years ago and currently creates accounting issues and inefficiencies. Funds will be used to correct the issues and optimize the system. FY2019 funds will also be used to purchase and install automatic vehicle locations systems for DPW vehicles. This technology will track a vehicle’s movement and activity to allow for DPW operations to better manage plowing, treatments and road maintenance. It will also provide real-time uploads of critical diagnostic data to better manage vehicle repairs and service.

**30. Network Core Equipment Replacement – \$350,000 (Free Cash):** 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. This FY2019 capital request is for replacement of the EOL existing equipment and the addition of the equipment recommended in the recent assessments. In addition to the replacement hardware and the new hardware, this request covers the services for the network reprogramming, installation of the equipment and the addition of software to address network and security monitoring and management needs.



**31. Archive and Records Management/ Records Conservation & Preservation – \$20,000 (CPA):** This FY2019 request will fund the conservation and preservation of historic municipal documents and records, specifically the remaining old Town papers from 1722-1923. 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.

### **Other CPA-Funded Projects**

**32. 9 Oakland Street Renovation and Adaptive Re-Use – \$200,000 (CPA):** 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'. SLI also owns the small building located at 9 Oakland Street and this FY2019 request seeks funds for the renovation and adaptive re-use of the structure.

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 total project cost is \$425,000; SLI plans to use \$200,000 from the CPA in conjunction with foundation grants, private donations and contributions from SLI's Board of Directors.

**Table VIII: Deferred FY2019 and Proposed FY2020-FY2023 Capital Requests**

Dept.	Project Name	Deferred FY2019	FY2020	FY2021	FY2022	FY2023	Total
<i>Information Technology</i>							
	Phone Systems & Unified Communication	\$ -	\$ -	\$ 150,000	\$ 120,000	\$ 120,000	\$ 390,000
	Network Core Equipment Replacement	\$ -	\$ 250,000	\$ -	\$ 180,000	\$ -	\$ 430,000
	Municipal Technology Improvement Program	\$ -	\$ 150,000	\$ 85,000	\$ 85,000	\$ 100,000	\$ 420,000
	Network Redundancy & Improvement Plan	\$ -	\$ 330,000	\$ 220,000	\$ -	\$ 100,000	\$ 650,000
	Application Implementation	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 150,000	\$ 375,000
		\$ -	\$ 805,000	\$ 530,000	\$ 460,000	\$ 470,000	\$ 2,265,000
<i>Town Clerk</i>							
	Archives & Records Management/Records Conservation & Preservation	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 80,000
		\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 80,000
<i>Land Use, Health and Development</i>							
	Transportation Mitigation	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000
	Parking Lot Consolidation and Repaving	\$ -	\$ -	\$ 105,000	\$ 1,500,000	\$ -	\$ 1,605,000
	Stone Building Analysis	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
		\$ -	\$ 125,000	\$ 205,000	\$ 1,600,000	\$ 100,000	\$ 2,030,000
<i>Fire</i>							
	Ambulance Replacement	\$ -	\$ -	\$ 280,000	\$ -	\$ -	\$ 280,000
	Protective Clothing	\$ -	\$ 67,500	\$ -	\$ -	\$ -	\$ 67,500
	Replace 2004 Pumper	\$ -	\$ -	\$ -	\$ -	\$ 625,000	\$ 625,000
		\$ -	\$ 67,500	\$ 280,000	\$ -	\$ 625,000	\$ 972,500
<i>Police</i>							
	Police Outdoor/Indoor Firing Range - Hartwell Ave.	\$ -	TBD	TBD	\$ -	\$ -	TBD
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Library</i>							
	Cary Library Children's Room Renovation	\$ -	TBD	\$ -	\$ -	\$ -	TBD
<i>Public Facilities</i>							
	Lexington Police Station Rebuild	\$ -	\$24,450,000	\$ -	\$ -	\$ -	\$ 24,450,000
	Townwide Roofing Program	\$ -	\$ -	\$ 2,010,152	\$ 200,934	\$ 5,626,693	\$ 7,837,779
	School Building Envelopes and Systems Program	\$ -	\$ 233,448	\$ 239,285	\$ 245,199	\$ 251,400	\$ 969,332
	Municipal Building Envelopes and Systems	\$ -	\$ 203,205	\$ 208,285	\$ 213,492	\$ 218,829	\$ 843,811
	Building Flooring Program	\$ -	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 500,000
	School Paving Program	\$ -	\$ 261,740	\$ -	\$ -	\$ -	\$ 261,740
	Public Facilities Bid Documents	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000
	Visitors Center	\$ -	\$ 4,049,000	\$ -	\$ -	\$ -	\$ 4,049,000
	Public Facilities Mechanical/Electrical System Replacements	\$ -	\$ 605,000	\$ 672,000	\$ 728,000	\$ 788,500	\$ 2,793,500
	Lexington High School Design	\$ -	\$ -	\$ -	\$ 1,825,000	TBD	\$ 1,825,000
	Playground Replacement Program Bridge	\$ -	\$ 302,000	\$ -	\$ -	\$ -	\$ 302,000
	LHS Short Term Capacity	\$ -	TBD	\$ -	\$ -	\$ -	TBD
		\$ -	\$30,329,393	\$ 3,354,722	\$ 3,437,625	\$ 7,110,422	\$ 44,232,162
<i>Public Works</i>							
	Center Streetscape Improvements	\$ -	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ -	\$ 7,500,000
	Automatic Meter Reading System	\$ -	\$ 650,000	\$ 650,000	\$ -	\$ -	\$ 1,300,000
	DPW Equipment Replacement	\$ -	\$ 1,312,000	\$ 1,022,500	\$ 1,020,000	\$ 1,252,000	\$ 4,606,500
	Street Improvements	\$ -	\$ 2,616,801	\$ 2,634,022	\$ 2,651,674	\$ 2,669,767	\$ 10,572,265
	Storm Drainage Improvements and NPDES compliance	\$ -	\$ 370,000	\$ 370,000	\$ 370,000	\$ 370,000	\$ 1,480,000
	Sanitary Sewer System Investigation and Improvements	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 4,000,000
	Hydrant Replacement Program	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 600,000
	Pump Station Upgrades	\$ -	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 3,200,000
	Street Acceptance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Comprehensive Watershed Stormwater Management Study and Implementation	\$ -	\$ 390,000	\$ 390,000	\$ 390,000	\$ 390,000	\$ 1,560,000
	Water Distribution System Improvements	\$ -	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 8,800,000
	Sidewalk Improvement	\$ -	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 3,200,000
	Battle Green Master Plan - Phase 3	\$ -	\$ 570,438	\$ -	\$ -	\$ -	\$ 570,438
	Townwide Culvert Replacement	\$ -	\$ 390,000	\$ 390,000	\$ 390,000	\$ 390,000	\$ 1,560,000
	Townwide Signalization Improvements	\$ -	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 500,000
	Municipal Parking Lot Improvements	\$ -	\$ -	\$ 40,000	\$ 480,000	\$ -	\$ 520,000
	Hartwell Avenue Compost Site Improvements	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000
	Battle Green Streetscape Improvements	\$ -	\$ -	\$ -	\$ 3,000,000	\$ -	\$ 3,000,000
	Public Parking Lot Improvement Program	\$ -	\$ -	\$ 100,000	\$ 500,000	\$ 500,000	\$ 1,100,000
	Hill Street Sidewalk Project	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000
		\$ -	\$15,374,239	\$13,171,522	\$16,376,674	\$10,846,767	\$ 55,769,203
<i>Recreation</i>							
	Pine Meadows Improvements	\$ -	\$ 60,000	\$ -	\$ -	\$ 50,000	\$ 110,000
	Park and Playground Improvements	\$ -	\$ -	\$ 85,000	\$ 96,000	\$ 70,000	\$ 251,000
	Park Improvements - Athletic Fields	\$ -	\$ 400,000	\$ 275,000	\$ 125,000	\$ 150,000	\$ 950,000
	Pine Meadows Equipment	\$ -	\$ -	\$ 60,000	\$ 60,000	\$ 70,000	\$ 190,000
	Park Improvements - Hard Court Resurfacing	\$ -	\$ 58,000	\$ 71,000	\$ 65,000	\$ 1,590,000	\$ 1,784,000
	Outdoor Pickleball Court Construction	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
	Cricket Field Construction	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
	Old Reservoir Bathhouse Renovation	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
	Community Center Campus Expansion	\$ -	\$ 210,000	\$21,000,000	\$ -	\$ -	\$ 21,210,000
	Pine Meadows Clubhouse Renovation	\$ -	\$ -	\$ 100,000	\$ 750,000	\$ -	\$ 850,000
		\$ -	\$ 1,228,000	\$21,691,000	\$ 1,296,000	\$ 1,930,000	\$ 26,145,000
<i>Schools</i>							
	LPS Technology Capital Request	\$ -	\$ 1,750,700	\$ 1,249,600	\$ 1,712,100	\$ 1,793,220	\$ 8,220,920
		\$ -	\$ 1,750,700	\$ 1,249,600	\$ 1,712,100	\$ 1,793,220	\$ 8,220,920
	<b>Grand Total</b>	\$ -	\$ 49,699,832	\$ 40,501,844	\$ 24,902,399	\$ 22,895,409	\$ 139,714,785

# Appendix A: Program Improvement Request Summary

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## Appendix A: Program Improvement Requests

Shared and Municipal Programs 2000 – 8000  
 FY2019 Recommended Budget: Program Improvements

### Program Improvement Request Summary

Program	Department Requests	Recommended	Not Recommended
<b>General Fund</b>			
Public Facilities	\$ 25,000	\$ 25,000	\$ -
Public Works	\$ 45,500	\$ 8,000	\$ 37,500
Police	\$ 5,000	\$ 5,000	\$ -
Fire	\$ 188,565	\$ 91,371	\$ 97,194
Library	\$ 3,000	\$ 3,000	\$ -
Human Services	\$ 186,197	\$ 161,197	\$ 25,000
Land Use, Health and Development Department	\$ 194,833	\$ 91,433	\$ 103,400
Town Manager's Office	\$ 135,112	\$ 135,112	\$ -
Miscellaneous Boards and Committees	\$ 6,900	\$ 6,900	\$ -
Finance	\$ 7,597	\$ 7,597	\$ -
Information Technology	\$ 90,950	\$ 39,000	\$ 51,950
<b>Total General Fund Requests</b>	<b>\$ 888,653</b>	<b>\$ 573,609</b>	<b>\$ 315,044</b>
<b>Non-General Fund</b>			
Public Works	\$ 39,863	\$ 39,863	\$ -
Recreation	\$ 18,991	\$ 18,991	\$ -
<b>Total Non-General Fund Requests</b>	<b>\$ 58,855</b>	<b>\$ 58,855</b>	<b>\$ -</b>

GENERAL FUND		Departmental Request				Recommendation	
Program	Description	Compensation	Expenses	Benefits	Total	Recommended	Not Recommended
<b>Public Facilities</b>							
2430 - Shared Facilities	Owner's Agent Solar Design and Contracting	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ 25,000	\$ -
<b>Total Public Facilities</b>		\$ -	\$ 25,000	\$ -	\$ 25,000	\$ 25,000	\$ -
<b>Public Works</b>							
3100 - DPW Admin/Engineering	Sidewalk Data Collection Using PathMeT	\$ -	\$ 22,500	\$ -	\$ 22,500	\$ -	\$ 22,500
3200 - Highway	Vehicle Inspections	\$ -	\$ 8,000	\$ -	\$ 8,000	\$ 8,000	\$ -
3300 - Public Grounds	Landscape Improvements at Town Buildings	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000
<b>Total Public Works</b>		\$ -	\$ 45,500	\$ -	\$ 45,500	\$ 8,000	\$ 37,500
<b>Police</b>							
4140 - Investigations	Domestic Violence Service Network	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ 5,000	\$ -
<b>Total Police</b>		\$ -	\$ 5,000	\$ -	\$ 5,000	\$ 5,000	\$ -
<b>Fire</b>							
4230 - Fire Suppression/EMS	Ambulance Staffing, 2 FTE's	\$ 149,000	\$ 5,000	\$ 34,565	\$ 188,565	\$ 91,371	\$ 97,194
<b>Total Fire</b>		\$ 149,000	\$ 5,000	\$ 34,565	\$ 188,565	\$ 91,371	\$ 97,194
<b>Library</b>							
5110 - General & Tech. Services	Additional Travel Funds for Conference Attendance	\$ -	\$ 3,000	\$ -	\$ 3,000	\$ 3,000	\$ -
<b>Total Library</b>		\$ -	\$ 3,000	\$ -	\$ 3,000	\$ 3,000	\$ -
<b>Human Services</b>							
6150 - Youth & Family Services	Youth and Family Services Additional Supports	\$ 82,000	\$ -	\$ 17,391	\$ 99,391	\$ 99,391	\$ -
6170 - Senior Services and Community Programs	Age Friendly Lexington - UMASS Boston	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ 35,000	\$ -
6210 - Transportation Services	Transportation Strategic Plan	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000
6170 - Senior Services and Community Programs	Senior Services Nurse	\$ 9,620	\$ -	\$ 15,686	\$ 25,306	\$ 25,306	\$ -
6210 - Transportation Services	Credit Card Processing Fees	\$ -	\$ 1,500	\$ -	\$ 1,500	\$ 1,500	\$ -
<b>Total Human Services</b>		\$ 91,620	\$ 61,500	\$ 33,077	\$ 186,197	\$ 161,197	\$ 25,000
<b>Land Use, Health and Development Department</b>							
7110 - Building & Zoning	Assistant Building Commissioner	\$ 20,000	\$ -	\$ 290	\$ 20,290	\$ 20,290	\$ -
7120 - Administration	Administrative Assistant	\$ 46,155	\$ -	\$ 16,871	\$ 63,027	\$ 63,027	\$ -
7130/7300 - Cons. & ED	Conservation and Economic Development Inter	\$ 8,000	\$ -	\$ 116	\$ 8,116	\$ 8,116	\$ -
7300 - Economic Development	Hartwell Gateway Signage	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 50,000
7300 - Economic Development	General Fund Support of Visitors Center	\$ 41,400	\$ -	\$ -	\$ 41,400	\$ -	\$ 41,400
7300 - Economic Development	Marketing Budget Increase	\$ -	\$ 12,000	\$ -	\$ 12,000	\$ -	\$ 12,000
<b>Total Office of Land Use, Health and Development</b>		\$ 115,555	\$ 62,000	\$ 17,277	\$ 194,833	\$ 91,433	\$ 103,400
<b>Town Manager's Office</b>							
8210 - Org. Direction & Admin.	Diversity Advisory Task Force	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ 15,000	\$ -
8210 - Org. Direction & Admin.	Public Information Officer	\$ 102,424	\$ -	\$ 17,687	\$ 120,112	\$ 120,112	\$ -
<b>Total Town Manager's Office</b>		\$ 102,424	\$ 15,000	\$ 17,687	\$ 135,112	\$ 135,112	\$ -
<b>Miscellaneous Boards and Committees</b>							
8320 - Misc. Boards and Committees	Community Cultural Programs	\$ -	\$ 6,900	\$ -	\$ 6,900	\$ 6,900	\$ -
<b>Total Miscellaneous Boards and Committees</b>		\$ -	\$ 6,900	\$ -	\$ 6,900	\$ 6,900	\$ -
<b>Finance</b>							
8410 - Comptroller	Finance College Intern	\$ 7,488	\$ -	\$ 109	\$ 7,597	\$ 7,597	\$ -
<b>Total Finance</b>		\$ 7,488	\$ -	\$ 109	\$ 7,597	\$ 7,597	\$ -
<b>Information Technology</b>							
8600 - Information Technology	Gartner Professional Services	\$ -	\$ 39,000	\$ -	\$ 39,000	\$ 39,000	\$ -
8600 - Information Technology	Strategic Communications Training*	\$ -	\$ 44,000	\$ -	\$ 44,000	\$ -	\$ 44,000
8600 - Information Technology	Unmanned Aerial System	\$ -	\$ 7,950	\$ -	\$ 7,950	\$ -	\$ 7,950
<b>Total Information Services</b>		\$ -	\$ 90,950	\$ -	\$ 90,950	\$ 39,000	\$ 51,950
<b>TOTAL - GENERAL FUND</b>		\$ 466,088	\$ 319,850	\$ 102,715	\$ 888,653	\$ 573,609	\$ 315,044
<b>NON-GENERAL FUND</b>							
<b>Public Works</b>							
3400 - Environmental Services	Heavy Equip Operator @ Compost Facility PT to FT	\$ 23,754	\$ -	\$ 16,109	\$ 39,863	\$ 39,863	\$ -
<b>Total Public Works</b>		\$ 23,754	\$ -	\$ 16,109	\$ 39,863	\$ 39,863	\$ -
<b>Recreation</b>							
5210 - Recreation	Certified Therapeutic Recreation Specialist	\$ 12,480	\$ -	\$ 181	\$ 12,661	\$ 12,661	\$ -
5210 - Recreation	Municipal Assistant	\$ 6,240	\$ -	\$ 90	\$ 6,330	\$ 6,330	\$ -
<b>Total Recreation</b>		\$ 18,720	\$ -	\$ 271	\$ 18,991	\$ 18,991	\$ -
<b>TOTAL - NON-GENERAL FUND</b>		\$ 42,474	\$ -	\$ 16,381	\$ 58,855	\$ 58,855	\$ -
<b>COMBINED TOTAL - ALL FUNDS</b>		\$ 508,562	\$ 319,850	\$ 119,096	\$ 947,508	\$ 632,464	\$ 315,044

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# Appendix B: Budget Information

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# Budget Bylaw – Table of Contents

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This document summarizes local and state law regarding town budget preparation and submission. References are made to Massachusetts General Laws, the By-Laws of the Town of Lexington, the Lexington Selectmen-Town Manager Act, and the Administrative Directives of the Lexington Town Manager. Those references offering the greatest amount of information on the given topic have been listed first.



# The Town Manager

The Town Manager is appointed by the Board of Selectmen to oversee the daily operations of the Town, to administer the policies and procedures of the Board, and to enforce all by-laws and actions passed at Town Meetings. The Manager is the Chief Executive Officer of the Town, and his/her authority and responsibilities are established in the Selectmen-Town Manager Act of 1968 (at page A20107 – Appendix §A201 Special Acts).

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## REQUEST FOR DEPARTMENTAL BUDGET INFORMATION

**TO OCCUR:** Annually, at Town Manager's request

**REFERENCE:** Selectmen-Town Manager Act §13 (Appendix §A201 Special Acts at page A20113)

The Town Manager may request all boards, departments, committees, commissions and officers of the Town, except the School Committee, to submit to him/her in writing a detailed estimate of the appropriations required for the efficient and proper conduct of the respective departments and offices during the next fiscal year.

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## REQUEST FOR SCHOOL BUDGET INFORMATION

**TO OCCUR:** Annually, at Town Manager's request

**REFERENCE:** Selectmen-Town Manager Act §13 (Appendix §A201 Special Acts at page A20113)

The Town Manager may request from the School Committee a total budget estimate for the next fiscal year.

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## **The Town Manager** (continued)

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### **REQUEST FOR CAPITAL EXPENDITURES INFORMATION**

**TO OCCUR:** Annually, at Town Manager's request

**REFERENCE:** Selectmen-Town Manager Act §12 (Appendix §A201 Special Acts at page A20113)  
Sections 29-13 and 29-14 of the Code of the Town of Lexington

All boards, departments, committees, commissions and officers of the Town shall annually submit to the Town Manager and to the Capital Expenditures Committee in writing a detailed estimate of the capital expenditures (as defined below) required for the efficient and proper conduct of their respective departments and offices for the next fiscal year and the ensuing four year period.

#### Definitions of Capital Expenditures

Per Section 29-14 of the Code of the Town of Lexington, "Capital Expenditures shall mean any and all expense of a non-recurring nature not construed as an ordinary operating expense, the benefit of which will accrue to the Town over an extended period of time."

Per the Manager's budget, "A capital project is defined as a major, non-recurring expenditure including at least one of the following:

- acquisition of land for a public purpose;
- construction of, or addition to, a facility such as a public building, water or sewer lines, or playfields, etc.;
- rehabilitation or repair of a building, facility, or equipment; provided the cost is \$25,000 or more and the improvement will have a useful life of 10 years or more;
- purchase of equipment costing \$25,000 or more, with a useful life of 5 years or more (all cars are defined to be non-capital items);
- any planning, engineering or design study related to an individual capital project."

## **The Town Manager** (continued)

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### **SUBMISSION OF TOWN BUDGET TO SELECTMEN**

**TO OCCUR:** On the specified date

**REFERENCE:** Section 90-12 of the Code of the Town of Lexington  
Selectmen-Town Manager Act §13 (Appendix §A201 Special Acts at  
page A20113)

Section 12. The Town Manager shall annually submit to the Selectmen, the Appropriation Committee, and the Capital Expenditures Committee for their consideration a proposed budget, revenue statement and tax rate estimate on a date specified no later than September 30 by the Selectmen after consultation with the School Committee, Appropriation Committee and the Capital Expenditures Committee.

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### **SUBMISSION OF CAPITAL EXPENDITURES BUDGET TO SELECTMEN**

**TO OCCUR:** Annually

**REFERENCE:** Selectmen-Town Manager Act §12 (Appendix §A201 Special Acts at  
page A20113)

The Town Manager shall submit in writing to the Board of Selectmen and to the Capital Expenditures Committee a careful, detailed estimate of the recommended capital expenditures for the next fiscal year and the ensuing four year period, showing specifically the amount necessary to be provided for each office, department and activity and a statement of the amounts required to meet the interest and maturing bonds and notes or other indebtedness of the Town.

# The Board of Selectmen

Lexington's charter establishes an elected five-member Board of Selectmen to oversee the executive branch of Town government. Selectmen are elected for three-year terms and are responsible for the general direction and management of the property and affairs of the Town.

---

## RECOMMENDATIONS ON TOWN BUDGET

**TO OCCUR:** Prior to the Annual Town Meeting

**REFERENCE:** Selectmen-Town Manager Act §13 (Appendix §A201 Special Acts at page A20113)  
Mass. General Law Ch. 41, §60

The Selectmen shall consider the proposed budget submitted by the Town Manager and make such recommendations relative thereto as they deem expedient and proper in the interest of the Town. The Selectmen shall transmit a copy of the budget together with their recommendations relative thereto to the Appropriation Committee and, for its information, a copy to the Capital Expenditures Committee.

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## RECOMMENDATIONS ON CAPITAL BUDGET

**TO OCCUR:** Prior to the annual Town Meeting

**REFERENCE:** Selectmen-Town Manager Act §12-13 (Appendix §A201 Special Acts at page A20113)

The Selectmen shall consider the capital budget submitted by the Town Manager and make such recommendations relative thereto as they deem appropriate and proper in the interests of the Town. The Selectmen shall transmit a copy of the capital budget together with their recommendations relative thereto to the Appropriation Committee and to the Capital Expenditures Committee.

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## **Board of Selectmen** (continued)

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### **SUBMISSION OF BUDGET TO TOWN MEETING**

**TO OCCUR:** At least four weeks prior to the date when the Annual Town Meeting is scheduled to consider the budget.

**REFERENCE:** Section 90-13 of the Code of the Town of Lexington

The Selectmen shall submit a budget at the annual Town Meeting. The Selectmen's proposed budget shall be distributed to the Appropriation Committee, the Capital Expenditures Committee, and to each Town Meeting Member at least four weeks prior to the date when the Annual Town Meeting is scheduled to consider it.

# The Appropriation Committee

The Appropriation Committee is a nine-member board appointed by the Town Moderator. Members are appointed to three-year overlapping terms and serve to evaluate the fiscal policies and priorities set by the Board of Selectmen and the Town Meeting. The Committee advises Town Meeting Members on financial proposals, analyzes operating budget proposals, makes fiscal projections, and reviews funding for proposed capital improvements. The Committee's approval is required to use reserve funds for unanticipated operating costs.

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## APPROPRIATION COMMITTEE REPORT ON TOWN BUDGET

**TO OCCUR:** Prior to the Annual Town Meeting

**REFERENCE:** Section 29-11(A) of the Code of the Town of Lexington  
Mass. General Law Ch. 39, §16

The Committee shall prior to each annual 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 review of the budget adopted by the Board of Selectmen to be considered at the Annual Town Meeting. This review will include the Committee's advice and recommendations with reference to the various appropriations of town funds, and other municipal matters coming before such town meeting. The Appropriation Committee shall include in its report an assessment of the budget plan based on all the data available to it concerning the next year's revenues and expenses as well as a projection for future years' revenues and expenses.

This publication may be combined with and distributed at the same time as the Capital Expenditures Committee Report (Section 29-13(B) of the Code of the Town of Lexington).

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## EXPLANATION OF APPROPRIATION COMMITTEE REPORT

**TO OCCUR:** At the annual Town Meeting

**REFERENCE:** Section 29-11(B) of the Code of the Town of Lexington

The Appropriation Committee shall explain its report with advice and recommendations and it shall also at each special Town meeting give its advice and recommendations with reference to any appropriation of the Town funds or other municipal matter coming before such special Town meeting.

# The Capital Expenditures Committee

The Capital Expenditures Committee is a five to seven member board appointed by the Town Moderator. Members are appointed to three-year overlapping terms and consider the relative need, timing and cost of capital expenditure projects proposed for the ensuing five-year period.

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## **CAPITAL EXPENDITURES REPORT**

**TO OCCUR:** Prior to the annual Town Meeting

**REFERENCE:** Section 29-13 of the Code of the Town of Lexington

Each year the Capital Expenditures Committee shall request and receive from the Town boards and departments a list of all capital expenditures 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.

The Committee shall prior to each annual 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 and the approximate date on which each recommended project should be started. This publication may be combined with and distributed at the same time as the Appropriation Committee report.

[Amended 3-16-1981 ATM by Art. 11; 3-23-2009 ATM by Art. 33]

# Override History

In Massachusetts, a state law known as Proposition 2½ limits municipal tax revenue growth. Two provisions within Proposition 2½ allow votes to authorize the Town to raise taxes above the tax levy limit: an operating override or a debt exclusion.

- An operating override is an action taken by the voters of a town to exceed the limit placed on tax revenue growth. The tax levy limit can be exceeded only if a majority of residents voting approve an override. This sum is then added to the base levy for the next fiscal year and thus becomes a permanent addition to the tax levy limit.
- A debt exclusion is a temporary increase in the tax levy limit to fund the debt service associated with a capital project. A debt exclusion requires a majority vote but does not become a permanent part of the tax levy.

The following table shows the history of operating overrides and debt exclusions in Lexington.

History of Proposition 2½ Override Votes					
Date of Vote	FY	Proposition 2½ Overrides	Operating Override	Debt Exclusion	Result
Dec 2017	2018	Fire Department Reconstruction		\$ 22,140,000	Approved
		Hastings School Reconstruction		\$ 65,279,418	Approved
		Lexington Children's Place New Building		\$ 15,079,342	Approved
May 2016	2017	Diamond & Clarke School Renovations		\$ 71,663,200	Approved
Jan 2012	2012	Estabrook School Reconstruction		\$ 29,100,000	Approved
		Bridge & Bowman School Renovations		\$ 22,700,000	Approved
Jun 2007	2008	Schools	\$ 3,981,589		Approved
		Public Works Facility		\$ 25,180,000	Approved
Jun 2006	2007	Schools #1	\$ 2,614,509		Not Appr.
		Schools #2	\$ 551,607		Not Appr.
		Maintenance - Schools & Municipal	\$ 1,059,100		Approved
		Municipal	\$ 799,335		Approved
Jun 2004	2005	Override	\$ 4,224,340		Approved
Jun 2003	-	Override	\$ 4,957,000		Not Appr.
Jun 2002	2003	Schools, Roads, Lincoln Park		\$ 42,550,000	Approved
May/June 2000	2001	Town/School Services and Roads	\$ 3,440,829		Approved
Dec 1998	2000	School Building Project		\$ 52,235,000	Approved
Dec 1997	-	School Building Project		\$ 68,200,000	Not Appr.
Jun 1995	1996	Schools	\$ 1,172,152		Approved
		Open Space	\$ 29,000		Approved
		Police	\$ 102,000		Approved
		Fire	\$ 196,848		Approved
Jun 1992	1993	Trash Collection	\$ 2,718,092		Approved
Jun 1990	1991	Town/School Services	\$ 1,097,829		Approved
Aug 1988	1989	Pine Meadows Golf Course		\$ 11,000,000	Approved



# Appendix C: Financial Information

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# Summary of Town Fund Balances

## Combined Summary of Revenues & Expenditures – FY2017 Actuals

The chart below is an extract from the FY2017 Audited Financial Statements. Revenues received by category (Tax levy, intergovernmental/state aid, fees, etc.) appear at the top, followed by expenditures by service category (education, public safety, public works, etc.). The resulting net impact on overall fund balance is shown in the beginning and ending fund balance figures at the bottom. FY2017 actuals are provided because it is the most recent fiscal year for which data is available.

	General Fund	Community Preservation Fund	Capital Projects Fund	Nonmajor Governmental Funds	Total Governmental Funds
<b>Revenues</b>					
Property taxes	\$ 168,889,989	\$ 4,420,668	\$ -	\$ -	\$ 173,310,657
Intergovernmental	35,604,772	897,243	142,225	8,736,441	45,380,681
Motor vehicle and other excise taxes	6,967,130	-	-	-	6,967,130
Departmental and other	2,708,148	-	-	11,473,687	14,181,835
Investment income	986,148	30,448	-	627,316	1,643,912
Special assessments	26,231	-	-	-	26,231
Payment in lieu of taxes	589,351	-	-	-	589,351
Penalties and interest	738,750	6,237	-	-	744,987
Licenses and permits	2,826,886	-	-	-	2,826,886
Fines and forfeitures	214,300	-	-	-	214,300
Contributions	-	-	-	1,215,939	1,215,939
Other	244,450	-	-	68,832	313,282
<b>Total Revenues</b>	<b>219,796,155</b>	<b>5,354,596</b>	<b>142,225</b>	<b>22,122,215</b>	<b>247,415,191</b>
<b>Expenditures</b>					
<b>Current:</b>					
General government	9,143,730	53,866	-	1,864,129	11,061,725
Public safety	13,748,604	-	-	1,630,326	15,378,930
Education	125,222,299	-	-	12,246,882	137,469,181
Public works	6,626,064	-	-	5,865,178	12,491,242
Health and human services	1,340,165	-	-	277,269	1,617,434
Culture and recreation	3,593,490	-	-	2,134,443	5,727,933
Pension	5,283,667	-	-	-	5,283,667
Insurance	26,707,732	-	-	-	26,707,732
Debt service	15,928,647	2,338,856	-	91,228	18,358,731
Intergovernmental	850,915	-	-	-	850,915
Capital outlay	-	1,779,040	51,441,741	-	53,220,781
<b>Total Expenditures</b>	<b>208,445,313</b>	<b>4,171,762</b>	<b>51,441,741</b>	<b>24,109,455</b>	<b>288,168,271</b>
Excess (deficiency) of revenues over expenditures	11,350,842	1,182,834	(51,299,516)	(1,987,240)	(40,753,080)
<b>Other Financing Sources (Uses)</b>					
Issuance of general obligation bonds	-	208,200	41,175,800	1,793,900	43,177,900
Bond premiums	6,463	20,088	1,563,558	142,396	1,732,505
Transfers in	2,774,475	-	3,503,211	3,001,910	9,279,596
Transfers out	(6,326,228)	-	(420,376)	(812,844)	(7,559,448)
<b>Total Other Financing Sources (Uses)</b>	<b>(3,545,290)</b>	<b>228,288</b>	<b>45,822,193</b>	<b>4,125,362</b>	<b>46,630,553</b>
Change in fund balance	7,805,552	1,411,122	(5,477,323)	2,138,122	5,877,473
Fund Balance, at Beginning of Year, as reclassified	65,528,318	7,644,555	(980,154)	20,749,320	92,942,039
<b>Fund Balance, at End of Year</b>	<b>\$ 73,333,870</b>	<b>\$ 9,055,677</b>	<b>\$ (6,457,477)</b>	<b>\$ 22,887,442</b>	<b>\$ 98,819,512</b>

# Summary of Revolving Fund Balances

## FY2017 Actuals (and first half of FY2018)

This chart shows beginning and ending balances for municipal Revolving Funds for FY2017 and the first half of FY2018. Beginning balances (as of July 1, 2016) are shown in the first column, followed by all revenues received for the year and expenditures made. Rules for the establishment, use and reporting of Revolving Funds are set forth in M.G.L. Chapter 44, Section 53E½.

	(1) 7/1/2016 Beg Bal	(2) FY2017 Revenue	(3) FY2017 Expenditures	(4) 7/1/2017 End Bal	(5) July-Dec 17 Revenue	(6) July-Dec 17 Expenditures	(7) 12/31/2017 End Bal
Building Rental Revolving Fund	\$ 85,423	\$ 550,334	\$ 456,073	\$ 179,684	\$ 154,847	\$ 218,471	\$ 116,060
Burial Containers	\$ 189,048	\$ 49,415	\$ 37,280	\$ 201,183	\$ 27,970	\$ 41,005	\$ 188,148
Trees	\$ 32,520	\$ 36,350	\$ 41,151	\$ 27,719	\$ 16,945	\$ 30,695	\$ 13,969
Compost Operations	\$1,099,754	\$ 479,625	\$ 568,240	\$1,011,139	\$ 330,489	\$ 409,688	\$ 931,940
Minuteman Household Hazardous Waste Program	\$ 64,213	\$ 181,921	\$ 188,770	\$ 57,364	\$ 68,135	\$ 94,089	\$ 31,410
Health Programs	\$ 39,149	\$ 45,780	\$ 13,947	\$ 70,983	\$ 14,731	\$ 116	\$ 85,598
Senior Services (formerly Council on Aging Programs)	\$ 56,344	\$ 53,433	\$ 44,963	\$ 64,813	\$ 22,975	\$ 39,881	\$ 47,908
Liberty Ride	\$ 16,567	\$ 201,142	\$ 199,403	\$ 18,306	\$ 137,288	\$ 150,973	\$ 4,621
School Bus Transportation	\$ 643,964	\$ 945,714	\$1,048,300	\$ 541,378	\$ 673,945	\$1,124,962	\$ 90,361
Regional Cache - Hartwell Ave	\$ 11,397	\$ 8,487	\$ 2,134	\$ 17,751	\$ 2,486	\$ -	\$ 20,237
Visitors Center	\$ 29,929	\$ 205,362	\$ 210,182	\$ 25,110	\$ 117,233	\$ 115,747	\$ 26,596
PEG Access <sup>1</sup>	\$1,069,481	\$ 966,035	\$ 755,216	\$1,280,300	\$ 355,904	\$ 535,220	\$1,100,984

<sup>1</sup>Effective July 1, 2017 the PEG Access operation will no longer operate as a Revolving Fund pursuant to IGR 16-102 released in January of 2016. The PEG Access operation will be transitioned to a Special Purpose Revenue Fund and will be initially funded out of monies currently in the Revolving Fund.

# Stabilization Fund History

Authorized M.G.L. Ch. 40, Sec. 5, the Town of Lexington's general stabilization fund has grown steadily since FY2007. Stemming from actions of Town Meeting and recommendations of the Selectmen's Ad Hoc Fiscal Policy Committee, annual appropriations to the fund are shown in the table below.

The Fiscal Policy Committee recommended that the Town "[b]uild a Stabilization Fund large enough to buffer the General Fund from the impact of two to three years of reduced state aid and declining local receipts. Continue to allocate between \$500,000 and \$1 million each year until the Stabilization Fund reaches roughly 7% of the prior year's General Fund revenues."

*(Report of the Financial Policy Committee to BOS, page 4 & 11, March 15, 2006)*

Staff further recommended, "While we strongly endorse the policy to establish a target balance of 7% of general fund revenues in the Stabilization Fund, we propose that the fund be built to this level over a 5 to 7 year period and that the primary source of funding be significant one-time revenues e.g., NESWC payments, arbitrage proceeds, etc. Furthermore, as a companion to the Committee's recommendation, we propose that a policy guiding the use of stabilization funds be developed. Generally, the policy should specify permitted uses of the fund such as the replacement of significant losses of operating revenue during economic downturns and the funding of unanticipated costs that outstrip the capacity of the Appropriation Committee's reserve fund; and, a specification of the number of years to return the fund to its target level when it is drawn down below that level."

*(Staff Memo to BOS on FPC Recommendations, September 15, 2006)*

## General Stabilization Fund History

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Beginning Balance	\$ 8,376,820	\$ 8,551,561	\$ 8,744,262	\$ 8,895,689	\$ 9,056,939	\$ 9,251,859
Interest Earned	\$ 174,741	\$ 192,700	\$ 151,427	\$ 161,250	\$ 194,920	\$ 196,008
T.M. Appropriation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
T.M. Withdrawal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Balance</b>	<b>\$ 8,551,561</b>	<b>\$ 8,744,262</b>	<b>\$ 8,895,689</b>	<b>\$ 9,056,939</b>	<b>\$ 9,251,859</b>	<b>\$ 9,447,866</b>

## As a Percent of Net General Fund Revenue

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
<b>Net GF Revenue</b>	\$ 152,864,130	\$ 157,476,366	\$ 164,029,637	\$ 169,629,470	\$ 180,436,298	\$ 187,974,706
<b>% of GF Revenue</b>	5.59%	5.55%	5.42%	5.34%	5.13%	5.03%

## Specialized Stabilization Funds

Ending balances as of fiscal year end	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Transportation Demand Mitigation Fund	\$ 297,903	\$ 305,765	\$ 295,712	\$ 302,092	\$ 300,766	\$ 214,309
Traffic Mitigation Stabilization Fund	\$ 346,478	\$ 96,562	\$ 29,077	\$ 88,830	\$ 147,401	\$ 146,701
Special Education Stabilization Fund	\$ 1,067,142	\$ 1,069,456	\$ 1,071,495	\$ 1,073,638	\$ 1,078,170	\$ 1,088,001
Capital Stabilization Fund	\$ -	\$ 1,601,836	\$ 3,990,704	\$ 8,048,466	\$ 16,725,947	\$ 23,203,210
Center Improvement Stabilization Fund	\$ 85,983	\$ 86,169	\$ 86,334	\$ 86,506	\$ 86,872	\$ 87,664
TMOD Stabilization Fund	\$ 10,709	\$ 10,732	\$ 10,752	\$ 10,774	\$ 98,164	\$ 98,263
Debt Stabilization Fund	\$ 1,380,728	\$ 1,259,567	\$ 1,137,817	\$ 1,015,788	\$ 895,503	\$ 778,494
Avalon Bay School Enrollment*	\$ 548,379	\$ 299,036	\$ 49,141	\$ 45	\$ 45	\$ 45
School Bus Stabilization Fund*	\$ 18	\$ 18	\$ 18	\$ 18	\$ 18	\$ 18

\*The remaining balances in these funds was transferred to the General Fund at the 2017 Annual Town Meeting. The 2018 Annual Town Meeting will be asked to vote to dissolve the funds.

## Dedicated Trust Funds

Ending balances as of fiscal year end	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Other Post Employment Benefits (OPEB)	\$ 2,166,697	\$ 3,069,273	\$ 4,482,338	\$ 5,798,656	\$ 7,334,848	\$ 9,869,875
Health Care Trust Fund	\$ 10,029,381	\$ 8,343,874	\$ 8,567,189	\$ 7,559,580	\$ 5,693,188	\$ 4,540,875
Dental Trust Fund	\$ 220,887	\$ 221,365	\$ 221,787	\$ 222,231	\$ 223,169	\$ 225,204

# Summary of Reserve Fund Transfers

## FY2011-2016

The chart below shows the budgeted and actual transfers from the Appropriation Committee Reserve Fund. The fund, set forth under M.G.L. Ch. 40, Sec. 6, is to be used for extraordinary and unforeseen expenditures, which cannot be paid through regular program appropriations.

Specifically, M.G.L. states:

Chapter 40: Section 6. Towns; reserve funds for extraordinary expenditures; establishment Section 6. To provide for extraordinary or unforeseen expenditures, a town may at an annual or special town meeting appropriate or transfer a sum or sums not exceeding in the aggregate five per cent of the levy of the fiscal year preceding the fiscal year for which the fund, to be known as the reserve fund, is established. No direct drafts against this fund shall be made, but transfers from the fund may from time to time be voted by the finance or appropriation committee of the town, in towns having such a committee, and in other towns by the selectmen; and the town accountant in towns having such an official, and in other towns the auditor or board of auditors, shall make such transfers accordingly.

Appropriated by Town Meeting annually, the Appropriation Committee approves transfer requests.

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
<b>Budgeted Amounts</b>	<b>\$900,000</b>	<b>\$900,000</b>	<b>\$900,000</b>	<b>\$900,000</b>	<b>\$900,000</b>	<b>\$900,000</b>
<b>Reserve Fund Transfers</b>	<b>\$ 40,000</b>	<b>\$210,350</b>	<b>\$118,000</b>	<b>\$289,620</b>	<b>\$176,800</b>	<b>\$198,115</b>
2140 - Unemployment	-	-	\$ 65,000	-	-	-
2160 - General Insurance	-	-	\$ 11,000	-	-	-
2400 - Public Facilities	-	-	-	-	-	\$106,000
3000 - DPW Supplies	-	-	\$ 17,000	-	-	-
3000 - DPW Wages	-	-	\$ 5,000	-	-	-
3230 - Snow Expenses	-	\$ 18,000	-	-	-	-
3230 - Snow Wages	-	\$189,000	-	-	-	-
4100 - Police Expenses	-	-	\$ 9,000	-	-	-
4100 - Police Wages	-	-	\$ 11,000	-	-	-
7140 - Board of Health	-	-	-	\$ 11,500	-	-
7000 - Land Use Expenses	\$ 40,000	-	-	-	-	-
7300 - Economic Dev.	-	-	-	\$104,120	-	-
8120 - Legal	-	-	-	\$ 24,000	-	-
8530 - Elections	-	\$ 3,350	-	-	-	-
Capital	-	-	-	\$150,000	\$176,800	\$ 92,115

# Lexington Retirement System History

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Authorized under M.G.L. Ch. 32, the Lexington Retirement System is charged with managing the pensions of most municipal and school employees. Teachers are covered by the Massachusetts Teachers Retirement System. State law requires that retirement systems fully fund their pension liabilities by 2040. Lexington is on track to complete full funding of its liability by 2024.

The following table shows information concerning the Pension Liability.

	<b>FY2013*</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>
Assessment	\$ 4,205,537	\$ 4,805,537	\$ 5,005,537	\$ 5,255,537	\$ 5,505,537	\$ 5,755,537
% Funded	86.1%	78.3%	82.3%	83.7%	85.3%	87.0%
Target Date for 100% Liability Funding	2020	2030	2025	2025	2024	2024

\*An additional \$1,000,000 appropriated in addition to this Assessment at the 2012 Special Town Meeting

**Note:** FY2018 Assessment from Actuarial Valuation of the Lexington Retirement System as of January 1, 2016.

# Snow & Ice History

The following chart details snow and ice expenditures for the Town of Lexington over the last 10 fiscal years. As a variable expenditure, Massachusetts General Laws allow cities and towns to carry over deficits from one year to be funded by revenue in the following year. The Town works to limit expenditures where feasible, leverage available funds from other Department of Public Works items, or transfer from the Reserve Fund. Where balances remain, they are funded in the following year, as noted in the column on the right.

Fiscal Year	Budget	Actual	Surplus/ (Shortfall)	Transfers within DPW Budget	Reserve Fund Transfers	Year End Deficit Raised in Next Fiscal Year
2017	\$ 1,188,024	\$ 1,685,467	\$ (497,443)	\$ 232,193	\$ -	\$ 265,250
2016	\$ 1,128,216	\$ 1,196,662	\$ (68,446)	\$ 68,446	\$ -	\$ -
2015	\$ 1,127,716	\$ 2,235,573	\$ (1,107,857)	\$ 464,207	\$ -	\$ 643,650
2014	\$ 1,091,534	\$ 1,744,540	\$ (653,006)	\$ -	\$ -	\$ 653,006
2013	\$ 1,091,534	\$ 1,448,098	\$ (356,564)	\$ 149,564	\$ 207,000	\$ -
2012	\$ 1,004,944	\$ 603,900	\$ 401,044	\$ -	\$ -	\$ -
2011	\$ 987,445	\$ 1,884,338	\$ (896,893)	\$ 242,840	\$ -	\$ 654,053
2010	\$ 737,445	\$ 1,396,285	\$ (658,840)	\$ 658,840	\$ -	\$ -
2009	\$ 646,925	\$ 2,282,115	\$ (1,635,190)	\$ 1,533,443	\$ -	\$ 101,747
2008	\$ 610,237	\$ 1,645,140	\$ (1,034,903)	\$ 537,865	\$ -	\$ 497,038
<b>Total</b>	<b>\$ 9,036,169</b>	<b>\$ 15,196,245</b>	<b>\$ (6,160,076)</b>	<b>\$ 3,804,626</b>	<b>\$ 207,000</b>	<b>\$ 2,549,494</b>
<b>2013-2017 Average</b>	<b>\$ 1,125,405</b>	<b>\$ 1,662,068</b>	<b>\$ (536,663)</b>	<b>\$ 182,882</b>	<b>\$ 41,400</b>	<b>\$ 312,381</b>
<b>2008-2017 Average</b>	<b>\$ 961,402</b>	<b>\$ 1,612,212</b>	<b>\$ (650,810)</b>	<b>\$ 388,740</b>	<b>\$ 20,700</b>	<b>\$ 281,474</b>

## APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	Adopted FY2018 Budget	Recommended FY2019 Budget
<b>Community Preservation Act Revenue</b>								
Prior Year Balance (allocated and unallocated)								
Property Surcharge	\$ 3,360,117	\$ 3,510,101	\$ 3,779,719	\$ 4,011,213	\$ 4,224,137	\$ 4,398,551	\$ 4,613,000	\$ 4,805,000
State Match	\$ 885,463	\$ 929,507	\$ 1,932,347	\$ 1,230,116	\$ 1,229,774	\$ 897,243	\$ 839,000	\$ 689,000
Investment Income	\$ 19,101	\$ 13,784	\$ 23,826	\$ 41,050	\$ 26,720	\$ 30,076	\$ 20,000	\$ 20,000
Donations/Other	\$ -	\$ 30,297	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 4,264,682</b>	<b>\$ 4,483,689</b>	<b>\$ 5,735,892</b>	<b>\$ 5,282,379</b>	<b>\$ 5,480,632</b>	<b>\$ 5,325,871</b>	<b>\$ 5,472,000</b>	<b>\$ 5,514,000</b>
<b>Use of Community Preservation Funds</b>								
<b>Open Space Reserve Allocation</b>								
Beginning balance	\$ -	\$ -	\$ 1,174	\$ 504,730	\$ 772,618	\$ 573,191	\$ 538,903	\$ 261,322
New Allocation	\$ 419,900	\$ 426,300	\$ 549,423	\$ 484,831	\$ 504,800	\$ 538,600	\$ 547,200	\$ 551,400
Close Out of Unused Project Balances	\$ -	\$ 1,174	\$ 5,633	\$ 3,057	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 419,900</b>	<b>\$ 427,474</b>	<b>\$ 556,230</b>	<b>\$ 992,618</b>	<b>\$ 1,277,418</b>	<b>\$ 1,111,791</b>	<b>\$ 1,086,103</b>	<b>\$ 812,722</b>
<b>Appropriations for:</b>								
Cotton Farm Debt Service (Art. 9, 2010 ATM) (\$3,857,000 Authorization). FY12 debt service is \$1,300,604 on a \$1,297,400 bond anticipation note; residual balance of the debt service is funded from the Unbudgeted Reserve)	\$ 419,900							
Cotton Farm Debt Service - \$1,000,000 (Art. 8 (l), 2012 ATM) (remaining project balance funded from Unbudgeted Reserves)		\$ 426,300						
CPA Conservation Restriction Enforcement Funds (Art 8(b), 2013 ATM)			\$ 25,000					
Lexington Center Pocket Park Design and Ancillary Costs (Art 8(i), 2013 ATM)			\$ 21,500					
ACROSS Lexington Pedestrian/Bicycle Route System (Art 8(n), 2013 ATM)			\$ 5,000					
Art 3 STM 6/14/14 Land Acquisition - off Concord Road				\$ 220,000				
Conservation Meadow Preservation Program (Art 8(a), 2015 ATM)					\$ 26,400			
Property Purchase - 241 Grove Street (Art. 9, 2015 ATM) (Note, total acquisition costs are \$618,000 of which \$264,428 is allocated to Community Housing and \$100,545 is allocated to the Unbudgeted Reserve)					\$ 253,027			
FY16 CPA Debt Service (Art. 8( r ), 2015 ATM (Note, \$1,992,400 of FY16 debt service is in the Unbudgeted Reserve)					\$ 424,800			
Wright Farm Barn Needs Assessment and Feasibility Study (Art. 8(a) 2016 ATM)						\$ 35,000		
Grain Mill Alley Design Implementation (Art. 8(o) 2016 ATM)						\$ 127,838		
FY2017 CPA Debt Service (Art. 8(p) 2016 ATM) (Note, total FY2017 debt service is \$3,289,721 of which \$2,879,671 is allocated to the Unbudgeted Reserve)						\$ 410,050		
Cotton Farm Conservation Area Improvements (Art. 10(f) 2017 ATM)							\$ 301,300	
Willard's Woods and Wright Farm Meadow Preservation (Art. 10(e) 2017 ATM)							\$ 40,480	
Wright Farm Supplemental Funds (Art. 10(g) 2017 ATM)							\$ 87,701	
FY2018 CPA Debt Service (Art. 10(o) 2017 ATM) (Note, total FY2018 debt service is \$2,390,998 of which \$1,995,698 is allocated to the Unbudgeted Reserve)							\$ 395,300	
Wright Farm Acquisition Debt Service (Art. 10(k) 2018 ATM), Authorized (Art. 9(a) 2012 ATM)								\$ 380,550
<b>subtotal - appropriations</b>	<b>\$ 419,900</b>	<b>\$ 426,300</b>	<b>\$ 51,500</b>	<b>\$ 220,000</b>	<b>\$ 704,227</b>	<b>\$ 572,888</b>	<b>\$ 824,781</b>	<b>\$ 380,550</b>
<b>Open Space Reserve Balance at end of fiscal year</b>	<b>\$ -</b>	<b>\$ 1,174</b>	<b>\$ 504,730</b>	<b>\$ 772,618</b>	<b>\$ 573,191</b>	<b>\$ 538,903</b>	<b>\$ 261,322</b>	<b>\$ 432,172</b>



## APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	Adopted FY2018 Budget	Recommended FY2019 Budget
<b>Historic Resources Reserve Allocation</b>								
Beginning balance	\$ 416,996	\$ 521,515	\$ 729,283	\$ 200,613	\$ 122,187	\$ 79,313	\$ 612,746	\$ 447,833
Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Allocation	\$ 419,900	\$ 426,300	\$ 549,423	\$ 484,831	\$ 504,800	\$ 538,600	\$ 547,200	\$ 551,400
Close Out of Unused Project Balances	\$ 29,619	\$ 602,756	\$ 118,186	\$ 4,001	\$ 13,714	\$ 49,113	\$ 42,637	\$ -
<b>Total</b>	<b>\$ 866,515</b>	<b>\$ 1,550,571</b>	<b>\$ 1,396,892</b>	<b>\$ 689,445</b>	<b>\$ 640,701</b>	<b>\$ 667,026</b>	<b>\$ 1,202,583</b>	<b>\$ 999,233</b>
<b>Appropriations for:</b>								
Archive Record Management & Conservation (Art. 8(a) 2011 ATM)	\$ 150,000							
East Lexington Fire Equipment Doors Replacement (Art.8(b) 2011 ATM)	\$ 60,000							
Battle Green Monument Restoration (Art. 8(e) 2011 ATM)	\$ 50,000							
Battle Green Master Plan Implementation (Art.8(f) 2011 ATM)	\$ 50,000							
Cary Library Vault, Preservation Project - Archives (Supplemental Appropriation) (Art. 7(a), November 14, 2011 STM)	\$ 35,000							
Archive Record Management & Conservation (Art. 8 (a), 2012 ATM)		\$ 150,000						
Paint Mine Barn Preservation (Art. 8 (b), 2012 ATM)		\$ 34,770						
Muzzey Senior Center Upgrades (Art. 8 ( c ), 2012 ATM)		\$ 561,518						
Cary Memorial Building Upgrades - \$550,000 (Art. 8 (d), 2012 ATM) (remaining project balance funded from Unbudgeted Reserves)		\$ 75,000						
Archives and Records Management/Conservation (Art.8(a) 2013 ATM)			\$ 20,000					
Buckman Tavern Restoration and Renovation (Total cost is \$650,000; residual balance is funded from Unbudgeted Reserves)(Art.8(o) 2013 ATM)			\$ 250,000					
Cary Memorial Building Upgrades (Total cost is \$550,000; residual balance is funded from Unbudgeted Reserves)(Art.8(c) 2013 ATM)			\$ 314,523					
Merriam Hill Preservation Project (Art.8(j) 2013 ATM)			\$ 3,000					
Moon Hill National Register Nomination Project (Art.8(k) 2013 ATM)			\$ 6,000					
Visitor Center - Design Phase (Art. 8(b) 2014 ATM) - Total Cost is \$220,608 of which \$161,276 is from tax levy				\$ 59,332				
Hastings Park Gazebo Renovations (Art. 8(c) 2014 ATM)				\$ 120,000				
Historical Commission Inventory Forms for Listed Buildings (Art. 8(d) 2014 ATM)				\$ 35,000				
Battle Green Streetscape Improvements (Art. 8(e) 2014 ATM) - Total Cost is \$90,000 of which \$27,000 from tax levy				\$ 63,000				
Art 10 6/13/14 Community Center amendment				\$ 289,926				
Cary Memorial Building Sidewalk Enhancements (Art. 4 March 23, 2015 STM)					\$ 194,200			
Parker's Revenge Site Restoration (Art. 8(b) 2015 ATM)					\$ 36,790			
First Parish Church Restoration - Historic Structure Report (Art. 8(c) 2015 ATM)					\$ 40,000			
Cary Memorial Building Records Center Shelving (Art. 8(d) 2015 ATM)					\$ 75,398			
Battle Green Streetscape Improvements (Art. 8(e) 2015 ATM)					\$ 140,000			
Community Center Sidewalk Design (Art. 8(f) 2015 ATM)					\$ 50,000			
Community Center Preservation Restriction Endowment (Art. 8(h) 2015 ATM)					\$ 25,000			
Munroe Center for the Arts Window Study (Art. 8(b) 2016 ATM)						\$ 30,000		
Lexington Arts and Crafts Society Parson's Gallery Lighting Renovation (Art. 8(c) 2016 ATM)						\$ 24,280		
Munroe School Window Restoration (Art. 10(i) 2017 ATM)							\$ 675,000	
Interpretive Signage Project (Art. 10(a) 2017 ATM)							\$ 38,400	
Parker's Revenge Interpretive and Public Education Project (Art. 10(b) 2017 ATM)							\$ 41,350	
Community Center Sidewalk (Art. 10(b) 2018 ATM)								TBD

## APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	Adopted FY2018 Budget	Recommended FY2019 Budget
<i>Archives &amp; Records Management/Records Conservation &amp; Preservation (Art. 10(c) 2018 ATM)</i>								\$ 20,000
<i>9 Oakland St Renovation and Adaptive Re-Use (Art. 10(d) 2018 ATM)</i>								\$ 200,000
<b>subtotal - appropriations</b>	<b>\$ 345,000</b>	<b>\$ 821,288</b>	<b>\$ 1,196,279</b>	<b>\$ 567,258</b>	<b>\$ 561,388</b>	<b>\$ 54,280</b>	<b>\$ 754,750</b>	<b>\$ 220,000</b>
<b>Historic Resources Reserve Balance at end of fiscal year</b>	<b>\$ 521,515</b>	<b>\$ 729,283</b>	<b>\$ 200,613</b>	<b>\$ 122,187</b>	<b>\$ 79,313</b>	<b>\$ 612,746</b>	<b>\$ 447,833</b>	<b>\$ 779,233</b>
<b>Community Housing Reserve Allocation</b>								
Beginning balance	\$ 3,533	\$ 30,001	\$ 11,796	\$ 396,587	\$ 8,102	\$ 48,473	\$ 185,949	\$ 56,437
New Allocation	\$ 419,900	\$ 426,300	\$ 549,423	\$ 484,831	\$ 504,800	\$ 538,600	\$ 547,200	\$ 551,400
Close Out of Unused Project Balances	\$ -	\$ 11,796	\$ 8,102	\$ -	\$ -	\$ 47,126	\$ -	\$ -
<b>Total</b>	<b>\$ 423,433</b>	<b>\$ 468,097</b>	<b>\$ 569,321</b>	<b>\$ 881,418</b>	<b>\$ 512,902</b>	<b>\$ 634,199</b>	<b>\$ 733,149</b>	<b>\$ 607,837</b>
<b>Appropriations for:</b>								
<i>LexHAB - Set Aside for Housing Acquisition (Total cost is \$450,000; residual balance is funded from Unbudgeted Reserves)(Art.8(d) 2011 ATM)</i>	\$ 393,432							
<i>LexHAB - Set Aside for Housing Acquisition - \$450,000 (Art. 8 (g), 2012 ATM)</i>		\$ 450,000						
<i>Greeley Village Accessible Housing Project - \$810,673 (Art. 8 (j), 2012 ATM) (remaining project balance funded from Unbudgeted Reserves)</i>		\$ 6,301						
<i>Greeley Village Front Doors (Art. 8 (l), 2013 ATM)</i>			\$ 172,734					
<i>Vynebrooke Village Renovations (Art. 8(f) 2014 ATM)</i>				\$ 300,551				
<i>LexHAB Set-Aside funds for Development of Community Housing at the Busa Property Purchase - 241 Grove Street (Art. 9, 2015 ATM) (Note, total acquisition costs are \$618,000 of which \$253,027 is allocated to Open Space and \$100,545 is allocated to the Unbudgeted Reserve)</i>				\$ 572,764	\$ 264,428			
<i>Property Improvements - 241 Grove Street (Art. 5, December 2, 2015 STM)</i>					\$ 200,000			
<i>Keeler Farm Community Housing acquisition (Art. 8(e) 2016 ATM)</i>						\$ 185,000		
<i>Greeley Village Rear Door and Porch Preservation (Art. 8(f) 2016 ATM)</i>						\$ 263,250		
<i>Affordable Units Preservation - Pine Grove/Judge's Road (Art. 10(d) 2017 ATM)</i>							\$ 620,000	
<i>Greeley Village Rear Door and Porch Supplemental Request (Art. 10(c) 2017 ATM)</i>							\$ 56,712	
<i>Lowell Street - Farmview Affordable Housing Supplemental Funds (Art. 10(j) 2018 ATM)</i>								TBD
<b>subtotal - appropriations</b>	<b>\$ 393,432</b>	<b>\$ 456,301</b>	<b>\$ 172,734</b>	<b>\$ 873,315</b>	<b>\$ 464,428</b>	<b>\$ 448,250</b>	<b>\$ 676,712</b>	<b>\$ -</b>
<b>Community Housing Reserve Balance at end of fiscal year</b>	<b>\$30,001</b>	<b>\$11,796</b>	<b>\$ 396,587</b>	<b>\$ 8,102</b>	<b>\$ 48,473</b>	<b>\$ 185,949</b>	<b>\$ 56,437</b>	<b>\$ 607,837</b>

## APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	Adopted FY2018 Budget	Recommended FY2019 Budget
<b>Unbudgeted Reserve</b>								
Beginning balance	NA	NA	NA	NA	NA	NA	NA	NA
New Allocation	\$ 2,939,300	\$ 3,145,607	\$ 3,845,961	\$ 3,827,886	\$ 3,533,600	\$ 3,710,071	\$ 3,830,400	\$ 3,859,800
<b>Total</b>	<b>\$ 2,939,300</b>	<b>\$ 3,145,607</b>	<b>\$ 3,845,961</b>	<b>\$ 3,827,886</b>	<b>\$ 3,533,600</b>	<b>\$ 3,710,071</b>	<b>\$ 3,830,400</b>	<b>\$ 3,859,800</b>
<b>Appropriations for:</b>								
Cotton Farm Debt Service (Art. 9, 2010 ATM) (\$3,857,000 Authorization). FY12 debt service is \$1,300,604 on a \$1,297,400 bond anticipation note; residual balance of the debt service is funded from the Open Space Reserve)	\$ 880,704							
Busa Farm Debt Service (Art. 6, 2009 STM) (\$4,197,000 Bond Authorization). FY12 debt service is \$974,600; residual balance of the FY12 debt service to be funded with \$216,885 in free cash derived from portion of FY2010 bond premium and accrued interest attributable to issuance of Busa Farm debt in February 2010.)	\$ 757,715							
LexHAB - Set Aside for Housing Acquisition (Total cost is \$450,000; residual balance is funded from the Community Housing Reserve) (Art.8(d)2011 ATM)	\$ 56,568							
Vynebrooke Village Drainage Improvements (Art.8(i) 2011 ATM)	\$ 364,800							
FY12 Administrative Expenses (Art. 8(l) 2011 ATM)	\$ 150,000							
FY13 Administrative Expenses (Art. 8 (m), 2012 ATM)		\$ 150,000						
Center Playfields Drainage - Implementation Phase - (Art. 8 (e), 2012 ATM)		\$ 605,718						
Busa Farm Debt Service - \$930,300 (Art. 8 (k), 2012 ATM) (remaining project balance funded from Undesignated Fund Balance)		\$ 186,105						
Cotton Farm Debt Service - \$1,000,000 (Art. 8 (l), 2012 ATM) (remaining project balance funded from Open Space Reserve)		\$ 573,700						
Cary Memorial Building Upgrades - \$550,000 (Art. 8 (d), 2012 ATM) (remaining project balance funded from Historic Resources Reserve)		\$ -						
Battle Green Area Master Plan Implementation - \$143,845 (Art. 8 (f), 2012 ATM)		\$ 143,845						
Buckman Tavern Historic Structure Report/Restoration Plans - \$65,000 (Art. 8 (h), 2012 ATM)		\$ 65,000						
Historical Society-Historic Records Preservation - \$77,268 (Art. 8 (i), 2012 ATM)		\$ 77,268						
Greeley Village Accessible Housing Project - \$810,673 (Art. 8 (j), 2012 ATM) (remaining project balance funded from Community Housing Reserve)		\$ 804,372						
Land Acquisition (Wright Farm - \$122,000 (Art. 9(a), 2012 ATM)		\$ 122,000						
Land Acquisition (Wright Farm - \$37,000 (Art. 9(b), 2012 ATM)		\$ 37,000						
Buckman Tavern Restoration and Renovation (Total cost is \$650,000; remaining			\$ 400,000					
Cary Memorial Building Upgrades (Total cost is \$550,000; remaining balance is funded from Historic Resources Reserve)(Art.8(c) 2013 ATM)			\$ 235,477					
Lincoln Park Field Improvements (Art. 8 (h), 2013 ATM)			\$ 150,000					
Park and Playground Improvements (Art. 8 (f), 2013 ATM)			\$ 147,500					
Park Improvements - Athletic Fields (Art. 8 (g), 2013 ATM)			\$ 65,000					
Administrative Budget (Art. 8 (q), 2013 ATM)			\$ 150,000					
Marrett Road - Short Term Debt Service and Issuance Costs (Art.2(b), March 18, 2013 STM)		\$ 115,000						
Marrett Road - Ancillary Costs (Art.2( c ), March 18, 2013 STM)		\$ 147,500						
Wright Farm Debt Service (Art. 8 (p), 2013 ATM)			\$ 36,875					
Marrett Road Design and Engineering - Code Compliance and Future Improvements (Art. 14(n), 2013 ATM)			\$ 100,000					

## APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	Adopted FY2018 Budget	Recommended FY2019 Budget
Community Center Renovations (Art. 4, 11/4/2013 STM as amended at the 3/24/2014 STM) - (Total Cost is \$6,320,000 comprised of the following: Undesignated Fund Balance of the CPA Fund (\$2,135,041); residual balance funded from Historic Resources Reserve (\$650,034), Balance of Unbudgeted Reserve as of 3/13/14 (\$2,561,109) and General Fund Unreserved Fund Balance (\$422,816) and CPA-funded Debt Financing(\$551,000)). <b>Note: \$100,000 of cost is for sidewalk construction which is to be funded under Art. 8(a) of the 2014 ATM with funds from the allocation to Unbudgeted Reserve as of 7/1/14)</b>			\$ 2,561,109					
LexHAB Set-Aside funds for Development of Community Housing at the Busa Property - (Total cost is \$750,000; residual balance is funded from Community Housing Reserve) (Art. 8(g) 2014 ATM)				\$ 177,236				
Lincoln Park Field Improvements (Art. 8(h), 2014 ATM) - (Total Cost is \$620,000; residual balance funded from General Fund Unreserved Fund Balance (\$231,000) and Recreation Retained Earnings (\$189,000))				\$ 200,000				
Park and Playground Improvements (Art. 8(i) 2014 ATM)				\$ 65,000				
Park Improvements - Athletic Fields (Art. 8(j) 2014 ATM)				\$ 100,000				
Park Improvements - Hard Court Resurfacing (Art. 8(k) 2014 ATM)				\$ 85,000				
Parker Meadow Accessible Trail D & E (Art. 8(l) 2014 ATM)				\$ 34,500				
CPA Debt Service (Art. 8(m) 2014 ATM) (Does not include potential debt service on short term debt for proposed Cary Memorial Hall renovations and for supplemental funding for Community Center Improvements)				\$ 1,600,807				
Administrative Budget (Art. 8(n) 2014 ATM)				\$ 150,000				
Art 10 6/13/14 Community Center Amendment				\$ 834,344				
Park Improvements - Athletic Fields (Art. 8(j) 2015 ATM)					\$ 85,000			
Park and Playground Improvements (Art. 8(i) 2015 ATM)					\$ 68,000			
Park and Playground ADA Accessibility Study (Art. 8(k) 2015 ATM)					\$ 78,000			
Park Improvements - Hard Court Resurfacing (Art. 8(l) 2015 ATM)					\$ 55,000			
Lincoln Park Field Improvements (Art. 8(m) 2015 ATM)					\$ 220,000			
Minuteman Bikeway Culvert Rehabilitation (Art. 8(n) 2015 ATM)					\$ 290,000			
Grain Mill Alley Design Funds (Art. 8(o) 2015 ATM)					\$ 18,000			
Minuteman Bikeway Wayfinding Signs (Art. 8(p) 2015 ATM)					\$ 39,000			
Lower Vine Brook Paved Recreation Path Reconstruction (Art. 8(q) 2015 ATM)					\$ 369,813			
Property Purchase - 241 Grove Street (Art. 9, 2015 ATM) (Note, total acquisition costs are \$618,000 of which \$264,428 is allocated to Community Housing and \$253,027 is allocated to Open Space)					\$ 100,545			
FY16 CPA Debt Service (Art.( r ), 2015 ATM) (Note, \$424,800 of FY16 debt service for the purchase of Wright Farm Parcel I is in Open Space)					\$ 1,992,400			
Administrative Budget (Art. 8 (s), 2015 ATM)					\$ 150,000			
Antony Park Construction - Design (Art. 8 (h), 2016 ATM)						\$ 60,000		
Minuteman Bikeway Wayfinding Signs Implementation (Art. 8 (j), 2016 ATM)						\$ 120,000		
Town Pool Renovation Design and Engineering (Art. 8 (j), 2016 ATM)						\$ 166,000		
Park Improvements – Hard Court Resurfacing (Art. 8 (k), 2016 ATM)						\$ 61,000		
Granite Forest Pocket Park Construction at Lincoln Park (Art. 8 (l), 2016 ATM)						\$ 30,000		
Park Improvements – Athletic Fields (Art. 8 (m), 2016 ATM)						\$ 120,000		
Park and Playground Improvements (Art. 8 (n), 2016 ATM)						\$ 75,000		
FY2017 Debt Service (Art. 8(p) 2016 ATM) (Note, total FY2017 debt service is \$3,289,721 of which \$410,050 is allocated to the Open Space Reserve)						\$ 2,879,671		
Administrative Budget (Art. 8 (q), 2016 ATM)						\$ 150,000		
Park and Playground Improvements (Art. 10(n) 2017 ATM)							\$ 60,000	
Park Improvements - Athletic Fields (Art. 10(l) 2017 ATM)							\$ 125,000	

**APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY**

	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	Adopted FY2018 Budget	Recommended FY2019 Budget
<i>Affordable Units Preservation - Pine Grove/Judge's Road (Art. 10(d) 2017 ATM)</i>							\$ 428,000	
<i>Administrative Budget (Art. 10(p) 2017 ATM)</i>							\$ 150,000	
<i>Town Pool Renovation (Art. 10(m) 2017 ATM) (Note, the total cost of the Town Pool is \$2,154,350, of which \$1,920,000 is allocated to Undesignated Fund Balance)</i>							\$ 234,350	
<i>FY2018 Debt Service (Art. 10(o) 2017 ATM) (Note, total FY2018 debt service is \$2,390,998 of which \$395,300 is allocated to Open Space)</i>							\$ 1,995,698	
<i>Public Grounds Irrigation Improvements (Art. 10(e) 2018 ATM) (Total project cost is \$100,000, of which \$60,000 will be funded from the General Fund and \$40,000 from CPA Fund.)</i>								\$ 40,000
<i>Old Reservoir Bathhouse Design (Art. 10(i) 2018 ATM)</i>								\$ 75,000
<i>Athletic Facility Lighting (Art. 10(g) 2018 ATM)</i>								\$ 975,000
<i>Playground Replacement Program Bowman School (Art. 10(f) 2018 ATM)</i>								\$ 302,000
<i>Center Track and Field Reconstruction Debt Service (Art. 10(h) 2018 ATM) (Total Cost is \$3,340,000 which will be comprised of \$2,829,000 of CPA debt financing and \$511,000 General Fund debt financing. \$94,300 is for the first year of interest on a 1-year note for the CPA portion of the project.)</i>								\$ 94,300
<i>Administrative Budget (Art. 10(l) 2018 ATM)</i>								\$ 150,000
<i>FY2019 Debt Service (Art. 10(k) 2018 ATM) (\$954,100 Marrett Rd. Land Acquisition (Art. 2013 ATM), \$838,400 Cary Memorial Building Upgrades (Art. 2 2014 ATM), \$47,166 Community Center Renovations (Art. 3 2014 STM))</i>								\$ 1,839,666
<b>subtotal - appropriations</b>	<b>\$ 2,209,787</b>	<b>\$ 3,027,508</b>	<b>\$ 3,845,961</b>	<b>\$ 3,246,887</b>	<b>\$ 3,465,758</b>	<b>\$ 3,661,671</b>	<b>\$ 2,993,048</b>	<b>\$ 3,435,966</b>
<b>Close to Year-End Surplus Available for Appropriation</b>	<b>\$ 729,513</b>	<b>\$ 118,099</b>	<b>\$ (0)</b>	<b>\$ 580,999</b>	<b>\$ 67,842</b>	<b>\$ 48,400</b>	<b>\$ 837,352</b>	<b>\$ 423,834</b>

**APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY**

	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	Adopted FY2018 Budget	Recommended FY2019 Budget
<b>Appropriations from Undesignated Fund Balance (year-end surplus available for appropriation)</b>								
Center Playfields Drainage (Art. 8(f)2011 ATM)	\$ 911,863							
Busa Farm Debt Service - \$930,300 (Art. 8 (k), 2012 ATM) (remaining project balance funded from Unbudgeted Reserves)		\$ 744,195						
Community Center Renovations (Art. 4, 11/4/2013 STM as amended at the 3/24/2014 STM) - (Total Cost is \$6,320,000 comprised of the following: Undesignated Fund Balance of the CPA Fund (\$2,135,041); residual balance funded from Historic Resources Reserve (\$650,034), Balance of Unbudgeted Reserve as of 3/13/14 (\$2,561,109) and General Fund Unreserved Fund Balance (\$422,816) and CPA-funded Debt Financing(\$551,000)). <b>Note: \$100,000 of cost is for sidewalk construction which is to be funded under Art. 8(a) of the 2014 ATM with funds from the allocation to Unbudgeted Reserve as of 7/1/14)</b>			\$ 2,135,041					
Supplemental Appropriation to FY15 CPA Debt Service - Cary Memorial Bldg, financing (Art. 30, 2015 ATM)					\$ 1,000,960			
Supplemental Appropriation to FY17 CPA Debt Service - Community Center, financing (Art. 6, 2016 STM #5)						\$ 40,000		
Town Pool Renovation (Art. 10(m) 2017 ATM) (Note, the total cost of the Town Pool is \$2,154,350, of which \$234,350 is allocated to Undesignated Fund Balance)							\$ 1,920,000	
<b>Total</b>	<b>\$ 911,863</b>	<b>\$ 744,195</b>	<b>\$ 2,135,041</b>	<b>\$ -</b>	<b>\$ 1,000,960</b>	<b>\$ 40,000</b>	<b>\$ 1,920,000</b>	<b>\$ -</b>
<b>Total Appropriations</b>	<b>\$ 4,279,982</b>	<b>\$ 5,475,592</b>	<b>\$ 7,401,515</b>	<b>\$ 4,907,460</b>	<b>\$ 6,196,761</b>	<b>\$ 4,777,089</b>	<b>\$ 7,169,291</b>	<b>\$ 4,036,516</b>

Community Preservation Fund Debt Service								
	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Projected
Wright Farm - from Open Space	-	-	-	\$ 434,633	\$ 424,800	\$ 410,050	\$ 395,300	\$ 380,550
Marrett Rd. Purchase - from Unbudgeted Reserves	-	-	-	\$ 1,089,774	\$ 1,065,100	\$ 1,028,100	\$ 991,100	\$ 954,100
Cary Memorial Building Construction - from Unbudgeted Reserves	-	-	-	\$ 67,100	\$ 899,459	\$ 889,600	\$ 869,800	\$ 838,400
Community Center Renovation - from Unbudgeted Reserves	-	-	-	-	-	-	-	\$ 47,166
Center Track and Field Reconstruction (projected debt service) - from Unbudgeted Reserves								\$ 94,300
<b>Total CPA Debt Service</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ 1,591,507</b>	<b>\$ 2,389,359</b>	<b>\$ 2,327,750</b>	<b>\$ 2,256,200</b>	<b>\$ 2,314,516</b>

# Appendix D: Glossary

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# Glossary

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**ABATEMENT** – An Abatement is a reduction of a tax liability. The Board of Assessors grants abatements for real estate and personal property taxes in cases where an individual's assessed valuation is determined to be in excess of fair market value.

**ACCRUAL BASIS FOR ACCOUNTING** – A method of accounting that recognizes revenue when earned, rather than when collected, and recognizes expenses when incurred, rather than when paid. In Massachusetts, cities and towns must use this basis of accounting for the audited financial statements of Enterprise funds. (Also see Modified Accrual Basis of Accounting).

**APPROPRIATION** – An authorization granted by the Town Meeting to make expenditures and to incur obligations for specific purposes. Appropriations for any expenditure specify dollar amounts, funding sources, and a period of time within which the funds must be spent. Any funds not expended within the specified time (usually one fiscal year) revert to the Unreserved Fund Balance.

**APPROPRIATED BUDGET** – As used in fund summaries and department summaries within the budget document, represents the current year budget as originally adopted by Town Meeting. It does not include prior year encumbrances.

**ARTICLE** – An article or item on the Town Warrant. There are four standard financial articles that appear in the Warrant every year: the Operating Budget Article; an Article for "Supplementary Appropriations for the Current Fiscal Year" (the current fiscal year is the one that was appropriated at the previous year's Town Meeting); an Article for Prior Years' Unpaid Bills; and an Article for supplementary appropriations for previously authorized capital improvement projects. "New" capital project requests and other special items generally appear as individual articles without a predetermined order.

**ARTICLE TRANSFERS** – Projects from previous year Town Meeting article appropriations occasionally have unexpended balances not required once the project is complete. The unexpended balance becomes available for future Town Meeting appropriation.

**ASSESSED VALUATION** – The valuation of real estate or other property determined by the Town Assessor for tax levying purposes. The Commonwealth certifies the values and methodology in determining values every three years.

**ASSETS** – Property, plant and equipment owned by the Town.

**AUDIT** – An examination of the town's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool for evaluation of the fiscal performance of a community.

**BUDGETARY FUND BALANCE (also FREE CASH)** – Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the Comptroller. Free cash is not available for appropriation until certified by the Director of Accounts at the Department of Revenue.



**BOND** – A written promise to pay a specified sum of money – called the face value or principal amount – at a specified date in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between notes, usually one year or two years in length, and a bond is that the latter runs for a longer period of time. State statute and the Board of Selectmen establish the length of a bond repayment.

**BOND ANTICIPATION NOTE (BAN or Note)** – A temporary note issued for no more than one or two years. This is commonly used to defer the initial pay down of debt or to accommodate reimbursement for borrowed notes from a private source or other governmental entity.

**BUDGET** – A plan of financial operation embodying an estimate of proposed expenditures for a given period with proposed means of financing. Lexington's budget is a financial plan that is established for a single fiscal year that begins on July 1 and ends on June 30.

**BUDGET MESSAGE (Town Manager's Transmittal Letter)** – The opening section of the budget that provides the Board of Selectmen, Town Meeting Members, and the general public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the recommendations of the Town Manager.

**CAPITAL EXPENDITURE** – A major, non-recurring expenditure involving land acquisition, construction or major rehabilitation of a facility, or purchase of equipment costing \$25,000 or more with a useful life of five years or more.

**CAPITAL IMPROVEMENT PROGRAM (CIP)** – A financial planning and management tool that identifies public facility and equipment requirements, presents these requirements in order of priority, and schedules them for funding and implementation.

**CEMETERY FUND** – See Special Revenue Fund.

**CHAPTER 90** – Massachusetts General Laws Chapter 90, Section 34 authorizes the Commonwealth to allocate funds to municipalities through the Transportation Bond Issue for highway construction, preservation and improvement projects that create or extend the life of capital facilities. Routine maintenance operations such as pothole filling and snow and ice removal are not covered. The formula for determining the Chapter 90 level of funding is based on a municipality's miles of public ways, population and level of employment. Municipalities receive Chapter 90 funds on pre-approved projects on a reimbursement basis.

**CHERRY SHEET** – The State allocates a portion of generated revenue to municipalities each year for education and general governmental expenditures. The amount of state aid each community will receive is itemized in a financial statement printed on cherry colored paper (thus the name). The amount of reimbursement is a function of the State budget. Towns usually receive notification in late summer, subsequent to the beginning of the fiscal year.

**COMMUNITY PRESERVATION ACT (CPA)** – A local acceptance statute approved by Lexington voters in 2006. The purpose of the CPA is to fund open space, affordable housing, historic preservation and recreation projects that meet the eligibility criteria of the Act. Funding for projects comes from an annual property tax surcharge of up to three percent, which is the percentage adopted in Lexington. The local surcharge is matched by State funds collected as part of the deeds excise tax. The matching funds have ranged from 100% in 2006 to 17.8% in 2017.

**COMMUNITY PRESERVATION COMMITTEE (CPC)** – This nine-member appointed Committee reviews projects and determines their eligibility under the CPA. Projects that are approved by the Committee are then recommended to Town Meeting, which has the final vote on appropriating funds for each project. Members of the CPC are appointed by the Board of Selectmen (3), Planning Board, Conservation Commission, Recreation Committee, Housing Authority, Housing Partnership and Historical Commission.

**COMPETITIVE BIDDING PROCESS** – The process following State law requiring that for purchases of \$50,000 or more a Town must advertise, solicit and publicly open sealed bids from prospective vendors. After a review period, the Town Manager then awards a contract to the successful bidder.

**CONTINUING BALANCE ACCOUNTS** – At the end of a fiscal year, any unexpended balance in a continuing balance account carries forward to the next year as a type of reserve against future liabilities related to the account. Massachusetts General Laws provides for a number of continuing balance accounts including those for: workers compensation claims, property and liability uninsured losses, and unemployment compensation claims. A continuing balance account is also typically used to fund compensated absence liabilities, facility repair accounts and equipment replacement accounts.

**DEBT EXCLUSION** – The amount of taxes assessed in excess of the Proposition 2½ levy limit for the payment of debt service costs, subject to a popular referendum. Two-thirds of the Selectmen and a majority of citizens voting must approve the exclusion. These funds are raised to retire the debt service for the project. They are not added to the tax levy limit for the following fiscal year.

**DEBT SERVICE** – Payment of interest and principal on an obligation resulting from the issuance of bonds.

**DEPARTMENT** – A division of the Town that has overall management responsibility for an operation or group of related operations within a functional area.

**DEPRECIATION** – 1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, and inadequacy of obsolescence. 2) That portion of the cost of a capital asset that is charged as an expense during a particular period. Depreciation is based on historic costs, not replacement value.

**ELEMENT** – The smallest unit of budgetary accountability, which encompasses specific and distinguishable lines of work performed for the purpose of accomplishing a function for which the Town is responsible.

**ENCUMBRANCE** – To encumber funds means to set aside or commit funds for a future expenditure. Encumbrances include obligations in the form of purchase orders, contracts or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved.

**ENTERPRISE FUND** – An account supported by user fees for a specific service that the Town operates as a separate "business" (e.g. Water, Sewer, Recreation). Enterprise funds do not depend on taxes for operating revenue as user fee revenue and expenses are balanced over the long run. Budgeting for all Enterprise Funds is done on a Generally Accepted Accounting Practices (GAAP) basis.

**EXPENDITURE** – Decrease in net financial resources for the purpose of acquiring and providing goods and services.

**EXPENSES** – Outflows or other using up of assets or incurring of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations. Expenses consist of the following objects of expenditure: Utilities, Supplies and Materials, Contractual Services, and Equipment.

**FINES & FORFEITURES** – Revenue collected from court fines, penalty charges for overdue taxes along with non-criminal fines are included in this category.

**FREE CASH** – see Budgetary Fund Balance.

**FUND BALANCE** – The excess of assets over liabilities.

**FUNDING SOURCE** – The specifically identified funds allocated to meet budget requirements/expenses.

**GENERAL FUND** – Revenues derived from the tax levy, state aid, local receipts and available funds are considered General Fund revenues. The General Fund is distinguished from Enterprise Funds and Special Revenue Funds.

**GFOA** – Government Finance Officers Association of the United States and Canada. The GFOA is a professional organization of governmental finance officers.

**GRANT** – A contribution by one government unit or outside agency to another governmental unit. The contribution is usually made for a specific purpose but is sometimes for general purposes.

**INVESTMENT INCOME** – The Town earns interest on cash held in savings accounts and invested in short-term securities. The investment goal is to ensure that all funds are invested in short-term, risk-averse investments. The Treasurer is very restricted as to the instruments in which investments can be made. The amount of investment income is a function of the amount of funds invested and the interest rate.

**LIABILITY** – Debt or other legal obligation which must be paid, renewed or refunded at some future date, but does not include encumbrances.

**LOCAL RECEIPTS** – A category of revenue sources including school department charges for services, investment income, fines and forfeitures, building permits and excise taxes. These revenues are not considered part of the Proposition 2½ Tax Levy.

**MODIFIED ACCRUAL BASIS FOR ACCOUNTING** – A method of accounting that recognizes revenue when it is actually received and recognizes expenditures when a commitment is made. In Massachusetts, cities and towns must use this basis for accounting for the general government.

**MOTOR VEHICLE EXCISE** – All Massachusetts vehicle owners who have their vehicle(s) registered in the State of Massachusetts pay an annual motor vehicle excise tax to the city or town in which they reside. The Registry of Motor Vehicles creates a listing of all vehicles registered in Lexington and the book value assigned to each vehicle. The Town uses this information to bill all owners an annual tax equal to 2 ½ percent or \$25 for each \$1,000 of the vehicle's value.

**MWRA** – Massachusetts Water Resources Authority, from which the Town purchases water at a wholesale rate in the form of annual assessments to the Water and Wastewater (Sewer) departments.

**OPEB** – Other Post-Employment Benefits refer to the Town's requirement to provide health, dental and life insurance benefits to qualified retirees. Over the next 30 years, the Town's OPEB liability is approximately \$200 million. In recent years, the Town has begun to fund an OPEB Trust Fund for the purpose of reducing the liability.

**OPERATING BUDGET** – The portion of the budget that pertains to daily operations, which provide basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

**OPERATING EXPENDITURE** – An ongoing or recurring cost of performing a function or providing a service. Operating expenditures include personal services, supplies and materials, utilities, contractual services, minor equipment, and debt service.

**OPERATING OVERRIDE** – An action taken by the voters of the town to exceed the limit placed on tax revenue growth by the State tax limitation law known as Proposition 2½. The tax levy limit can be exceeded only if a majority of residents voting approve an override. This sum is then added to the base levy for the next fiscal year and becomes a permanent addition to the tax levy limit.

**OTHER EXCISE (Hotel/Motel, Meals and Jet Fuel)** – Lexington hotels and motels charge an 11.7% room tax to guests, which includes a 6% local option. Lexington restaurants collect a 7.0% sales tax, which includes a 0.75% local option. A portion of the jet fuel tax collected at Hanscom airport is distributed to Lexington. These revenues are collected by the Department of Revenue and distributed to the Town of Lexington on a quarterly basis. (See page II-3 of the Revenue Section).

**OTHER FEES AND CHARGES** – Revenue is received from fees or charges by the Inspectional Services, Engineering and Planning Departments, and the Department of Public Works. Also included in this category are collections from ambulance fees, municipal liens, and building rentals.

**OVERLAY** – The amount reserved for funding property tax abatements and exemptions granted by the Board of Assessors.

**PARKING METER FUNDS** – Revenue from town parking meters and parking lot permits are deposited into the Parking Fund. This fund helps offset the costs of Police Department personal services, parking lot maintenance costs, and Department of Public Works expenses directly related to parking lot maintenance.

**PERSONAL SERVICES** – A line on the program, subprogram and element sheets which refers to the total of the following objects of expenditure: Wages, Overtime, and Other Compensation.

**PROGRAM** – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the Town is responsible.

**PROPOSITION 2½** – A tax limitation measure passed by Massachusetts voters in 1980 which limits the growth of the total property tax levy to 2.5% per year. In other words, the total revenue allowed to be raised through real estate and personal property taxes cannot increase by more than 2.5% from one fiscal year to the next. New construction values are in addition to this limit. Two provisions within Proposition 2½ allow the citizens of a community by popular vote to authorize the Town to raise taxes above the tax levy limit: an **operating override** or a **debt exclusion**. (See page B-9 of Appendix B for an Override History.)

**RECREATION FEES** – Users of Town recreational facilities and teams participating in Town sponsored sports pay fees for these services. Revenue collected from these fees covers the costs of maintaining facilities, providing coaches and referees, and recreation program management, as well as some Recreation related capital improvements. These recreation programs are managed through a Recreation Enterprise Fund.

**RESERVE FUND** – An amount set aside annually within the budget of a city or town to provide a funding source for "extraordinary and unforeseen" expenditures. In a town, the Finance (or Appropriation) Committee can authorize transfers from this fund.

**RETAINED EARNINGS** – The equity account reflecting the accumulated earnings of the enterprise funds.

**REVENUE** – Budgetary resources. The various revenues the Town receives are listed in the Revenue Summary in the Budget Overview section.

**MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA)** – A program of the Commonwealth of Massachusetts for the purpose of assisting municipalities in the reconstruction and renewal of its public schools.

**SCHOOL REVENUE** – Revenue received by Lexington Public Schools from athletic fees, as well as applicable bus transportation fees.

**SENIOR MANAGEMENT TEAM** – A group of top managers including department heads from eleven departments and the Town Manager's Office.

**SEWER & WATER CHARGES** – The Town operates Water and Sewer Enterprise Funds to manage these municipal operations. Users of sewer and water services provided by the Town pay charges depending upon metered usage. Revenue received from charges for sewer and water services is used to fully support the costs of utility operations, such as Massachusetts Water Resources Authority (MWRA) assessments, debt service obligations, personal service costs, and capital projects. Charges for services are based on a three-tier block rate structure corresponding to usage. Charges rise as usage increases. The Town pays the MWRA assessments to supply water and dispose of Town sewage.

**SPECIAL REVENUE FUND** – A group of accounts that are funded by revenues from other sources such as the Parking, Cemetery, and Public Education Government (PEG) Access Funds.

**STABILIZATION FUND** – Massachusetts General Law Ch.40, Sec. 5B, allows a municipality to appropriate in any year an amount not exceeding ten percent of the amount raised in the preceding fiscal year; the aggregate amount in the fund shall not exceed ten percent of the equalized valuation of the municipality. The treasurer shall be custodian of the fund and may invest the proceeds legally; any interest earned shall remain with the fund. Money from the Stabilization Fund may be appropriated for any lawful purpose by two-thirds vote of Town Meeting. In addition to the General Stabilization Fund, the town has stabilization funds for specific purposes, including the Transportation Demand Management Fund, Traffic Mitigation Fund, Special Education Fund, and the Capital Projects Fund.

**TAX LEVY** – The total amount to be raised through real estate and personal property taxes. Lexington property owners pay taxes to the Town based on the assessed value of their real and/or personal property. Each year the Board of Selectmen conducts a tax classification hearing to determine a tax rate. The Town Assessor makes adjustments to real estate values in order to properly reflect fair market value. In addition to real estate, businesses may also pay a personal property tax (set at the commercial rate) based on the value of their professional equipment, furniture and fixtures. The amount of taxes a property owner pays is determined by multiplying the applicable tax rate by the valuation. For example, if the tax rate is \$10 and a property's assessed value is \$100,000, the property owner will pay \$10 times 100 (\$100,000/1,000), or \$1,000. Tax levy revenues are the largest source of funding for the Town.

**TAX LEVY LIMIT** – The maximum amount that can be raised by a municipality within Proposition 2½.

**TAX RATE** – The amount of tax levied for each \$1,000 of assessed valuation.

**USER FEES** – Fees paid for direct receipt of a public service by the user or beneficiary of the service.