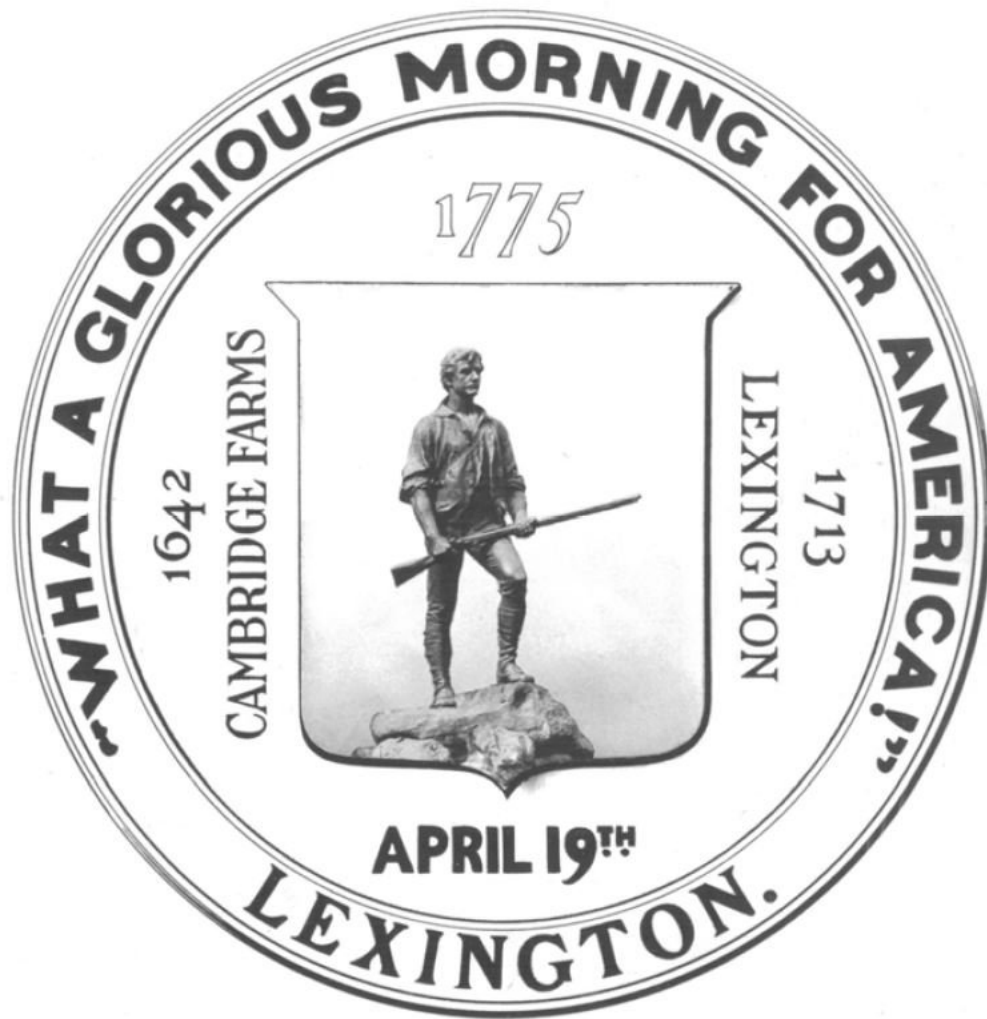


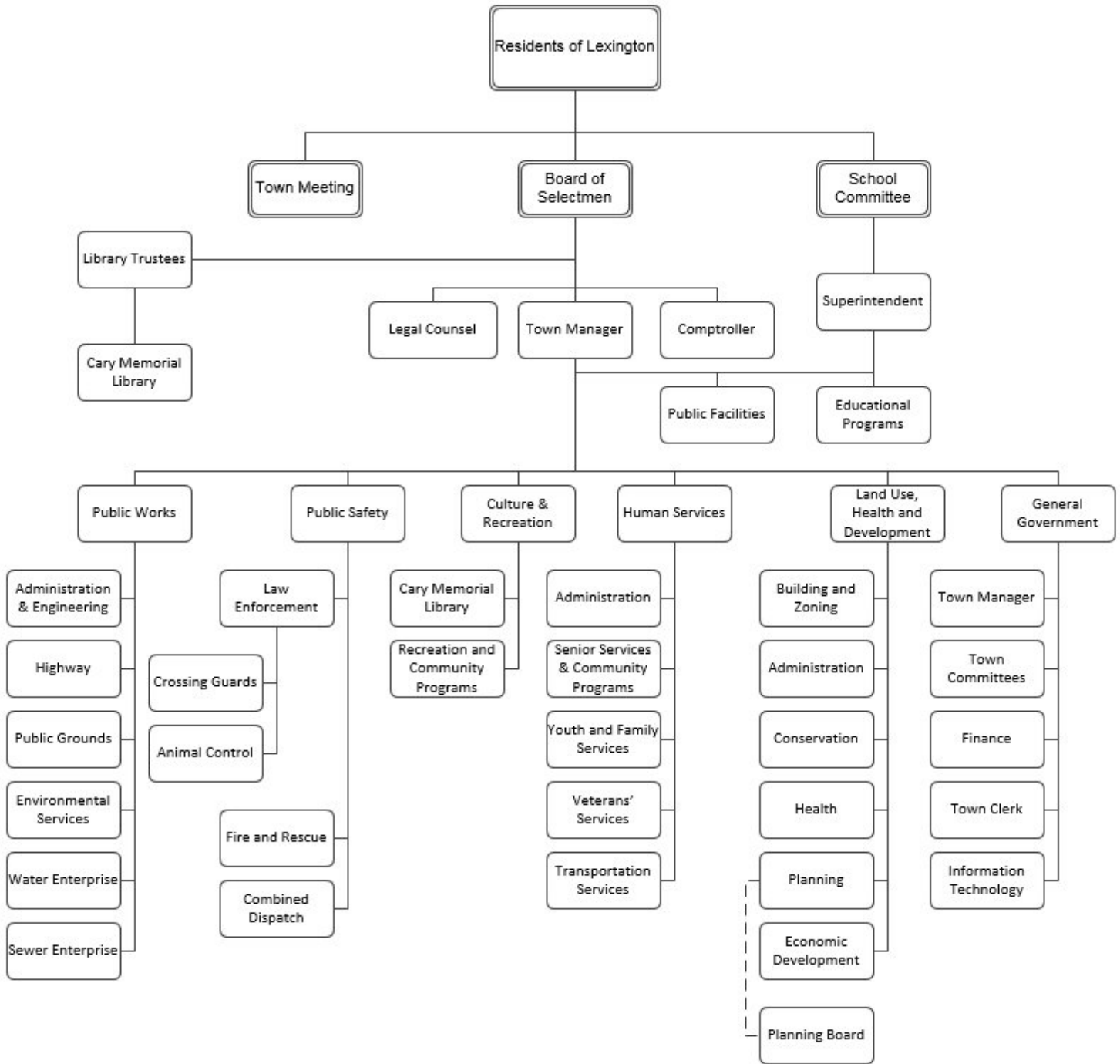
Town of Lexington,  
Massachusetts



Fiscal Year 2020  
Recommended  
Budget & Financing Plan  
March 4, 2019



# Town of Lexington Organizational Chart





## ***Town of Lexington*** ***Town Manager's Office***

James J. Malloy, Town Manager  
Kelly Axtell, Assistant Town Manager

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

March 4, 2019

**To: Appropriation Committee  
Capital Expenditures Committee  
Town Meeting Members**

The Board of Selectmen has approved the FY2020 Recommended Budget and Financing Plan and, on February 22, 2019, voted to transmit it to the financial committees and Town Meeting Members for consideration. The Code of the Town of Lexington, Section 90-13, requires that this document be available for four weeks before it can be considered by the Annual Town Meeting.

As I conclude my first budget for the Town of Lexington, I want to acknowledge the many boards and committees, staff and citizens who participated in this process. Singling out specific individuals to thank would diminish what is a team effort. The diversity of opinion, commitment to problem solving, and focus on community priorities are hallmarks of our Town government. Lexington is well served by the many officials who contributed to this recommended budget. I greatly appreciate their leadership and vision that has been exemplified throughout the budget process.

Sincerely,

*James J. Malloy*

James J. Malloy  
Town Manager

# Table of Contents



The budget document outlines the Town's financial plan as recommended by the Board of Selectmen. Both the operating and capital budgets are contained in this document. The effective period of this budget is from July 1, 2019 to June 30, 2020.

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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.

### Section I: Budget Overview

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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 Julie Hackett, Interim Assistant Superintendent for Finance and Administration Peter Rowe, 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 Krista Murphy, 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 the Town Manager's Preliminary 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.

**James J. Malloy, Town Manager**

# REPORT OF THE TOWN MANAGER

The fiscal year 2020 general fund budget totals \$229,022,571, an increase of \$7,770,530 or 3.5% over the fiscal year 2019 adopted budget. The Board of Selectmen has approved this FY2020 Recommended Budget and Financing Plan. The recommended budget is balanced and will not require a Proposition 2½ override vote.

## Overview of the FY2020 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 22, 2018 to begin working on the fiscal year 2020 budget. Following the fourth financial summit, the Board of Selectmen approved the FY2020 recommended operating and capital budgets on February 22, 2019.

Given the recovered State and local economy, the Board of Selectmen established a goal of presenting a budget for FY2020 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 FY2020 projected revenues. On January 28, 2019 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:

- \$1,536,759 be appropriated into the Capital Stabilization Fund for tax relief related to debt service for within levy and excluded debt service;
- \$5,200,000 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.
- \$1,885,486 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 FY2020, and the Town's strong undesignated fund balance (i.e., free cash of \$13,401,094) position at the end of FY2018.

**FISCAL YEAR 2020 RECOMMENDED BUDGET AND FINANCIAL PLAN**

**Table 1** provides a summary of the FY2020 General Fund budget, by cost center.

<b>Table 1</b>	<b>FY2019 Appropriated</b>	<b>FY2020 Recommended Budget</b>	<b>\$ Change</b>	<b>% Change</b>
Education (LPS and Minuteman HS)	\$ 110,237,662	\$ 116,124,948	\$ 5,887,286	5.3%
Shared Expenses*	\$ 59,508,858	\$ 60,440,397	\$ 931,539	1.6%
Municipal Departments	\$ 38,282,035	\$ 40,228,516	\$ 1,946,481	5.1%
<b>Subtotal - Operating Budget</b>	<b>\$ 208,028,555</b>	<b>\$ 216,793,861</b>	<b>\$ 8,765,306</b>	<b>4.2%</b>
Cash Capital	\$ 7,549,138	\$ 7,220,666	\$ (328,472)	(4.4)%
Other	\$ 5,674,348	\$ 5,008,044	\$ (666,304)	(11.7)%
<b>Total - General Fund</b>	<b>\$ 221,252,041</b>	<b>\$ 229,022,571</b>	<b>\$ 7,770,530</b>	<b>3.5%</b>
Projected Revenue	\$ 221,252,041	\$ 229,022,571	\$ 7,770,529	3.5%
Surplus/(Deficit)	\$ 0	\$ 0	\$ (1)	

\*Shared Expenses reflect the Department of Public Facilities, employee/retiree benefits, pension, debt, liability insurance and Reserve Fund.



## Selectmen's Budget Priorities and Principles

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This FY2020 budget is responsive to many of the priorities identified by the Board of Selectmen during its annual goal-setting meetings, including:

- **Construction Funds for the Police Station Facility** (Goal 3): Looking ahead, \$25,651,792 will be recommended for Fall Special Town Meeting for reconstruction of the Police Station at its current site.
- **Pedestrian, Bicycle and Vehicle Safety on Town Roads** (Goals 7 and 10): \$9,273,880 is recommended for the reconstruction of the Center Streetscape, plus an additional \$5,041,801 to address construction of the Hill Street Sidewalk (\$1.5M); existing Sidewalk Improvements (\$800K); Townwide Signalization Improvements (\$125K) and Street Improvements (\$2.6M).
- **Collaboration with Minuteman on Recreation Fields** (Goal 1): The budget as presented includes \$4,900,000 (\$3,400,000 from General Fund debt, with \$500,000 in support from the Recreation Enterprise Fund; and \$1,000,000 from Community Preservation Act Funds).
- **Cemetery Building Construction and Review of Crematorium** (Goal 12): The Town Meeting warrant includes \$2,800,000 for the construction of a new building to house the cemetery offices and equipment; and a separate article to consider the addition of a crematorium at Westview Cemetery.
- **Community Mental Health Programs** (Goal 10): The Board of Selectmen worked with the School Committee to clarify goals related to the joint mental health initiative including contracting with a referral service, which was funded at Human Services in FY2019 and will be funded at the Lexington Public Schools in FY2020. The recommended FY2020 budget continues funding a Human Services Outreach Coordinator at the Human Services Department, and provides an additional \$20,000 for mental health services.

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.

## **The FY2020 Budget in Brief: Financing Plan, Expenditures, Reserves**

While the Town's FY2020 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% of all remaining FY2020 projected general fund revenues are allocated to the School Department and 26% are allocated to municipal departments.

**b. Revenue Projection:** In FY2020, General Fund revenues are projected to increase by \$7.8 million or 3.5% over FY2019 budgeted revenues. By way of comparison, revenue growth in recent years has been:

- FY2019: 3.6% (estimated)
- FY2018: 6.6% (actual)
- FY2017: 3.3% (actual)
- FY2016: 6.8% (actual)
- FY2015: 2.6% (actual)
- FY2014: 9.4% (actual)
- FY2013: 4.7% (actual)
- FY2012: 4.6% (actual)

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

<b>Table 2</b>	<b>FY2019 Tax Recap</b>	<b>FY2020 Projected</b>	<b>\$ Change</b>	<b>% Change</b>	<b>% of Total Revenue</b>
Property Tax Revenue	\$ 176,804,577	\$ 183,792,412	\$ 6,987,835	4.0%	80.3%
State Aid	\$ 15,996,335	\$ 16,187,516	\$ 191,181	1.2%	7.1%
Total Local Receipts	\$ 13,727,959	\$ 14,086,885	\$ 358,926	2.6%	6.2%
Available Funds	\$ 14,485,806	\$ 15,473,392	\$ 987,586	6.8%	6.8%
Other Available Funds: Use of Capital Stabilization Fund	\$ 573,500	\$ —	\$ (573,500)	(100.0)%	—%
Revenue Offsets	\$ (1,983,075)	\$ (2,213,983)	\$ (230,908)	11.6%	(1.0)%
Enterprise Receipts	\$ 1,646,939	\$ 1,696,348	\$ 49,409	3.0%	0.7%
<b>Gross General Fund Revenues</b>	<b>\$221,252,041</b>	<b>\$229,022,571</b>	<b>\$ 7,770,529</b>	<b>3.5%</b>	100.0%
Less - Revenue Set-Aside for Designated Expenses	\$ 13,651,982	\$ 12,228,710	\$ (1,423,272)	(10.4)%	5.3%
<b>Net General Fund Revenues</b>	<b>\$207,600,059</b>	<b>\$216,793,860</b>	<b>\$ 9,193,801</b>	<b>4.4%</b>	94.7%

**FISCAL YEAR 2020 RECOMMENDED BUDGET AND FINANCIAL PLAN**

**c. Revenue Sources:**

Property Tax Revenue and Assessed Valuations – The property tax remains the Town’s primary revenue source, comprising 80.3% of total projected revenues in FY2020 (**Table 2**). Although residential property makes up 88.7% of the total assessed value in Lexington, residential property owners currently pay only 80.2% 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>
<b>FY2019</b>	<b>\$ 11,922,400,015</b>	<b>6.2%</b>	<b>\$ 176,804,577</b>	<b>4.4%</b>	<b>no</b>
FY2018	\$ 11,227,300,560	6.0%	\$ 169,332,125	4.6%	no
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

<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>
<b>FY2019</b>	<b>88.7%</b>	<b>11.3%</b>	<b>80.2%</b>	<b>19.8%</b>
FY2018	88.6%	11.4%	80.1%	19.9%
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 2020 RECOMMENDED BUDGET AND FINANCIAL PLAN**

State Aid – State Aid, which is estimated at 7.1% of total revenues, is also an important source of revenue for the Town. State Aid is currently projected to increase by 1.2% for FY2020. 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 FY2020 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; the Town adjusted its projections to match the Governor’s budget.

**Table 5** below provides a recent history of the Town’s State Aid including the FY2020 projection.

<b>Table 5</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>
Chapter 70-Education Unrestricted	\$ 9,968,536	\$ 11,631,074	\$ 13,998,894	\$ 14,217,984	\$ 14,364,684
Charter School Reimbursement	\$ 4,141	\$ 893	\$ 7895	\$ 893	\$ 893
General Government Unrestricted	\$ 1,412,809	\$ 1,473,560	\$ 1,531,029	\$ 1,584,615	\$ 1,627,400
Veteran's Benefits & Exemptions	\$ 141,471	\$ 156,427	\$ 151,072	\$ 144,382	\$ 144,382
Offsets (School Lunch & Library)	\$ 46,897	\$ 47,934	\$ 48,162	\$ 48,461	\$ 50,157
<b>Total</b>	<b>\$ 11,573,854</b>	<b>\$ 13,309,888</b>	<b>\$ 15,737,052</b>	<b>\$ 15,996,335</b>	<b>\$ 16,187,516</b>
\$ Change from Prior Year	\$ 380,392	\$ 1,736,034	\$ 2,427,164	\$ 259,283	\$ 191,181
% Change from Prior Year	<b>3.4%</b>	<b>15.0%</b>	<b>18.2%</b>	<b>1.6%</b>	<b>1.2%</b>

**II. Expenditures:**

Budget highlights include:

- a. Lexington Public Schools: The FY2020 School Department proposed General Fund budget (net of grants and other receipts) is increasing by 5.1%. The Minuteman Regional High School budget (included in the Education line shown in Table 1) is increasing by 16.2%, 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 5.1%, largely the result of:
  - contractual salary adjustments;
  - additional support for mental health services;
  - operating support for the Visitors Center during reconstruction;
  - additional hours for youth service staff at the library;
  - an additional staff person for the Public Grounds crew to maintain parks, playgrounds and open spaces;
  - implementation of the comprehensive plan;
  - additional staff support for the Information Technology department;
  - investments in items such as protective clothing for firefighters, guardrail improvements, and an electronic plan review table; and
  - funding for review of general liability insurance contract and snow operations with the intent of updating practices and reducing future costs.

**FISCAL YEAR 2020 RECOMMENDED BUDGET AND FINANCIAL 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 1.6%.

The FY2020 health insurance budget to be presented to Town Meeting reflects 25 new school department positions, 2 new school custodial positions, and 2 new municipal positions. This budget also provides for the potential of an additional 36 active employees and 44 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.

<b>Table 6</b>	<b>Employees/Retirees Enrolled in Health Insurance Program</b>					<b>Total In Opt-Out Program<sup>3</sup></b>	
	<b>Fiscal Year<sup>1</sup></b>	<b>Municipal Employees</b>	<b>School Employees</b>	<b>Total Employees</b>	<b>Retirees</b>		<b>Total</b>
	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
	2018	257	838	1,095	1,269	2,364	65
	2019	260	892	1,152	1,289	2,441	72

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

Note 2: Increase in retiree enrollments 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 \$440,600 in FY2019.

- d. Utilities/Fuel: Utility costs for FY2020, accounted for in the general and enterprise funds, are expected to increase by \$438,305 or 12.4%. There are two main circumstances which have caused the town to deviate from what had been a more moderate history of growth in utility costs. The first is the need to heat the equipment tent at the temporary fire station to maintain the medical supplies in the ambulances. For FY2019, the Department of Public Facilities is projecting a cost of \$100,000, which will continue in FY2020, but should not extend beyond that. The second is that during FY2020, three new all-electric buildings will be opened. While they will eventually have most of their electric needs met by solar, it will take some time for the panels to be installed and operational. The budget as presented anticipates no solar offsets in FY2020. In the Fall of 2019, the Town entered into two-year contracts for Natural Gas and Electricity, which will extend through Winter 2020.



**FISCAL YEAR 2020 RECOMMENDED BUDGET AND FINANCIAL PLAN**

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

<b>Table 9</b>	<b>General Stabilization Fund</b>	<b>Special Education Stabilization Fund</b>	<b>Other Post Employment Benefits Trust Fund</b>	<b>Capital Stabilization Fund</b>
Current Balance*	\$ 9,708,421	\$ 1,116,072	\$ 13,996,937	\$ 27,380,277
Proposed Appropriation From (2019 ATM)	\$ —	\$ —	\$ —	\$ (5,200,000)
Proposed Appropriation Into (2019 ATM)	\$ —	\$ —	\$ 1,885,486	\$ 1,536,759
Projected Balance, July 1, 2019	\$ 9,708,421	\$ 1,116,072	\$ 15,882,423	\$ 23,717,036

*\*Reflects 12/31/2018 Balance*

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 (\$15-\$16 million), an amount considered sufficient to offset three years of revenue shortfalls that typically occur during an economic slowdown. As part of a planned overall review of fiscal policies in FY2020, the question of whether additional funds should be added to reserves will be evaluated. 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 12th consecutive year.

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

<b>Table 10</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019 Appropriated</b>	<b>FY2020 Budget</b>
Prior Year Balance	\$ 3,990,704	\$ 8,048,466	\$ 16,725,947	\$ 23,203,210	\$ 28,597,934	\$ 27,380,277
Appropriation <b>into</b> Capital Stabilization Fund	\$ 5,910,726	\$ 9,447,832	\$ 6,991,205	\$ 7,690,398	\$ 3,560,335	\$ 1,536,759
Subtotal-Available for Appropriation	\$ 9,901,430	\$ 17,496,298	\$ 23,717,152	\$ 30,893,608	\$ 32,158,269	\$ 28,917,036
Appropriation <b>from</b> Capital Stabilization Fund						
Excluded Debt Service Tax Relief	\$ (950,000)	\$ (215,000)	\$ —	\$ (2,400,000)	\$ (4,500,000)	\$ (5,200,000)
Within Levy Debt Service Mitigation	\$ (919,000)	\$ (620,567)	\$ (710,000)	\$ (324,500)	\$ (573,500)	\$ —
Subtotal - Appropriation	\$ (1,869,000)	\$ (835,567)	\$ (710,000)	\$ (2,724,500)	\$ (5,073,500)	\$ (5,200,000)
Interest Income (as of 12/31/18)	\$ 16,036	\$ 65,216	\$ 196,058	\$ 428,826	\$ 295,508	
Projected Balance of Fund	\$ 8,048,466	\$ 16,725,947	\$ 23,203,210	\$ 28,597,934	\$ 27,380,277	\$ 23,717,036

## **The FY2020 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 2020, a total capital budget of \$67.1 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 FY2020.

<b>Table 11</b>	<b>Free Cash/ Tax Levy</b>	<b>Other Funding Sources</b>	<b>Debt**</b>	<b>Total</b>	<b>Other***</b>
General Fund	\$ 7,220,666	\$ —	\$ 20,502,968	\$ 27,723,634	\$ —
Excluded Debt Projects	\$ —	\$ —	\$ 25,651,792	\$ 25,651,792	\$ —
Other Funding & Chapter 90	\$ —	\$ 40,750	\$ —	\$ 40,750	\$ 973,796
Water Enterprise	\$ —	\$ 775,000	\$ 4,670,000	\$ 5,445,000	\$ —
Sewer Enterprise	\$ —	\$ 700,000	\$ 4,170,000	\$ 4,870,000	\$ —
Recreation Enterprise	\$ —	\$ 125,000	\$ —	\$ 125,000	\$ —
Compost Revolving Fund	\$ —	\$ —	\$ —	\$ —	\$ —
Community Preservation Act*	\$ —	\$ 3,283,367	\$ —	\$ 3,283,367	\$ —
<b>Total (all Funds)</b>	<b>\$ 7,220,666</b>	<b>\$ 4,924,117</b>	<b>\$ 54,994,760</b>	<b>\$ 67,139,543</b>	<b>\$ 973,796</b>

\*Includes both Town and non-Town CPA funded projects.

\*\*General Fund debt of \$46,154,760 (from Table I - FY2020 Recommended Projects -General Fund Debt) includes \$25,651,792 for Police Station construction which is a potential candidate for a future debt exclusion vote.

\*\*\*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.



**Table 12** provides a summary of the Town’s cash capital plan for the period FY2013-2020.

Table 12	Cash Capital	Percent Change from Prior Year
<b>FY2020 Proposed</b>	<b>\$7,220,666</b>	<b>(4.4)%</b>
FY2019 Appropriated	\$7,549,138	17.6%
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%

**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 \$1,536,759 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 2019 when the Town issued \$57.4 million in long-term debt with a net interest cost of 3.21 percent over a 30-year term. In its credit rating opinion, Moody’s cited the Town’s strong financial position including healthy reserve levels, large and affluent tax base, and strong fiscal management. 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 61 of the 351 Massachusetts cities and towns maintain a Aaa/AAA rating with one of the rating agencies, with only 14 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.

The Board of Selectmen will propose appropriating \$5,200,000 from the Capital Stabilization Fund to provide property tax relief for excluded debt service.

## FISCAL YEAR 2020 RECOMMENDED BUDGET AND FINANCIAL PLAN

<b>Table 13</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>
<b>Annual Debt Service</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Proposed</b>
<b>General Fund</b> <sup>1,2</sup>	\$ 5,534,823	\$ 6,524,620	\$ 6,740,537	\$ 7,037,701	\$ 9,388,135	\$ 10,896,432	\$ 9,853,984
<b>Prop 2 1/2 Excluded Debt</b> <sup>3</sup>	\$ 8,381,309	\$ 8,344,302	\$ 8,539,697	\$ 8,330,185	\$ 10,692,690	\$ 13,860,000	\$ 16,319,640
<b>Water</b>	\$ 1,260,655	\$ 1,378,688	\$ 1,307,938	\$ 1,374,696	\$ 1,470,783	\$ 1,463,902	\$ 1,277,412
<b>Compost Revolving Fund</b>	\$ 88,071	\$ 39,633	\$ 45,883	\$ 91,228	\$ 151,671	\$ 216,859	\$ 217,303
<b>Sewer</b>	\$ 1,131,673	\$ 1,199,243	\$ 1,021,687	\$ 937,922	\$ 1,034,904	\$ 1,198,665	\$ 1,278,322
<b>Recreation</b>	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ —	\$ —
<b>Total Debt Service</b>	\$ 16,496,531	\$ 17,586,486	\$ 17,755,742	\$ 17,871,732	\$ 22,838,183	\$ 27,635,858	\$ 28,946,661
<b>Gross Revenues</b>	\$ 200,482,883	\$ 209,377,849	\$ 226,095,548	\$ 233,826,431	\$ 253,167,533	\$ 262,637,390	\$ 274,567,994
<b>Debt Serv. % of Revenue</b>	<b>8.23%</b>	<b>8.40%</b>	<b>7.85%</b>	<b>7.64%</b>	<b>9.31%</b>	<b>10.52%</b>	<b>10.54%</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, FY2019 and FY2020 include an additional \$2,531,487 and \$3,050,000, and \$2,234,614 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.*

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

The FY2020 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:

<b>History of Proposition 2½ Override Votes</b>					
Date of Vote	FY	Proposition 2½ Overrides	Operating Override	Debt Exclusion	Result
Fall 2019	2020	Police Department Reconstruction		\$25,651,792	TBD
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

## 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 FY2020 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 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. Article 5 of the 2019 Annual Town Meeting proposes to increase the income limits for property tax deferrals to \$75,000 under MGL Clause 41A of Section 5 of Chapter 59, which will allow more households to qualify for this deferral.

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 nine years has been:

FY2019:	1.96 percent
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 – At the 2018 Annual Town Meeting, The Town voted to accept accept MGL Chapter 59, section 5C<sup>1</sup>/<sub>2</sub>, which provides an additional exemption of 100% of all applicable personal 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:

- FY2021: Dispatchers Union
- FY2021: Police Officers Association
- FY2021: Municipal Facilities Staff Union
- FY2020: Library Union
- FY2019: Lexington Municipal Management Association
- FY2019: Lexington Municipal Employees Association
- FY2019: Fire Union
- FY2018: Public Works Union
- FY2016: Police Superior Officers Union
- FY2016: School Crossing Guards Union

The budget for fiscal year 2020 includes amounts, in the Salary Adjustment Account, that may be required for those collective bargaining contracts yet to be settled.

## **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 2020, a residential tax rate of \$14.59/\$1,000 of valuation is estimated compared to the residential tax rate of \$14.12/\$1,000 of valuation for Fiscal Year 2019.

The following table provides a summary of components of the property tax bill for a home assessed at \$939,000, which is the current median residential property value in Lexington.

<b>MEDIAN RES. TAX BILL</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020 (est)</b>
Property tax w/2.5% increase	\$10,890	\$11,452	\$ 12,092	\$ 12,592	\$ 12,912
Proposition 2½ debt exclusion	586	589	592	667	792
Community Preservation Act surcharge	300	318	338	355	367
<b>Total tax bill</b>	<b>\$11,776</b>	<b>\$12,359</b>	<b>\$13,022</b>	<b>\$13,614</b>	<b>\$14,071</b>

*Assumes no change in the residential/commercial tax shift in FY2019 to FY2020.*

*Assumes no change in total valuation by class of property (residential, commercial/industrial, personal property) in FY2020.*

## **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 James J. Malloy: 781-698-4540

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

Budget Officer Jennifer Hewitt: 781-698-4626

## FY2020 Budget Process



### Important Dates

<p><b>August 2018</b> Issuance of Capital and Operating Budget Guidelines</p> <p><b>October 2018</b>                      I Summit I - Financial Indicators &amp; Projections                      Discuss Guidelines and Drivers                      Town Manager Review of Capital Budget Requests</p> <p><b>November 2018</b>                      Town Manager Review of Operating Budget Requests                      Municipal Budget Workshops with Selectmen</p> <p><b>December 2018</b>                      II Summit II - Revenue Projections and Revenue Allocation</p> <p><b>January 2019</b>                      Submittal of FY2020 Superintendent's Recommended Budget to SC                      School Committee Hearings on Budget                      III Submittal of FY2020 Manager's Recommended Budget to BOS                      Summit III - Review of FY2020 Town Manager's Preliminary Budget</p>	<p><b>February 2019</b>                      IV Summit IV - Further Review of FY2020 Preliminary Budget                      Board of Selectmen Vote on the FY2020 Recommended Budget                      Budget Decisions and Deliberations Concluded</p> <p><b>March 2019</b>                      FY2020 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>February 13th</p> <p>February 22nd</p> <p>March 1st</p> <p>March 4th</p> <p>March 25th</p> <p>TBD</p> <p>TBD</p>
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# Section I Budget Overview

Town of Lexington, MA

## Summary of Revenues and Expenditures

The summary below shows revenues & expenditures for the Town of Lexington for FY2017-FY2020. It reflects actual results of FY2017 and FY2018, FY2019 estimated revenues and budgeted expenditures submitted to the Department of Revenue for the certification of the FY2019 tax rate, and the budget recommendations of the Town Manager and School Superintendent for FY2020 budget and projected revenues to support those recommendations.

Revenue Summary	FY2017 Actual	FY2018 Actual	FY2019 Recap	FY2020 Projected
Tax Levy	\$ 161,865,816	\$ 169,332,125	\$ 176,804,577	\$ 183,792,412
State Aid	\$ 13,309,888	\$ 15,737,052	\$ 15,996,335	\$ 16,187,516
Local Receipts	\$ 15,278,227	\$ 16,738,858	\$ 13,612,941	\$ 14,086,885
Local Receipts not shown on Recap	\$ —	\$ —	\$ 115,018	\$ —
Available Funds	\$ 11,995,171	\$ 14,842,963	\$ 14,485,806	\$ 15,473,392
Other Available Funds: Use of Capital Stabilization Fund	\$ 710,000	\$ 324,500	\$ 573,500	\$ —
Revenue Offsets	\$ (1,650,210)	\$ (2,082,568)	\$ (1,983,075)	\$ (2,213,983)
Enterprise Funds (Indirect)	\$ 1,629,135	\$ 1,674,111	\$ 1,646,939	\$ 1,696,348
<b>Total General Fund</b>	<b>\$ 203,138,028</b>	<b>\$ 216,567,040</b>	<b>\$ 221,252,041</b>	<b>\$ 229,022,571</b>
<b>General Fund Expenditure Summary</b>				
Education				
Lexington Public Schools	\$ 95,493,622	\$ 100,393,846	\$ 108,111,445	\$ 113,654,817
Minuteman Regional School	\$ 1,377,449	\$ 1,670,351	\$ 2,126,217	\$ 2,470,131
<i>Subtotal Education</i>	<i>\$ 96,871,071</i>	<i>\$ 102,064,197</i>	<i>\$ 110,237,662</i>	<i>\$ 116,124,948</i>
Municipal Departments	\$ 33,834,256	\$ 35,857,581	\$ 38,282,035	\$ 40,228,516
Shared Expenses				
Benefits & Insurance	\$ 30,376,519	\$ 31,064,740	\$ 35,548,859	\$ 36,512,823
Property Insurance & Solar	\$ 735,512	\$ 1,174,350	\$ 1,429,839	\$ 1,542,304
Debt (within-levy)	\$ 7,037,701	\$ 9,388,135	\$ 10,896,432	\$ 9,853,984
Reserve Fund	\$ —	\$ —	\$ 900,000	\$ 900,000
Facilities	\$ 10,094,176	\$ 10,440,478	\$ 10,733,728	\$ 11,631,286
<i>Subtotal Shared Expenses</i>	<i>\$ 48,243,908</i>	<i>\$ 52,067,703</i>	<i>\$ 59,508,858</i>	<i>\$ 60,440,397</i>
Capital				
Cash Capital (designated)	\$ 5,619,429	\$ 6,421,619	\$ 7,549,138	\$ 7,220,666
<i>Subtotal Capital</i>	<i>\$ 5,619,429</i>	<i>\$ 6,421,619</i>	<i>\$ 7,549,138</i>	<i>\$ 7,220,666</i>
Other				
Other (allocated)	\$ 8,826,530	\$ 10,133,271	\$ 5,674,348	\$ 3,825,339
Other (unallocated)	\$ —	\$ —	\$ —	\$ 1,182,705
<i>Subtotal Other</i>	<i>\$ 8,826,530</i>	<i>\$ 10,133,271</i>	<i>\$ 5,674,348</i>	<i>\$ 5,008,044</i>
<b>Total General Fund</b>	<b>\$ 193,395,194</b>	<b>\$ 206,544,371</b>	<b>\$ 221,252,041</b>	<b>\$ 229,022,571</b>
<b>General Fund Surplus/(Deficit)</b>	<b>\$ 9,742,834</b>	<b>\$ 10,022,670</b>	<b>\$ —</b>	<b>\$ —</b>



# Section I Budget Overview

Town of Lexington, MA

## Summary of Revenues and Expenditures (continued)

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

Revolving Funds	\$ 3,450,140	\$ 3,689,819	\$ 3,295,513	\$ 3,292,479
Grants	\$ 134,585	\$ 143,951	\$ 146,764	\$ 148,844
CPA	\$ 4,777,089	\$ 7,169,291	\$ 5,747,216	\$ 6,528,047
<i>Subtotal Other Expenses</i>	\$ 8,361,814	\$ 11,003,061	\$ 9,189,493	\$ 9,969,370
Enterprise Funds (Direct)				
Water	\$ 10,661,828	\$ 10,657,112	\$ 10,736,741	\$ 10,883,355
Wastewater (Sewer)	\$ 9,317,350	\$ 9,543,802	\$ 9,892,810	\$ 10,525,382
Recreation and Community Programs	\$ 2,694,347	\$ 2,879,966	\$ 3,112,319	\$ 3,223,259
Cash Capital	\$ 463,000	\$ 2,440,000	\$ 165,000	\$ 1,600,000
<i>Subtotal Enterprise Funds</i>	\$ 23,136,525	\$ 25,520,880	\$ 23,906,870	\$ 26,231,996
Exempt Debt Service				
Municipal	\$ 1,459,125	\$ 1,396,043	\$ 1,456,459	\$ 1,404,536
School	\$ 6,871,060	\$ 6,896,646	\$ 7,903,541	\$ 9,715,105
<i>Subtotal Exempt Debt Service</i>	\$ 8,330,185	\$ 8,292,689	\$ 9,360,000	\$ 11,119,640
<b>Total Other Expenses</b>	<b>\$ 39,828,525</b>	<b>\$ 44,816,630</b>	<b>\$ 42,456,363</b>	<b>\$ 47,321,007</b>

<b>Total Expenses</b>	<b>\$ 233,223,719</b>	<b>\$ 251,361,001</b>	<b>\$ 263,708,404</b>	<b>\$ 276,343,578</b>
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# Section I Budget Overview

Town of Lexington, MA

Program Summary		A	B	C	D	E	F
		FY2017	FY2018	FY2019	FY2020	(D-C)	(E/C)
Element	Description	Actual	Actual	Restated	Recommended	Change \$	Change %
<b>Operating Budget - General Fund Expenses</b>							
<u>Program 1000: Education</u>							
1100	Lexington Public Schools	\$ 95,493,622	\$ 100,393,846	\$ 108,111,445	\$ 113,654,817	\$ 5,543,372	5.13 %
1200	Regional High School	\$ 1,377,449	\$ 1,670,351	\$ 2,126,217	\$ 2,470,131	\$ 343,914	16.17 %
<b>Total Education</b>		<b>\$ 96,871,071</b>	<b>\$ 102,064,197</b>	<b>\$ 110,237,662</b>	<b>\$ 116,124,948</b>	<b>\$ 5,887,286</b>	<b>5.34 %</b>
<u>Program 2000: Shared Expenses</u>							
2110	Contributory Retirement	\$ 5,442,774	\$ 5,697,982	\$ 6,005,537	\$ 6,405,537	\$ 400,000	6.66 %
2120	Non-Contributory Retirement	\$ 14,227	\$ 14,647	\$ 15,070	\$ 15,276	\$ 206	1.37 %
2130	Employee Benefits (Health/Dental/Life/Medicare)	\$ 24,223,413	\$ 24,557,720	\$ 28,445,872	\$ 29,004,664	\$ 558,792	1.96 %
2140	Unemployment	\$ 70,551	\$ 181,840	\$ 200,000	\$ 200,000	\$ —	— %
2150	Workers' Comp.* (MGL Ch.40:13A&13C, Ch.41:111F)	\$ 625,554	\$ 612,552	\$ 882,380	\$ 887,346	\$ 4,966	0.56 %
<i>Subtotal 2100 Benefits</i>		<i>\$ 30,376,519</i>	<i>\$ 31,064,740</i>	<i>\$ 35,548,859</i>	<i>\$ 36,512,823</i>	<i>\$ 963,964</i>	<i>2.71 %</i>
2210	Property & Liability Insurance	\$ 719,391	\$ 712,531	\$ 769,839	\$ 882,304	\$ 112,465	14.61 %
2220	Uninsured Losses* (MGL Ch. 40, Sec. 13)	\$ 16,121	\$ 106,561	\$ 250,000	\$ 250,000	\$ —	— %
<i>Subtotal 2200 Property &amp; Liability Insurance</i>		<i>\$ 735,512</i>	<i>\$ 819,092</i>	<i>\$ 1,019,839</i>	<i>\$ 1,132,304</i>	<i>\$ 112,465</i>	<i>11.03 %</i>
2310	Solar Producer Payments	\$ —	\$ 355,257	\$ 410,000	\$ 410,000	\$ —	— %
<i>Subtotal 2300 Solar Producer Payments</i>		<i>\$ —</i>	<i>\$ 355,257</i>	<i>\$ 410,000</i>	<i>\$ 410,000</i>	<i>\$ —</i>	<i>— %</i>
2410	Payment on Funded Debt	\$ 5,904,330	\$ 7,992,189	\$ 9,087,364	\$ 8,243,590	\$ (843,774)	(9.29) %
2420	Interest on Funded Debt	\$ 1,039,068	\$ 1,118,402	\$ 1,363,369	\$ 1,261,418	\$ (101,951)	(7.48) %
2430	Temporary Borrowing	\$ 94,304	\$ 277,544	\$ 445,699	\$ 348,976	\$ (96,723)	(21.70) %
<i>Subtotal 2400 Debt Services</i>		<i>\$ 7,037,701</i>	<i>\$ 9,388,135</i>	<i>\$ 10,896,432</i>	<i>\$ 9,853,984</i>	<i>\$ (1,042,448)</i>	<i>(9.57) %</i>
2510	Reserve Fund	\$ —	\$ —	\$ 900,000	\$ 900,000	\$ —	— %
<i>Subtotal 2500 Reserve Fund</i>		<i>\$ —</i>	<i>\$ —</i>	<i>\$ 900,000</i>	<i>\$ 900,000</i>	<i>\$ —</i>	<i>— %</i>
2600	Facilities	\$ 10,094,176	\$ 10,440,478	\$ 10,733,728	\$ 11,631,286	\$ 897,558	8.36 %
<b>Total Shared Expenses</b>		<b>\$ 48,243,908</b>	<b>\$ 52,067,703</b>	<b>\$ 59,508,858</b>	<b>\$ 60,440,397</b>	<b>\$ 931,539</b>	<b>1.57 %</b>
<u>Program 3000: Public Works</u>							
3100-3500	DPW Personal Services	\$ 4,023,665	\$ 4,152,934	\$ 4,156,023	\$ 4,240,700	\$ 84,677	2.04 %
3100-3500	DPW Expenses	\$ 5,036,876	\$ 5,436,115	\$ 5,963,436	\$ 6,242,090	\$ 278,654	4.67 %
<b>Total Public Works</b>		<b>\$ 9,060,540</b>	<b>\$ 9,589,049</b>	<b>\$ 10,119,459</b>	<b>\$ 10,482,790</b>	<b>\$ 363,331</b>	<b>3.59 %</b>

# Section I Budget Overview

Town of Lexington, MA

<b>Program Summary</b>		<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>
<b>Element</b>	<b>Description</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>(D-C)</b>	<b>(E/C)</b>
		<b>Actual</b>	<b>Actual</b>	<b>Restated</b>	<b>Recommended</b>	<b>Change \$</b>	<b>Change %</b>
<u>Program 4000: Public Safety</u>							
4100	Law Enforcement Personal Services	\$ 5,966,676	\$ 6,994,260	\$ 6,320,811	\$ 6,658,382	\$ 337,571	5.34 %
4100	Law Enforcement Expenses	\$ 821,439	\$ 886,547	\$ 925,755	\$ 908,648	\$ (17,107)	(1.85) %
<i>Subtotal 4100 Law Enforcement</i>		<i>\$ 6,788,115</i>	<i>\$ 7,880,807</i>	<i>\$ 7,246,566</i>	<i>\$ 7,567,030</i>	<i>\$ 320,464</i>	<i>4.42 %</i>
4200	Fire Personal Services	\$ 5,697,659	\$ 6,493,749	\$ 6,353,151	\$ 6,401,415	\$ 48,264	0.76 %
4200	Fire Expenses	\$ 492,484	\$ 485,701	\$ 597,559	\$ 655,357	\$ 57,798	9.67 %
<i>Subtotal 4200 EMS/Fire</i>		<i>\$ 6,190,142</i>	<i>\$ 6,979,450</i>	<i>\$ 6,950,710</i>	<i>\$ 7,056,772</i>	<i>\$ 106,062</i>	<i>1.53 %</i>
<b>Total Public Safety</b>		<b>\$ 12,978,257</b>	<b>\$ 14,860,257</b>	<b>\$ 14,197,276</b>	<b>\$ 14,623,802</b>	<b>\$ 426,526</b>	<b>3.00 %</b>
<u>Program 5000: Culture &amp; Recreation</u>							
5100	Library Personal Services	\$ 2,082,283	\$ 2,040,025	\$ 2,123,309	\$ 2,337,652	\$ 214,343	10.09 %
5100	Library Expenses	\$ 402,721	\$ 431,857	\$ 469,145	\$ 511,297	\$ 42,152	8.98 %
<b>Total Culture &amp; Recreation</b>		<b>\$ 2,485,004</b>	<b>\$ 2,471,882</b>	<b>\$ 2,592,454</b>	<b>\$ 2,848,949</b>	<b>\$ 256,495</b>	<b>9.89 %</b>
<u>Program 6000: Human Services</u>							
6000	Human Services Personal Services	\$ 492,792	\$ 489,831	\$ 656,589	\$ 681,327	\$ 24,738	3.77 %
6000	Human Services Expenses	\$ 573,513	\$ 657,425	\$ 820,906	\$ 777,609	\$ (43,297)	(5.27) %
<b>Total Human Services</b>		<b>\$ 1,066,305</b>	<b>\$ 1,147,255</b>	<b>\$ 1,477,495</b>	<b>\$ 1,458,936</b>	<b>\$ (18,559)</b>	<b>(1.26) %</b>
<u>Program 7000: Land Use, Health and Development (LUHD) Department</u>							
7100-7400	LUHD Dept. Personal Services	\$ 1,771,717	\$ 1,807,174	\$ 2,004,038	\$ 2,010,997	\$ 6,959	0.35 %
7100-7400	LUHD Dept. Expenses	\$ 343,505	\$ 417,105	\$ 443,598	\$ 568,147	\$ 124,549	28.08 %
<b>Total Land Use, Health &amp; Development Dept.</b>		<b>\$ 2,115,222</b>	<b>\$ 2,224,279</b>	<b>\$ 2,447,636</b>	<b>\$ 2,579,144</b>	<b>\$ 131,508</b>	<b>5.37 %</b>
<u>Program 8000: General Government</u>							
8110	Selectmen Personal Services	\$ 141,537	\$ 114,672	\$ 111,821	\$ 126,144	\$ 14,323	12.81 %
8110	Selectmen Expenses	\$ 87,631	\$ 96,392	\$ 140,088	\$ 110,588	\$ (29,500)	(21.1) %
8120	Legal	\$ 329,983	\$ 263,153	\$ 410,000	\$ 410,000	\$ —	— %
8130	Town Report	\$ 9,970	\$ 10,598	\$ 13,688	\$ 13,688	\$ —	— %
8140	PEG Access	\$ —	\$ —	\$ 600,902	\$ 614,476	\$ 13,574	2.26 %
<i>Subtotal 8100 Board of Selectmen</i>		<i>\$ 569,120</i>	<i>\$ 484,815</i>	<i>\$ 1,276,499</i>	<i>\$ 1,274,896</i>	<i>\$ (1,603)</i>	<i>(0.13) %</i>

# Section I Budget Overview

Town of Lexington, MA

Program Summary		A	B	C	D	E	F
		FY2017	FY2018	FY2019	FY2020	(D-C)	(E/C)
Element	Description	Actual	Actual	Restated	Recommended	Change \$	Change %
8210-8220	Town Manager Personal Services	\$ 593,755	\$ 573,033	\$ 667,408	\$ 691,484	\$ 24,076	3.61 %
8210-8220	Town Manager Expenses	\$ 142,347	\$ 131,829	\$ 233,835	\$ 258,835	\$ 25,000	10.69 %
8230	Salary Transfer Account* (MGL Ch.40, Sec 13D)	\$ 546,757	\$ 171,759	\$ 483,030	\$ 936,981	\$ 453,951	93.98 %
<i>Subtotal 8200 Town Manager</i>		<i>\$ 1,282,859</i>	<i>\$ 876,620</i>	<i>\$ 1,384,273</i>	<i>\$ 1,887,300</i>	<i>\$ 503,027</i>	<i>36.34 %</i>
8310	Financial Committees	\$ 7,134	\$ 6,309	\$ 8,130	\$ 8,130	\$ —	— %
8320	Misc. Boards and Committees	\$ 33,727	\$ 5,067	\$ 11,400	\$ 12,000	\$ 600	5.3 %
8330	Town Celebrations Committee	\$ 38,883	\$ 10,425	\$ 46,500	\$ 42,281	\$ (4,219)	(9.1) %
<i>Subtotal 8300 Town Committees</i>		<i>\$ 79,743</i>	<i>\$ 21,801</i>	<i>\$ 66,030</i>	<i>\$ 62,411</i>	<i>\$ (3,619)</i>	<i>(5.5) %</i>
8400	Finance Personal Services	\$ 1,429,169	\$ 1,360,092	\$ 1,383,830	\$ 1,339,983	\$ (43,847)	(3.17) %
8400	Finance Expenses	\$ 436,717	\$ 524,829	\$ 504,230	\$ 504,045	\$ (185)	(0.04) %
<i>Subtotal 8400 Finance</i>		<i>\$ 1,865,886</i>	<i>\$ 1,884,920</i>	<i>\$ 1,888,060</i>	<i>\$ 1,844,028</i>	<i>\$ (44,032)</i>	<i>(2.33) %</i>
8500	Town Clerk Personal Services	\$ 357,693	\$ 359,061	\$ 398,200	\$ 388,120	\$ (10,080)	(2.53) %
8500	Town Clerk Expenses	\$ 98,107	\$ 86,361	\$ 122,800	\$ 126,500	\$ 3,700	3.01 %
<i>Subtotal 8500 Town Clerk</i>		<i>\$ 455,800</i>	<i>\$ 445,422</i>	<i>\$ 521,000</i>	<i>\$ 514,620</i>	<i>\$ (6,380)</i>	<i>(1.22) %</i>
8600	IT Personal Services	\$ 727,551	\$ 753,945	\$ 847,153	\$ 893,490	\$ 46,337	5.47 %
8600	IT Expenses	\$ 1,147,969	\$ 1,097,335	\$ 1,464,700	\$ 1,758,150	\$ 293,450	20.03 %
<i>Subtotal 8600 IT</i>		<i>\$ 1,875,519</i>	<i>\$ 1,851,280</i>	<i>\$ 2,311,853</i>	<i>\$ 2,651,640</i>	<i>\$ 339,787</i>	<i>14.70 %</i>
<b>Total General Government</b>		<b>\$ 6,128,928</b>	<b>\$ 5,564,859</b>	<b>\$ 7,447,715</b>	<b>\$ 8,234,895</b>	<b>\$ 787,180</b>	<b>10.57 %</b>
<b>Total Municipal</b>		<b>\$ 33,834,256</b>	<b>\$ 35,857,581</b>	<b>\$ 38,282,035</b>	<b>\$ 40,228,516</b>	<b>\$ 1,946,481</b>	<b>5.08 %</b>
<u>Operating Department Summary</u>							
	Education Operating	\$ 96,871,071	\$ 102,064,197	\$ 110,237,662	\$ 116,124,948	\$ 5,887,286	5.34 %
	Shared Expenses	\$ 48,243,908	\$ 52,067,703	\$ 59,508,858	\$ 60,440,397	\$ 931,539	1.57 %
	Municipal Operating	\$ 33,834,256	\$ 35,857,581	\$ 38,282,035	\$ 40,228,516	\$ 1,946,481	5.08 %
		<b>\$ 178,949,235</b>	<b>\$ 189,989,481</b>	<b>\$ 208,028,555</b>	<b>\$ 216,793,861</b>	<b>\$ 8,765,306</b>	<b>4.21 %</b>

# Section I Budget Overview

Town of Lexington, MA

Program Summary		A	B	C	D	E	F
		FY2017	FY2018	FY2019	FY2020	(D-C)	(E/C)
Element	Description	Actual	Actual	Restated	Recommended	Change \$	Change %
<b>Capital</b>							
	Capital Requests (Cash-GF)	\$ 2,905,265	\$ 3,683,979	\$ 4,750,245	\$ 4,400,000	\$ (350,245)	(7.37)%
	Building Envelope & Systems Set-Aside	\$ 187,329	\$ 194,713	\$ 198,893	\$ 203,865	\$ 4,972	2.5%
	Streets Set-Aside	\$ 2,526,835	\$ 2,542,927	\$ 2,600,000	\$ 2,616,801	\$ 16,801	0.65%
<b>Total Capital</b>		<b>\$ 5,619,429</b>	<b>\$ 6,421,619</b>	<b>\$ 7,549,138</b>	<b>\$ 7,220,666</b>	<b>\$ (328,472)</b>	<b>(4.35)%</b>
<b>Other</b>							
	Unallocated	\$ —	\$ —	\$ —	\$ 1,182,705	\$ 1,182,705	—%
	Set-Aside for Unanticipated Current FY Needs	\$ —	\$ —	\$ —	\$ 200,000	\$ 200,000	—%
	General Fund Support for Community Center Program (Transfer to Article 5, ATM)	\$ 253,007	\$ 220,152	\$ 214,292	\$ 208,859	\$ (5,433)	(2.54)%
	Allocated to Capital Stabilization Fund	\$ 6,991,205	\$ 7,690,398	\$ 3,560,335	\$ 1,536,759	\$ (2,023,576)	(56.8)%
	Senior Service Program	\$ 30,000	\$ 30,000	\$ —	\$ —	\$ —	—%
	Getting to Net Zero	\$ 40,000	\$ 40,000	\$ 40,000	\$ —	\$ (40,000)	(100.0)%
	Comprehensive Plan Development	\$ —	\$ 302,000	\$ —	\$ —	\$ —	—%
	OPEB Trust Fund**	\$ 1,512,318	\$ 1,829,721	\$ 1,829,721	\$ 1,879,721	\$ 50,000	2.7%
	Warrant Articles		\$ 21,000	\$ 30,000	\$ —	\$ (30,000)	(100.0)%
<b>Total Other Articles</b>		<b>\$ 8,826,530</b>	<b>\$ 10,133,271</b>	<b>\$ 5,674,348</b>	<b>\$ 5,008,044</b>	<b>\$ (666,304)</b>	<b>(11.7)%</b>
<b>General Fund Total</b>		<b>\$ 193,395,194</b>	<b>\$ 206,544,371</b>	<b>\$ 221,252,041</b>	<b>\$ 229,022,571</b>	<b>\$ 7,770,530</b>	<b>3.51%</b>

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

\*\*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.

# Section I Budget Overview

Town of Lexington, MA

Program Summary		A	B	C	D	E	F
		FY2017	FY2018	FY2019	FY2020	(D-C)	(E/C)
Element	Description	Actual	Actual	Restated	Recommended	Change \$	Change %
<b>Enterprise Funds</b>							
3600	Water Enterprise	\$ 10,661,828	\$ 10,657,112	\$ 10,736,741	\$ 10,883,355	\$ 146,614	1.4 %
3700	Sewer Enterprise	\$ 9,317,350	\$ 9,543,802	\$ 9,892,810	\$ 10,525,382	\$ 632,573	6.4 %
5200	Recreation Enterprise	\$ 2,694,347	\$ 2,879,966	\$ 3,112,319	\$ 3,223,259	\$ 110,940	3.6 %
	Cash Capital - Enterprise	\$ 463,000	\$ 2,440,000	\$ 165,000	\$ 1,600,000	\$ 1,435,000	869.7 %
<b>Total Enterprise Funds (Oper. Exp. ONLY)</b>		<b>\$ 23,136,525</b>	<b>\$ 25,520,880</b>	<b>\$ 23,906,870</b>	<b>\$ 26,231,996</b>	<b>\$ 2,325,126</b>	<b>9.73 %</b>
<b>Revolving Funds</b>							
1100	School Bus Transportation	\$ 1,048,300	\$ 1,149,283	\$ 1,150,000	\$ 1,150,000	\$ —	— %
2600	Building Rental Revolving Fund	\$ 456,073	\$ 478,447	\$ 530,839	\$ 544,916	\$ 14,077	2.7 %
3100	Regional Cache - Hartwell Avenue	\$ 2,134	\$ 7,841	\$ 10,000	\$ 20,000	\$ 10,000	100.0 %
3320	Tree (DPW-Forestry)	\$ 41,151	\$ 24,500	\$ 45,000	\$ 45,000	\$ —	— %
3330	Burial Container (DPW-Cemetery)	\$ 37,280	\$ 33,410	\$ 50,000	\$ 50,000	\$ —	— %
3420	Compost Operations (DPW-Rec.)	\$ 543,547	\$ 778,246	\$ 793,449	\$ 773,710	\$ (19,739)	(2.5)%
3420	MHHP Operations	\$ 170,164	\$ 149,999	\$ 190,000	\$ 220,000	\$ 30,000	15.8 %
6120	Senior Services	\$ 44,963	\$ 85,885	\$ 75,000	\$ 75,000	\$ —	— %
7110	Residential Engineering Review	\$ —	\$ —	\$ —	\$ 57,600	\$ 57,600	— %
7140	Health Programs	\$ 13,947	\$ 14,564	\$ 45,000	\$ 45,000	\$ —	— %
7320	Tourism/ Liberty Ride	\$ 199,153	\$ 196,973	\$ 206,816	\$ 210,000	\$ 3,184	1.5 %
7340	Visitors Center	\$ 209,518	\$ 200,323	\$ 199,409	\$ 101,253	\$ (98,156)	(49.2)%
8140	PEG Access	\$ 683,911	\$ 570,347	\$ —	\$ —	\$ —	— %
<b>Total Revolving Funds</b>		<b>\$ 3,450,140</b>	<b>\$ 3,689,819</b>	<b>\$ 3,295,513</b>	<b>\$ 3,292,479</b>	<b>\$ (3,034)</b>	<b>(0.09)%</b>
<b>Community Preservation Act (CPA)</b>							
	CPA Cash Capital	\$ 1,337,368	\$ 4,628,293	\$ 3,377,000	\$ 3,283,367	\$ (93,633)	(2.77)%
	CPA Debt Service	\$ 3,289,721	\$ 2,390,998	\$ 2,220,216	\$ 3,094,680	\$ 874,464	39.4 %
	CPA Other (Projects & Admin.)	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ —	— %
<b>Total CPA</b>		<b>\$ 4,777,089</b>	<b>\$ 7,169,291</b>	<b>\$ 5,747,216</b>	<b>\$ 6,528,047</b>	<b>\$ 780,831</b>	<b>13.6 %</b>
<b>Grants</b>							
	Grants & Subsidies (MBTA & Elder Affairs)	\$ 134,585	\$ 143,951	\$ 146,764	\$ 148,844	\$ 2,080	1.42 %
<b>Total Grants</b>		<b>\$ 134,585</b>	<b>\$ 143,951</b>	<b>\$ 146,764</b>	<b>\$ 148,844</b>	<b>\$ 2,080</b>	<b>1.42 %</b>

# Section I Budget Overview

Town of Lexington, MA

<b>Program Summary</b>		<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>
<b>Element</b>	<b>Description</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>(D-C)</b>	<b>(E/C)</b>
		<b>Actual</b>	<b>Actual</b>	<b>Restated</b>	<b>Recommended</b>	<b>Change \$</b>	<b>Change %</b>
<b>Exempt Debt (Net of Capital Stabilization Fund Mitigation)</b>							
	Municipal	\$ 1,459,125	\$ 1,396,043	\$ 1,456,459	\$ 1,404,536	\$ (51,923)	(3.57) %
	School	\$ 6,871,060	\$ 6,896,646	\$ 7,903,541	\$ 9,715,105	\$ 1,811,564	22.9 %
	<b>Total Exempt Debt</b>	<b>\$ 8,330,185</b>	<b>\$ 8,292,689</b>	<b>\$ 9,360,000</b>	<b>\$ 11,119,640</b>	<b>\$ 1,759,641</b>	<b>18.80 %</b>
	<b>Non-General Fund Total</b>	<b>\$ 39,828,525</b>	<b>\$ 44,816,630</b>	<b>\$ 42,456,363</b>	<b>\$ 47,321,007</b>	<b>\$ 4,864,644</b>	<b>11.5 %</b>
	<b>Combined Budget Total</b>	<b>\$ 233,223,719</b>	<b>\$ 251,361,001</b>	<b>\$ 263,708,404</b>	<b>\$ 276,343,578</b>	<b>\$ 12,635,174</b>	<b>4.8 %</b>
<b>Reconciliation</b>							
	Education	\$ 96,871,071	\$ 102,064,197	\$ 110,237,662	\$ 116,124,948	\$ 5,887,286	5.3 %
	Shared Expenses	\$ 48,243,908	\$ 52,067,703	\$ 59,508,858	\$ 60,440,397	\$ 931,539	1.6 %
	Municipal	\$ 33,834,256	\$ 35,857,581	\$ 38,282,035	\$ 40,228,516	\$ 1,946,481	5.1 %
	Capital	\$ 5,619,429	\$ 6,421,619	\$ 7,549,138	\$ 7,220,666	\$ (328,472)	(4.4) %
	Other	\$ 8,826,530	\$ 10,133,271	\$ 5,674,348	\$ 5,008,044	\$ (666,304)	(11.7) %
	Enterprise	\$ 23,136,525	\$ 25,520,880	\$ 23,906,870	\$ 26,231,996	\$ 2,325,126	9.7 %
	Revolving Funds & Grants	\$ 3,584,725	\$ 3,833,770	\$ 3,442,277	\$ 3,441,323	\$ (954)	— %
	CPA	\$ 4,777,089	\$ 7,169,291	\$ 5,747,216	\$ 6,528,047	\$ 780,831	13.6 %
	Exempt Debt	\$ 8,330,185	\$ 8,292,689	\$ 9,360,000	\$ 11,119,640	\$ 1,759,641	18.8 %
	<b>Totals</b>	<b>\$ 233,223,719</b>	<b>\$ 251,361,001</b>	<b>\$ 263,708,404</b>	<b>\$ 276,343,578</b>	<b>\$ 12,635,174</b>	<b>4.8 %</b>

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## **Section II: Revenues**

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This section includes detailed information about FY2020 Projected Revenues. It includes:

- General Fund Revenue Description II-2

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 FY2020 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 FY2020, Total General Fund Revenues are projected to increase by approximately \$7.77 million, or 3.5%. Net General Fund Revenues, those available to support school and municipal operating budgets, are projected to increase by \$9.19 million, or 4.4%.

General Fund Revenue Summary	FY2017 Actual	FY2018 Actual	FY2019 Recap	FY2020 Projected	FY2019-20 Change	
					\$	%
Property Tax Levy (Table 1)	\$ 161,865,816	\$ 169,332,125	\$ 176,804,577	\$ 183,792,412	\$ 6,987,835	3.95%
State Aid (Table 2)	\$ 13,309,888	\$ 15,737,052	\$ 15,996,335	\$ 16,187,516	\$ 191,181	1.20%
Local Receipts (Table 3)	\$ 15,278,227	\$ 16,738,858	\$ 13,612,941	\$ 14,086,885	\$ 473,944	3.48%
Local Receipts not shown on Recap	\$ —	\$ —	\$ 115,018		\$ (115,018)	—%
Total Local Receipts	\$ 15,278,227	\$ 16,738,858	\$ 13,727,959	\$ 14,086,885	\$ 358,926	2.61%
Available Funds (Table 4)	\$ 11,995,171	\$ 14,842,963	\$ 14,485,806	\$ 15,473,392	\$ 987,586	6.82%
Other Available Funds - Use of Capital Stabilization Fund (Table 4a)	\$ 710,000	\$ 324,500	\$ 573,500	\$ —	\$ (573,500)	(100.00)%
Revenue Offsets (Table 5)	\$ (1,650,210)	\$ (2,082,568)	\$ (1,983,075)	\$ (2,213,983)	\$ (230,908)	11.64%
Enterprise Receipts (Table 6)	\$ 1,629,135	\$ 1,674,111	\$ 1,646,939	\$ 1,696,348	\$ 49,409	3.00%
<b>Total General Fund Operating Revenues</b>	<b>\$203,138,028</b>	<b>\$216,567,040</b>	<b>\$ 221,252,041</b>	<b>\$229,022,571</b>	<b>\$ 7,770,529</b>	<b>3.51%</b>
<b>Less - Revenues Set-Aside for Designated Purposes</b>	<b>\$ 15,155,959</b>	<b>\$ 16,879,390</b>	<b>\$ 13,651,982</b>	<b>\$ 12,228,710</b>	<b>\$ (1,423,272)</b>	<b>(10.43)%</b>
<b>Net General Fund Revenues</b>	<b>\$187,982,069</b>	<b>\$199,687,650</b>	<b>\$ 207,600,059</b>	<b>\$216,793,860</b>	<b>\$ 9,193,801</b>	<b>4.43%</b>

### **Detailed Description:**

**Property Tax Levy:** The FY2020 property tax levy is projected to increase approximately \$6.99 million, or 4.0%. The projected levy is a function of the FY2019 levy limit increased by 2.5% per Proposition 2½, plus an increment for new growth. FY2020 new growth will be a function of construction activity for the period July 1, 2018 to June 30, 2019. FY2020 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 FY2017 and FY2018 was education aid (Chapter 70). In FY2018, Lexington finally received its full funding under the Chapter 70 formula; therefore, a much smaller increase of 1.56% was received for FY2019, and an increase of 1.02% (\$20 per student) is projected for FY2020, which matches the funding proposed in the Governor's budget. Unrestricted Government Aid is projected to grow 2.70%, for a combined increase of 1.20%. Final FY2020 State aid numbers are likely to be known in June 2019 when the Legislature adopts, and the Governor signs, the FY2020 State budget.

**Local Receipts:** FY2020 projections for each category of receipt are based on the history of actual collections and projections of 3 and 5 year historical averages. FY2020 local receipts are estimated to increase by approximately \$358,926 or 2.61% over FY2019 estimates. The three main contributors to this growth are increases in Investment Income, Motor Vehicle Excise taxes, and Payments in Lieu of Taxes, which reflects the renegotiation of the Town's agreement with Brookhaven.

**Available Funds:** Available Funds are projected to remain relatively stable, with an increase of \$987,586, or 6.8%. This is a net change, due primarily to a higher amount of certified free cash.

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 FY2019, \$573,500 was appropriated from the Capital Stabilization Fund to fund the ongoing mitigation of within-levy debt service.

**Revenue Offsets:** Revenue Offsets are projected to increase by approximately \$230,908 or 11.64%. 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 FY2020;
- (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 FY2020 increase in total Revenue Offsets is driven by the set-aside of \$400,000 in estimated FY2020 revenue to cover a potential snow and ice deficit at the end of FY2019, an increase of \$100,000 or 33.33%. For FY2018, a deficit of \$300,000 was carried forward into FY2019.

**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 increasing by 3.0%, or \$49,409 based on an updated indirect cost analysis.

# Section II Revenues

# Town of Lexington, Massachusetts

Revenue Summary						
	FY2017 Actual	FY2018 Actual	FY2019 Recap	FY2020 Projected	FY2019-20 Change	
					\$	%
<b>Table 1: Property Tax Levy</b>						
Tax Levy	\$ 154,781,455	\$ 161,960,336	\$ 169,366,479	\$ 176,870,646	\$ 7,504,167	4.43%
Prop. 2.5%	\$ 3,869,536	\$ 4,049,008	\$ 4,234,162	\$ 4,421,766	\$ 187,604	4.43%
New Growth	\$ 3,309,344	\$ 3,357,135	\$ 3,270,005	\$ 2,500,000	\$ (770,005)	(23.55)%
Override/Excess Levy Capacity	\$ (94,519)	\$ (34,354)	\$ (66,068)	NA		
<b>Subtotal</b>	<b>\$ 161,865,816</b>	<b>\$ 169,332,125</b>	<b>\$ 176,804,577</b>	<b>\$ 183,792,412</b>	<b>\$ 6,987,835</b>	<b>3.95%</b>
<b>Table 2: State Aid</b>						
Chapter 70	\$ 11,631,074	\$ 13,998,894	\$ 14,217,984	\$ 14,364,684	\$ 146,700	1.03%
Charter School Reimbursement	\$ 893	\$ 7,895	\$ 893	\$ 893	\$ —	—%
Unrestricted General Government Aid	\$ 1,473,560	\$ 1,531,029	\$ 1,584,615	\$ 1,627,400	\$ 42,785	2.70%
Veterans' Benefits & Exemptions	\$ 156,427	\$ 151,072	\$ 144,382	\$ 144,382	\$ —	—%
Offsets (School Lunch & Library)	\$ 47,934	\$ 48,162	\$ 48,461	\$ 50,157	\$ 1,696	3.50%
<b>Subtotal</b>	<b>\$ 13,309,888</b>	<b>\$ 15,737,052</b>	<b>\$ 15,996,335</b>	<b>\$ 16,187,516</b>	<b>\$ 191,181</b>	<b>1.20%</b>
<b>Table 3: Local Receipts</b>						
Motor Vehicle Excise Tax	\$ 5,350,418	\$ 5,395,492	\$ 5,080,000	\$ 5,230,000	\$ 150,000	2.95%
Other Excise	\$ 1,616,713	\$ 1,562,971	\$ 1,583,000	\$ 1,648,000	\$ 65,000	4.11%
Penalties & Interest	\$ 738,750	\$ 1,090,335	\$ 341,500	\$ 341,500	\$ —	—%
PILOT's	\$ 589,351	\$ 658,680	\$ 614,000	\$ 666,000	\$ 52,000	8.47%
Rentals	\$ 365,080	\$ 494,770	\$ 510,800	\$ 516,800	\$ 6,000	1.17%
Departmental-Schools	\$ 584,683	\$ 494,775	\$ 443,500	\$ 466,500	\$ 23,000	5.19%
Departmental-Municipal	\$ 1,875,866	\$ 2,611,729	\$ 2,525,000	\$ 2,513,000	\$ (12,000)	(0.48)%
Licenses & Permits	\$ 2,827,036	\$ 3,017,145	\$ 1,941,550	\$ 1,943,250	\$ 1,700	0.09%
Special Assessments	\$ 26,230	\$ 19,038	\$ 16,379	\$ 15,835	\$ (544)	(3.32)%
Fines & Forfeits	\$ 214,300	\$ 208,800	\$ 200,000	\$ 246,000	\$ 46,000	23.00%
Investment Income	\$ 573,023	\$ 1,027,739	\$ 345,000	\$ 500,000	\$ 155,000	44.93%
Miscellaneous Non-Recurring	\$ 516,777	\$ 157,384	\$ 12,211	\$ —	\$ (12,211)	(100.00)%
Local Receipts not shown on Recap	\$ —	\$ —	\$ 115,018	\$ —	\$ (115,018)	(100.00)%
<b>Subtotal</b>	<b>\$ 15,278,227</b>	<b>\$ 16,738,858</b>	<b>\$ 13,727,959</b>	<b>\$ 14,086,885</b>	<b>\$ 358,926</b>	<b>2.61%</b>
<b>Table 4: Available Funds</b>						
Parking	\$ 625,265	\$ 421,500	\$ 413,000	\$ 385,000	\$ (28,000)	(6.78)%
Cemetery Perpetual Care Fund	\$ 105,000	\$ 48,500	\$ 50,000	\$ 50,000	\$ —	—%
Cemetery Sale of Lots Fund	\$ —	\$ 42,200	\$ 55,090	\$ 64,380	\$ 9,290	16.86%
Free Cash*	\$ 9,870,618	\$ 13,269,721	\$ 12,422,051	\$ 13,401,094	\$ 979,043	7.88%
Health Claims Trust Fund	\$ 1,200,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ —	—%
Transp.Demand Mgmt. Stab. Fund	\$ 137,000	\$ 141,000	\$ 141,000	\$ 141,000	\$ —	—%
Traffic Mitigation Stabilization Fund	\$ 30,000	\$ 25,000	\$ —	\$ —	\$ —	—%
Center Improvement District Stabilization Fund	\$ —	\$ 27,000	\$ 27,000	\$ 27,000	\$ —	—%
PEG Access Special Revenue Fund	\$ —	\$ —	\$ 623,267	\$ 638,918	\$ 15,651	2.51%
Betterments Fund	\$ —	\$ —	\$ 4,398	\$ 16,000	\$ 11,602	263.80%
School Bus Stabilization Fund	\$ —	\$ 18	\$ —	\$ —	\$ —	—%
Avalon Bay School Enrollment Mitigation Fund	\$ —	\$ 45	\$ —	\$ —	\$ —	—%
Balances from Prior Yr. Capital Articles	\$ 27,288	\$ 117,979	\$ —	\$ —	\$ —	—%
<b>Subtotal</b>	<b>\$ 11,995,171</b>	<b>\$ 14,842,963</b>	<b>\$ 14,485,806</b>	<b>\$ 15,473,392</b>	<b>\$ 987,586</b>	<b>6.82%</b>
<b>Table 4a: Other Available Funds</b>						
Capital Stabilization Fund	\$ 710,000	\$ 324,500	\$ 573,500	\$ —	\$ (573,500)	(100.00)%
<b>Subtotal</b>	<b>\$ 710,000</b>	<b>\$ 324,500</b>	<b>\$ 573,500</b>	<b>\$ —</b>	<b>\$ (573,500)</b>	<b>(100.00)%</b>
<b>Table 5: Revenue Offsets</b>						
Cherry Sheet Assessments	\$ (850,915)	\$ (869,156)	\$ (834,614)	\$ (863,825)	\$ (29,211)	3.50%
Cherry Sheet Offsets - Public Libraries	\$ (47,934)	\$ (48,162)	\$ (48,461)	\$ (50,157)	\$ (1,696)	3.50%
Overlay (abatements)	\$ (751,361)	\$ (900,000)	\$ (800,000)	\$ (900,000)	\$ (100,000)	12.50%
Snow Deficit	\$ —	\$ (265,250)	\$ (300,000)	\$ (400,000)	\$ (100,000)	33.33%
<b>Subtotal</b>	<b>\$ (1,650,210)</b>	<b>\$ (2,082,568)</b>	<b>\$ (1,983,075)</b>	<b>\$ (2,213,983)</b>	<b>\$ (230,908)</b>	<b>11.64%</b>

<b>Table 6: Enterprise Receipts</b>						
Water	\$ 877,411	\$ 872,458	\$ 869,833	\$ 894,573	\$ 24,740	2.84%
Wastewater (Sewer)	\$ 503,898	\$ 546,827	\$ 515,280	\$ 532,094	\$ 16,814	3.26%
Recreation & Community Programs	\$ 247,826	\$ 254,826	\$ 261,826	\$ 269,681	\$ 7,855	3.00%
<b>Subtotal</b>	<b>\$ 1,629,135</b>	<b>\$ 1,674,111</b>	<b>\$ 1,646,939</b>	<b>\$ 1,696,348</b>	<b>\$ 49,409</b>	<b>3.00%</b>
<b>Gross General Fund Revenues</b>	<b>\$ 203,138,028</b>	<b>\$ 216,567,040</b>	<b>\$ 221,252,041</b>	<b>\$ 229,022,571</b>	<b>\$ 7,770,529</b>	<b>3.51%</b>
<b>Revenues Set Aside for Designated Expenses</b>	<b>\$ 15,155,959</b>	<b>\$ 16,879,390</b>	<b>\$ 13,651,982</b>	<b>\$ 12,228,710</b>	<b>\$ (1,423,272)</b>	<b>(10.43)%</b>
<b>Net General Fund Revenues Available for Appropriation</b>	<b>\$ 187,982,069</b>	<b>\$ 199,687,650</b>	<b>\$ 207,600,059</b>	<b>\$ 216,793,860</b>	<b>\$ 9,193,801</b>	<b>4.43%</b>

**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 2019 annual town meeting to fund supplemental appropriations to the FY2019 budget.
2	Other Post-Employment Benefits (OPEB)	\$ 750,000	\$ 1,129,721		\$ 1,879,721	\$750,000 from the tax levy made available from the proposed use of this amount from the Health Insurance Claims Trust Fund to fund FY2020 Health Insurance.
3	Unallocated	\$ 182,705	\$ 1,000,000		\$ 1,182,705	Set-aside for as yet to be identified FY2020 purposes.
4	Cash Capital		\$ 3,700,000		\$ 3,700,000	
5	Appropriate into Capital Stabilization Fund		\$ 1,536,759		\$ 1,536,759	To meet future capital/debt service needs.
6	Transition Free Cash out of Operating Budget		\$ 700,000		\$ 700,000	5-year plan to wean off Free Cash for Operating Budget - fiscal best practice
7	Street Improvement Program	\$ 2,616,801			\$ 2,616,801	Consistent with long-term street maintenance plan.
8	Municipal Building Envelope and Systems	\$ 203,865			\$ 203,865	Initially funded in 2006 override; increases by 2.5% per year.
9	Support of Community Center Program (Transfer to Article 12)	\$ 208,859			\$ 208,859	
10	<b>Subtotal</b>	<b>\$ 3,962,230</b>	<b>\$ 8,266,480</b>	<b>\$ —</b>	<b>\$ 12,228,710</b>	
11	Operating Budget	\$ —	\$ 2,900,000		\$ 2,900,000	\$2,900,000 of Free Cash to support the FY2020 operating budget.
12	Retire Note for Land Purchases - Debt Service	\$ —	\$ 2,234,614		\$ 2,234,614	To pay down notes issued for Pelham and Bedford St. over 5 years.
13	<b>Grand Total</b>	<b>\$ 3,962,230</b>	<b>\$ 13,401,094</b>	<b>\$ —</b>	<b>\$ 17,363,324</b>	

# Section III: Program 1000: Education

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This section includes detailed information about the FY2020 Operating Budget & Financing Plan for education. It includes:

- 1100 Lexington Public Schools III-2
- 1200 Minuteman Regional High School III-22

**Superintendent’s Budget Message**

March 1, 2019

Dear Town Meeting Members and Residents of Lexington:

It has been said that budgets are moral documents, which is a truth that bears repeating. A budget reveals a community’s priorities and values, and here in Lexington, students are what matter most.

The carefully selected student artwork that adorns the School Department’s FY2020 Budget document reveals the diversity of our school community and reflects the impressive talent of our young people. The artistic renderings further symbolize the community’s desire to nurture and grow our students’ creative, as well as academic, talents. Each student’s unique masterpiece reminds us that Lexington schools are culturally diverse and united by a shared sense of purpose and pride.

Young people are at the heart of all that we do, and we emphasize their importance throughout our FY2020 budget guidelines and goals. We dedicate resources to ensure smaller class sizes and academic innovations, such as the continued exploration of elementary world languages and project-based learning. We prioritize the health and well-being of students by allocating funding for inclusion specialist support for teachers and elementary health education. We reflect our commitment to diversity, equity, and inclusion in the funding designated for an equity audit and a new “Director of Equity and Student Supports,” designed to serve our students and families. Finally, our proposed budget supports collaborative, community-based endeavors, including the Town’s joint mental health initiative and the school department’s strategic planning effort, which provide direct support to students and strengthen our school-community partnerships.

The Town of Lexington has historically and generously divided its revenues by allocating 74% to the schools and 26% to the municipality. While we are grateful for our annual allocation, we are not without tough choices. The FY2020 recommended budget takes into account approximately \$2.4 million in Lexington educator requests. Based on the allocation we received, we can fund an estimated \$1.3 million, or roughly half of those requests, with the majority of resources dedicated to meeting state and federal educational mandates and rapidly increasing enrollments.

In our view, there continue to be unfunded educator requests—of the remaining \$1.1 million—that are worthy of continued consideration. We recognize that there are finite resources available in any given year, and we are grateful to the Town Administrator for the additional \$84K allocated to the school department at Financial Summit #4. Fortunately, we were also able to find efficiencies, such as an economical approach to a later school start and a creative plan to address the need for additional LHS science labs that saved over \$1 million; otherwise, the list of unresolved budgetary requests would have grown longer. We will continue to maintain a responsible budget and collaborate with Town officials to respond to thoughtful budgetary requests in the years to come.

It is a privilege to serve as your new Superintendent of Schools, and it is an exciting time for Lexington! As we work together to build an educational vision for the future, please know that I am honored to serve your children and grateful for your time, energy, and commitment to the Lexington Public Schools.

Sincerely,



Dr. Julie Hackett  
Lexington Public Schools  
Superintendent of Schools



**Mission/Vision Statement of the Lexington Public Schools**

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.

**Guiding Principles:**

We believe that all students can learn at high levels. This is achieved by:

- Promoting a mindset that intelligence is not fixed and can continuously be developed
- Providing all students with necessary and timely appropriate interventions and extensions to advance their learning
- Developing each student's unique gifts
- Nurturing physical, social, and emotional well-being
- Expanding learning through diversity
- Engaging students in relevant, experiential, and personalized learning
- Cultivating creative problem solving, critical thinking, and innovation
- Promoting integrity, civility, and global citizenship
- Creating an environment in which the community and schools are partners
- Fostering a culture of open communication, trust, and shared responsibility
- Empowering all staff to be collaborative educators, learners, and leaders
- Providing inspiring professional learning for all

**Mission/Vision Statement was adopted by Lexington School Committee: July 2015**

**Organizational Structure**

The Education Reform Act of 1993 determined that the School Committee’s charge is (1) to select and terminate the Superintendent; (2) to review and approve the budget; and (3) to establish educational goals and/or policies for 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**

Eileen Jay, Chair	Term Expires: 2019
Kathryn Colburn, Vice Chair	Term Expires: 2020
Alessandro Alessandrini	Term Expires: 2019
Kathleen Lenihan	Term Expires: 2021
Deepika Sawhney	Term Expires: 2021

**Student Representative**

Rosanna Jiang	Term Expires: 2018
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**Budget Development**

**Budget Process**

Annually, the administration develops its capital and operating budgets, which begin July 1 and end June 30. This highly collaborative and public process engages the Board of Selectmen, the School Committee, the Appropriation Committee, the Capital Expenditures Committee, municipal and school staff, and citizens. The employees of the Finance Office are 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 within the full Town budget.

**Major Steps in FY2020 Budget Development:**

**Summer:** School Committee and Superintendent establish Collective Goals (2018–2020).

**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 Operations 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, the School Committee, the

Appropriation Committee, and the Capital Expenditures Committee are conducted to discuss the current financial health of the Town, along with any budgetary issues, and provide policy guidance to the municipal and school staff in finalizing budget recommendations. The Superintendent, in consultation with the Assistant Superintendent for Finance and Operations and the School Department's Administrative Council, reviews budget requests and makes recommendations for all school programs to the School Committee. The School Committee takes the recommendations of the Superintendent and after public hearings on the Superintendent's Budget Recommendations, makes final budget decisions consistent with their collective goals.

**Early Spring:** A month before Town Meeting discusses financial articles, the approved budget of the School Committee is distributed to Town Meeting members and the finance committees; it also is available to citizens at the Library and the Town Manager's Office. In addition, the budget documents are publicly available on the Lexington Public Schools website: <https://lps.lexingtonma.org/Page/11276>.

**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. Town Meeting has authority over the total appropriation of school department funds, but line-item authority and spending priorities are the purview of the School Committee.

## Budget Guidelines

On October 23, 2018, the School Committee voted the FY2020 Budget Guidelines and requested that the Superintendent present a level-service budget that addresses the fifteen highlighted areas. These guidelines serve as the basis for the Superintendent's Recommended Budget in FY2020. For purposes of clarification, a level-service budget is defined as an allocation of 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 FY2020 budget guidelines are as follows:

In order to provide for the educational needs of Lexington students, the Superintendent of Schools will develop a fiscal year 2020 budget that will:

1. Ensure the safety, security, and social-emotional well-being of our students.
2. Ensure all legal and contractual mandates will be met.
3. Ensure professional staffing guidelines will be met and class sizes will remain within the established guidelines, to the extent possible given space limitations.
4. Identify efficiencies and cost-saving measures that do not compromise the educational program.
5. Include sufficient operating and capital funds to:
  - a. continue the current level of services;
  - b. be responsive to projected enrollment growth and corresponding needs, including those related to staffing, instructional supplies, and facilities;
  - c. move the district forward in meeting the increasing technological demands in various educational settings;
  - d. implement a master capital plan to expand school capacity and meet rising enrollment;

- e. support the successful submission of a Statement of Interest (SOI) for Lexington High School and advocate for proper budgetary planning in the feasibility and design phases.
- 6. 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.
- 7. Identify funds and strategies to implement diversity, equity and inclusion efforts and to increase the cultural proficiency of our school community.
- 8. Identify funds and strategies to continue to leverage and support social and emotional learning efforts throughout the district.
- 9. Identify funds and strategies to leverage and support project-based learning efforts throughout the district.
- 10. Continue to explore possible alternatives and improvements to school schedules at all levels, including elementary health education, K–8 World Languages, and the scope and sequence of science classes at the secondary level.
- 11. Identify costs, impacts, and an implementation plan associated with changes in school start times for Lexington students.
- 12. Identify funds and/or strategies necessary to develop a multi-year comprehensive Lexington Public Schools Strategic Plan for the district, to include equity and master planning.
- 13. Identify funds and/or strategies to continue the research and implementation of graduation requirements.
- 14. Identify funds and/or strategies to create an elementary and middle school redistricting plan.
- 15. Continue the Town’s joint effort on mental health.

**Budget Calendar**

Each year, the Superintendent 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:

**2018**

September 21	FY2020 IT capital budget submitted to Town of Lexington
September 25	School Committee reviews FY2020 budget calendar
October 1 – October 12	Review capital proposals: Superintendent, Director of Public Facilities, and Assistant Superintendent for Finance and Operations
October 1 – October 12	Superintendent, Director of Public Facilities, and Assistant Superintendent for Finance and Operations discuss project requests with administrators

# 1100 Lexington Public Schools

**Program: Education**  
**Town of Lexington, MA**

October 1	Google Form link distributed for FY2020 staffing and expense budget requests. FY2020 Google Form requests for staffing and expenses are due to the Assistant Superintendent for Finance and Operations at the date of individual budget meeting.
October 9	School Committee approves FY2020 budget calendar and reviews the FY2020 budget guidelines
October 15 – October 19	SPED budget staffing meetings (with Assistant Superintendent for Finance and Operations, ETS, Director of Special Education, and building principals)
October 19	Submittal of Town (Municipal & School) FY2020–2024 Capital Requests to Capital Expenditure Committee (CEC) and Community Preservation Committee (CPC)
October 22	Summit I: Financial Indicators; Two-year Revenue and Expenditure Projection; 5-Year Revenue and Expense Forecast
October 29 – November 16	Budget Review: Central Office and department staff meet at assigned times
October 30	Recommended FY2020 capital budget requests approved by the School Committee (School Department and Public Facilities)
December 6	Summit II: FY2020 Revenue Projection; FY2020 Revenue Allocation Model
December 21	Superintendent finalizes FY2020 budget recommendation
December 24 – January 1	School Vacation Week
<b><u>2019</u></b>	
January 4	Budget distributed to School Committee and posted to website
January 8	School Committee Meeting: Superintendent’s Budget Presentation
January 15 (8:00 a.m.)	School Committee Public Hearing and discussion of the Superintendent’s Recommended FY2020 Budget: Location: Selectmen's Meeting Room
January 22	School Committee Public Hearing and discussion of the Superintendent’s Recommended FY2020 Budget: Location: Selectmen's Meeting Room
January 28	Town Manager Submittal of FY2020 Recommended Operating Budget & FY2020–2024 Capital Improvement Plan (CIP) to Board of Selectmen (White Book)
January 29	School Committee FY2020 budget discussions, consideration of community feedback on FY2020 Operating Budget (including fees) and FY2020 Capital Budget

January 31	Summit III: FY2020 White Book Review
February 5	School Committee adopts FY2020 Operating Budget (including fees) and FY2020 Capital Budget
February 13	Summit IV: FY2020 Brown Book Preview
February 25	Board of Selectmen vote to approve FY2020 Recommended Operating Budget and FY2020–2024 Capital Improvement Plan (CIP)
February 27	2019 Annual Town Meeting School Committee Fiscal Year 2020 Recommended Operating Budget document finalized (TMMA)
March 1	Distribution of FY2020 Recommended Operating and Capital Budget to TMMA, Town Manager, Senior Management Team, Appropriation Committee, Capital Expenditures Committee, Selectmen, School Committee, Central Office, and Principals
March 25–April 24	Annual Town Meeting (Mondays and Wednesdays until completed; Town Meeting does not meet during April school vacation week)
TBD	Budget presentation to Town Meeting by the Town Manager and Superintendent
April 25	Notification of budget approvals; Employee Action Forms sent to Human Resources
June 3	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, the School Committee, the Appropriation Committee, and the Capital Expenditures Committee. Topics covered at these meetings include:

Summit I:	Financial Indicators; 5-Year Revenue and Expense Forecast
Summit II:	FY2020 Revenue Projections; FY2020 Revenue Allocation
Summit III:	FY2020 White Book Review
Summit IV:	FY2020 Brown Book Preview

The Revenue Allocation Model, first presented at Summit II on December 6, 2018, provides for a projected 5.4% increase over the School Department’s FY2020 budget, the detail of which is broken out in the table that follows:



Town of Lexington  
Financial Summit II

FY2020 Revenue Allocation Model

\$229,266		Projected FY2020 Revenue			
		Shared	Municipal	School	(\$\$ in 000s)
(1)	\$ (108,111)	\$ —	\$ —	\$ (108,111)	FY2019 school budget
(2)	\$ (38,270)	\$ —	\$ (38,270)	\$ —	FY2019 municipal budget
(3)	\$ (214)	\$ —	\$ (214)	\$ —	Tax Levy Support of Community Center (Article 5)
(4)	\$ (2,504)	\$ (2,504)	\$ —	\$ —	FY2020 Minuteman
(5)	\$ (6,406)	\$ (6,406)	\$ —	\$ —	FY2020 Contributory Retirement
(6)	\$ (15)	\$ (15)	\$ —	\$ —	FY2020 Non-Contributory Retirement
(7)	\$ (28,723)	\$ (28,723)	\$ —	\$ —	FY2020 Benefits
(8)	\$ (200)	\$ (200)	\$ —	\$ —	FY2020 Unemployment
(9)	\$ (875)	\$ (875)	\$ —	\$ —	FY2020 Workers' comp
(10)	\$ (882)	\$ (882)	\$ —	\$ —	FY2020 Property and Liability Insurance
(11)	\$ (250)	\$ (250)	\$ —	\$ —	FY2020 Uninsured Losses
(12)	\$ (410)	\$ (410)	\$ —	\$ —	FY2020 Solar Production Payment
(13)	\$ (7,575)	\$ (7,575)	\$ —	\$ —	FY2020 Debt Service
(14)	\$ (900)	\$ (900)	\$ —	\$ —	FY2020 Reserve Fund
(15)	\$ (11,431)	\$ (11,431)	\$ —	\$ —	FY2020 Facilities Department Budget
(16)	\$ (196)	\$ (196)	\$ —	\$ —	Facilities PIRs for Painting and Security
		\$ (1,000)	\$ —	\$ —	Set-Aside for as yet identified needs;
		\$ (200)	\$ —	\$ —	Unanticipated Current Fiscal Year Needs;
		\$ (225)	\$ —	\$ —	Debt Service Mitigation
		\$ (1,800)	\$ —	\$ —	Capital Stabilization Fund
		\$ (700)	\$ —	\$ —	Transition Free Cash out of Operating Budget - 1st of 5 years
(17)	\$ (14,359)	\$ (2,235)	\$ —	\$ —	Pay Down Principal for Land Purchases
		\$ (3,700)	\$ —	\$ —	Cash Capital
		\$ (1,880)	\$ —	\$ —	OPEB
		\$ (2,617)	\$ —	\$ —	Street Improvement Program
		\$ (203)	\$ —	\$ —	Building Envelope Program
(18)	\$ (221,321)	\$ (74,726)	\$ (38,484)	\$ (108,111)	Base Budget - Used for Allocation
			26.3%	73.7%	Percentage - Municipal and School Only
(19)	\$ 7,944	\$ —	\$ 2,086	\$ 5,859	Incremental Revenue
			5.4%	5.4%	Percent of Current Budget

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

- FY2020: 5.0%
- FY2019: 6.9%
- FY2018: 6.6%
- FY2017: 7.2%
- FY2016: 8.5%

**Recommended Budget and Summary of Significant Budget Changes**

Funding Sources	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 2019 Budget (adj)	FY 2020 Recommended	Dollar Increase	Percent Increase
Tax Levy	\$ 91,546,226	\$ 96,708,616	\$ 101,204,582	\$ 107,667,945	\$ 113,503,676	\$ 5,835,731	5.42%
Fees & Charges	\$ 514,090	\$ 584,683	\$ 450,600	\$ 443,500	\$ 466,500	\$ 23,000	5.19%
<b>Total 1100 Lexington Public Schools</b>	<b>\$ 92,060,316</b>	<b>\$ 97,293,299</b>	<b>\$ 101,655,182</b>	<b>\$ 108,111,445</b>	<b>\$ 113,970,176</b>	<b>\$ 5,858,731</b>	<b>5.42%</b>
Appropriation Summary	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 2019 Budget (adj)	FY 2020 Recommended	Dollar Increase	Percent Increase
Salary and Wages	\$ 76,222,211	\$ 81,061,911	\$ 85,953,852	\$ 90,703,277	\$ 95,442,183	\$ 4,738,906	5.22%
Expenses	\$ 13,059,903	\$ 14,290,702	\$ 15,701,329	\$ 17,408,168	\$ 18,027,431	\$ 619,263	3.56%
<b>Total 1100 Lexington Public Schools</b>	<b>\$ 89,282,114</b>	<b>\$ 95,352,613</b>	<b>\$ 101,655,181</b>	<b>\$ 108,111,445</b>	<b>\$ 113,469,614</b>	<b>\$ 5,358,169</b>	<b>4.96%</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							
					\$ 369,162	25.0 FTE	
					\$ 131,400	2.0 FTE	
					<b>\$ 113,970,176</b>		
<b>School Committee Recommended Budget Based on Adjustments Recommended at Summit #4:</b>							
					<b>\$84,143</b>		
Appropriation Summary	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 2019 Budget (adj)	FY 2020 Recommended	Dollar Increase	Percent Increase
Salary and Wages	\$ 76,222,211	\$ 81,061,911	\$ 85,953,852	\$ 90,703,277	\$ 95,442,183	\$ 4,738,906	5.22%
Expenses	\$ 13,059,903	\$ 14,290,702	\$ 15,701,329	\$ 17,408,168	\$ 18,111,574	\$ 703,406	4.04%
<b>Total 1100 Lexington Public Schools</b>	<b>\$ 89,282,114</b>	<b>\$ 95,352,613</b>	<b>\$ 101,655,181</b>	<b>\$ 108,111,445</b>	<b>\$ 113,553,757</b>	<b>\$ 5,442,312</b>	<b>5.03%</b>

The School Department was allocated a Revenue increase of \$5,858,731 for FY2020 through the Revenue Allocation Model adopted at Summit II. In addition to funding the school department budget growth at \$5,358,169, the department will transfer \$369,162 to Municipal accounts for the corresponding benefit costs of the 25.0 FTE projected benefits-eligible positions (of the 26.3 FTE positions requested, 25 FTE are anticipated to require benefits; the remainder are additions to existing positions) proposed in this budget and \$131,400 to Municipal accounts for 2.0 FTE custodial positions and corresponding benefit costs associated with the opening of new facilities in FY2020—Lexington Children’s Place and the new Hastings Elementary School.

At Summit IV a reallocation of revenue from a Health Insurance enrollment change, offset by a Chapter 70 reduction, resulted in a recommendation from the Town Manager for an additional \$84,143 in revenue allocated to the School Department. This action resulted in the current FY2020 budget recommendation of \$113,553,757, an increase of \$5,442,312 over FY2019, at 5.03%.

For FY2020 the salaries and wages line is increased by \$4,738,906 (or 5.22%) to support existing position salary increases and the addition of 26.63 FTE positions included in this budget. The expense line is recommended to increase by \$703,406 (or 4.04%) over the FY2019 appropriation.



**Negotiated Salary Increases**

The FY2020 budget includes funding for estimated wage increases for all collective bargaining units and non-union positions, including both step increases and cost of living adjustments (COLA). The current status of collective bargaining agreements and corresponding expiration dates can be seen below:

<b>Bargaining Unit</b>	<b>Contract Term</b>
LEA: Unit A	09/01/2019 – 08/31/2022
LEA: Unit C	09/01/2018 – 08/31/2021
LEA: Unit D	07/01/2018 – 06/30/2019
LEA: Tech	07/01/2015 – 06/30/2018
ALA: Administrators	07/01/2017 – 06/30/2018

**Enrollment Increases and Corresponding New Positions**

During the past five years, K–12 enrollment at the Lexington Public Schools has increased by 608 students (+9.24%), or an average of 124 students per year (or 1.83% per year). These past increases have had a direct impact on the School Department’s operating budget each year to accommodate these new students and maintain the level of programming offered by Lexington Public Schools.

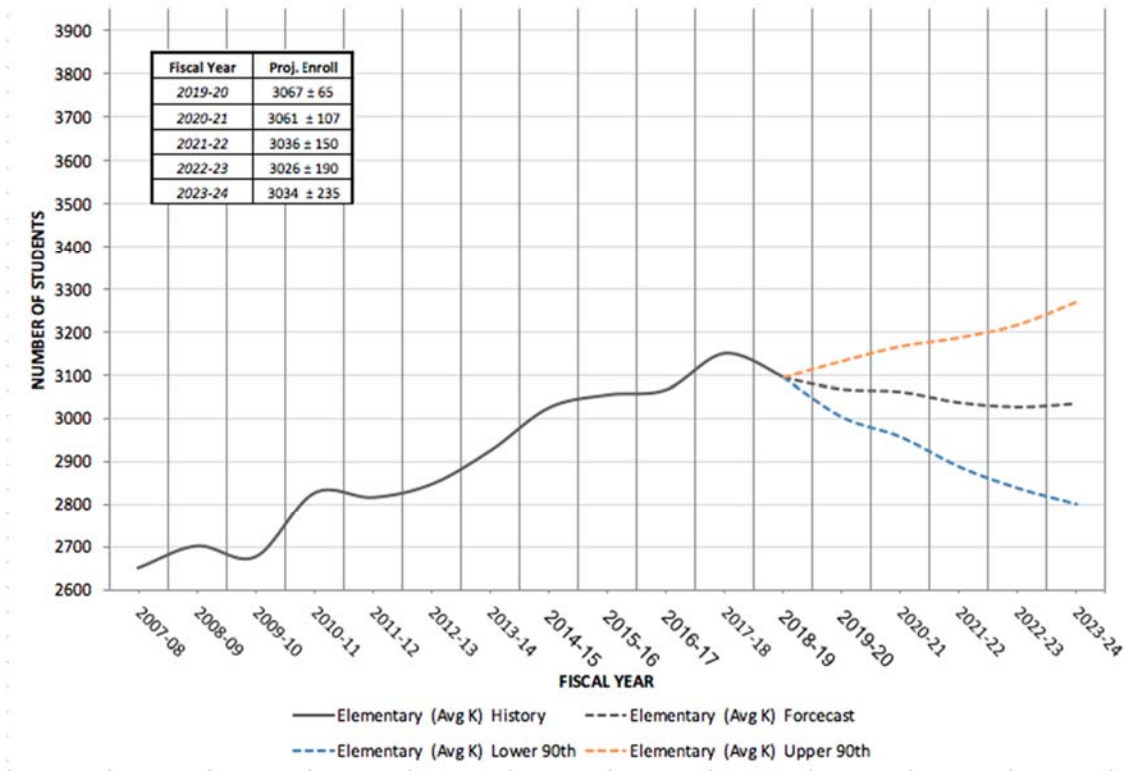
To better understand future enrollment trends, five-year enrollment is projected for elementary, middle, and high school, incorporating new enrollments from October 1, 2018. For the purposes of this budget, a version of the Cohort Survival Method is used, which is one of multiple models the district runs each year. In this version, future kindergarten enrollments are estimated using the five-year average of previous kindergarten enrollment. Average grade-to-grade progression rates are then applied to the rest of the grades. Similar one-year school-level projections are used to plan staffing and other resource allocations for each specific school.

Although enrollment projections can offer insight about the direction of future enrollment trends, they should not be viewed strictly as a point estimate, as this does not accurately acknowledge the uncertainty associated with projections. In recognition of this reality, 90% confidence intervals are produced for all enrollment projections. Correct interpretation of such intervals is that there is 90% chance that the confidence interval contains the true value of future enrollment.

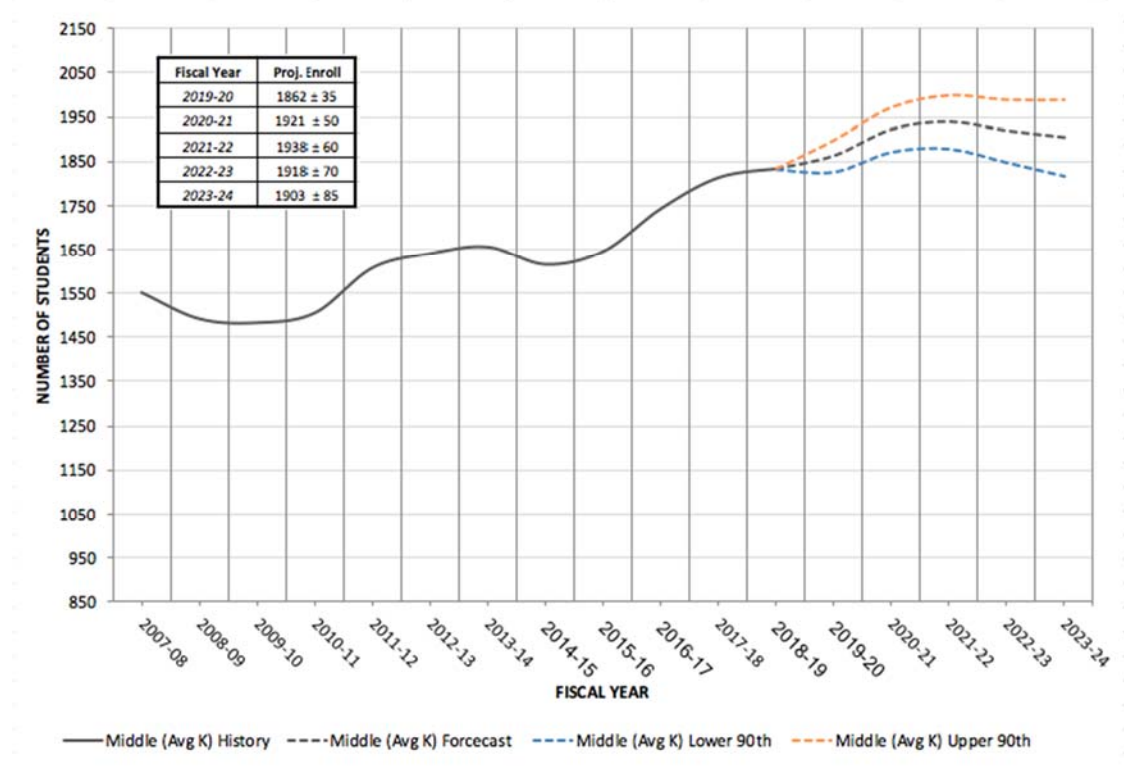
Another important consideration is a review of prior Lexington Public School enrollments and projections suggests that future elementary enrollment may be underestimated with this model. Both this and the inherent uncertainty of enrollments should be kept in mind while planning for future school years.

One way flexibility is incorporated into the budget is by having unallocated reserve full-time equivalent positions (FTEs) for both general education and special education. The proposed budget includes a reserve of 3.0 FTE professional positions for General Education, a reserve of 3.0 FTE professional positions for Special Education, and a reserve of 1.6 FTE paraprofessional positions for Special Education. Additionally this budget recommends an increase of 5.5 FTE professional positions to Lexington High School where FY2020 enrollment growth is anticipated to be approximately 85 students (+/- 30).

### Elementary School Enrollment: History and Forecast for FY2020 to FY2024 (CSM)

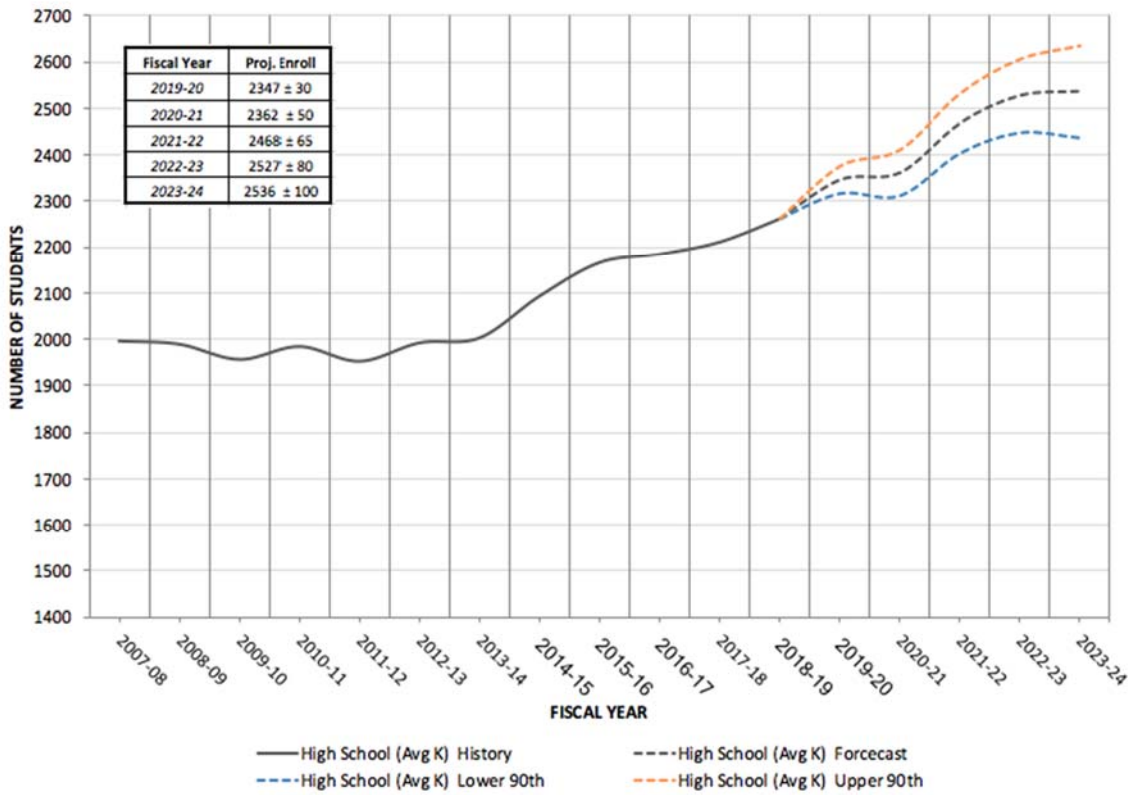


### Middle School Enrollment: History and Forecast for FY2020 to FY2024 (CSM)



# 1100 Lexington Public Schools

## High School Enrollment: History and Forecast for FY2020 to FY2024 (CSM)



In order to address the increasing enrollment projected for FY2020, additional positions are included in the recommended budget. A total of 25.3 FTE are linked with the increasing Lexington enrollments (including mandates for Special Education), and the necessary staffing needed to maintain the quality and level of service. In total, the recommended increase in staffing for the 2020 budget year is 26.63 FTE. A summary table of position changes is included below with additional detail included in the *Recommended Budget* section of this document:

Category	Program Line	Sum of FTE
Base	Bridge	(1.00)
<b>Base Total</b>		<b>(1.00)</b>
Mandate	PreK-22 Special Education	5.56
<b>Mandate Total</b>		<b>5.56</b>
Enrollment	Health Services	1.60
	K-12 Counseling	1.00
	K-12 ELL	1.60
	K-12 Performing Arts	0.73
	K-5 Science	0.56
	Lexington High School	1.00
	Lexington High School	5.50
	PreK-22 Special Education	4.66
	Print Center	0.10
	Transportation	0.13
	K-12 Curriculum	3.86
<b>Enrollment Total</b>		<b>20.74</b>
Program Improvement	K-12 PE/Wellness	0.20
	K-5 Science	0.13
	Superintendent/ School Comm.	1.00
<b>Program Improvement Total</b>		<b>1.33</b>
<b>Grand Total</b>		<b>26.63</b>

**The Collective Goals of the School Committee & Superintendent (2018–2020)****AN OVERVIEW****Goal-Setting and the Superintendent Evaluation Process**

In 2012, the Massachusetts Department of Elementary and Secondary Education (DESE) developed a new educator evaluation process for all teachers, administrators, and school superintendents in the Commonwealth. The method is based on a five-step cycle of self-assessment, goal-setting, implementation, and formative and summative evaluations. An educator's performance is measured against a possible four (4) standards, 41 indicators, and 21 elements. Superintendents are required to submit one measurable professional practice goal, one measurable student learning goal, and two district goals developed collaboratively with school committee members. The school committee is not required to evaluate the superintendent on all 62 indicators and elements; instead, superintendents and school committee members are encouraged to work together to identify which standards, indicators, and elements they will use in the superintendent's annual evaluation.

In 2012, the Massachusetts Association of School Committee (MASC) developed a Superintendent Evaluation Guide to show how the superintendent and school committee could work together to create goals that inform the superintendent evaluation process.

"The first step of the five-step cycle is to review the entire system and begin a process for the superintendent. This includes having the school committee and superintendent come to agreement around the standards, rubrics, evidence of performance, and goals built around the state standards as well as personal, professional goals."

The four (4) goals identified on the following pages are aligned to the MA DESE standards and indicators and reflect our consolidated priorities. The goals, strategies, timeline, and evidence provide a rich source of data that will inform the superintendent's annual evaluation. Our mutual goals reflect our deep commitment to working collaboratively and in the best interests of the young people we serve. The framework that follows represents a blueprint for the collective efforts of many in the district, and we wish to extend our heartfelt appreciation to the educators who work tirelessly on behalf of our children.

**Professional Practice Goal #1: Community Outreach**

*Goal #1: By June 2019, the superintendent will meet with 100% of identified stakeholders to develop an understanding of the experiences, beliefs, attitudes, and values that shape the Lexington school community.*

**Self-Assessment/Reflection**

On July 1, 2018, I was appointed the new Superintendent of Schools in Lexington. Since then, I have worked to learn as much as possible about all Town stakeholders, including those affiliated with both the municipality and our schools. As the new leader of Lexington Public Schools, there is nothing more important than hearing the perspectives and understanding the viewpoints of all our constituents; hence, this professional practice goal focused on community outreach. It takes little effort to organize entry meetings with stakeholders, but actively listening to one's school community and developing plans to address the consistent themes and patterns heard takes time. Slowly, I have begun to learn more about the hopes and dreams of our students, parents, teachers, administrators, and Town leaders. School committee members and others have offered their advice on people with whom I should speak, and my community outreach grows. In the coming days, weeks, and months, I hope to establish a culture of mutual respect and trust that is necessary to serve all children well. The first step in

creating a respectful culture and climate and forging a pathway to the future is to reach out to a diverse group of constituents in the community.

To lead effectively, I must be able to answer questions such as: What are the experiences, beliefs, attitudes, and values that shape our school community? Given the competing demands and the often inconsistent nature of educational systems, how can we establish a sense of alignment, coherence, and unity? What are the problems to be solved and what are the hopes and dreams to be realized? A "community outreach" professional practice goal will help the superintendent gain an intimate understanding of the community and the ability to work collaboratively with the school community to preserve what works in Lexington, to problem-solve and refine those aspects of our work that need attention, and to create new possibilities that ultimately will better serve our students.

**Strategies, Timeline, Evidence, and Alignment**

Goal #1: Community Outreach		
Strategy	Timeline	Evidence
<b>1.1</b> Hold individual meetings with all Town administrators to learn how the municipality functions in Lexington.	Sept.–June 2019	A list of entry interview dates with Town administrators.
<b>1.2</b> Meet with 20+ community groups to develop a shared understanding of Lexington's core values and beliefs.	Sept.–June 2019	A list of community groups with whom I have met and a brief synopsis of each discussion.
<b>1.3</b> Attend a faculty meeting in each of the ten schools to get to know educators.	Sept.–June 2019	A copy of written principal observations for the ten faculty meetings I attended.
<b>1.4</b> Conduct site visits to each of the ten schools.	Sept.–June 2019	A copy of written principal observations for the ten site visits.
<b>1.5</b> Shadow three Lexington High School students (e.g. Asian, Boston, LGBTQ, CP1, CP2, Honors/AP, etc.), for a full day to (1) gain a student's perspective; (2) to observe teaching and learning at LHS in a wide variety of settings.	Sept.–June 2019	A reflective journal entry to chronicle my experiences shadowing three diverse LHS students.

**Alignment:** Standard I: Instructional Leadership, Indicators 1-B-1 Instructional Practices; 1-D-2 Observations and Feedback; Standard III: Family Engagement; III-A-2 Community and Business Engagement.

**Student Learning Goal #2: Diversity, Equity, and Inclusion**

*Goal #2: By June 2020, there will be a 20% increase in inclusive and equitable practices, opportunities for students to learn with their peers, and in time-on-learning.*

**Self-Assessment/Reflection**

In the fall of 2018, the Superintendent and LPS Administrators' Council developed a 37-page position paper called, "Diversity, Equity, and Inclusion: Our Call to Action." The purpose of the report was to engage the Lexington school community in our collaborative effort to problem-solve, address, and monitor progress toward creating an inclusive and equitable environment for all.

"Our Call to Action" is an enormous undertaking, and the diversity, equity, and inclusion ("DEI") efforts described in the body of the paper could be considered a comprehensive strategic plan all its own. Inclusion is a topic that is at the core of our "DEI" effort, which is why we chose to make it the basis of our student learning goal. Shortly after the superintendent's arrival on July 1, 2018, parents of children in the Developmental Learning Program (DLP) expressed concern that the time their children are included in the general educational setting is decreasing, not increasing. They cited data to underscore their belief that while inclusive practices are expanding statewide, children entering the elementary DLP program in Lexington tend to spend less time with their peers in the general education setting than they did in pre-kindergarten.

Researchers Thomas Hehir, Laura Schifter (2012), and others have written about the academic and social benefits of inclusion for all. Moreover, in the research Schifter conducted in Massachusetts, "the results showed that the probability that a student with a high-incidence disability (such as a learning disability) in a full inclusion placement graduated on time was about 84 percent, whereas an otherwise similar student in a substantially separate placement had a probability of 43 percent."

Our philosophy is that inclusion benefits all students. Children should begin in the general education setting and move to a more restrictive environment only when necessary. We also believe that our profession must rethink disciplinary practices by ensuring that if punished, students are still learning. Far too often in education, we suspend students for skipping school, which most recognize as a counter-intuitive practice. Instead, we should increase classroom management and training opportunities for educators and administrators, adopt positive interventions and approaches, and implement restorative practices designed to educate students to right their wrongs and learn from their mistakes.

Although our overall suspension rates are relatively low (a total of approximately 60 suspensions at LHS for the entire 2016–2017 school year), there is a significant gap between students of color and students with special needs compared to their counterparts, which mirrors state and national trends. In 2016–2017, African American/Black students were a little more than four times more likely than White students to have one or more suspensions, and students with disabilities were just over two and a half times more likely to have one or more suspensions.

While a 20% increase in inclusive practices may be an ambitious goal, we hope to make progress toward increasing inclusive practices in two ways: (1) by increasing the time students in the DLP program are included in the general educational setting; and (2) by decreasing the number of disproportionate suspensions for students with special needs and for students of color (thereby, increasing time on learning).

**Strategies, Timeline, Evidence, and Alignment**

Goal #2: Diversity, Equity, and Inclusion		
Strategy	Timeline	Evidence
2.1 Conduct an equity audit to understand current strengths and opportunities for improvement in the district, in schools, and classrooms.	January 2019	Equity Audit Report.

# 1100 Lexington Public Schools

**Program: Education**  
**Town of Lexington, MA**

<b>2.2</b> Superintendent organizes a Community Input Team to problem-solve matters related to diversity, equity, and inclusion.	December 2018	CIT agendas and minutes.
<b>2.3</b> Calculate the amount of quality time students in the DLP program are spending in an inclusive setting by analyzing students' IEPs. Develop a plan to increase the amount of quality time spent in the students' least restrictive inclusive setting.	January 2019	A graph showing (a) the amount of quality time in DLP students' IEPs; (b) identifying other high-quality inclusive opportunities; and (c) the total increase in quality inclusion over time.
<b>2.4</b> Communicate the district's response to the consultants' recommendations and progress made on the DLP audit that occurred last year.	November 2018	A Status Report on the DLP Audit/Evaluation.
<b>2.5</b> Develop a common language and consistent approach to recording and responding to disciplinary infractions between grade spans to develop a baseline.	January 2019	A database of common disciplinary infractions and guidelines.
<b>2.6</b> Provide professional learning in culturally responsive pedagogical practices and alternatives to discipline, such as restorative circles.	Sept.–June 2019	A comprehensive list of high-quality professional development offerings on diversity, equity, and inclusion.
<b>2.7</b> Select a protocol and implement a monthly LPS Administrators' Council case study conversation to examine our practices and explore disciplinary alternatives together.	November 2018	A copy of the protocol and minutes from LPS Administrators' Council meetings.
<b>2.8</b> Work with all LPS Administrators' Council members to write a DEI goal and monitor progress toward attaining the goal.	Sept.–June 2019	Superintendent's feedback on administrators' goals.
<b>2.9</b> Hold LPS Administrators' Council meetings in schools throughout the year with host principals taking the lead and sharing their DEI work with colleagues.	Sept.–June 2019	An analysis of disciplinary data by school and a calculation of any increases in time-on-learning.
<b>3.0</b> Hire a consultant to share best practices and assist teachers with inclusive practices.	Sept.–June 2019	A compendium of educator reflections.

**Alignment:** Standard I: Instructional Leadership; Indicators:1-C-2 Adjustment to Practice; 1-D-1 Educator Goals; I-E-1 Knowledge and Use of Data; 1-E-2 School and District Goals; Standard II: Management and Operations; Indicator II-A-3 Student Safety, Health, and Social and Emotional Needs; II-C-1 Time for Teaching and Learning; II-C-2 Time for Collaboration; IV-A-3 Meetings.

**School Committee & Superintendent Goal #3: Strategic Planning**

*Goal #3: By September 2019, work with the community to develop a comprehensive 5-year strategic plan that includes a vision, mission, core values, goals, strategies, and indicators of success, charting the course for the future of the Lexington Public Schools.*

**Self-Assessment/Reflection**

Seneca, the Younger, once said, "If one does not know to which port one is sailing, no wind is favorable." No words could capture more eloquently the need for a thoughtful and purposeful plan than those of the great Roman philosopher. It is interesting that some find the planning process a colossal waste of time, energy, and effort, arguing that more effort should go into the work rather than the planning. While these naysayers have a point about the need for an organization to focus on the work at hand, we need only examine what happens in the absence of a plan to understand the benefits. When decisions are made without context, we waste precious resources. Tension mounts as individuals make up their own rules in the absence of a good road map. Leaders earn criticism for making foolish decisions in a vacuum, one after another, with no insight into how a particular choice fits into a larger vision in the broader context.

As it turns out, plans do matter. And not just any sort of plan, but meaningful, cohesive, integrated plans linked together through a common purpose, a shared vision, and a thoughtful process. In Lexington, no strategic plan—or for that matter master facilities plan—exists, although it appears that there have been previous attempts to create one. For example, the district website still links to the "LPS Core Values" that "represent the essential and enduring commitments of the Lexington Public School community." The stated core values include (1) academic excellence; (2) respectful and caring relationships; and (3) a culture of reflection, conversation, collaboration, and commitment to continuous improvement." Two hyperlinks follow the statement above: one labeled "district goals" and the other labeled, "system goals." One statement under "district goals," underscores the urgent need to address rapid increases in enrollment. The "system goals" link includes school improvement plans, the former superintendent's goals, and a mission and vision statement from March 2013. There is little evidence of the utilization of the March 2013 document, which contains interesting ideas related to creativity, perseverance, intelligence, and globalization.

**Strategies, Timeline, Evidence, and Alignment**

Goal #3: Strategic Planning		
Strategy	Timeline	Evidence
<b>3.1</b> Develop an LPS Strategic Planning Timeline.	December 2018	LPS Strategic Planning Timeline.
<b>3.2</b> Work with the community to develop a Master Facilities Plan to proactively address enrollment increases and decreases, creating the flexibility necessary for thoughtful decision-making and advocacy concerning capital expenditures.	July 2019	Agendas and minutes from strategic planning and master facilities planning efforts.
<b>3.3</b> Integrate the Master Facilities Plan	August 2019	Finalized Master Facilities and Strategic



into the LPS Strategic Plan.		Plans.
<b>3.4</b> Integrate the " Diversity, Equity, and Inclusion: Our Call to Action" plan into the LPS Strategic Plan.	August 2019	Finalized Diversity, Equity, and Inclusion: Our Call to Action" position paper and Strategic Plan.
<b>3.5</b> Launch the LPS Strategic Plan at the 2019 LPS Convocation on the first day of school for educators.	August 2019	Agenda for the first day of school for educators.

**Alignment:** Standard III: Communication; III-C-2 Culturally Proficient Communication; Standard IV: Professional Culture; Indicator IV-A-1 Commitment to High Standards; Indicator IV-A-2 Mission and Core Values; Indicator IV-C-1 Communication Skills.

**School Committee & Superintendent Goal #4: Promoting Student Learning, Engagement, and Well-Being in our Schools**

*Goal #4: By September 2019, develop a thoughtful, integrated, and cohesive SEL Plan that links to the strategic plan and clearly articulates the district's vision and strategy for ensuring the social and emotional well-being of all Lexington students.*

**Self-Assessment/Reflection**

When the Lexington superintendent interviewed for her position, the job description emphasized students' Social and Emotional Learning. At the time, she asked how the Lexington school community defines Social and Emotional Learning (SEL), and she learned that there was an opportunity for further growth in this area. During her interview, she was asked to speak to her vision for LPS and based on the research she conducted, she created a preferred future based on balance: "For every child, a hungry mind and a happy heart." She also developed a possible framework for a strategic plan, embedding the philosophical tenets of Socrates into an integrated structure for social and emotional learning.

"Social and emotional learning" has been a buzzword that has captured the interest of cities and towns across Massachusetts and our nation in recent years. As student needs became more complex and resources diminish, various organizations (e.g., the MA Association of School Superintendents and the MA Association of School Committees) have adopted SEL resolutions, encouraging administrators, educators, legislators, and elected officials to prioritize the health and well-being of our children. In her role as the former President of MASS, the superintendent highlighted the potential unintended consequences of an overemphasis on SEL and the need for a thoughtful approach in order to help students learn the skills necessary to thrive in a global world and become the people they wish to be.

A holistic approach to education is a concept as old as time. Plato wrote about the importance of social and emotional learning in *The Republic* and organizations like Collaborative for Academic, Social and Emotional Learning (CASEL) suggest that SEL comprises five core competencies, including (1) self-management; (2) self-awareness; (3) social awareness; (4) relationship skills; and (5) responsible decision-making. While this may not be the definition of SEL we choose for Lexington, at the very least it provides a starting point for a discussion about the types of relational skills we hope to cultivate.

Recently, the school committee and the superintendent engaged in a conversation about "unfinished business" and what problems we hoped to resolve through initiatives that began last year. Ultimately, we endeavored to

understand what we mean here in Lexington when we say, "social and emotional learning." After some healthy discussion and debate, we realized that SEL efforts of the past were designed to address what Marc Brackett, Ph.D., the Founding Director of the Yale Center for Emotional Intelligence, calls the three most common student descriptions of their school experience: (1) stress, (2) boredom; and (3) tiredness. Interestingly, these are common concerns that Lexington students consistently express through the Youth Risk Behavior Survey data. We recognize that in education and elsewhere human beings tend to gravitate toward the negative as a first step toward gaining a clearer understanding of what problem we are trying to solve. We decided to capture our preferred future or educational vision for students with three positive words: student learning, engagement, and well-being.

**Strategies, Timeline, Evidence, and Alignment**

Goal #4: Promoting Student Learning, Engagement, and Well-Being in Our Schools		
Strategy	Timeline	Evidence
<b>4.1</b> Develop a job description and hire a Director of Student Equity, Safety, and Supports (title TBD), an administrator with a student-focus who oversees safety, civil rights, wrap-around services, and students’ social and emotional well-being.	February 2019	A job description and recommendation for Director of Safety and Student Equity.
<b>4.2</b> Work with administrators and educators to develop an operating definition of what we mean by social and emotional learning in the Lexington Public Schools.	Sept.–June 2019	An operating definition of SEL for Lexington.
<b>4.3</b> Integrate efforts to promote greater student learning, engagement, and well-being into high-quality LPS professional development offerings.	Sept.–June 2019	A compendium of high-quality SEL professional development offerings.

<p><b>4.4</b> Bring student-centered efforts undertaken in previous years to completion through the following actions:</p> <p>(a) guide the work and provide the tools to enable the school committee to make a final decision on a later start for high school students (December 2019).</p> <p>(b) meet with students, parents, and teachers to understand the practical implications of the new Homework Policy and work with the school committee to explore possible changes (June 2019).</p> <p>(c) analyze Estabrook's alternative homework pilot and make a recommendation to the school committee on whether or not the pilot should expand (June 2019).</p> <p>(d) identify and articulate the connections between project-based learning (PBL) and social and emotional learning (SEL) and develop an implementation plan per grade level.</p> <p>(e) successfully implement the Town's joint mental health initiative.</p> <p>(f) include the World Languages study in the FY2020 school budget and consider whether an earlier exploration of languages could help promote student learning, engagement, and well-being.</p>	<p>August 2019</p>	<p>Recommendations, presentation, and SC agendas, minutes, and a final vote.</p> <p>A refined Homework Policy and implementation plan.</p> <p>A proposal to the SC on whether or not to expand the Estabrook homework pilot.</p> <p>A practical PBL implementation plan with differentiated expectations and supports for each grade-span.</p> <p>Agendas and minutes from the Town's joint mental health initiative.</p> <p>Explore World Languages in the strategic planning process to gauge whether it is a school community priority.</p>
<p><b>4.5</b> Develop a High School Community Input Team to explore course sequences (e.g., Science) and high school graduation requirements.</p>	<p>August 2019</p>	<p>A HS-CIT Report outlining findings of study on course sequence and graduation requirements.</p>

**Alignment:** Standard III: Family and Community Engagement; Indicator III-B1 Student Support; Standard IV: Continuous Learning; Indicators IV-B-1 Policies and Practices; IV-C-1 Communication Skills; IV-E-1 Shared Vision Development; IV-F-3 Consensus Building.

**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 Science, Multi-media Engineering, Design and Visual Communication, Engineering and Robotics Automation, Cosmetology, Early Education and Teaching, Carpentry, Culinary Arts and Hospitality, Plumbing, Electrical, Health Occupations, Horticulture, Programming and Web Development, Automotive Technology and Welding and Metal Fabrication, 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 1st of each year, the date that enrollments from school districts throughout the Commonwealth are reported to the Massachusetts Department of Elementary and Secondary Education.

	10/1/2013	10/1/2014	10/1/2015	10/1/2016	10/1/2017	10/1/2018
<b>High School Students</b>	47	41.5	49.5	54	53.5	52
<b>Post Graduate Students</b>	5	3	2	1	1	1
Total	52	44.5	51.5	55	54.5	53

**Appropriated/Authorized Staffing:**

No Town staff are charged to this budget.

**Budget Recommendations**

The FY2020 recommended budget for the Minuteman Regional High School assessment is \$2,470,131. This is a \$343,914 or 16.17% increase from the FY2019 budget, \$174,613 of which is due to additional debt service related to the new Minuteman school building, currently under construction. Overall, the assessment incorporates \$618,510 in debt service, of which \$523,210 is for the new building.

The annual assessment is broken out as follows -

Category	FY2019	FY2020	\$ Change	% Change
Minimum Required Contribution	\$ 767,722	\$ 799,005	\$ 31,283	4.1%
Transportation Assessment	\$ 67,089	\$ 86,714	\$ 19,625	29.3%
Remaining Operating Assessment	\$ 810,755	\$ 962,102	\$ 151,347	18.7%
Capital/Debt Service	\$ 476,851	\$ 618,510	\$ 141,659	29.7%
Post-Graduate	\$ 3,800	\$ 3,800	\$ —	—%
Total Assessment	\$ 2,126,217	\$ 2,470,131	\$ 343,914	16.2%

## Budget Summary:

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 1,377,449	\$ 1,670,351	\$ 2,126,217	\$ 2,470,131	\$ 343,914	16.17 %
<b>Total 1200 Minuteman</b>	<b>\$ 1,377,449</b>	<b>\$ 1,670,351</b>	<b>\$ 2,126,217</b>	<b>\$ 2,470,131</b>	<b>\$ 343,914</b>	<b>16.17 %</b>

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Expenses	\$ 1,377,449	\$ 1,670,351	\$ 2,126,217	\$ 2,470,131	\$ 343,914	16.17 %
<b>Total 1200 Minuteman</b>	<b>\$ 1,377,449</b>	<b>\$ 1,670,351</b>	<b>\$ 2,126,217</b>	<b>\$ 2,470,131</b>	<b>\$ 343,914</b>	<b>16.17 %</b>

Level-Service Requests	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total 1200 Minuteman	\$ 1,377,449	\$ 1,670,351	\$ 2,126,217	\$ 2,470,131	\$ 343,914	16.17 %
<b>Total 1200 Minuteman</b>	<b>\$ 1,377,449</b>	<b>\$ 1,670,351</b>	<b>\$ 2,126,217</b>	<b>\$ 2,470,131</b>	<b>\$ 343,914</b>	<b>16.17 %</b>

Object Code Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	— %
<i>Compensation</i>	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Contractual Services	\$ 1,377,449	\$ 1,670,351	\$ 2,126,217	\$ 2,470,131	\$ 343,914	16.17 %
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Supplies	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	— %
<i>Expenses</i>	<i>\$ 1,377,449</i>	<i>\$ 1,670,351</i>	<i>\$ 2,126,217</i>	<i>\$ 2,470,131</i>	<i>\$ 343,914</i>	<i>16.17 %</i>
<b>Total 1200 Minuteman</b>	<b>\$ 1,377,449</b>	<b>\$ 1,670,351</b>	<b>\$ 2,126,217</b>	<b>\$ 2,470,131</b>	<b>\$ 343,914</b>	<b>16.17 %</b>

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# Section IV: Program 2000: Shared Expenses

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This section includes detailed information about the FY2020 Operating Budget & Financing Plan for shared expenses. It includes:

- 2100 Employee Benefits IV-3
- 2200 Property & Liability Insurance IV-10
- 2300 Solar Producer Payments IV-12
- 2400 Debt Service IV-15
- 2500 Reserve Fund IV-18
- 2600 Public Facilities IV-21

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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 Municipal 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 Municipal or School Department employment. The Town self-insures for this expense.
- Workers' Compensation: The medical costs incurred by Municipal 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.

## **Budget Recommendations:**

The FY2020 recommended All Funds Employee Benefits and Insurance budget is \$36,641,819. This is a \$1,019,524 or 2.86% increase from the FY2019 budget. The recommended budget includes the benefits costs (health, dental, life, Medicare and workers' compensation) for 25 recommended new school positions, two recommended new school custodial positions, one recommended new benefits-eligible municipal position, and the expansion of hours for a part-time employee to become benefits-eligible.

## Changes Include:

1. A \$400,000, or 6.66% increase in Contributory Retirement based on a funding schedule included in the January 1, 2018 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 \$206 or 1.37% increase in Non-Contributory Retirement costs for employees receiving pensions awarded prior to the creation of the Contributory Retirement system.
3. A \$121,071 or 6.76% increase in the Town's contribution for the Medicare Tax based on FY2018 actual costs, projected FY2019 and FY2020 salaries and wages, new school and municipal positions, and historical rates of increase in this item.
4. A \$409,180 or 1.60% increase in health insurance costs (General Fund). The FY2020 budget is based on an increase of 5.5% in health insurance premiums across all plans and the projected addition of eighty (80) 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 new school and municipal positions.
5. A \$28,541 or 2.62% increase in dental insurance costs (General Fund) based on an estimated increase in premium rates of 4.0% for FY2020, and the projected addition of new school and municipal 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 FY2020.
8. A \$4,966 or 0.56% increase in workers' compensation costs based on FY2018 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 school and municipal positions recommended in the FY2020 budget.

# 2100 Employee Benefits & Insurance

Program: Shared Expenses  
Town of Lexington, MA

## Budget Summary - General Fund

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 29,797,899	\$ 30,404,565	\$ 34,863,443	\$ 35,799,204	\$ 935,761	2.68 %
Transfers from Enterprise Funds to General Fund (Indirects)	\$ 578,620	\$ 660,175	\$ 680,751	\$ 708,643	\$ 27,892	4.10 %
PEG Access Special Revenue Fund	\$ —	\$ —	\$ 4,665	\$ 4,976	\$ 311	6.67 %
<b>Total 2100 Employee Benefits</b>	<b>\$ 30,376,519</b>	<b>\$ 31,064,740</b>	<b>\$ 35,548,859</b>	<b>\$ 36,512,823</b>	<b>\$ 963,964</b>	<b>2.71 %</b>

Appropriation Summary (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 79,548	\$ 78,600	\$ 85,357	\$ 90,799	\$ 5,442	6.38 %
Expenses	\$ 30,296,970	\$ 30,986,140	\$ 35,463,502	\$ 36,422,024	\$ 958,522	2.70 %
<b>Total 2100 Employee Benefits</b>	<b>\$ 30,376,519</b>	<b>\$ 31,064,740</b>	<b>\$ 35,548,859</b>	<b>\$ 36,512,823</b>	<b>\$ 963,964</b>	<b>2.71 %</b>

Level-Service Requests (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total 2110 Contributory Retirement	\$ 5,442,774	\$ 5,697,982	\$ 6,005,537	\$ 6,405,537	\$ 400,000	6.66 %
Total 2120 Non-Contributory Retirement	\$ 14,227	\$ 14,647	\$ 15,070	\$ 15,276	\$ 206	1.37 %
<i>Subtotal - Retirement</i>	<i>\$ 5,457,001</i>	<i>\$ 5,712,629</i>	<i>\$ 6,020,607</i>	<i>\$ 6,420,813</i>	<i>\$ 400,206</i>	<i>6.65 %</i>
Total 2130 Medicare	\$ 1,573,353	\$ 1,677,102	\$ 1,790,002	\$ 1,911,073	\$ 121,071	6.76 %
Total 2130 Health Insurance	\$ 21,674,325	\$ 21,856,313	\$ 25,542,389	\$ 25,951,569	\$ 409,180	1.60 %
Total 2130 Dental Insurance	\$ 956,355	\$ 1,003,179	\$ 1,088,481	\$ 1,117,022	\$ 28,541	2.62 %
Total 2130 Life Insurance	\$ 19,380	\$ 21,126	\$ 25,000	\$ 25,000	\$ —	—
<i>Subtotal - Healthy/Life Benefits</i>	<i>\$ 24,223,413</i>	<i>\$ 24,557,720</i>	<i>\$ 28,445,872</i>	<i>\$ 29,004,664</i>	<i>\$ 558,792</i>	<i>1.96 %</i>
Total 2140 Unemployment	\$ 70,551	\$ 181,840	\$ 200,000	\$ 200,000	\$ —	—
Total 2150 Workers Compensation	\$ 625,554	\$ 612,552	\$ 882,380	\$ 887,346	\$ 4,966	0.56 %
<i>Subtotal - Other Employee Benefits</i>	<i>\$ 696,105</i>	<i>\$ 794,391</i>	<i>\$ 1,082,380</i>	<i>\$ 1,087,346</i>	<i>\$ 4,966</i>	<i>0.46 %</i>
<b>Total 2100 Employee Benefits</b>	<b>\$ 30,376,519</b>	<b>\$ 31,064,740</b>	<b>\$ 35,548,859</b>	<b>\$ 36,512,823</b>	<b>\$ 963,964</b>	<b>2.71 %</b>

Object Code Summary (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 79,548	\$ 78,600	\$ 85,357	\$ 90,799	\$ 5,442	6.38 %
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	—
<i>Personal Services</i>	<i>\$ 79,548</i>	<i>\$ 78,600</i>	<i>\$ 85,357</i>	<i>\$ 90,799</i>	<i>\$ 5,442</i>	<i>6.38 %</i>
Contractual Services	\$ 30,296,970	\$ 30,986,140	\$ 35,463,502	\$ 36,422,024	\$ 958,522	2.70 %
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	—
Supplies	\$ —	\$ —	\$ —	\$ —	\$ —	—
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	—
<i>Expenses</i>	<i>\$ 30,296,970</i>	<i>\$ 30,986,140</i>	<i>\$ 35,463,502</i>	<i>\$ 36,422,024</i>	<i>\$ 958,522</i>	<i>2.70 %</i>
<b>Total 2100 Employee Benefits</b>	<b>\$ 30,376,519</b>	<b>\$ 31,064,740</b>	<b>\$ 35,548,859</b>	<b>\$ 36,512,823</b>	<b>\$ 963,964</b>	<b>2.71 %</b>

## Budget Summary - Revolving Funds\*

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	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 13, and are not appropriated under Article 11.

Level-Service Requests (Revolving Funds)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 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

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 79,548	\$ 78,600	\$ 85,357	\$ 90,799	\$ 5,442	6.38 %
Expenses	\$ 30,363,042	\$ 31,062,427	\$ 35,536,938	\$ 36,551,020	\$1,014,082	2.85 %
<b>Total 2100 Employee Benefits</b>	<b>\$ 30,442,591</b>	<b>\$ 31,141,027</b>	<b>\$ 35,622,295</b>	<b>\$ 36,641,819</b>	<b>\$1,019,524</b>	<b>2.86 %</b>

## 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.

In 2018, the Town reached an agreement with the Public Employees Committee to remain in the GIC through FY2021.

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

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

				<b>FY2019 Budget</b>	<b>FY2020 Budget</b>
<b>Actual Subscribers</b>				Based on Actual Subscribers, plus Additional Projected Lives shown below	
<b>Subscribers</b>	<b>Nov. 2014 (FY2015)</b>	<b>Nov. 2015 (FY2016)</b>	<b>Nov. 2016 (FY2017)</b>	<b>Nov. 2017 (FY2018)</b>	<b>Nov. 2018 (FY2019)</b>
<b>Municipal</b>					
Individual	81	85	83	81	96
Family	187	176	178	176	164
<b>subtotal</b>	<b>268</b>	<b>261</b>	<b>261</b>	<b>257</b>	<b>260</b>
<b>School</b>					
Individual	337	358	333	336	356
Family	498	478	494	502	536
<b>subtotal</b>	<b>835</b>	<b>836</b>	<b>827</b>	<b>838</b>	<b>892</b>
<b>Retirees</b>					
	1,189	1,222	1,243	1,269	1,289
<b>subtotal</b>	<b>2,292</b>	<b>2,319</b>	<b>2,331</b>	<b>2,364</b>	<b>2,441</b>
<b>Additional projected lives for budget purposes</b>					
<b>Position Vacancies</b>					
Individual				10	12
Family				17	18
<b>subtotal</b>				<b>27</b>	<b>30</b>
<b>Estimated Open Enrollment / Qualifying Events <sup>(2)</sup></b>					
Individual				10	9
Family				30	27
Retirees				50	44
<b>subtotal</b>				<b>90</b>	<b>80</b>
<b>total</b>	<b>2,292</b>	<b>2,319</b>	<b>2,331</b>	<b>2,481</b>	<b>2,551</b>
<b>New Positions</b>					
School <sup>(3)</sup>				26	25
Municipal <sup>(3)</sup>				6	2
Facilities Dept.				0	2
<b>subtotal</b>				<b>33</b>	<b>29</b>
<b>Estimated Reduction in Subscribers</b>					
Retirees				(34)	(34)
<b>total</b>	<b>2,292</b>	<b>2,319</b>	<b>2,331</b>	<b>2,480</b>	<b>2,546</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.					

**Table 2: Health Insurance Budget: FY2015 - FY2020**

	<b>FY2015 Actual</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>Budgeted FY2019</b>	<b>Projected FY2020</b>	<b>Percent Increase FY2019 to FY2020</b>
<b>Municipal</b> <sup>(1)</sup>	\$ 3,540,828	\$ 3,601,543	\$ 3,825,356	\$ 3,362,016	\$ 4,385,264	\$ 4,379,192	(0.14)%
<b>School</b>	\$ 9,932,387	\$ 10,246,365	\$ 10,914,892	\$ 11,232,098	\$ 13,560,501	\$ 14,105,923	4.02 %
<b>Retirees</b>	\$ 5,207,456	\$ 6,420,186	\$ 6,836,915	\$ 6,790,042	\$ 7,499,533	\$ 7,377,827	(1.62)%
<b>Total</b> <sup>(2)</sup>	\$ 18,680,671	\$ 20,268,095	\$ 21,577,163	\$ 21,384,157	\$ 25,445,299	\$ 25,862,942	1.64 %
<b>Mitigation Fund</b> <sup>(3)</sup>	---	---	---	\$ 300,000	---	---	---
<b>Medicare Part B Penalty</b> <sup>(4)</sup>	\$ 89,886	\$ 92,984	\$ 97,090	\$ 88,628	\$ 97,090	\$ 88,628	(8.72)%
<b>Net Budget Amount</b>	\$ 18,770,557	\$ 20,361,079	\$ 21,674,253	\$ 21,772,785	\$ 25,542,389	\$ 25,951,570	1.60 %

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

(2) Distribution for FY2017 and FY2018 actuals is based on historical splits. The billing detail no longer supports the granular split between Municipal and School.

(3) Payment made to the Public Employee Committee (PEC) HRA Mitigation Fund to offset increasing co-pays and deductibles.

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

**Budget Overview:** 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 FY2020 overall recommendation for Property and Liability Insurance is \$1,132,304, which represents an increase of \$112,465 or 11.03% from the FY2019 appropriation.

1. A \$112,465 or 14.61% net increase in the costs of property and liability insurance based on an estimated increase in premiums of 5%, and the addition of the new Fire Station, new Hastings Elementary School, and new Lexington Children's Place.
2. No funding increase in the budget for uninsured losses. The balance in this continuing balance account as of March 1, 2019, is \$1,161,848.



# 2200 Property & Liability Insurance

Program: Shared Expenses  
Town of Lexington, MA

## Budget Summary

<b>Funding Sources</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Projected</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Tax Levy	\$ 704,923	\$ 787,374	\$ 988,512	\$ 1,100,191	\$ 111,679	11.30%
Transfers from Enterprise Funds to General Fund (Indirects)	\$ 30,589	\$ 31,718	\$ 31,327	\$ 32,113	\$ 786	2.51%
<b>Total 2200 Property &amp; Liability Insurance</b>	<b>\$ 735,512</b>	<b>\$ 819,092</b>	<b>\$ 1,019,839</b>	<b>\$ 1,132,304</b>	<b>\$ 112,465</b>	<b>11.03%</b>

<b>Appropriation Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Compensation	\$ 40,817	\$ 29,412	\$ 30,889	\$ 31,659	\$ 770	2.49%
Expenses	\$ 694,695	\$ 789,680	\$ 988,950	\$ 1,100,645	\$ 111,695	11.29%
<b>Total 2200 Property &amp; Liability Insurance</b>	<b>\$ 735,512</b>	<b>\$ 819,092</b>	<b>\$ 1,019,839</b>	<b>\$ 1,132,304</b>	<b>\$ 112,465</b>	<b>11.03%</b>

<b>Level-Service Requests</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Total 2210 Property & Liability Insurance	\$ 719,391	\$ 712,531	\$ 769,839	\$ 882,304	\$ 112,465	14.61%
Total 2220 Uninsured Losses	\$ 16,121	\$ 106,561	\$ 250,000	\$ 250,000	\$ —	—
<b>Total 2200 Property &amp; Liability Insurance</b>	<b>\$ 735,512</b>	<b>\$ 819,092</b>	<b>\$ 1,019,839</b>	<b>\$ 1,132,304</b>	<b>\$ 112,465</b>	<b>11.03%</b>

<b>Object Code Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Salaries & Wages	\$ 40,817	\$ 29,412	\$ 30,889	\$ 31,659	\$ 770	2.49%
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	—
<i>Compensation</i>	<i>\$ 40,817</i>	<i>\$ 29,412</i>	<i>\$ 30,889</i>	<i>\$ 31,659</i>	<i>\$ 770</i>	<i>2.49%</i>
Contractual Services	\$ 694,695	\$ 789,680	\$ 988,950	\$ 1,100,645	\$ 111,695	11.29%
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	—
Supplies	\$ —	\$ —	\$ —	\$ —	\$ —	—
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	—
<i>Expenses</i>	<i>\$ 694,695</i>	<i>\$ 789,680</i>	<i>\$ 988,950</i>	<i>\$ 1,100,645</i>	<i>\$ 111,695</i>	<i>11.29%</i>
<b>Total 2200 Property &amp; Liability Insurance</b>	<b>\$ 735,512</b>	<b>\$ 819,092</b>	<b>\$ 1,019,839</b>	<b>\$ 1,132,304</b>	<b>\$ 112,465</b>	<b>11.03%</b>

# 2300 Solar Producer Payments

Program: Shared Expenses  
Town of Lexington, MA

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**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 FY2020 overall recommendation for Solar Producer Payments is \$410,000, which is level-funded from the FY2019 appropriation.

# 2300 Solar Producer Payments

Program: Shared Expenses  
Town of Lexington, MA

## Budget Summary

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ —	\$ (291,975)	\$ (190,000)	\$ (190,000)	\$ —	—%
Net-Metering Credits	\$ —	\$ 647,232	\$ 600,000	\$ 600,000	\$ —	—%
Total 2300 Solar Producer Payments	\$ —	\$ 355,257	\$ 410,000	\$ 410,000	\$ —	—%

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Expenses	\$ —	\$ 355,257	\$ 410,000	\$ 410,000	\$ —	—%
Total 2300 Solar Producer Payments	\$ —	\$ 355,257	\$ 410,000	\$ 410,000	\$ —	—%

Level-Service Requests	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total 2300 Solar Producer	\$ —	\$ 355,257	\$ 410,000	\$ 410,000	\$ —	—%
Total 2300 Solar Producer Payments	\$ —	\$ 355,257	\$ 410,000	\$ 410,000	\$ —	—%

Object Code Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Compensation</i>	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Contractual Services	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Utilities	\$ —	\$ 355,257	\$ 410,000	\$ 410,000	\$ —	—%
Supplies	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Expenses</i>	\$ —	\$ 355,257	\$ 410,000	\$ 410,000	\$ —	—%
Total 2300 Solar Producer Payments	\$ —	\$ 355,257	\$ 410,000	\$ 410,000	\$ —	—%

## Summary of Townwide Solar Credits and Expenses

	FY2017 Actual	FY2018 Actual**	FY2019 Estimate	FY2020 Projection
Rooftop Solar Bill Credits	\$ 279,665	\$ 303,696	\$ 291,500	\$ 291,500
Rooftop PILOT*	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Rooftop Solar Payments	\$ (162,343)	\$ (157,038)	\$ (165,000)	\$ (165,000)
Net Revenue subtotal	\$ 147,322	\$ 176,658	\$ 156,500	\$ 156,500
Hartwell Solar Revenue		\$ 647,232	\$ 600,000	\$ 600,000
Hartwell PILOT*		\$ 55,400	\$ 55,400	\$ 55,400
Hartwell Annual Lease		\$ 1,000	\$ 1,000	\$ 1,000
Hartwell Solar Payments		\$ (302,390)	\$ (410,000)	\$ (410,000)
Net Revenue subtotal	\$ —	\$ 401,242	\$ 246,400	\$ 246,400
Total Net Revenue	\$ 147,322	\$ 577,900	\$ 402,900	\$ 402,900

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

\*\*FY2018 costs/revenue for Hartwell are not representative of a full year of operations due to start-up and timing issues.

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**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 2019 Annual Town Meeting.

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

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

**Authorized/Appropriated Staffing:**

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

**Budget Recommendations:**

Combined gross FY2020 debt service – inclusive of Within-Levy and Exempt debt service – is increasing by \$1,417,192, or 5.72% compared to FY2019.

Within-Levy debt service is decreasing by \$(1,042,448), or (9.57)%. The FY2020 within-levy debt service is recommended at \$9,853,984, which is inclusive of:

- \$2,234,614 allocated to retire a portion of the bond anticipation notes issued for the land purchases of Pelham Road and Bedford Street.
- 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. The increased fees from sale of cemetery lots is deposited into the Cemetery Sale of Lots Fund, and fee increases for burials are deposited into the General Fund. The additional revenue generated from the Cemetery Sale of Lots Fund is displayed as a funding (i.e. revenue) source;
- Debt service for the Athletic Field Complex at Minuteman High School which will be offset by a \$50,000 annual transfer from the Recreation Enterprise Fund, beginning in the first full year of principal payments and continuing for 10 years, for a total of \$500,000; and
- Debt service (interest payment only) for the Police Station design, which is a potential candidate for a future debt exclusion vote. The funding request for the construction phase of this project is anticipated at the Fall 2019 Special Town Meeting. The debt exclusion vote for this project is also anticipated in the Fall of 2019.

The Town's target increase for net within-levy debt service is 5% per year. In FY2019, \$573,500 was transferred from the capital stabilization fund to hold the net within levy debt service to \$7,213,444, a 5% increase from prior year. For FY2020, net within levy debt is \$7,538,990, a decrease of \$(247,954) or (3.18)% from FY2019, therefore a transfer from the Capital Stabilization fund is not needed to mitigate within-levy debt service in FY2020.

FY2019 gross exempt debt service is \$13,860,000, which was mitigated via a \$4,500,000 transfer from the Capital Stabilization Fund. FY2020 gross exempt debt service is \$16,319,640. If no mitigation is applied, this yields an increase of \$2,459,640, or 17.75% compared to FY2019. 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 \$5.2 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 2018 and updated based on anticipated debt service from the February 2019 bond and note issue.

The FY2020 proposed capital projects are described in greater detail in Section XI: Capital Investment in this Recommended Budget and Financing Plan.

## Budget Summary

Funding Sources (All Funds)	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$14,657,886	\$17,314,125	\$ 19,623,444	\$ 20,893,244	\$ 1,269,800	6.47 %
Fund Transfers						
Capital Stab. Fund - Within Levy Debt	\$ 710,000	\$ 324,500	\$ 573,500	\$ —	\$ (573,500)	—
Capital Stab. Fund - Exempt Debt	\$ —	\$ 2,400,000	\$ 4,500,000	\$ 5,200,000	\$ 700,000	15.56 %
Cemetery Sale of Lots Fund	\$ —	\$ 42,200	\$ 55,090	\$ 64,380	\$ 9,290	16.86 %
Betterments Fund	\$ —	\$ —	\$ 4,398	\$ 16,000	\$ 11,602	263.80 %
<b>Total Debt Service</b>	<b>\$15,367,886</b>	<b>\$20,080,825</b>	<b>\$ 24,756,432</b>	<b>\$ 26,173,624</b>	<b>\$ 1,417,192</b>	<b>5.72 %</b>

Appropriation Summary (All Funds)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Expenses	\$15,367,886	\$20,080,825	\$ 24,756,432	\$ 26,173,624	\$ 1,417,192	5.72 %
<b>Total Debt Service</b>	<b>\$15,367,886</b>	<b>\$20,080,825</b>	<b>\$ 24,756,432</b>	<b>\$ 26,173,624</b>	<b>\$ 1,417,192</b>	<b>5.72 %</b>

Gross Within Levy Debt Service	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total 2410 Within-Levy Principal*	\$ 5,904,330	\$ 7,992,189	\$ 9,087,364	\$ 8,243,590	\$ (843,774)	(9.29)%
Total 2420 Within Levy Interest	\$ 1,039,068	\$ 1,118,402	\$ 1,363,369	\$ 1,261,418	\$ (101,951)	(7.48)%
Total 2430 Temporary Borrowing	\$ 94,304	\$ 277,544	\$ 445,699	\$ 348,976	\$ (96,723)	(21.70)%
<b>Total Gross Within-Levy Debt Service</b>	<b>\$ 7,037,701</b>	<b>\$ 9,388,135</b>	<b>\$ 10,896,432</b>	<b>\$ 9,853,984</b>	<b>\$ (1,042,448)</b>	<b>(9.57)%</b>

Net Within Levy Debt Service	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total 2410 Within-Levy Principal*	\$ 5,904,330	\$ 7,992,189	\$ 9,087,364	\$ 8,243,590	\$ (843,774)	(9.29)%
Total 2420 Within Levy Interest	\$ 1,039,068	\$ 1,118,402	\$ 1,363,369	\$ 1,261,418	\$ (101,951)	(7.48)%
Total 2430 Temporary Borrowing	\$ 94,304	\$ 277,544	\$ 445,699	\$ 348,976	\$ (96,723)	(21.70)%
Funding Set-aside to Retire Note for Land Purchases	\$ —	\$ (2,351,430)	\$ (3,050,000)	\$ (2,234,614)	\$ 815,386	(26.73)%
Funding from Cemetery Sale of Lots/Betterments	\$ —	\$ (42,200)	\$ (59,488)	\$ (80,380)	\$ (20,892)	35.12 %
<b>Total Net Within-Levy Debt Service</b>	<b>\$ 7,037,701</b>	<b>\$ 6,994,505</b>	<b>\$ 7,786,944</b>	<b>\$ 7,538,990</b>	<b>\$ (247,954)</b>	<b>(3.18)%</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	\$ (710,000)	\$ (324,500)	\$ (573,500)	\$ —	\$ 573,500	(100.00)%
<b>Total Mitigated Within-Levy Debt Service</b>	<b>\$ 6,327,701</b>	<b>\$ 6,670,005</b>	<b>\$ 7,213,444</b>	<b>\$ 7,538,990</b>	<b>\$ 325,546</b>	<b>4.51 %</b>

Exempt Debt Service	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total Exempt Debt Service	\$ 8,330,185	\$10,692,690	\$ 13,860,000	\$ 16,319,640	\$ 2,459,640	17.75 %
Use of Capital Stabilization Fund to mitigate impact of excluded debt service on property tax bills	\$ —	\$ (2,400,000)	\$ (4,500,000)	\$ (5,200,000)	\$ (700,000)	15.56 %
<b>Net Exempt Debt Service</b>	<b>\$ 8,330,185</b>	<b>\$ 8,292,690</b>	<b>\$ 9,360,000</b>	<b>\$ 11,119,640</b>	<b>\$ 1,759,640</b>	<b>18.80 %</b>
<b>Total Gross Debt Service - All Funds</b>	<b>\$15,367,886</b>	<b>\$20,080,825</b>	<b>\$ 24,756,432</b>	<b>\$ 26,173,624</b>	<b>\$ 1,417,192</b>	<b>5.72 %</b>
<b>Total Net Debt Service - All Funds</b>	<b>\$14,657,886</b>	<b>\$14,962,695</b>	<b>\$ 16,573,444</b>	<b>\$ 18,658,630</b>	<b>\$ 2,085,186</b>	<b>12.58 %</b>

Object Code Summary (All Funds)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	— %
<i>Compensation</i>	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Contractual Services	\$15,367,886	\$20,080,825	\$ 24,756,432	\$ 26,173,624	\$ 6,092,799	30.34 %
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Supplies	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	— %
<i>Expenses</i>	\$15,367,886	\$20,080,825	\$ 24,756,432	\$ 26,173,624	\$ 6,092,799	30.34 %
<b>Total Debt Service</b>	<b>\$15,367,886</b>	<b>\$20,080,825</b>	<b>\$ 24,756,432</b>	<b>\$ 26,173,624</b>	<b>\$ 1,417,192</b>	<b>5.72 %</b>

\*FY2018, FY2019 and FY2020 include additional funds to retire notes for 173 Bedford St. and 20 Pelham Rd. land purchases, detailed in the Funding Set-Aside line.

**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 FY2020 recommendation for the Reserve Fund is \$900,000, which represents no increase from the FY2019 appropriation.

**Notes:** The FY2017 and FY2018 budgets for the Reserve Fund were \$900,000 in each year.

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).

In FY2018, a total of \$106,000 was transferred for –

- completion of a School Master Plan by the Department of Public Facilities.

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



**Budget Summary**

<b>Funding Sources</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Projected</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Tax Levy	\$ —	\$ —	\$ 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>

<b>Appropriation Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
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>

<b>Level-Service Requests</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
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>

<b>Object Code Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
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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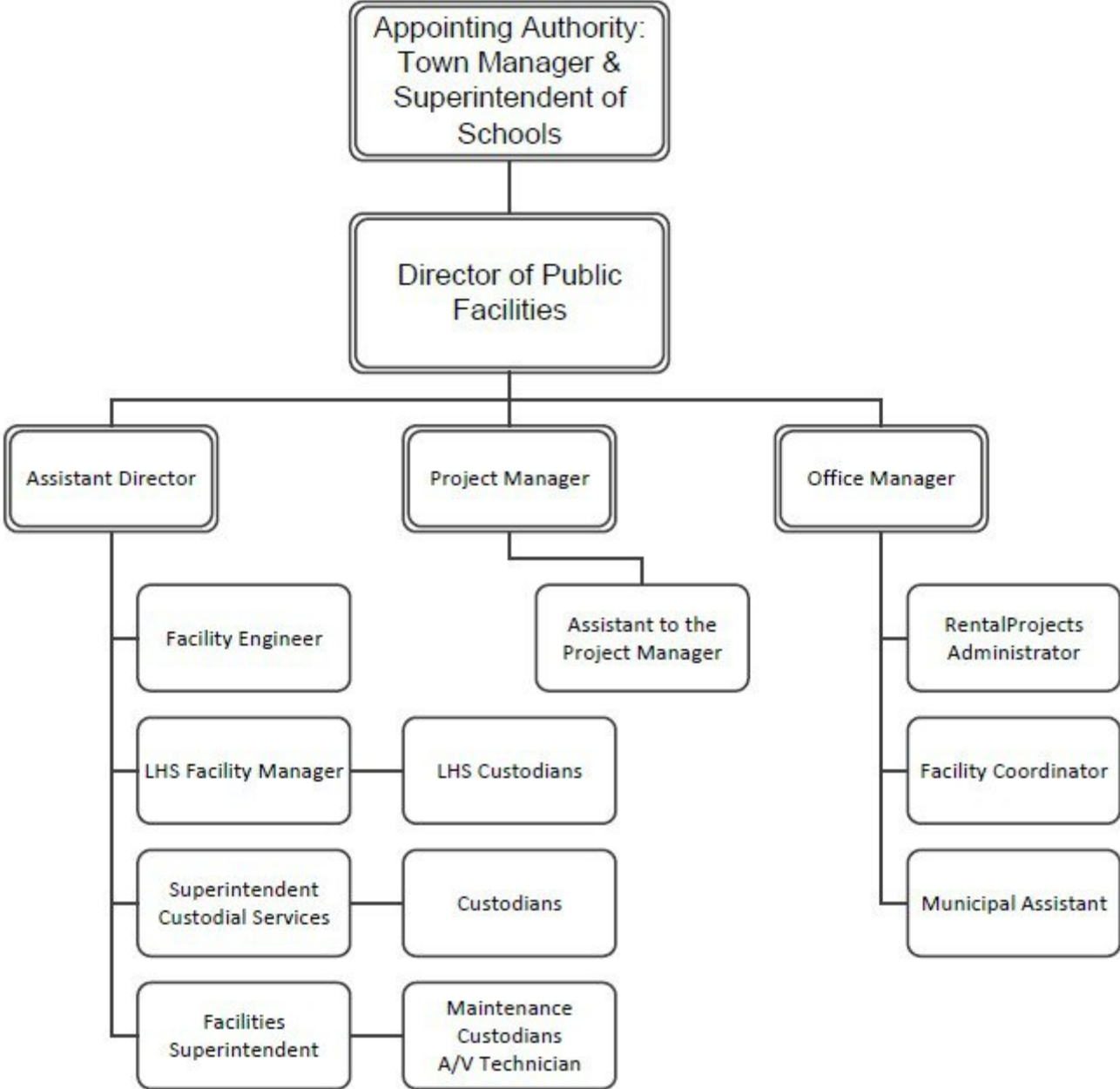


**Mission:** The mission of the Department of Public Facilities is to manage the efficient operation and maintenance of Town buildings, preserve the facility and equipment assets of the Town, and plan and implement capital improvements. This mission is accomplished by establishing appropriate services 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.



## Authorized/Appropriated Staffing

<b>School Facilities 2610</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Mgr's Rec.</b>
Maintenance Staff	11	11	11	11
Custodian*	49	52	52	54
<b>Subtotal FTE</b>	<b>60</b>	<b>63</b>	<b>63</b>	<b>65</b>

### Municipal Facilities 2620

Custodian	10	10	10	10
<b>Subtotal FTE</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

### Shared Facilities 2630

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
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
<b>Subtotal FTE</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>

<b>Total FTE</b>	<b>81.5</b>	<b>84.5</b>	<b>84.5</b>	<b>86.5</b>
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Notes:

\* FY2018 includes 3 additional staff for the Central Administration Building, and Diamond and Clarke Middle School additions and renovations. FY2020 include 2.0 additional staff for new LCP building (1.5) and (.5) Custodian for added sq ft. at Hastings Elementary School.

### Budget Recommendations:

The FY2020 recommended All Funds Department of Public Facilities budget inclusive of the General Fund operating budget and the Building Rental Revolving Fund is \$12,176,202. The recommended budget is a \$911,635, or 8.09% increase from the FY2019 budget.

The Department of Public Facilities FY2020 recommended General Fund operating budget – inclusive of the Education Facilities, Municipal Facilities and Shared Facilities divisions – is \$11,631,286, which is a \$897,558, or 8.36% increase from the FY2019 General Fund budget.

The General Fund operating budget for Compensation is \$5,655,906, and reflects a \$182,620 or 3.34% increase, which provides contractually obligated step increases and cost of living increases, as well as sufficient funding for anticipated increases for the SEIU contract which expired on June 30, 2018. The budget reflects the addition of two custodians for the Lexington Children's Place and the new Hastings School, which are slated for occupancy in September 2019 and February 2020, respectively.

The General Fund operating budget for Expenses is \$5,975,380 and reflects a \$714,938, or 13.59% increase. The FY2019 Program Improvement Request for \$25,000 to contract with an Owner's Agent to identify opportunities to incorporate solar on additional buildings is completed in this budget. For FY2020, three new Program Improvement Requests are included to fund ongoing expenses - two to fund routine painting of classrooms and offices at both school and municipal buildings for a total of \$150,000, and a third to maintain the security cameras which were installed at municipal buildings in 2017.

Overall Utility costs are increasing by \$423,738 or 14.3%, which includes a new charge of \$100,000 for propane to heat the apparatus tent at the temporary fire station; and increases of \$16,750 or 2.4% in natural gas, and \$306,488 or 14.1% in electricity. Both rates reflect recently signed two-year utility supply contracts, and updated utilization projections. That utilization includes three new all-electric buildings which will come online in FY2020, and will not immediately have solar installations to offset their usage. Electric costs reflect an offset of \$126,500 from current rooftop solar production.

The FY2020 Facilities Department recommended Building Rental Revolving Fund budget is \$544,916, an increase of \$14,077 or 2.65%, which is primarily attributable to prospective increases in wages and 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	
School Painting Maintenance	\$ 105,000	\$ —	\$ 105,000	\$ 105,000	\$ —	\$ 105,000	\$ —
Municipal Painting Maintenance	\$ 45,000	\$ —	\$ 45,000	\$ 45,000	\$ —	\$ 45,000	\$ —
Maintain Municipal Security Cameras	\$ 46,000	\$ —	\$ 46,000	\$ 46,000	\$ —	\$ 46,000	\$ —

## Budget Summary - General Fund

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 10,094,176	\$ 10,440,478	\$ 10,716,027	\$ 11,611,820	\$ 895,793	8.36 %
PEG Special Revenue Fund	\$ —	\$ —	\$ 17,701	\$ 19,466	\$ 1,765	9.97 %
<b>Total 2600 - Gen'l Fund</b>	<b>\$ 10,094,176</b>	<b>\$ 10,440,478</b>	<b>\$ 10,733,728</b>	<b>\$ 11,631,286</b>	<b>\$ 897,558</b>	<b>8.36 %</b>

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 5,139,418	\$ 5,199,874	\$ 5,473,286	\$ 5,655,906	\$ 182,620	3.34 %
Expenses	\$ 4,954,758	\$ 5,240,604	\$ 5,260,442	\$ 5,975,380	\$ 714,938	13.59 %
<b>Total 2600 - Gen'l Fund</b>	<b>\$ 10,094,176</b>	<b>\$ 10,440,478</b>	<b>\$ 10,733,728</b>	<b>\$ 11,631,286</b>	<b>\$ 897,558</b>	<b>8.36 %</b>

Program Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
2610 - Education Facilities	\$ 7,104,090	\$ 7,453,280	\$ 7,554,081	\$ 8,170,320	\$ 616,239	8.16 %
2620 - Municipal Facilities	\$ 1,904,772	\$ 1,905,530	\$ 2,018,415	\$ 2,260,468	\$ 242,053	11.99 %
2630 - Shared Facilities	\$ 1,085,314	\$ 1,081,668	\$ 1,161,232	\$ 1,200,498	\$ 39,266	3.38 %
<b>Total 2600 - Gen'l Fund</b>	<b>\$ 10,094,176</b>	<b>\$ 10,440,478</b>	<b>\$ 10,733,728</b>	<b>\$ 11,631,286</b>	<b>\$ 897,558</b>	<b>8.36 %</b>

Object Code Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 4,791,309	\$ 4,909,846	\$ 5,188,548	\$ 5,360,254	\$ 171,706	3.31 %
Overtime	\$ 348,110	\$ 290,028	\$ 284,738	\$ 295,652	\$ 10,914	3.83 %
<i>Personal Services</i>	<i>\$ 5,139,418</i>	<i>\$ 5,199,874</i>	<i>\$ 5,473,286</i>	<i>\$ 5,655,906</i>	<i>\$ 182,620</i>	<i>3.34 %</i>
Contractual Services	\$ 1,257,330	\$ 1,349,081	\$ 1,336,500	\$ 1,630,200	\$ 293,700	21.98 %
Utilities	\$ 2,834,801	\$ 3,064,596	\$ 3,042,942	\$ 3,448,980	\$ 406,038	13.34 %
Supplies	\$ 733,326	\$ 699,780	\$ 743,000	\$ 756,700	\$ 13,700	1.84 %
Small Capital	\$ 129,301	\$ 127,147	\$ 138,000	\$ 139,500	\$ 1,500	1.09 %
<i>Expenses</i>	<i>\$ 4,954,758</i>	<i>\$ 5,240,604</i>	<i>\$ 5,260,442</i>	<i>\$ 5,975,380</i>	<i>\$ 714,938</i>	<i>13.59 %</i>
<b>Total 2600 - Gen'l Fund</b>	<b>\$ 10,094,176</b>	<b>\$ 10,440,478</b>	<b>\$ 10,733,728</b>	<b>\$ 11,631,286</b>	<b>\$ 897,558</b>	<b>8.36 %</b>

## Budget Summary - Non-General Funds

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Building Rental Revolving Fund	\$ 550,334	\$ 565,538	\$ 550,000	\$ 550,000	\$ —	— %
PEG Revolving Fund*	\$ 20,396	\$ 19,294	\$ —	\$ —	\$ —	— %
<b>Total 2600 - Non-Gen'l Fund</b>	<b>\$ 570,730</b>	<b>\$ 584,832</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ —</b>	<b>— %</b>

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

Appropriations Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
<b>Building Rental Revolving Fund</b>	<b>\$ 456,073</b>	<b>\$ 478,447</b>	<b>\$ 530,839</b>	<b>\$ 544,916</b>	<b>\$ 14,077</b>	<b>2.65%</b>
Personal Services	\$ 250,844	\$ 277,326	\$ 316,374	\$ 329,888	\$ 13,514	4.27 %
Expenses	\$ 191,439	\$ 189,452	\$ 198,000	\$ 198,000	\$ —	— %
Benefits	\$ 13,790	\$ 11,669	\$ 16,466	\$ 17,028	\$ 562	3.41 %
<b>PEG Revolving Fund</b>	<b>\$ 20,396</b>	<b>\$ 19,294</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>—%</b>
Personal Services	\$ 16,146	\$ 16,347	\$ —	\$ —	\$ —	— %
Expenses	\$ 4,250	\$ 2,947	\$ —	\$ —	\$ —	— %
<b>Total 2600 - Non-Gen'l Fund</b>	<b>\$ 476,469</b>	<b>\$ 497,741</b>	<b>\$ 530,839</b>	<b>\$ 544,916</b>	<b>\$ 14,077</b>	<b>2.65 %</b>

## Budget Summary - All Funds

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 5,406,408	\$ 5,493,547	\$ 5,789,660	\$ 5,985,794	\$ 196,134	3.39 %
Expenses	\$ 5,146,197	\$ 5,430,056	\$ 5,458,442	\$ 6,173,380	\$ 714,938	13.10 %
Benefits	\$ 18,040	\$ 14,617	\$ 16,466	\$ 17,028	\$ 562	3.41 %
<b>Total 2600 (All Funds)</b>	<b>\$ 10,570,645</b>	<b>\$ 10,938,219</b>	<b>\$ 11,264,567</b>	<b>\$ 12,176,202</b>	<b>\$ 911,635</b>	<b>8.09 %</b>

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# Section V: Program 3000: Public Works

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This section includes detailed information about the FY2020 Operating Budget & Financing Plan for the Department of Public Works (DPW). It includes:

- 3000-3500 DPW Summary V-2
- 3100 DPW Administration & Engineering V-8
- 3200 Highway V-12
- 3300 Public Grounds V-16
- 3400 Environmental Services V-20
- 3600 Water Enterprise V-24
- 3700 Sewer Enterprise V-28

**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. Continue the stormwater initiatives in preparation for the new NPDES permit.
2. Support the implementation of People GIS Asset Management and Work Order System.
3. Work with Energy Committee and Sustainability Committee to improve energy efficiencies.

**Authorized/Appropriated Staffing**

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 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*	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	2	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	13
Grader/Shovel Operator	1	1	1	1
Information Coordinator	1	1	1	1
Seasonal Laborer	1.7	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***	1	1	2	2
Seasonal Heavy Equipment Operator***	0.5	0.5	—	—
Seasonal Laborer	0.7	0.7	0.7	0.7
<b>Total FTE</b>	<b>62.8</b>	<b>63.8</b>	<b>64.3</b>	<b>65.3</b>
<b>Total FT/PT</b>	<b>59 FT/9 PT</b>	<b>60 FT/9 PT</b>	<b>61 FT/8 PT</b>	<b>62 FT/8 PT</b>

**Explanatory Notes**

\* FT Dept. Acct. Asst. shown as 0.6 from General Fund; 0.4 is charged to Water and Sewer Enterprise.

\*\* New staff person added to Parks Division in FY2020 via a Program Improvement.

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

**Budget Recommendations:**

The FY2020 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 \$11,591,500. The recommended budget is a \$383,592, or 3.42% increase from the FY2019 budget.

The FY2020 recommended Public Works General Fund operating budget is \$10,482,790, which is a \$363,331, or 3.59% increase from the FY2019 General Fund budget.

The General Fund operating budget for Compensation is \$4,240,700, and reflects a \$84,677 or 2.04% increase, which is primarily attributable to the addition of a Heavy Equipment Operator in the Parks Division, as well as the cost of contractually obligated step increases and cost of living adjustments. FY2020 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2019. 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 \$6,242,090 and reflects a \$278,654 or 4.67% increase. Embedded in this increase are two Program Improvement Requests - the first will establish an ongoing funding stream of \$20,000 to repair and maintain the more than 25,000 linear feet of guardrails townwide; the second will fund an assessment of current snow removal operations for \$39,200 to identify further opportunities for efficiencies.

The combined FY2020 recommended Revolving Fund budgets (see page V-6) are \$1,108,710 which is a \$20,261 or 1.86% increase from the FY2019 budget.

Please see the division sections on the following pages for a detailed explanation of the FY2020 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	
Guardrail Improvements	\$ 20,000	\$ —	\$ 20,000	\$ 20,000	\$ —	\$ 20,000	\$ —
Snow Operations Optimization Program	\$ 39,200	\$ —	\$ 39,200	\$ 39,200	\$ —	\$ 39,200	\$ —
Landscape Equipment	\$ 22,000	\$ —	\$ 22,000	\$ —	\$ —	\$ —	\$ 22,000
W4 Heavy Equipment Operator	\$ 44,601	\$ 16,849	\$ 61,450	\$ 44,601	\$ 16,849	\$ 61,450	\$ —

**Budget Summary:**

<b>Funding Sources (General Fund)</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Projected</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Tax Levy	\$ 8,072,338	\$ 8,584,584	\$ 9,249,891	\$ 9,576,915	\$ 327,024	3.54 %
Enterprise Funds (Indirects)	\$ 642,435	\$ 615,957	\$ 594,543	\$ 593,350	\$ (1,193)	-0.20 %
Fees, Charges and Available Funds						
Parking Fund	\$ 75,124	\$ 72,900	\$ 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	9.57 %
Misc. Charges for Service	\$ 491	\$ 628	\$ 625	\$ 625	\$ —	— %
Licenses & Permits	\$ 39,564	\$ 86,790	\$ 38,000	\$ 38,000	\$ —	— %
<b>Total 3100-3500 DPW Gen'l Fund</b>	<b>\$ 9,060,540</b>	<b>\$ 9,589,049</b>	<b>\$ 10,119,459</b>	<b>\$ 10,482,790</b>	<b>\$ 363,331</b>	<b>3.59 %</b>

<b>Appropriation Summary (General Fund)</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Compensation	\$ 4,023,665	\$ 4,152,934	\$ 4,156,023	\$ 4,240,700	\$ 84,677	2.04 %
Expenses	\$ 5,036,876	\$ 5,436,115	\$ 5,963,436	\$ 6,242,090	\$ 278,654	4.67 %
<b>Total 3100-3500 DPW Gen'l Fund</b>	<b>\$ 9,060,540</b>	<b>\$ 9,589,049</b>	<b>\$ 10,119,459</b>	<b>\$ 10,482,790</b>	<b>\$ 363,331</b>	<b>3.59 %</b>

<b>Program Summary (General Fund)</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Total 3110 Administration	\$ 587,465	\$ 597,874	\$ 623,814	\$ 648,197	\$ 24,383	3.91 %
Total 3120 Town Engineering	\$ 735,959	\$ 790,904	\$ 909,768	\$ 931,465	\$ 21,697	2.38 %
Total 3130 Street Lighting	\$ 179,288	\$ 180,492	\$ 256,988	\$ 264,624	\$ 7,636	2.97 %
Total 3210 Highway	\$ 1,129,015	\$ 1,343,191	\$ 1,428,232	\$ 1,505,756	\$ 77,524	5.43 %
Total 3220 Equipment Maint.	\$ 672,879	\$ 706,271	\$ 722,722	\$ 735,642	\$ 12,920	1.79 %
Total 3230 Snow Removal	\$ 1,685,467	\$ 1,628,761	\$ 1,354,130	\$ 1,387,233	\$ 33,103	2.44 %
Total 3310 Parks	\$ 1,141,142	\$ 1,159,427	\$ 1,187,666	\$ 1,261,366	\$ 73,700	6.21 %
Total 3320 Forestry	\$ 335,068	\$ 455,004	\$ 473,775	\$ 493,866	\$ 20,091	4.24 %
Total 3330 Cemetery	\$ 326,387	\$ 298,914	\$ 347,151	\$ 344,175	\$ (2,976)	-0.86 %
Total 3410 Refuse Collection	\$ 811,056	\$ 847,460	\$ 964,443	\$ 993,376	\$ 28,933	3.00 %
Total 3420 Recycling	\$ 907,032	\$ 994,641	\$ 1,219,858	\$ 1,270,368	\$ 50,510	4.14 %
Total 3430 Refuse Disposal	\$ 549,784	\$ 586,109	\$ 630,912	\$ 646,722	\$ 15,810	2.51 %
<b>Total 3100-3500 DPW Gen'l Fund</b>	<b>\$ 9,060,540</b>	<b>\$ 9,589,049</b>	<b>\$ 10,119,459</b>	<b>\$ 10,482,790</b>	<b>\$ 363,331</b>	<b>3.59 %</b>

<b>Object Code Summary (General Fund)</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Salaries & Wages	\$ 3,462,872	\$ 3,547,253	\$ 3,768,638	\$ 3,848,208	\$ 79,570	2.11 %
Overtime	\$ 560,793	\$ 605,680	\$ 387,385	\$ 392,492	\$ 5,107	1.32 %
<i>Personal Services</i>	<i>\$ 4,023,665</i>	<i>\$ 4,152,934</i>	<i>\$ 4,156,023</i>	<i>\$ 4,240,700</i>	<i>\$ 84,677</i>	<i>2.04 %</i>
Contractual Services	\$ 3,593,056	\$ 3,977,436	\$ 4,413,338	\$ 4,648,391	\$ 235,053	5.33 %
Utilities	\$ 390,405	\$ 359,291	\$ 394,498	\$ 411,099	\$ 16,601	4.21 %
Supplies	\$ 980,880	\$ 1,036,973	\$ 1,063,100	\$ 1,085,600	\$ 22,500	2.12 %
Small Capital	\$ 72,535	\$ 62,415	\$ 92,500	\$ 97,000	\$ 4,500	4.86 %
<i>Expenses</i>	<i>\$ 5,036,876</i>	<i>\$ 5,436,115</i>	<i>\$ 5,963,436</i>	<i>\$ 6,242,090</i>	<i>\$ 278,654</i>	<i>4.67 %</i>
<b>Total 3100-3500 DPW Gen'l Fund</b>	<b>\$ 9,060,540</b>	<b>\$ 9,589,049</b>	<b>\$ 10,119,459</b>	<b>\$ 10,482,790</b>	<b>\$ 363,331</b>	<b>3.59 %</b>

## Budget Summary - Revolving Funds\*

Funding Sources (Non-General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Regional Cache - Hartwell Avenue	\$ 8,487	\$ 5,964	\$ 10,000	\$ 30,000	\$ 20,000	200.00 %
Lexington Tree Fund	\$ 36,350	\$ 17,675	\$ 45,000	\$ 45,000	\$ —	— %
Burial Containers	\$ 46,775	\$ 39,885	\$ 50,000	\$ 50,000	\$ —	— %
Compost Operations	\$ 448,402	\$ 652,167	\$ 793,449	\$ 793,449	\$ —	— %
Minuteman Household Hazardous Waste	\$ 163,234	\$ 138,286	\$ 190,000	\$ 220,000	\$ 30,000	15.79 %
<b>Total 3100-3500 DPW Rev. Funds</b>	<b>\$ 703,248</b>	<b>\$ 853,977</b>	<b>\$ 1,088,449</b>	<b>\$ 1,138,449</b>	<b>\$ 50,000</b>	<b>4.59 %</b>

\*Revolving Funds are authorized by Town Meeting via Article 13, and are not appropriated under Article 11.

Appropriation Summary (Non-General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
<b>Regional Cache - Hartwell Avenue (3110)</b>						
Expenses	\$ 2,134	\$ 7,841	\$ 10,000	\$ 20,000	\$ 10,000	100.00 %
<b>Tree Revolving Fund (3320)</b>						
Expenses	\$ 41,151	\$ 24,500	\$ 45,000	\$ 45,000	\$ —	— %
<b>Burial Containers Revolving Fund (3330)</b>						
Expenses	\$ 37,280	\$ 33,410	\$ 50,000	\$ 50,000	\$ —	— %
<b>Compost Operations Rev. Fund (3420)</b>	<b>\$ 543,547</b>	<b>\$ 778,246</b>	<b>\$ 793,448</b>	<b>\$ 773,710</b>	<b>\$(19,738)</b>	<b>-2.49%</b>
Compensation	\$ 264,616	\$ 266,431	\$ 315,907	\$ 317,272	\$ 1,365	0.43 %
Expenses	\$ 156,192	\$ 323,724	\$ 193,150	\$ 171,350	\$ (21,800)	-11.29 %
Benefits	\$ 31,511	\$ 45,845	\$ 67,532	\$ 67,785	\$ 253	0.37 %
Debt	\$ 91,228	\$ 142,246	\$ 216,859	\$ 217,303	\$ 444	0.20 %
<b>Minuteman Household Haz. Waste (3420)</b>						
Expenses	\$ 170,164	\$ 149,999	\$ 190,000	\$ 220,000	\$ 30,000	15.79 %
<b>Total 3100-3500 DPW Rev. Funds</b>	<b>\$ 794,276</b>	<b>\$ 993,996</b>	<b>\$ 1,088,449</b>	<b>\$ 1,108,710</b>	<b>\$ 20,261</b>	<b>1.86 %</b>

## Budget Summary - All Funds

Appropriation Summary (All Funds)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 4,288,281	\$ 4,419,365	\$ 4,471,930	\$ 4,557,972	\$ 86,042	1.92 %
Expenses	\$ 5,443,796	\$ 5,975,590	\$ 6,451,586	\$ 6,748,440	\$ 296,854	4.60 %
Benefits (Revolving Funds)	\$ 31,511	\$ 45,845	\$ 67,532	\$ 67,785	\$ 253	0.37 %
Debt Service (Revolving Fund)	\$ 91,228	\$ 142,246	\$ 216,859	\$ 217,303	\$ 444	0.20 %
<b>Total 3100-3500 DPW All Funds</b>	<b>\$ 9,854,816</b>	<b>\$ 10,583,045</b>	<b>\$ 11,207,908</b>	<b>\$ 11,591,500</b>	<b>\$ 383,592</b>	<b>3.42 %</b>

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

**Budget Overview:**

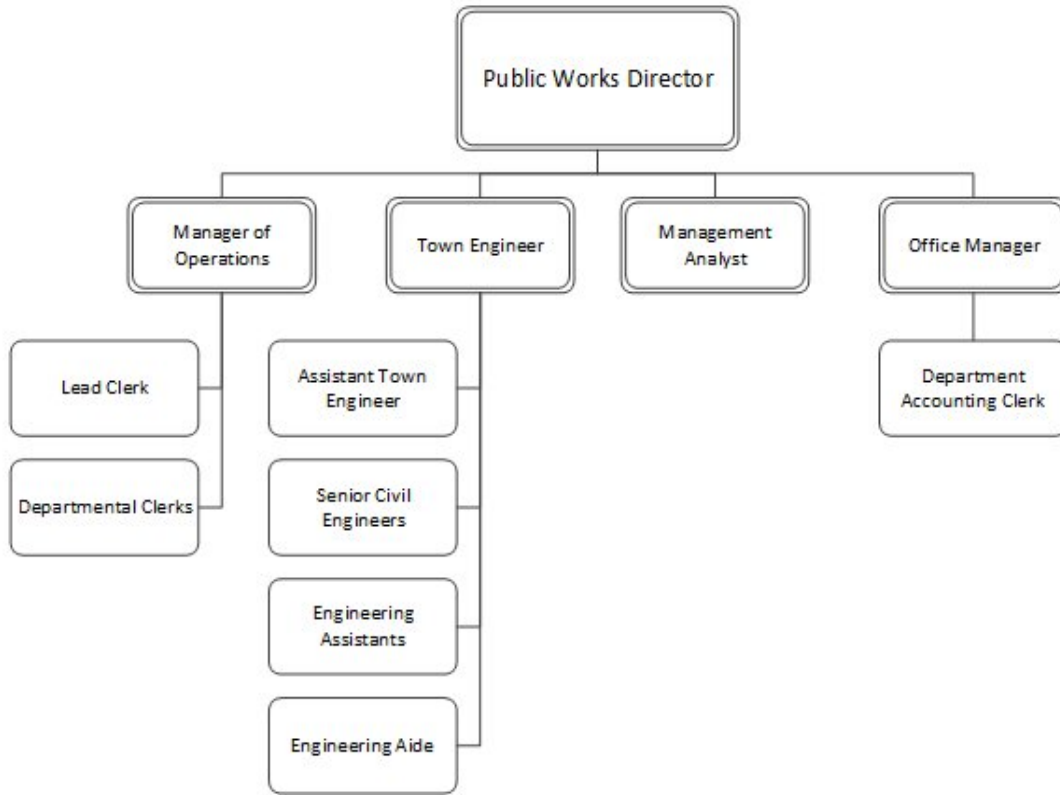
DPW Administration includes Administration, Operations, Engineering and Street Lighting. DPW Administration Management staff plan, supervise, coordinate, schedule and direct the department's activities. Staff are responsible for preparing budgets, monitoring expenditures, developing bid specifications 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. Continue to implement new work processes for tracking assignments and continue to research options for the fuel system.
3. Continue to implement the NPDES program in a proactive, and cost efficient manner.
4. Continue improving the DPW asset management plan.





### Authorized/Appropriated Staffing

	FY2017 Budget	FY2018 Budget	FY2019 Budget	FY2020 Request
<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	2	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>8 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

## **Budget Recommendations:**

The FY2020 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 \$1,864,286. The recommended budget is a \$63,716 or 3.54% increase from the FY2019 budget.

The recommended FY2020 Administration and Engineering General Fund operating budget is \$1,844,286 which is a \$53,716, or 3.00% increase from FY2019. Of this amount, \$1,409,361 is for Compensation and reflects a \$39,216 or 2.86% increase, which is attributable to the cost of contractually obligated step increases and cost of living adjustments. FY2020 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2019. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The recommended FY2020 Administration and Engineering General Fund operating budget for Expenses is \$434,925 and reflects a \$14,500, or 3.45% increase. The increase is spread across numerous budget lines across all three budget areas, and reflects adjustments to keep expenses in line with actual experience.

The FY2020 recommended Regional Cache Revolving Fund request is funded at \$30,000, an increase of \$10,000 or 100% from FY2019 due to higher equipment repair costs, funded by the fees paid by member towns for borrowing the equipment.

## **Program Improvement Requests:**

None requested.

## Budget Summary:

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 1,125,692	\$ 1,113,991	\$ 1,346,438	\$ 1,387,234	\$ 40,796	3.03 %
Enterprise Funds (Indirects)	\$ 335,179	\$ 366,160	\$ 403,807	\$ 416,727	\$ 12,920	3.20 %
<b>Fees &amp; Charges</b>						
Charges for Service	\$ 491	\$ 628	\$ 625	\$ 625	\$ —	— %
Licenses & Permits	\$ 39,564	\$ 86,790	\$ 38,000	\$ 38,000	\$ —	— %
Parking Fund	\$ 1,785	\$ 1,700	\$ 1,700	\$ 1,700	\$ —	— %
<b>Total 3100 - General Fund</b>	<b>\$ 1,502,711</b>	<b>\$ 1,569,269</b>	<b>\$ 1,790,570</b>	<b>\$ 1,844,286</b>	<b>\$ 53,716</b>	<b>3.00 %</b>

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,180,011	\$ 1,238,595	\$ 1,370,145	\$ 1,409,361	\$ 39,216	2.86 %
Expenses	\$ 322,700	\$ 330,675	\$ 420,425	\$ 434,925	\$ 14,500	3.45 %
<b>Total 3100 - General Fund</b>	<b>\$ 1,502,711</b>	<b>\$ 1,569,269</b>	<b>\$ 1,790,570</b>	<b>\$ 1,844,286</b>	<b>\$ 53,716</b>	<b>3.00 %</b>

Program Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total 3110 DPW Administration	\$ 587,465	\$ 597,874	\$ 623,814	\$ 648,197	\$ 24,383	3.91 %
Total 3120 Engineering	\$ 735,959	\$ 790,904	\$ 909,768	\$ 931,465	\$ 21,697	2.38 %
Total 3130 Street Lighting	\$ 179,288	\$ 180,492	\$ 256,988	\$ 264,624	\$ 7,636	2.97 %
<b>Total 3100 - General Fund</b>	<b>\$ 1,502,711</b>	<b>\$ 1,569,269</b>	<b>\$ 1,790,570</b>	<b>\$ 1,844,286</b>	<b>\$ 53,716</b>	<b>3.00 %</b>

Object Code Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,173,552	\$ 1,233,576	\$ 1,356,158	\$ 1,395,121	\$ 38,963	2.87 %
Overtime	\$ 6,459	\$ 5,019	\$ 13,987	\$ 14,240	\$ 253	1.81 %
<i>Personal Services</i>	<i>\$ 1,180,011</i>	<i>\$ 1,238,595</i>	<i>\$ 1,370,145</i>	<i>\$ 1,409,361</i>	<i>\$ 39,216</i>	<i>2.86 %</i>
Contractual Services	\$ 183,812	\$ 187,286	\$ 229,625	\$ 239,475	\$ 9,850	4.29 %
Utilities	\$ 105,707	\$ 109,056	\$ 122,000	\$ 122,400	\$ 400	0.33 %
Supplies	\$ 32,467	\$ 24,532	\$ 67,300	\$ 71,550	\$ 4,250	6.32 %
Small Capital	\$ 715	\$ 9,800	\$ 1,500	\$ 1,500	\$ —	— %
<i>Expenses</i>	<i>\$ 322,700</i>	<i>\$ 330,675</i>	<i>\$ 420,425</i>	<i>\$ 434,925</i>	<i>\$ 14,500</i>	<i>3.45 %</i>
<b>Total 3100 - General Fund</b>	<b>\$ 1,502,711</b>	<b>\$ 1,569,269</b>	<b>\$ 1,790,570</b>	<b>\$ 1,844,286</b>	<b>\$ 53,716</b>	<b>3.00 %</b>

## Budget Summary - Revolving Funds\*

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Regional Cache - Hartwell Ave.	\$ 8,487	\$ 5,964	\$ 10,000	\$ 30,000	\$ 20,000	200.00 %
<b>Total 3100 - Revolving Funds</b>	<b>\$ 8,487</b>	<b>\$ 5,964</b>	<b>\$ 10,000</b>	<b>\$ 30,000</b>	<b>\$ 20,000</b>	<b>200.00 %</b>

\*Revolving Funds are authorized by Town Meeting via Article 13, and are not appropriated under Article 11.

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
<b>Regional Cache - Hartwell Ave.</b>						
Expenses	\$ 2,134	\$ 7,841	\$ 10,000	\$ 20,000	\$ 10,000	100.00 %
<b>Total 3100 - Revolving Funds</b>	<b>\$ 2,134</b>	<b>\$ 7,841</b>	<b>\$ 10,000</b>	<b>\$ 20,000</b>	<b>\$ 10,000</b>	<b>100.00 %</b>

## Budget Summary - All Funds

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,180,011	\$ 1,238,595	\$ 1,370,145	\$ 1,409,361	\$ 39,216	2.86 %
Expenses	\$ 324,834	\$ 338,516	\$ 430,425	\$ 454,925	\$ 24,500	5.69 %
<b>Total 3100 - All Funds</b>	<b>\$ 1,504,845</b>	<b>\$ 1,577,110</b>	<b>\$ 1,800,570</b>	<b>\$ 1,864,286</b>	<b>\$ 63,716</b>	<b>3.54 %</b>

**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.

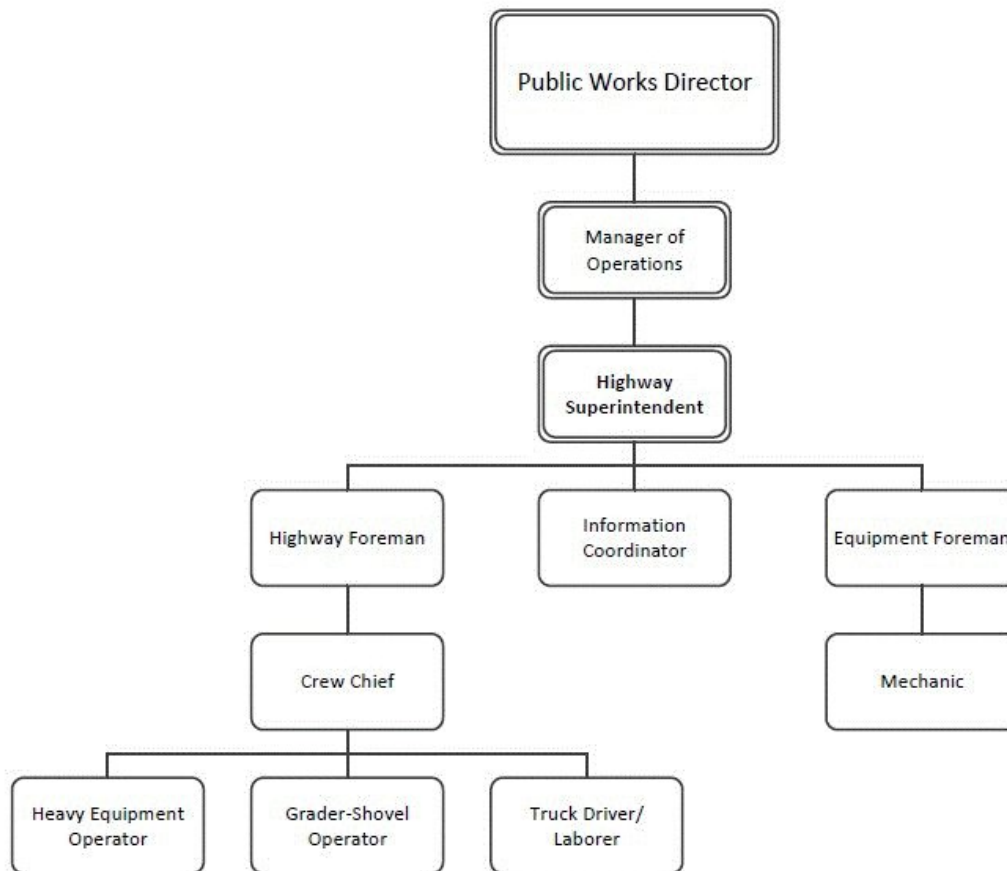
**Budget Overview:** The Highway Division includes Highway Maintenance, Road Machinery and Snow Removal.

- 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 the drainage flushing program and meeting the MS4 permitting requirements.
2. Take proactive measures to repair catch basins town wide.
3. Refine the use of enhanced liquids with salt in order to enhance the treatment processes and reduce salt consumption.
4. Continue researching and utilizing composite plow edge technology.
5. Meet the new state training requirements under the act that further defines the standard of employee safety ([Chapter 44 of the Acts of 2018](#)). This State law took effect on February 1, 2019.



**Authorized/Appropriated Staffing**

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 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
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	0.5	0.5	0.5	0.5
<b>Subtotal FTE</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>
<b>Subtotal FT/PT</b>	<b>13 FT/1 PT</b>	<b>13 FT/1 PT</b>	<b>13 FT/1 PT</b>	<b>13 FT/1 PT</b>
<b>Element 3220: Equipment Maintenance</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>18.5</b>	<b>18.5</b>	<b>18.5</b>	<b>18.5</b>
<b>Total Full/Part Time</b>	<b>18 FT/1 PT</b>	<b>18 FT/1 PT</b>	<b>18 FT/1 PT</b>	<b>18 FT/1 PT</b>

## Budget Recommendations:

The FY2020 recommended Highway budget inclusive of the Highway Maintenance, Road Machinery and Snow Removal divisions is \$3,628,631. The recommended budget is a \$123,547, or 3.52%, increase from the FY2019 budget.

The budget for Compensation is \$1,348,632, which is essentially flat from FY2019, with savings from staff turnover offsetting contractually obligated step increases. FY2020 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2019. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager’s budget.

The budget for Expenses is \$2,279,999 and reflects a \$123,601 or 5.73% increase which represents an increase for outside snow plowing contractors following a rebid of services and the addition of two recommended Program Improvement Requests - the first will establish an ongoing funding stream of \$20,000 to repair and maintain the more than 25,000 linear feet of guardrails townwide; the second will fund an assessment of current snow removal operations for \$39,200 to identify further opportunities for efficiencies.

## 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	
Guardrail Improvements	\$ 20,000	\$ —	\$ 20,000	\$ 20,000	\$ —	\$ 20,000	\$ —
Snow Operations Optimization Program	\$ 39,200	\$ —	\$ 39,200	\$ 39,200	\$ —	\$ 39,200	\$ —

## Budget Summary:

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 3,224,151	\$ 3,470,987	\$ 3,329,511	\$ 3,469,543	\$ 140,032	4.21%
Enterprise Funds (Indirects)	\$ 189,872	\$ 136,037	\$ 104,373	\$ 87,888	\$ (16,485)	-15.79%
<b>Fees &amp; Charges</b>						
Parking Fund	\$ 73,339	\$ 71,200	\$ 71,200	\$ 71,200	\$ —	—%
<b>Total 3200 Highway</b>	<b>\$ 3,487,362</b>	<b>\$ 3,678,224</b>	<b>\$ 3,505,084</b>	<b>\$ 3,628,631</b>	<b>\$ 123,547</b>	<b>3.52%</b>

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,507,266	\$ 1,530,894	\$ 1,348,686	\$ 1,348,632	\$ (54)	—%
Expenses	\$ 1,980,096	\$ 2,147,329	\$ 2,156,398	\$ 2,279,999	\$ 123,601	5.73%
<b>Total 3200 Highway</b>	<b>\$ 3,487,362</b>	<b>\$ 3,678,224</b>	<b>\$ 3,505,084</b>	<b>\$ 3,628,631</b>	<b>\$ 123,547</b>	<b>3.52%</b>

Program Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total 3210 Highway Maintenance	\$ 1,129,015	\$ 1,343,191	\$ 1,428,232	\$ 1,505,756	\$ 77,524	5.43%
Total 3220 Equipment Maintenance	\$ 672,879	\$ 706,271	\$ 722,722	\$ 735,642	\$ 12,920	1.79%
Total 3230 Snow Removal	\$ 1,685,467	\$ 1,628,761	\$ 1,354,130	\$ 1,387,233	\$ 33,103	2.44%
<b>Total 3200 Highway</b>	<b>\$ 3,487,362</b>	<b>\$ 3,678,224</b>	<b>\$ 3,505,084</b>	<b>\$ 3,628,631</b>	<b>\$ 123,547</b>	<b>3.52%</b>

Object Code Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,095,805	\$ 1,104,404	\$ 1,083,492	\$ 1,079,991	\$ (3,501)	-0.32%
Overtime	\$ 411,461	\$ 426,491	\$ 265,194	\$ 268,641	\$ 3,447	1.30%
<i>Personal Services</i>	<i>\$ 1,507,266</i>	<i>\$ 1,530,894</i>	<i>\$ 1,348,686</i>	<i>\$ 1,348,632</i>	<i>\$ (54)</i>	<i>—%</i>
Contractual Services	\$ 1,004,497	\$ 1,137,783	\$ 1,034,700	\$ 1,125,900	\$ 91,200	8.81%
Utilities	\$ 142,190	\$ 191,922	\$ 214,798	\$ 224,999	\$ 10,201	4.75%
Supplies	\$ 786,591	\$ 776,486	\$ 823,900	\$ 844,100	\$ 20,200	2.45%
Small Capital	\$ 46,817	\$ 41,138	\$ 83,000	\$ 85,000	\$ 2,000	2.41%
<i>Expenses</i>	<i>\$ 1,980,096</i>	<i>\$ 2,147,329</i>	<i>\$ 2,156,398</i>	<i>\$ 2,279,999</i>	<i>\$ 123,601</i>	<i>5.73%</i>
<b>Total 3200 Highway</b>	<b>\$ 3,487,362</b>	<b>\$ 3,678,224</b>	<b>\$ 3,505,084</b>	<b>\$ 3,628,631</b>	<b>\$ 123,547</b>	<b>3.52%</b>

**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.

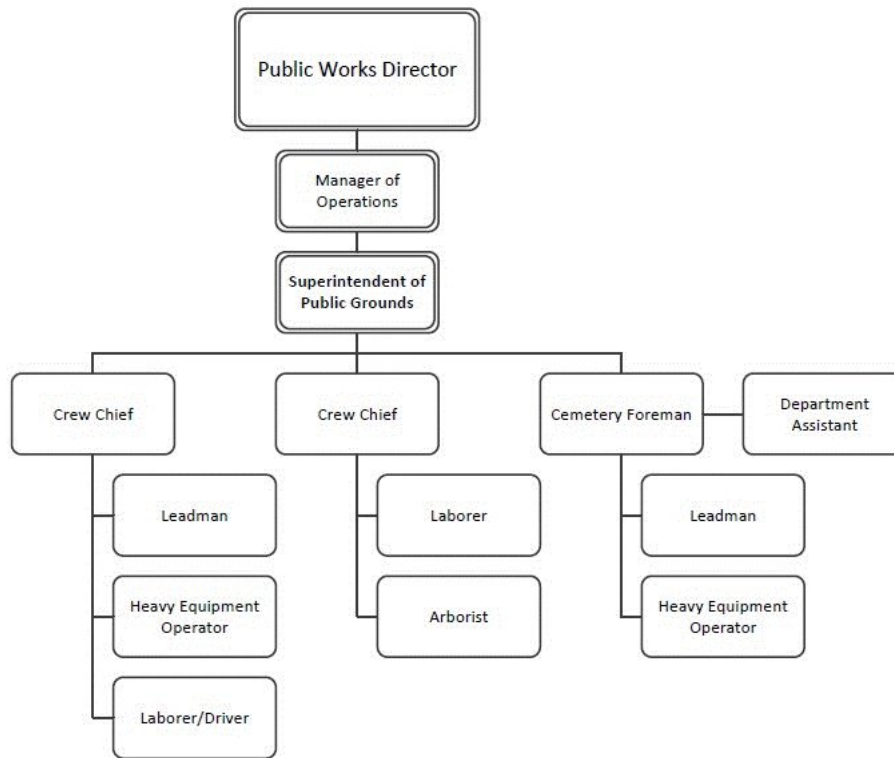
- The Parks staff maintain 9 parks, 12 playgrounds, 28 conservation areas, 41 athletic fields, 12 school grounds, 4 tennis facilities, 3 historical sites, the pool and reservoir complexes as well as the Town's bicycle, fitness and conservation trails totaling approximately 630 acres. Lexington's athletic 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 2019, the target areas were the Muzzey Soccer Field and Harrington Baseball Field.
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 FY2020 plantings will come from bare root trees from a supplier.
3. Continue to implement 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.





**Authorized/Appropriated Staffing**

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Request</b>
<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	7
Laborer-Truck Driver	1	1	1	1
<b>Subtotal FTE</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>16</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>16 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>26.2</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>25 FT/4 PT</b>

## Budget Recommendations:

The FY2020 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 \$2,194,407, which is a \$90,815 or 4.32% increase over the FY2019 budget.

The combined Parks, Forestry and Cemetery FY2020 recommended General Fund operating budget is \$2,099,407 which is a \$90,815 or 4.52% increase from the FY2019 General Fund budget.

The combined Parks, Forestry and Cemetery General Fund operating budget for Compensation is \$1,482,707 and reflects a \$45,515 or 3.17% increase, which is primarily attributable to the addition of a Heavy Equipment Operator in the Parks Division, as well as the cost of contractually obligated step increases and cost of living adjustments. FY2020 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2019. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager’s budget.

The combined Parks, Forestry and Cemetery General Fund operating budget for Expenses is \$616,700 and reflects a \$45,300 or 7.93% 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 FY2020 revolving fund budgets are funded at \$95,000, which are level-funded.

## 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 Equipment	\$ 22,000	\$ —	\$ 22,000	\$ —	\$ —	\$ —	\$ 22,000
W4 Heavy Equipment Operator	\$ 44,601	\$ 16,849	\$ 61,450	\$ 44,601	\$ 16,849	\$ 61,450	\$ —

## Budget Summary:

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 1,454,624	\$ 1,571,395	\$ 1,758,729	\$ 1,809,672	\$ 50,943	2.90 %
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>\$ 1,802,596</b>	<b>\$ 1,913,345</b>	<b>\$ 2,008,592</b>	<b>\$ 2,099,407</b>	<b>\$ 90,815</b>	<b>4.52 %</b>

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,336,388	\$ 1,383,444	\$ 1,437,192	\$ 1,482,707	\$ 45,515	3.17 %
Expenses	\$ 466,208	\$ 529,901	\$ 571,400	\$ 616,700	\$ 45,300	7.93 %
<b>Total 3300 - General Fund</b>	<b>\$ 1,802,596</b>	<b>\$ 1,913,345</b>	<b>\$ 2,008,592</b>	<b>\$ 2,099,407</b>	<b>\$ 90,815</b>	<b>4.52 %</b>

Program Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total 3310 Parks Division	\$ 1,141,142	\$ 1,159,427	\$ 1,187,666	\$ 1,261,366	\$ 73,700	6.21 %
Total 3320 Forestry	\$ 335,068	\$ 455,004	\$ 473,775	\$ 493,866	\$ 20,091	4.24 %
Total 3330 Cemetery	\$ 326,387	\$ 298,914	\$ 347,151	\$ 344,175	\$ (2,976)	-0.86 %
<b>Total 3300 - General Fund</b>	<b>\$ 1,802,596</b>	<b>\$ 1,913,345</b>	<b>\$ 2,008,592</b>	<b>\$ 2,099,407</b>	<b>\$ 90,815</b>	<b>4.52 %</b>

Object Code Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,193,515	\$ 1,209,274	\$ 1,328,988	\$ 1,373,096	\$ 44,108	3.32 %
Overtime	\$ 142,873	\$ 174,171	\$ 108,204	\$ 109,611	\$ 1,407	1.30 %
<i>Personal Services</i>	<i>\$ 1,336,388</i>	<i>\$ 1,383,444</i>	<i>\$ 1,437,192</i>	<i>\$ 1,482,707</i>	<i>\$ 45,515</i>	<i>3.17 %</i>
Contractual Services	\$ 152,568	\$ 253,082	\$ 364,300	\$ 404,300	\$ 40,000	10.98 %
Utilities	\$ 142,508	\$ 58,312	\$ 57,700	\$ 63,700	\$ 6,000	10.40 %
Supplies	\$ 146,129	\$ 207,030	\$ 141,400	\$ 138,200	\$ (3,200)	-2.26 %
Small Capital	\$ 25,003	\$ 11,477	\$ 8,000	\$ 10,500	\$ 2,500	31.25 %
<i>Expenses</i>	<i>\$ 466,208</i>	<i>\$ 529,901</i>	<i>\$ 571,400</i>	<i>\$ 616,700</i>	<i>\$ 45,300</i>	<i>7.93 %</i>
<b>Total 3300 - General Fund</b>	<b>\$ 1,802,596</b>	<b>\$ 1,913,345</b>	<b>\$ 2,008,592</b>	<b>\$ 2,099,407</b>	<b>\$ 90,815</b>	<b>4.52 %</b>

## Budget Summary - Revolving Funds\*

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Lexington Tree Fund	\$ 36,350	\$ 17,675	\$ 45,000	\$ 45,000	\$ —	— %
Burial Containers	\$ 46,775	\$ 39,885	\$ 50,000	\$ 50,000	\$ —	— %
<b>Total 3300 - Revolving Funds</b>	<b>\$ 83,125</b>	<b>\$ 57,560</b>	<b>\$ 95,000</b>	<b>\$ 95,000</b>	<b>\$ —</b>	<b>— %</b>

\*Revolving Funds are authorized by Town Meeting via Article 13, and are not appropriated under Article 11.

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
<b>Lexington Tree Revolving Fund</b>						
Expenses	\$ 41,151	\$ 24,500	\$ 45,000	\$ 45,000	\$ —	— %
<b>Burial Container Revolving Fund</b>						
Expenses	\$ 37,280	\$ 33,410	\$ 50,000	\$ 50,000	\$ —	— %
<b>Total 3300 - Revolving Funds</b>	<b>\$ 78,431</b>	<b>\$ 57,910</b>	<b>\$ 95,000</b>	<b>\$ 95,000</b>	<b>\$ —</b>	<b>— %</b>

## Budget Summary - All Funds

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,336,388	\$ 1,383,444	\$ 1,437,192	\$ 1,482,707	\$ 45,515	3.17 %
Expenses	\$ 544,639	\$ 587,811	\$ 666,400	\$ 711,700	\$ 45,300	6.80 %
<b>Total 3300 - All Funds</b>	<b>\$ 1,881,027</b>	<b>\$ 1,971,255</b>	<b>\$ 2,103,592</b>	<b>\$ 2,194,407</b>	<b>\$ 90,815</b>	<b>4.32 %</b>

**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.

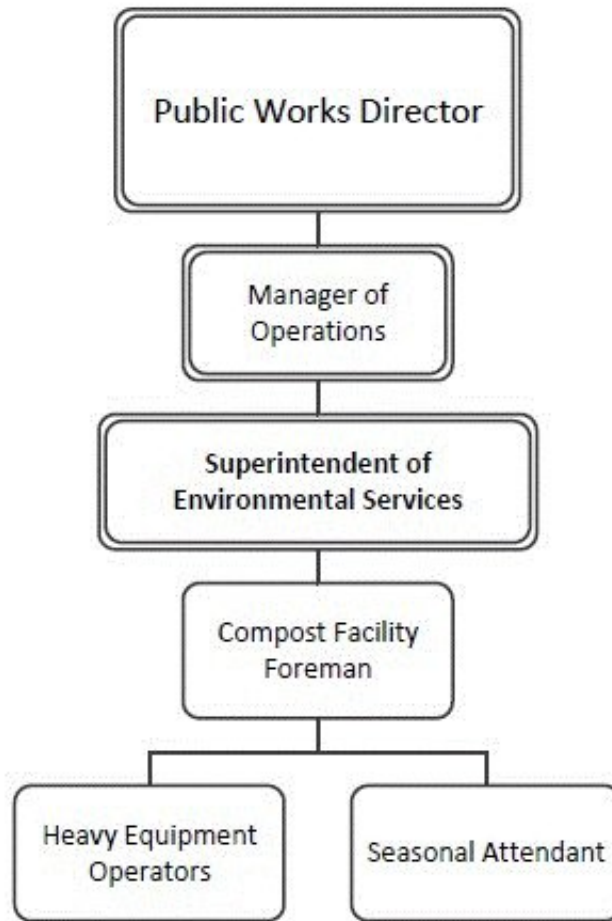
**Budget Overview:** The Environmental Services Division includes Refuse Collection and Disposal, Recycling, Yard Waste and Appliance/Electronic Waste.

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 entered into a 5-year contract for the collection of trash and recyclables with E L Harvey & Sons, Inc. beginning July 1, 2018. The Town is currently under contract with Wheelabrator in North Andover for refuse disposal through June 30, 2020.

**Division Initiatives:**

1. Work with new vendor to implement a manual refuse and manual single-stream collection service and oversee enforcement of mandatory recycling by-law and State waste ban regulations.
2. Develop a plan to implement a trial automated single-stream recycling program using wheeled carts for about 1,000 households.
3. Continue to support programs to divert organic residential trash and examine recycling opportunities for the Lexington business community.
4. Continue to support Zero Waste activities and programs to promote waste reductions at public events, such as Discovery Day and DPW Day.
5. Complete implementation of DPW yard/compost facility operations plan including the construction of new office building, gate installation, security and conservation improvements.



**Authorized/Appropriated Staffing**

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 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	2	2
Seasonal Heavy Equipment Operator**	0.5	0.5	—	—
Seasonal Attendant	0.7	0.7	0.7	0.7
<b>Subtotal FTE</b>	<b>4.2</b>	<b>4.2</b>	<b>4.7</b>	<b>4.7</b>
<b>Subtotal FT/PT</b>	<b>3 FT/2 PT*</b>	<b>3 FT/2 PT*</b>	<b>4 FT/1 PT*</b>	<b>4 FT/1 PT*</b>
<b>Total FTE</b>	<b>4.2</b>	<b>4.2</b>	<b>4.7</b>	<b>4.7</b>
<b>Total Full/Part Time</b>	<b>3 FT/2 PT</b>	<b>3 FT/2 PT</b>	<b>4 FT/1 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.

## **Budget Recommendations:**

The recommended FY2020 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 \$3,904,176, which is a net \$105,514 or 2.78% increase from the FY2019 budget.

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 \$2,910,466 and reflects a \$95,253 or 3.38% increase. The Refuse Collection expense budget is recommended at \$993,376, an increase of \$28,933 or 3.00%, and the Recycling expense budget is recommended at \$1,270,368 an increase of \$50,510 or 4.14%, both of which reflect increases in the Town's contracts for refuse and recycling collections. The Recycling increase also reflects the current market for disposal of recycled materials, which has recently become unsettled. The Refuse Disposal expense budget is recommended at \$646,722, an increase of \$15,810 or 2.51%, attributable to a 2.5% or \$1.65 increase in the Town's tipping fee per ton. Total refuse disposal tonnage for FY2020 is projected to be 9,300 tons.

The FY2020 revolving fund budgets are recommended at \$993,710, a \$10,261 or 1.04% net increase. The Minuteman Household Hazardous Waste Program Revolving Fund is funded at \$220,000, an increase of \$30,000 or 15.79%, which reflects actual expenses. The Compost Operations Revolving Fund is recommended at \$773,710, a \$(19,738) or -2.49% decrease, which reflects actual expenses.

## **Program Improvement Requests:**

None requested.

## Budget Summary:

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 2,267,871	\$ 2,428,211	\$ 2,815,213	\$ 2,910,466	\$ 95,253	3.38 %
<b>Total 3400 - General Fund</b>	<b>\$ 2,267,871</b>	<b>\$ 2,428,211</b>	<b>\$ 2,815,213</b>	<b>\$ 2,910,466</b>	<b>\$ 95,253</b>	<b>3.38 %</b>

Appropriation Summary (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Expenses	\$ 2,267,871	\$ 2,428,211	\$ 2,815,213	\$ 2,910,466	\$ 95,253	3.38 %
<b>Total 3400 - General Fund</b>	<b>\$ 2,267,871</b>	<b>\$ 2,428,211</b>	<b>\$ 2,815,213</b>	<b>\$ 2,910,466</b>	<b>\$ 95,253</b>	<b>3.38 %</b>

Program Summary (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total 3410 Refuse Collection	\$ 811,056	\$ 847,460	\$ 964,443	\$ 993,376	\$ 28,933	3.00 %
Total 3420 Recycling	\$ 907,032	\$ 994,641	\$ 1,219,858	\$ 1,270,368	\$ 50,510	4.14 %
Total 3430 Refuse Disposal	\$ 549,784	\$ 586,109	\$ 630,912	\$ 646,722	\$ 15,810	2.51 %
<b>Total 3400 - General Fund</b>	<b>\$ 2,267,871</b>	<b>\$ 2,428,211</b>	<b>\$ 2,815,213</b>	<b>\$ 2,910,466</b>	<b>\$ 95,253</b>	<b>3.38 %</b>

Object Code Summary (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	— %
<i>Personal Services</i>	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Contractual Services	\$ 2,252,179	\$ 2,399,285	\$ 2,784,713	\$ 2,878,716	\$ 94,003	3.38 %
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Supplies	\$ 15,692	\$ 28,925	\$ 30,500	\$ 31,750	\$ 1,250	4.10 %
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	— %
<i>Expenses</i>	<i>\$ 2,267,871</i>	<i>\$ 2,428,211</i>	<i>\$ 2,815,213</i>	<i>\$ 2,910,466</i>	<i>\$ 95,253</i>	<i>3.38 %</i>
<b>Total 3400 - General Fund</b>	<b>\$ 2,267,871</b>	<b>\$ 2,428,211</b>	<b>\$ 2,815,213</b>	<b>\$ 2,910,466</b>	<b>\$ 95,253</b>	<b>3.38 %</b>

## Budget Summary - Revolving Funds\*

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Compost Operations Rev. Fund	\$ 448,402	\$ 652,167	\$ 793,449	\$ 793,449	\$ —	— %
Minuteman Haz. Waste Rev. Fund	\$ 163,234	\$ 138,286	\$ 190,000	\$ 220,000	\$ 30,000	15.79 %
<b>Total 3400 - Revolving Funds</b>	<b>\$ 611,636</b>	<b>\$ 790,453</b>	<b>\$ 983,449</b>	<b>\$ 1,013,449</b>	<b>\$ 30,000</b>	<b>3.05 %</b>

\*Revolving Funds are authorized by Town Meeting via Article 13, and are not appropriated under Article 11.

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
<b>Compost Operations Rev. Fund</b>	<b>\$ 543,547</b>	<b>\$ 778,246</b>	<b>\$ 793,448</b>	<b>\$ 773,710</b>	<b>\$(19,738)</b>	<b>-2.49%</b>
Compensation	\$ 264,616	\$ 266,431	\$ 315,907	\$ 317,272	\$ 1,365	0.43 %
Expenses	\$ 156,192	\$ 323,724	\$ 193,150	\$ 171,350	\$ (21,800)	-11.29 %
Benefits	\$ 31,511	\$ 45,845	\$ 67,532	\$ 67,785	\$ 253	0.37 %
Debt	\$ 91,228	\$ 142,246	\$ 216,859	\$ 217,303	\$ 444	0.20 %
<b>Minuteman Haz. Waste Rev. Fund</b>	<b>\$ 170,164</b>	<b>\$ 149,999</b>	<b>\$ 190,000</b>	<b>\$ 220,000</b>	<b>\$ 30,000</b>	<b>15.79%</b>
Expenses	\$ 170,164	\$ 149,999	\$ 190,000	\$ 220,000	\$ 30,000	15.79 %
<b>Total 3400 - Revolving Funds</b>	<b>\$ 713,711</b>	<b>\$ 928,245</b>	<b>\$ 983,449</b>	<b>\$ 993,710</b>	<b>\$ 10,261</b>	<b>1.04 %</b>

## Budget Summary - All Funds

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 264,616	\$ 266,431	\$ 315,907	\$ 317,272	\$ 1,365	0.43 %
Expenses	\$ 2,594,227	\$ 2,901,934	\$ 3,198,363	\$ 3,301,816	\$ 103,453	3.23 %
Benefits (Revolving Fund)	\$ 31,511	\$ 45,845	\$ 67,532	\$ 67,785	\$ 253	0.37 %
Debt Service (Revolving Fund)	\$ 91,228	\$ 142,246	\$ 216,859	\$ 217,303	\$ 444	0.20 %
<b>Total 3400 - All Funds</b>	<b>\$ 2,981,583</b>	<b>\$ 3,356,456</b>	<b>\$ 3,798,662</b>	<b>\$ 3,904,176</b>	<b>\$ 105,514</b>	<b>2.78 %</b>

**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.

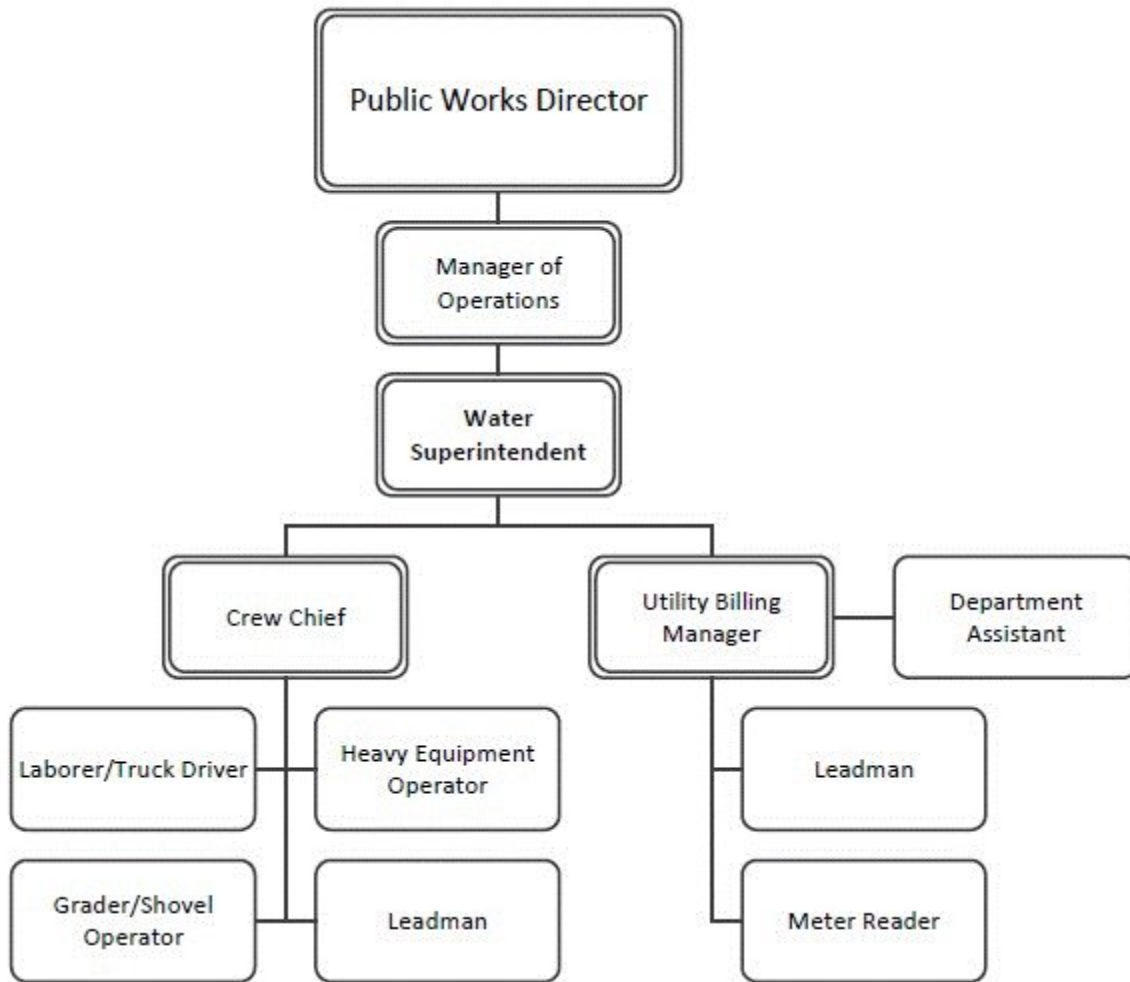
The Water Operations maintains and repairs the water system that delivers water to Lexington homes and businesses through 154 miles of water mains, 1,500 fire hydrants and two water towers that store 3.24 million gallons of water. The Town has a three-block inclining rate structure to encourage water 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 FY2020, the Water Enterprise Fund still contributes 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 valve hydrant maintenance and/or 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.





**Authorized/Appropriated Staffing**

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Request</b>
Superintendent of Water & Sewer	0.5	0.5	0.5	0.5
Utility Billing Manager*	—	—	0.5	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	—	—	—	—
<b>Total FTE</b>	<b>10.7</b>	<b>10.7</b>	<b>11.2</b>	<b>11.2</b>
<b>Total Full/Part Time</b>	<b>10 FT/2 PT</b>	<b>10 FT/2 PT</b>	<b>10 FT/3 PT</b>	<b>10 FT/3 PT</b>

\*In FY2019, the Utility Billing Manager shifted from Finance to be split between Water and Sewer.

## **Budget Recommendations:**

The FY2020 recommended Water operating budget is \$10,883,355, inclusive of indirect costs. The recommended budget reflects a \$146,614 or 1.37% increase from the FY2019 budget.

The budget for Compensation is \$785,010, and reflects a \$13,124 or 1.70% increase, which is due to increased costs for step increases and cost of living adjustments.

The budget for Expenses is \$508,875 which is an increase of \$14,850, or 3.01% from FY2019, and which is a net increase reflecting adjustments to align budgeted spending with historical experience.

Debt service is recommended to decrease by \$(186,490) or -12.74%.

The preliminary MWRA Assessment is \$7,414,724, which is a \$286,718 or 4.02% increase from FY2019. The MWRA will publish a final assessment in June.

In FY2020, 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 \$894,573, an increase of \$24,740 or 2.84%.

## **Program Improvement Requests:**

None requested.

## Budget Summary:

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Enterprise Funds						
Retained Earnings	\$ 131,000	\$ 73,000	\$ 61,000	\$ —	\$ (61,000)	-100.00%
User Charges	\$ 11,556,498	\$ 11,096,067	\$ 10,402,821	\$ 10,610,435	\$ 207,614	2.00%
Meter Charges	\$ 59,744	\$ 40,296	\$ 40,000	\$ 40,000	\$ —	—%
Investment Income	\$ 10,079	\$ 13,070	\$ 10,000	\$ 10,000	\$ —	—%
Fees & Charges	\$ 435,295	\$ 280,063	\$ 222,920	\$ 222,920	\$ —	—%
<b>Total 3600 Water Enterprise</b>	<b>\$ 12,192,616</b>	<b>\$ 11,502,496</b>	<b>\$ 10,736,741</b>	<b>\$ 10,883,355</b>	<b>\$ 146,614</b>	<b>1.37%</b>

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 632,055	\$ 674,791	\$ 771,886	\$ 785,010	\$ 13,124	1.70%
Expenses	\$ 400,691	\$ 383,853	\$ 494,025	\$ 508,875	\$ 14,850	3.01%
Debt	\$ 1,374,696	\$ 1,470,390	\$ 1,463,902	\$ 1,277,412	\$ (186,490)	-12.74%
MWRA	\$ 7,376,976	\$ 7,246,531	\$ 7,128,006	\$ 7,414,724	\$ 286,718	4.02%
OPEB	\$ —	\$ 9,089	\$ 9,089	\$ 2,761	\$ (6,328)	-69.62%
Indirects	\$ 877,411	\$ 872,458	\$ 869,833	\$ 894,573	\$ 24,740	2.84%
<b>Total 3600 Water Enterprise</b>	<b>\$ 10,661,828</b>	<b>\$ 10,657,112</b>	<b>\$ 10,736,741</b>	<b>\$ 10,883,355</b>	<b>\$ 146,614</b>	<b>1.37%</b>

Program Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
3610 Water Operations	\$ 2,407,441	\$ 2,529,034	\$ 2,729,813	\$ 2,571,297	\$ (158,516)	-5.81%
3620 MWRA	\$ 7,376,976	\$ 7,246,531	\$ 7,128,006	\$ 7,414,724	\$ 286,718	4.02%
OPEB	\$ —	\$ 9,089	\$ 9,089	\$ 2,761	\$ (6,328)	-69.62%
Indirects	\$ 877,411	\$ 872,458	\$ 869,833	\$ 894,573	\$ 24,740	2.84%
<b>Total 3600 Water Enterprise</b>	<b>\$ 10,661,828</b>	<b>\$ 10,657,112</b>	<b>\$ 10,736,741</b>	<b>\$ 10,883,355</b>	<b>\$ 146,614</b>	<b>1.37%</b>

Object Code Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 518,985	\$ 566,267	\$ 617,392	\$ 625,378	\$ 7,986	1.29%
Overtime	\$ 113,070	\$ 108,524	\$ 154,494	\$ 159,632	\$ 5,138	3.33%
<i>Personal Services</i>	<i>\$ 632,055</i>	<i>\$ 674,791</i>	<i>\$ 771,886</i>	<i>\$ 785,010</i>	<i>\$ 13,124</i>	<i>1.70%</i>
Contractual Services	\$ 172,711	\$ 196,907	\$ 243,625	\$ 253,125	\$ 9,500	3.90%
Utilities	\$ 12,779	\$ 8,766	\$ 13,500	\$ 13,750	\$ 250	1.85%
Supplies	\$ 179,027	\$ 149,055	\$ 200,900	\$ 206,000	\$ 5,100	2.54%
Small Capital	\$ 36,174	\$ 29,126	\$ 36,000	\$ 36,000	\$ —	—%
<i>Expenses</i>	<i>\$ 400,691</i>	<i>\$ 383,853</i>	<i>\$ 494,025</i>	<i>\$ 508,875</i>	<i>\$ 14,850</i>	<i>3.01%</i>
Debt	\$ 1,374,696	\$ 1,470,390	\$ 1,463,902	\$ 1,277,412	\$ (186,490)	-12.74%
MWRA	\$ 7,376,976	\$ 7,246,531	\$ 7,128,006	\$ 7,414,724	\$ 286,718	4.02%
OPEB	\$ —	\$ 9,089	\$ 9,089	\$ 2,761	\$ (6,328)	-69.62%
Indirects	\$ 877,411	\$ 872,458	\$ 869,833	\$ 894,573	\$ 24,740	2.84%
<b>Total 3600 Water Enterprise</b>	<b>\$ 10,661,828</b>	<b>\$ 10,657,112</b>	<b>\$ 10,736,741</b>	<b>\$ 10,883,355</b>	<b>\$ 146,614</b>	<b>1.37%</b>

**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.

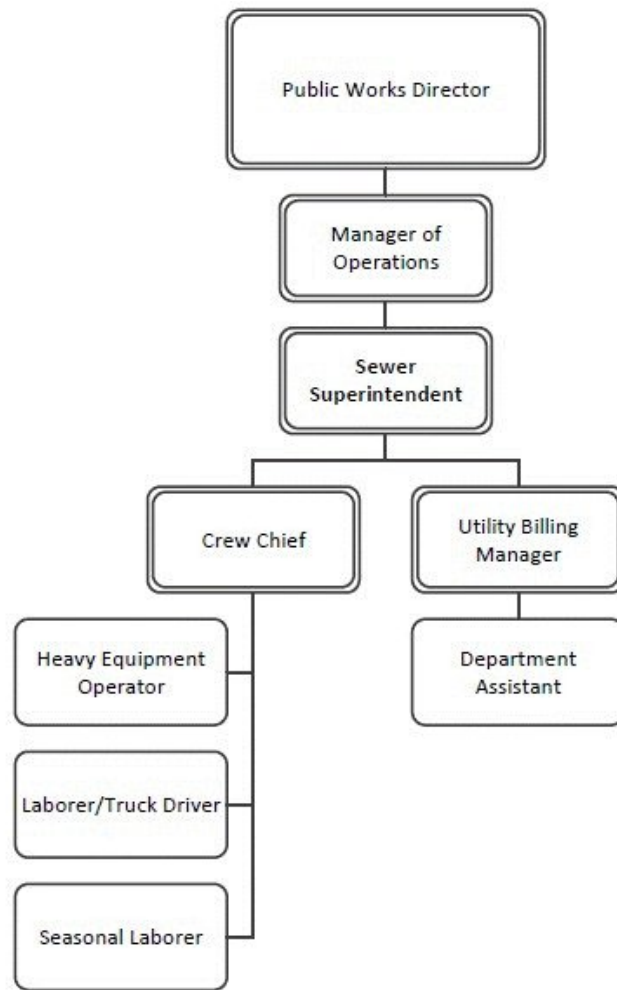
The Sewer Division maintains the wastewater system that serves 99 percent of Town residences and businesses through 34 miles of trunk lines, 119 miles of street lines and 9,524 service connections. There are also ten sewage-pumping stations operated by the Sewer Division. The Town has a three-block inclining 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 FY2020, the Sewer Enterprise Fund still contributes 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.



**Authorized/Appropriated Staffing**

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Request</b>
Supt. of Water & Sewer	0.5	0.5	0.5	0.5
Utility Billing Manager*	—	—	0.5	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>4.9</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/5 PT</b>	<b>3 FT/5 PT</b>

\*In FY2019, the Utility Billing Manager shifted from Finance to be split between Water and Sewer.

## **Budget Recommendations:**

The FY2020 recommended Sewer operating budget, inclusive of indirect costs, is \$10,525,382, a \$632,572 or 6.39% increase over the FY2019 budget.

The budget for Compensation is \$355,614 and reflects a \$(3,698) or -1.03% decrease, which is net change primarily due to turnover of staff, offset by the cost of step increases and cost of living adjustments.

The budget for Expenses is \$432,950, an increase of \$24,800 or 6.08%, which is a net increase reflecting adjustments to align budgeted spending with historical experience, as well as a \$9,000 increase in electricity to reflect the new contract.

Debt service is recommended to increase by \$75,318 or 6.26%.

The preliminary MWRA Assessment is \$7,923,398, which is a \$520,419 or 7.03% increase from FY2019. The MWRA will publish a final assessment in June.

In FY2020, 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 \$532,094, an increase of \$16,814 or 3.26%.

## **Program Improvement Requests:**

None requested.

## Budget Summary:

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Enterprise Funds						
Retained Earnings	\$ —	\$ —	\$ —	\$ —	\$ —	—%
User Charges	\$ 8,774,287	\$ 9,357,582	\$ 9,529,810	\$ 10,162,382	\$ 632,572	6.64%
Connection Fees	\$ 2,784	\$ 1,275	\$ —	\$ —	\$ —	—%
Investment Income	\$ 13,531	\$ 13,895	\$ 8,000	\$ 8,000	\$ —	—%
Fees & Charges	\$ 424,385	\$ 386,425	\$ 355,000	\$ 355,000	\$ —	—%
<b>Total 3700 Sewer Enterprise</b>	<b>\$ 9,214,987</b>	<b>\$ 9,759,177</b>	<b>\$ 9,892,810</b>	<b>\$ 10,525,382</b>	<b>\$ 632,573</b>	<b>6.39%</b>

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 261,603	\$ 230,757	\$ 359,312	\$ 355,614	\$ (3,698)	-1.03%
Expenses	\$ 348,058	\$ 325,482	\$ 408,150	\$ 432,950	\$ 24,800	6.08%
Debt	\$ 937,922	\$ 1,033,672	\$ 1,203,004	\$ 1,278,322	\$ 75,318	6.26%
MWRA*	\$ 7,265,870	\$ 7,402,979	\$ 7,402,979	\$ 7,923,398	\$ 520,419	7.03%
OPEB	\$ —	\$ 4,085	\$ 4,085	\$ 3,004	\$ (1,081)	-26.46%
Indirects	\$ 503,898	\$ 546,827	\$ 515,280	\$ 532,094	\$ 16,814	3.26%
<b>Total 3700 Sewer Enterprise</b>	<b>\$ 9,317,350</b>	<b>\$ 9,543,802</b>	<b>\$ 9,892,810</b>	<b>\$ 10,525,382</b>	<b>\$ 632,572</b>	<b>6.39%</b>

Program Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
3710 Sewer Enterprise	\$ 1,547,582	\$ 1,589,911	\$ 1,970,466	\$ 2,066,886	\$ 96,420	4.89%
3720 - MWRA*	\$ 7,265,870	\$ 7,402,979	\$ 7,402,979	\$ 7,923,398	\$ 520,419	7.03%
OPEB	\$ —	\$ 4,085	\$ 4,085	\$ 3,004	\$ (1,081)	-26.46%
Indirects	\$ 503,898	\$ 546,827	\$ 515,280	\$ 532,094	\$ 16,814	3.26%
<b>Total 3700 Sewer Enterprise</b>	<b>\$ 9,317,350</b>	<b>\$ 9,543,802</b>	<b>\$ 9,892,810</b>	<b>\$ 10,525,382</b>	<b>\$ 632,573</b>	<b>6.39%</b>

Object Code Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 211,592	\$ 197,566	\$ 288,101	\$ 282,035	\$ (6,066)	-2.11%
Overtime	\$ 50,010	\$ 33,191	\$ 71,211	\$ 73,579	\$ 2,368	3.33%
<i>Personal Services</i>	<i>\$ 261,603</i>	<i>\$ 230,757</i>	<i>\$ 359,312</i>	<i>\$ 355,614</i>	<i>\$ (3,698)</i>	<i>-1.03%</i>
Contractual Services	\$ 124,820	\$ 137,921	\$ 180,900	\$ 189,400	\$ 8,500	4.70%
Utilities	\$ 121,894	\$ 112,800	\$ 118,000	\$ 127,300	\$ 9,300	7.88%
Supplies	\$ 93,690	\$ 61,737	\$ 95,250	\$ 102,250	\$ 7,000	7.35%
Small Capital	\$ 7,655	\$ 13,025	\$ 14,000	\$ 14,000	\$ —	—%
<i>Expenses</i>	<i>\$ 348,058</i>	<i>\$ 325,482</i>	<i>\$ 408,150</i>	<i>\$ 432,950</i>	<i>\$ 24,800</i>	<i>6.08%</i>
Debt	\$ 937,922	\$ 1,033,672	\$ 1,203,004	\$ 1,278,322	\$ 75,318	6.26%
MWRA	\$ 7,265,870	\$ 7,402,979	\$ 7,402,979	\$ 7,923,398	\$ 520,419	7.03%
OPEB	\$ —	\$ 4,085	\$ 4,085	\$ 3,004	\$ (1,081)	-26.46%
Indirects	\$ 503,898	\$ 546,827	\$ 515,280	\$ 532,094	\$ 16,814	3.26%
<b>Total 3700 Sewer Enterprise</b>	<b>\$ 9,317,350</b>	<b>\$ 9,543,802</b>	<b>\$ 9,892,810</b>	<b>\$ 10,525,382</b>	<b>\$ 632,573</b>	<b>6.39%</b>

\*The FY2019 budget for MWRA will be adjusted at Annual Town Meeting to reflect the actual assessment amount of \$7,572,486.

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# 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-3
- 4200 Fire & Rescue VI-8

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**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 FY2018, the Police Department responded to 15,066 calls for service with 466 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; 6 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).

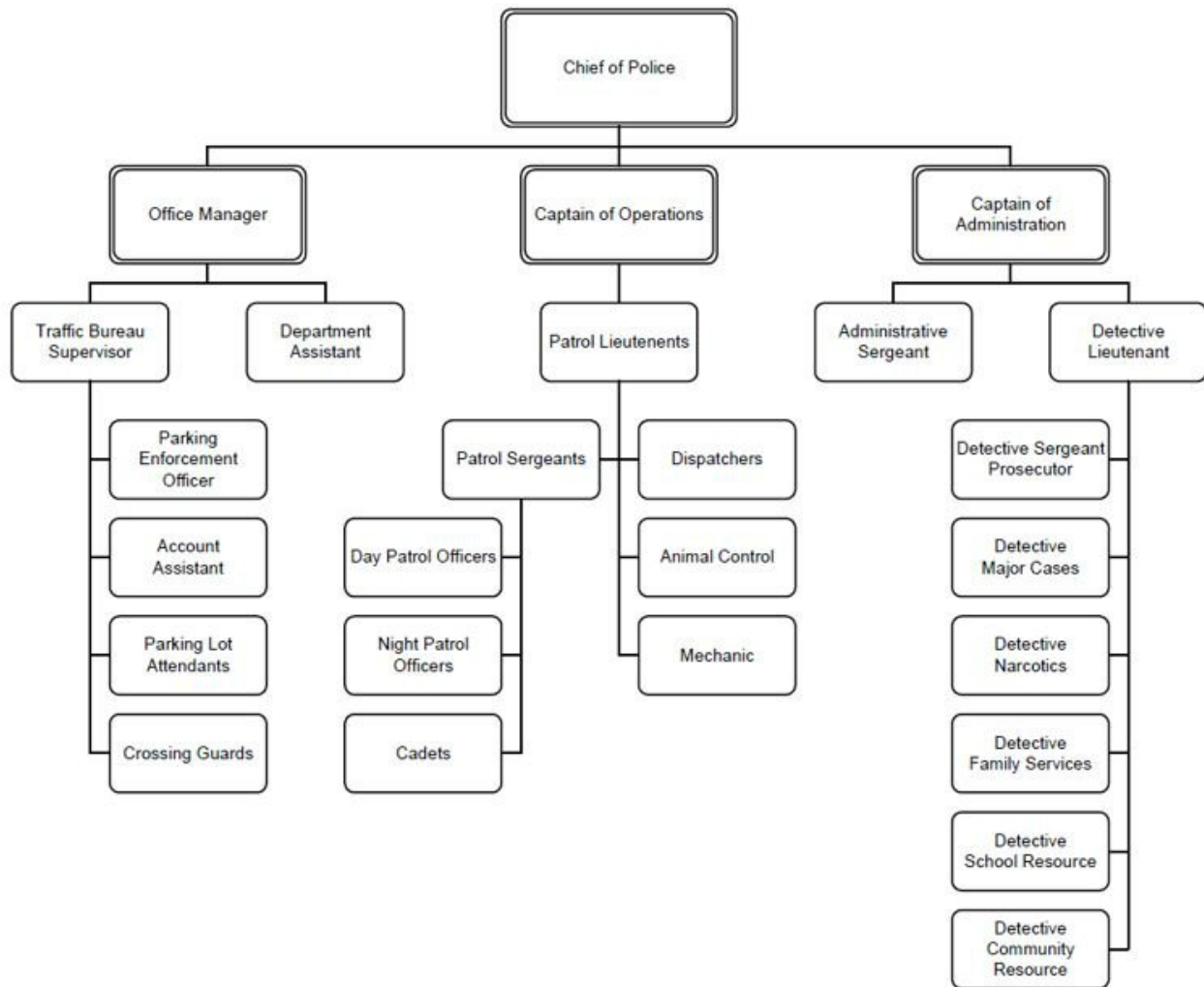
The Dispatch division is comprised of nine civilian dispatchers responsible for directing the proper resources to over 15,000 service calls that require a police, fire or medical unit response.

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

The School Crossing guard program has 17 part-time civilian members who cover 14 school crossings during the school year.

## Departmental Initiatives:

1. Finalize design and implement a system for hiring, promoting and taking disciplinary actions upon approval by the Annual Town Meeting to remove the Department from Civil Service.
2. Begin design phase and obtain funding to construct a new police station and improvements to Hartwell Avenue outdoor firing range;
3. Focus on training for patrol staff given that 50% of our patrol officers have 5-years experience or less;
4. With 6-8 patrol vacancies expected in FY2019-20, continue to pursue full-staffing.



## Authorized/Appropriated Staffing:

	FY2017 Budget	FY2018 Budget	FY2019 Budget	FY2020 Request
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 - 6 part-time	2.04	2.04	3.06	3.06
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	—	—	—	—
Parking Lot Attendants - 8 part-time	2.81	2.81	2.81	2.81
Crossing Guards - 17 part-time	3.48	3.48	3.69	3.69
<b>FTE Total</b>	<b>73.33</b>	<b>73.33</b>	<b>74.56</b>	<b>74.56</b>
	50 Officers	50 Officers	50 Officers	50 Officers
<b>FT - PT Total</b>	<b>65FT/29PT</b>	<b>65FT/29PT</b>	<b>65FT/32PT</b>	<b>65FT/32PT</b>

Overall staff changes from FY2017 to FY2020:

- FY2017 - Animal Control (27 hours/week) contracted service from the Town of Bedford
- FY2019 - Authorized cadet strength increased from 4 to 6 (18 hours per week)
- FY2019 - 17th Crossing Guard position added; funded by Facilities for FY2019 & FY2020

**Budget Recommendations:**

The FY2020 recommended Police Department budget is \$7,567,030 which is a \$320,464 or 4.42% increase from the FY2019 budget.

The budget for Compensation is \$6,658,382 and reflects an increase of \$337,571 or 5.34%, which incorporates the step and cost of living increases from a newly signed contract with the Lexington Police Association (patrol officers and detectives) which extends from July 2018 through June 30, 2021. FY2020 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2019. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The budget for Expenses is \$908,648 and reflects an decrease of \$(17,107) or -1.85%, which is a net change with additional costs for cruiser equipment, telephone and software service contracts, as well as additional professional development costs offset by reduced radio maintenance costs and repair of the Redeemer parking lot.

**Program Improvement Requests:**

None requested.

## Budget Summary

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 6,150,537	\$ 7,218,189	\$ 6,607,016	\$ 6,908,630	\$ 301,614	4.57%
Fees & Charges						
Fees	\$ 100,103	\$ 110,793	\$ 96,650	\$ 97,500	\$ 850	0.88%
Fines & Forfeitures	\$ 214,300	\$ 208,800	\$ 200,000	\$ 246,000	\$ 46,000	23.00%
Licenses & Permits	\$ 3,300	\$ 2,925	\$ 2,800	\$ 2,800	\$ —	—%
Parking Meter Fund*	\$ 319,875	\$ 340,100	\$ 340,100	\$ 312,100	\$ (28,000)	-8.23%
<b>Total 4100 Law Enforcement</b>	<b>\$ 6,788,115</b>	<b>\$ 7,880,807</b>	<b>\$ 7,246,566</b>	<b>\$ 7,567,030</b>	<b>\$ 320,464</b>	<b>4.42%</b>

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation**	\$ 5,966,676	\$ 6,994,260	\$ 6,320,811	\$ 6,658,382	\$ 337,571	5.34%
Expenses	\$ 821,439	\$ 886,547	\$ 925,755	\$ 908,648	\$ (17,107)	-1.85%
<b>Total 4100 Law Enforcement</b>	<b>\$ 6,788,115</b>	<b>\$ 7,880,807</b>	<b>\$ 7,246,566</b>	<b>\$ 7,567,030</b>	<b>\$ 320,464</b>	<b>4.42%</b>

Program Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total 4110 Police Administration	\$ 1,309,234	\$ 1,958,766	\$ 1,490,610	\$ 1,539,951	\$ 49,341	3.31%
Total 4120 Patrol & Enforcement	\$ 3,381,317	\$ 3,873,319	\$ 3,567,389	\$ 3,732,323	\$ 164,934	4.62%
Total 4130 Traffic Bureau	\$ 387,139	\$ 437,659	\$ 474,761	\$ 458,232	\$ (16,529)	-3.48%
Total 4140 Investigations	\$ 826,049	\$ 758,414	\$ 817,448	\$ 895,698	\$ 78,250	9.57%
Total 4150 Dispatch	\$ 678,684	\$ 646,881	\$ 684,363	\$ 725,679	\$ 41,316	6.04%
Total 4160 Animal Control	\$ 58,598	\$ 61,002	\$ 62,666	\$ 65,818	\$ 3,152	5.03%
Total 4170 Crossing Guards	\$ 147,094	\$ 144,766	\$ 149,329	\$ 149,329	\$ —	—%
<b>Total 4100 Law Enforcement</b>	<b>\$ 6,788,115</b>	<b>\$ 7,880,807</b>	<b>\$ 7,246,566</b>	<b>\$ 7,567,030</b>	<b>\$ 320,464</b>	<b>4.42%</b>

Object Code Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 4,855,715	\$ 5,619,803	\$ 5,495,755	\$ 5,793,832	\$ 298,077	5.42%
Overtime	\$ 1,110,961	\$ 1,374,458	\$ 825,056	\$ 864,550	\$ 39,494	4.79%
<i>Personal Services**</i>	<i>\$ 5,966,676</i>	<i>\$ 6,994,260</i>	<i>\$ 6,320,811</i>	<i>\$ 6,658,382</i>	<i>\$ 337,571</i>	<i>5.34%</i>
Contractual Services	\$ 325,201	\$ 399,320	\$ 400,625	\$ 385,230	\$ (15,395)	-3.84%
Utilities	\$ 85,397	\$ 98,979	\$ 118,160	\$ 108,703	\$ (9,457)	-8.00%
Supplies	\$ 174,586	\$ 185,615	\$ 180,576	\$ 183,321	\$ 2,745	1.52%
Small Capital	\$ 236,255	\$ 202,632	\$ 226,394	\$ 231,394	\$ 5,000	2.21%
<i>Expenses</i>	<i>\$ 821,439</i>	<i>\$ 886,547</i>	<i>\$ 925,755</i>	<i>\$ 908,648</i>	<i>\$ (17,107)</i>	<i>-1.85%</i>
<b>Total 4100 Law Enforcement</b>	<b>\$ 6,788,115</b>	<b>\$ 7,880,807</b>	<b>\$ 7,246,566</b>	<b>\$ 7,567,030</b>	<b>\$ 320,464</b>	<b>4.42%</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.

\*\*Due to the timing from settlement of employee contracts, FY2018 reflects \$584,507 in Salaries & Wages and \$147,933 in Overtime from hours worked in prior fiscal years.

**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.

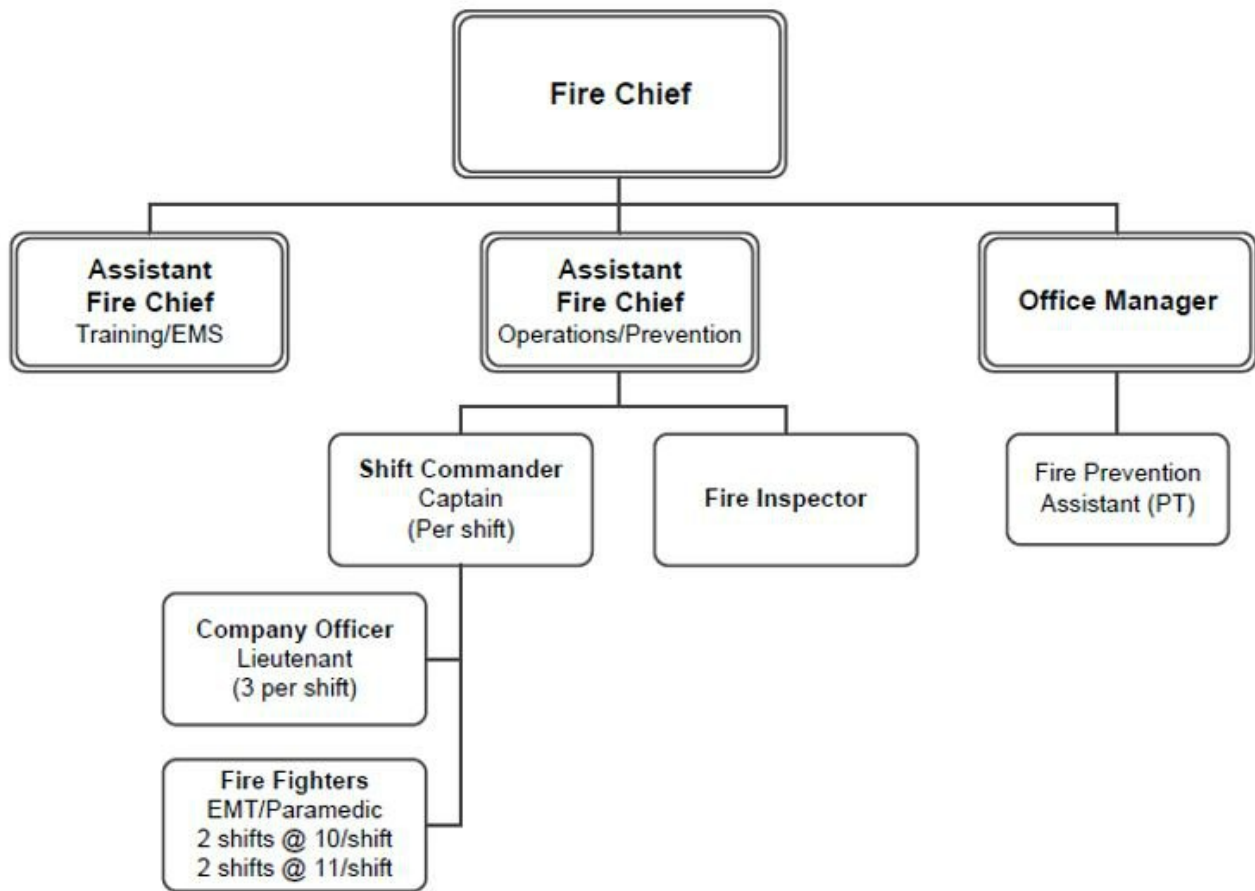
**Budget Overview:** The Fire & Rescue Department is comprised of five divisions: Administration, Fire Prevention, Fire Suppression, Emergency Medical Services and Emergency Management.

- Administration is responsible for developing policies and procedures, training, inventory control, financial and budgetary oversight, and managing the day-to-day operations of the Department.
- Fire Prevention 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.
- Fire Suppression 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.
- Emergency Medical Services 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.
- Emergency Management 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. Implement additional modules of the Public Safety Software (inventory, vehicle maintenance).
2. Training to meet new OSHA regulations pertaining to fire departments.
3. Develop an improved employee recruitment process to address diversity and retention.
4. Continue work on new fire headquarters.





**Authorized/Appropriated Staffing**

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 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	44	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>65.86</b>	<b>65.86</b>

**Full-Time/Part-Time Total 63FT/1PT 63FT/1PT 65FT/1PT 65FT/1PT**

\*The FY2019 budget included funding for 2 new Firefighter/Paramedics, to be hired January 1, 2019.

**Budget Recommendations:**

The FY2020 recommended Fire Department budget is \$7,056,772. The recommended budget is a \$106,062 or 1.53% increase from the FY2019 budget.

The recommended budget for Compensation is \$6,401,415, and reflects an increase of \$48,264 or 0.76% from the FY2019 budget, for contractually obligated step increases and cost of living adjustments, as well as the full-year costs for a program improvement from FY2019 to hire two additional staff in January 2019 to allow both ambulances to be staffed 24 hours a day, 7 days a week. FY2020 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2019. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager’s budget.

The budget for Expenses is \$655,357 and reflects a net increase of \$57,798 or 9.67%, which is due to a one-time program improvement of \$85,000 for the replacement of protective clothing for firefighters.

**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	
Protective Clothing	\$ 85,000	\$ —	\$ 85,000	\$ 85,000	\$ —	\$ 85,000	\$ —

**Budget Summary**

<b>Funding Sources</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Projected</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Tax Levy	\$ 4,756,242	\$ 5,540,433	\$ 5,519,035	\$ 5,628,097	\$ 109,062	1.98%
<b>Fees &amp; Charges</b>						
Ambulance Fees	\$ 1,339,930	\$ 1,354,252	\$ 1,340,000	\$ 1,340,000	\$ —	—%
Fire Department Fees	\$ 41,325	\$ 43,725	\$ 46,675	\$ 43,675	\$ (3,000)	-6.43%
Licenses & Permits	\$ 52,645	\$ 41,040	\$ 45,000	\$ 45,000	\$ —	—%
<b>Total 4200 Fire &amp; Rescue</b>	<b>\$ 6,190,142</b>	<b>\$ 6,979,450</b>	<b>\$ 6,950,710</b>	<b>\$ 7,056,772</b>	<b>\$ 106,062</b>	<b>1.53%</b>

<b>Appropriation Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Compensation*	\$ 5,697,659	\$ 6,493,749	\$ 6,353,151	\$ 6,401,415	\$ 48,264	0.76%
Expenses	\$ 492,484	\$ 485,701	\$ 597,559	\$ 655,357	\$ 57,798	9.67%
<b>Total 4200 Fire &amp; Rescue</b>	<b>\$ 6,190,142</b>	<b>\$ 6,979,450</b>	<b>\$ 6,950,710</b>	<b>\$ 7,056,772</b>	<b>\$ 106,062</b>	<b>1.53%</b>

<b>Program Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Total 4210 Fire Administration	\$ 415,458	\$ 439,314	\$ 504,510	\$ 482,974	\$ (21,536)	-4.27%
Total 4220 Fire Prevention	\$ 236,495	\$ 224,466	\$ 231,269	\$ 221,101	\$ (10,168)	-4.40%
Total 4320 Fire Suppression	\$ 5,379,925	\$ 6,148,256	\$ 6,040,731	\$ 6,157,197	\$ 116,466	1.93%
Total 4240 Emergency Medical Services	\$ 154,113	\$ 163,236	\$ 168,200	\$ 189,500	\$ 21,300	12.66%
Total 4250 Emergency Management	\$ 4,152	\$ 4,177	\$ 6,000	\$ 6,000	\$ —	—%
<b>Total 4200 Fire &amp; Rescue</b>	<b>\$ 6,190,142</b>	<b>\$ 6,979,450</b>	<b>\$ 6,950,710</b>	<b>\$ 7,056,772</b>	<b>\$ 106,062</b>	<b>1.53%</b>

<b>Object Code Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Salaries & Wages*	\$ 4,689,748	\$ 5,102,684	\$ 5,443,151	\$ 5,491,415	\$ 48,264	0.89%
Overtime*	\$ 1,007,910	\$ 1,391,065	\$ 910,000	\$ 910,000	\$ —	—%
<i>Personal Services</i>	<i>\$ 5,697,659</i>	<i>\$ 6,493,749</i>	<i>\$ 6,353,151</i>	<i>\$ 6,401,415</i>	<i>\$ 48,264</i>	<i>0.76%</i>
Contractual Services	\$ 256,838	\$ 274,317	\$ 307,000	\$ 294,300	\$ (12,700)	-4.14%
Utilities	\$ 31,624	\$ 43,567	\$ 52,359	\$ 54,057	\$ 1,698	3.24%
Supplies	\$ 176,131	\$ 155,676	\$ 172,200	\$ 276,000	\$ 103,800	60.28%
Small Capital	\$ 27,891	\$ 12,140	\$ 66,000	\$ 31,000	\$ (35,000)	-53.03%
<i>Expenses</i>	<i>\$ 492,484</i>	<i>\$ 485,701</i>	<i>\$ 597,559</i>	<i>\$ 655,357</i>	<i>\$ 57,798</i>	<i>9.67%</i>
<b>Total 4200 Fire &amp; Rescue</b>	<b>\$ 6,190,142</b>	<b>\$ 6,979,450</b>	<b>\$ 6,950,710</b>	<b>\$ 7,056,772</b>	<b>\$ 106,062</b>	<b>1.53%</b>

\*Due to the timing from settlement of an employee contract, FY2018 reflects \$177,598 in Salaries & Wages and \$43,562 in Overtime from hours worked in FY2017.

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

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This section includes detailed information about the FY2020 Operating Budget & Financing Plan for culture & recreation services. It includes:

- 5100 Cary Memorial Library VII-2
- 5200 Recreation and Community Programs VII-7

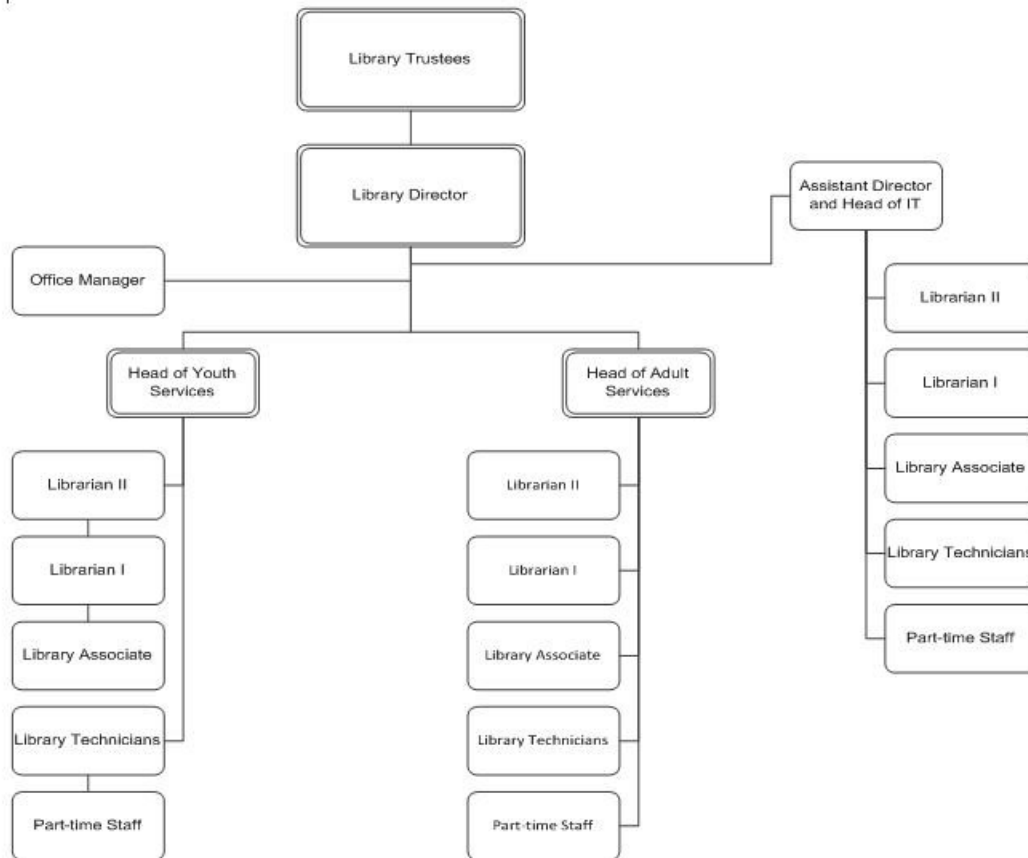
**Mission:** The Cary Memorial Library's mission is to ignite curiosity, engage minds, and connect our community.

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

- Administration and General 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:** Our Guiding Principles

1. Books, information, and so much more: We continue our 150-year-long tradition of providing books and other materials that reflect the needs and interests of Lexington residents. Though much has changed since our doors first opened in 1869, our essential function remains the same - to bring the world of information and ideas to you.
2. At the intersection of learning, making, and play: In recent years, educational research has increasingly shown that we learn best through experience - by making mistakes and trying again. In furthering this effort, we are expanding these types of learning opportunities, giving you more chances to build, create, and play.
3. A place that works for everyone: We value the rich diversity of our community, and our commitment to equitable service for all is unwavering. Efforts to identify and remove barriers to access are ongoing - we are a work in progress.
4. With opportunities for human connection: In a world where technology is ever-present, we are committed to fostering human interactions. Sometimes that is as simple as providing comfortable chairs for a serendipitous meeting between old friends. Other times it takes the shape of an elaborate event with community partners and hundreds of guests. Large and small, these moments, shared among neighbors, strengthen the social fabric of Lexington.
5. A future as vibrant as our past: With more than a half million visitors each year, Cary Library is a cherished community asset and a source of civic pride. Stewardship of this resource requires equal attention to preservation and transformation.



### Authorized/Appropriated Staffing:

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Request</b>
Library Director	1.0	1.0	1.0	1.0
Assistant Director/Head of Technology	1.0	1.0	1.0	1.0
Office Manager	1.0	1.0	1.0	1.0
Head of Adult Services	1.0	1.0	1.0	1.0
Head of Youth Services	1.0	1.0	1.0	1.0
Librarians	10.0	9.9	10.0	10.0
Library Associates	6.0	6.0	7.0	7.0
Library Technicians*	11.3	11.1	3.1	3.5
Library Technician II*	—	—	7.0	7.0
Adult Pages	1.6	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>34.2</b>	<b>34.3</b>	<b>34.7</b>
<b>Total FT/PT</b>	<b>26FT/22PT</b>	<b>26FT/22PT</b>	<b>26FT/22PT</b>	<b>26FT/23PT</b>

\*In FY2019, a new title of Technician II was added via a change to the collective bargaining contract with the Librarians. Staff were reclassified as appropriate. In addition, a Program Improvement in FY2020 added hours to cover the Teen Room, resulting in an increase of 0.38 FTE.

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

**Budget Recommendations:**

The FY2020 recommended General Fund Library budget is \$2,848,949, which is a \$256,495 or 9.89% increase from the FY2019 budget.

The General Fund operating budget for Compensation is \$2,337,652, and reflects a \$214,343 or 10.09% increase, which incorporates the step and cost of living increases from a newly signed contract with the librarian union which extends from July 2017 through June 30, 2020. It also includes \$34,517 to increase hours for Youth Services in response to increasing demand, particularly in the new Teen Space.

The General Fund operating budget for Expenses is \$511,297 and reflects a \$42,152 or 8.98% increase, which is primarily driven by increases for supplies and materials, contractual services and subscription fees for the Minuteman Library Network.

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 FY2020 materials budget from municipal sources is \$305,333, which equals approximately 10.7% of the annual municipal appropriation. The balance of funds needed to achieve the 13% requirement are provided by the CML Foundation and Friends of CML.

**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	
Additional 14 hours/week for Youth Services	\$ 20,517	\$ 297	\$ 20,814	\$ 20,517	\$ 297	\$ 20,814	\$ —
Additional Substitute Hours	\$ 14,000	\$ 203	\$ 14,203	\$ 14,000	\$ 203	\$ 14,203	\$ —
Additional PT Adult Page	\$ 9,697	\$ 141	\$ 9,838	\$ —	\$ —	\$ —	\$ 9,838



## Budget Summary

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 2,485,004	\$ 2,471,882	\$ 2,592,454	\$ 2,848,949	\$ 256,495	9.89%
<b>Total 5100 Library</b>	<b>\$ 2,485,004</b>	<b>\$ 2,471,882</b>	<b>\$ 2,592,454</b>	<b>\$ 2,848,949</b>	<b>\$ 256,495</b>	<b>9.89%</b>

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation*	\$ 2,082,283	\$ 2,040,025	\$ 2,123,309	\$ 2,337,652	\$ 214,343	10.09%
Expenses	\$ 402,721	\$ 431,857	\$ 469,145	\$ 511,297	\$ 42,152	8.98%
<b>Total 5100 Library</b>	<b>\$ 2,485,004</b>	<b>\$ 2,471,882</b>	<b>\$ 2,592,454</b>	<b>\$ 2,848,949</b>	<b>\$ 256,495</b>	<b>9.89%</b>

Program Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total 5110 Admin. & General Services	\$ 469,740	\$ 470,441	\$ 497,381	\$ 541,461	\$ 44,080	8.86%
Total 5120 Adult Services	\$ 1,476,277	\$ 1,455,016	\$ 1,383,045	\$ 1,502,058	\$ 119,013	8.61%
Total 5130 Youth Services	\$ 538,987	\$ 546,426	\$ 712,028	\$ 805,430	\$ 93,402	13.12%
<b>Total 5100 Library</b>	<b>\$ 2,485,004</b>	<b>\$ 2,471,882</b>	<b>\$ 2,592,454</b>	<b>\$ 2,848,949</b>	<b>\$ 256,495</b>	<b>9.89%</b>

Object Code Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages*	\$ 2,032,823	\$ 1,986,944	\$ 2,066,730	\$ 2,277,605	\$ 210,875	10.20%
Overtime (Sunday Premium)	\$ 49,460	\$ 53,081	\$ 56,579	\$ 60,047	\$ 3,468	6.13%
<i>Personal Services</i>	<i>\$ 2,082,283</i>	<i>\$ 2,040,025</i>	<i>\$ 2,123,309</i>	<i>\$ 2,337,652</i>	<i>\$ 214,343</i>	<i>10.09%</i>
Contractual Services	\$ 93,538	\$ 102,352	\$ 123,552	\$ 150,840	\$ 27,288	22.09%
Utilities	\$ 8,438	\$ 7,347	\$ 9,200	\$ 8,200	\$ (1,000)	-10.87%
Supplies	\$ 257,481	\$ 282,069	\$ 295,393	\$ 312,257	\$ 16,864	5.71%
Small Capital	\$ 43,264	\$ 40,089	\$ 41,000	\$ 40,000	\$ (1,000)	-2.44%
<i>Expenses</i>	<i>\$ 402,721</i>	<i>\$ 431,857</i>	<i>\$ 469,145</i>	<i>\$ 511,297</i>	<i>\$ 42,152</i>	<i>8.98%</i>
<b>Total 5100 Library</b>	<b>\$ 2,485,004</b>	<b>\$ 2,471,882</b>	<b>\$ 2,592,454</b>	<b>\$ 2,848,949</b>	<b>\$ 256,495</b>	<b>9.89%</b>

\*The FY2019 budget for Compensation was built using FY2017 rates for the Librarian contract. With the recent settlement of the contract, the FY2020 request reflects the updated contractual obligations through June 30, 2020.

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**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.

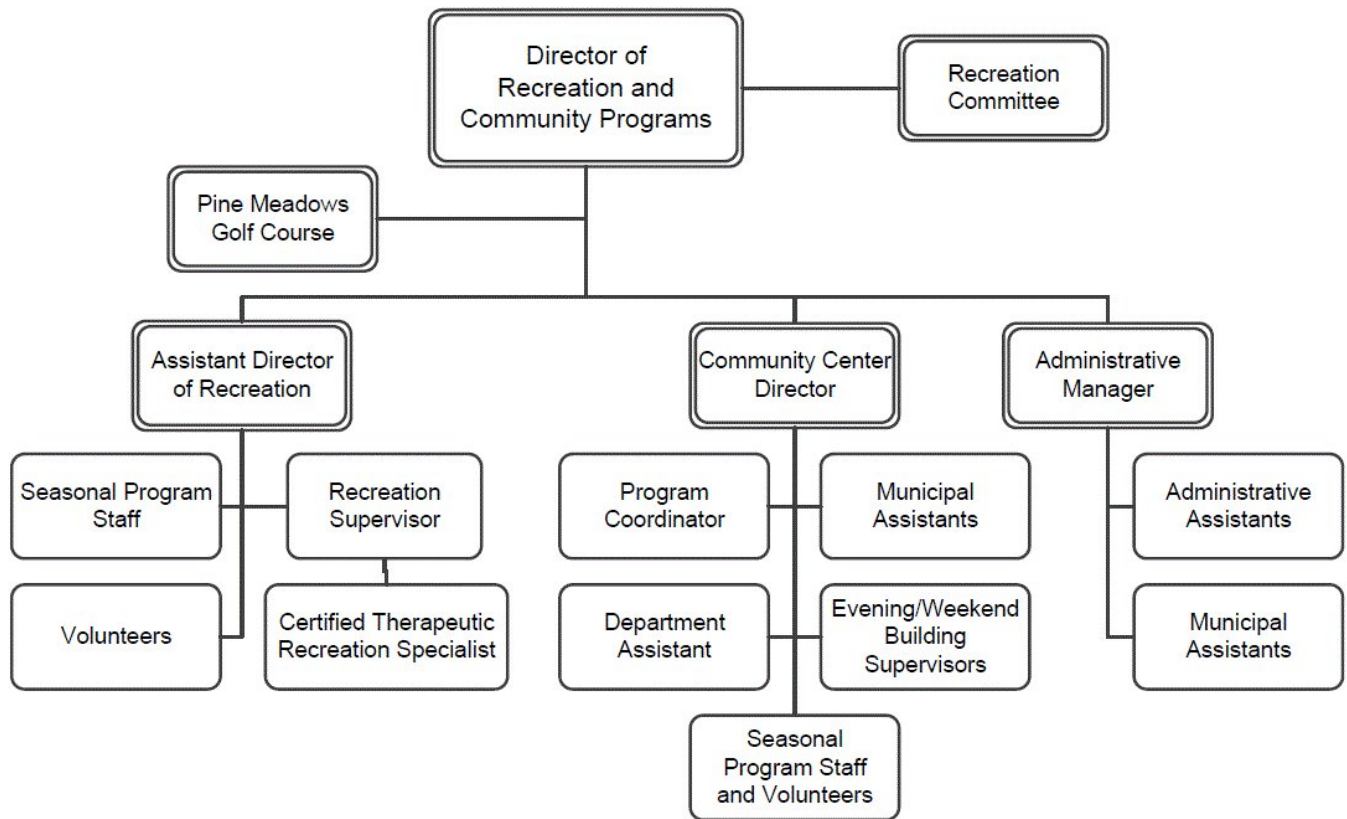
**Budget Overview:** The Department operates as an Enterprise Fund whereby program and facility fees are anticipated to cover the direct cost of operations. As such, the operating budget may increase or decrease year to year to meet changes in enrollment and facility use demands. In 2015, the Recreation 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. The Enterprise Fund is comprised of four divisions: Recreation, Pine Meadows Golf Club, Community Center and the newly formed Administrative Division. The Administrative Division has been created to improve the administrative support for the business aspects within the Recreation, Pine Meadows and Community Center operations.

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 FY2020, the Department is contributing \$269,681 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. Staff plan, schedule and coordinate programs, activities and special events and trips using facilities that include the Lexington Community Center, the Public Schools, 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, ACROSS Lexington 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 opportunities by creating an effective campus-wide planning, scheduling and communication plan amongst the LCC, Lexington Children's Place and Scottish Rite Museum.
3. Continue sponsoring 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. Continue to use the Work Plan as outlined in the Recreation and Community Programs Department's 2014-2016 Strategic Plan for department planning, including the implementation of the 2017 Recreation Facilities ADA Compliance Study recommendations as capital outlay and budget allows.
5. Develop a plan for instituting an ID membership system for use by participants at all Recreation and Community Programs Department programs and facilities.
6. Research potential local, state and federal grants that could assist with program costs and capital improvement projects.
7. Develop an operational and fiscal plan to implement a Community Therapeutic Recreation Program.



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

<b>Element: 5210 Administration*</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Request</b>
Director of Recreation and Community Programs	1	1	1	1
Administrative Manager	—	—	1	1
Municipal Assistant**	1.34	1.34	0.68	0.68
Administrative Assistant	1	1	2	2
<b>Subtotal FTE</b>	<b>3.34</b>	<b>3.34</b>	<b>4.68</b>	<b>4.68</b>

<b>Subtotal FT/PT</b>	<b>3FT/1PT</b>	<b>3FT/1PT</b>	<b>4FT/2PT</b>	<b>4FT/2PT</b>
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<b>Element: 5220 Recreation</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Request</b>
Assistant Director	1	1	1	1
Recreation Supervisor	1	1	1	1
Certified Therapeutic Recreation Specialist***	—	—	0.34	0.34
Seasonal (Part-time)	175+/-	225+/-	225+/-	225+/-
<b>Subtotal FTE</b>	<b>2.00</b>	<b>2.00</b>	<b>2.34</b>	<b>2.34</b>

<b>Subtotal FT/PT</b>	<b>2FT/0PT</b>	<b>2FT/0PT</b>	<b>2FT/1PT</b>	<b>2FT/1PT</b>
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<b>Element: 5240 Community Center</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Request</b>
Community Center Director	1	1	1	1
Office Manager	1	1	—	—
Department Assistant****	1	1	1	1
Municipal Assistant (2, PT)	1	1	1	1
Program Coordinator	1	1	1	1
Evening/Weekend Bld Supervisor (2, PT)	1	1	1	1
Seasonal (Part-time)	50+/-	50+/-	50+/-	50+/-
<b>Subtotal FTE</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>5</b>

<b>Subtotal FT/PT</b>	<b>4 FT/4 PT</b>	<b>4 FT/4 PT</b>	<b>3 FT/4 PT</b>	<b>3 FT/4 PT</b>
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<b>Total FTE</b>	<b>11.34</b>	<b>11.34</b>	<b>12.02</b>	<b>12.02</b>
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<b>Total FT/PT</b>	<b>9FT/5PT + Seasonal</b>	<b>9FT/5PT + Seasonal</b>	<b>9FT/7PT + Seasonal</b>	<b>9FT/7PT + Seasonal</b>
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\*In FY2019, Recreation implemented a reorganization to establish an Administration Division, shifting staff from other divisions, and adjusting some job titles.

\*\*In FY2019, a seasonal Municipal Assistant (Clerk) was extended as a part-time employee for the entire year, not only in the Summer.

\*\*\*In FY2019, a part-time Certified Therapeutic Recreation Specialist was added to staff for the full year.

\*\*\*\*In FY2019, the full-time Community Center Municipal Assistant became a Department Assistant.

## **Budget Recommendations:**

The FY2020 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 \$3,223,259. The recommended budget is a \$110,940 or 3.56% increase from the FY2019 budget, and reflects increases to Personal Services and Expenses.

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 FY2020, with \$208,859 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 plan, schedule, coordinate, manage, supervise and deliver 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, as well as the Human Services and the Recreation & Community Programs Departments, allowing for one-stop shopping for services and programs.

The recommended budget for Compensation is \$1,471,683, and reflects a \$55,515 or 3.92% increase which reflects prospective step increases, prospective cost-of-living adjustments, and an increase in hourly rates for Seasonal staff.

The recommended budget for Expenses is \$1,481,895 and reflects a \$47,570 or 3.32% increase from FY2019, primarily due to expanded program offerings taught by contract staff and the transition to a full-color seasonal brochure.

The recommended budget for the operation of the Pine Meadows Golf Course is \$550,750 and reflects a net decrease of \$(10,720) or -1.91%. The current course management contract was awarded in December 2018 for a contract period of 3 years beginning January 2019 through December 2021 to New England Golf Corporation.

There is an increase of \$7,855, or 3.00% in indirect payments to the General Fund to support those costs incurred in the General Fund that support the Recreation Enterprise Fund.

## **Program Improvement Requests:**

None requested.

# 5200 Recreation & Community Programs

Program: Culture & Recreation  
Town of Lexington, MA

## Budget Summary

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 267,447	\$ 220,152	\$ 214,292	\$ 208,859	\$ (5,433)	-2.54%
Enterprise Funds						
Retained Earnings	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ —	—%
Recreation User Charges	\$ 1,307,341	\$ 1,287,846	\$ 1,310,452	\$ 1,410,746	\$ 100,294	7.65%
Community Center User Charges	\$ 336,919	\$ 397,584	\$ 433,253	\$ 465,300	\$ 32,047	7.40%
Golf User Charges	\$ 771,716	\$ 770,380	\$ 775,000	\$ 775,000	\$ —	—%
Investment Income	\$ 4,322	\$ 5,687	\$ 4,322	\$ 5,000	\$ 678	15.69%
<b>Total 5200 Recreation</b>	<b>\$ 3,062,745</b>	<b>\$ 3,056,649</b>	<b>\$ 3,112,319</b>	<b>\$ 3,239,905</b>	<b>\$ 127,586</b>	<b>4.10%</b>

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,189,073	\$ 1,278,403	\$ 1,416,168	\$ 1,471,683	\$ 55,515	3.92%
Expenses	\$ 1,157,447	\$ 1,246,737	\$ 1,434,325	\$ 1,481,895	\$ 47,570	3.32%
Debt Service	\$ 100,000	\$ 100,000	\$ —	\$ —	\$ —	—%
Indirect Costs (Trans. to Gen. Fund)	\$ 247,826	\$ 254,826	\$ 261,826	\$ 269,681	\$ 7,855	3.00%
<b>Total 5200 Recreation</b>	<b>\$ 2,694,347</b>	<b>\$ 2,879,966</b>	<b>\$ 3,112,319</b>	<b>\$ 3,223,259</b>	<b>\$ 110,940</b>	<b>3.56%</b>

Program Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total 5210 Administration	\$ —	\$ —	\$ —	\$ 487,857	\$ 487,857	—%
Total 5220 Recreation	\$ 1,328,643	\$ 1,461,907	\$ 1,496,492	\$ 1,247,012	\$(249,480)	-16.67%
Total 5230 Pine Meadows	\$ 483,709	\$ 485,525	\$ 561,470	\$ 550,750	\$ (10,720)	-1.91%
Total 5230 Community Center	\$ 634,168	\$ 677,708	\$ 792,531	\$ 667,959	\$(124,572)	-15.72%
Indirect Costs	\$ 247,826	\$ 254,826	\$ 261,826	\$ 269,681	\$ 7,855	3.00%
<b>Total 5200 Recreation</b>	<b>\$ 2,694,347</b>	<b>\$ 2,879,966</b>	<b>\$ 3,112,319</b>	<b>\$ 3,223,259</b>	<b>\$ 110,940</b>	<b>3.56%</b>

Object Code Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,189,073	\$ 1,278,356	\$ 1,416,168	\$ 1,471,683	\$ 55,515	3.92%
Overtime	\$ —	\$ 46	\$ —	\$ —	\$ —	—%
<i>Personal Services</i>	<i>\$ 1,189,073</i>	<i>\$ 1,278,403</i>	<i>\$ 1,416,168</i>	<i>\$ 1,471,683</i>	<i>\$ 55,515</i>	<i>3.92%</i>
Contractual Services	\$ 1,039,501	\$ 1,096,235	\$ 1,227,980	\$ 1,275,800	\$ 47,820	3.89%
Utilities	\$ 38,742	\$ 66,978	\$ 63,750	\$ 70,450	\$ 6,700	10.51%
Supplies	\$ 78,708	\$ 83,361	\$ 133,095	\$ 129,645	\$ (3,450)	-2.59%
Small Capital	\$ 497	\$ 163	\$ 9,500	\$ 6,000	\$ (3,500)	-36.84%
<i>Expenses</i>	<i>\$ 1,157,447</i>	<i>\$ 1,246,737</i>	<i>\$ 1,434,325</i>	<i>\$ 1,481,895</i>	<i>\$ 47,570</i>	<i>3.32%</i>
Debt	\$ 100,000	\$ 100,000	\$ —	\$ —	\$ —	—%
Indirect	\$ 247,826	\$ 254,826	\$ 261,826	\$ 269,681	\$ 7,855	3.00%
<b>Total 5200 Recreation</b>	<b>\$ 2,694,347</b>	<b>\$ 2,879,966</b>	<b>\$ 3,112,319</b>	<b>\$ 3,223,259</b>	<b>\$ 110,940</b>	<b>3.56%</b>

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

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This section includes detailed information about the FY2020 Operating Budget & Financing Plan for Human Services. It includes:

- 6100-6200 Administration; Veteran's Services; Youth and Family Services and Community Programs; and Transportation Services

VIII-2

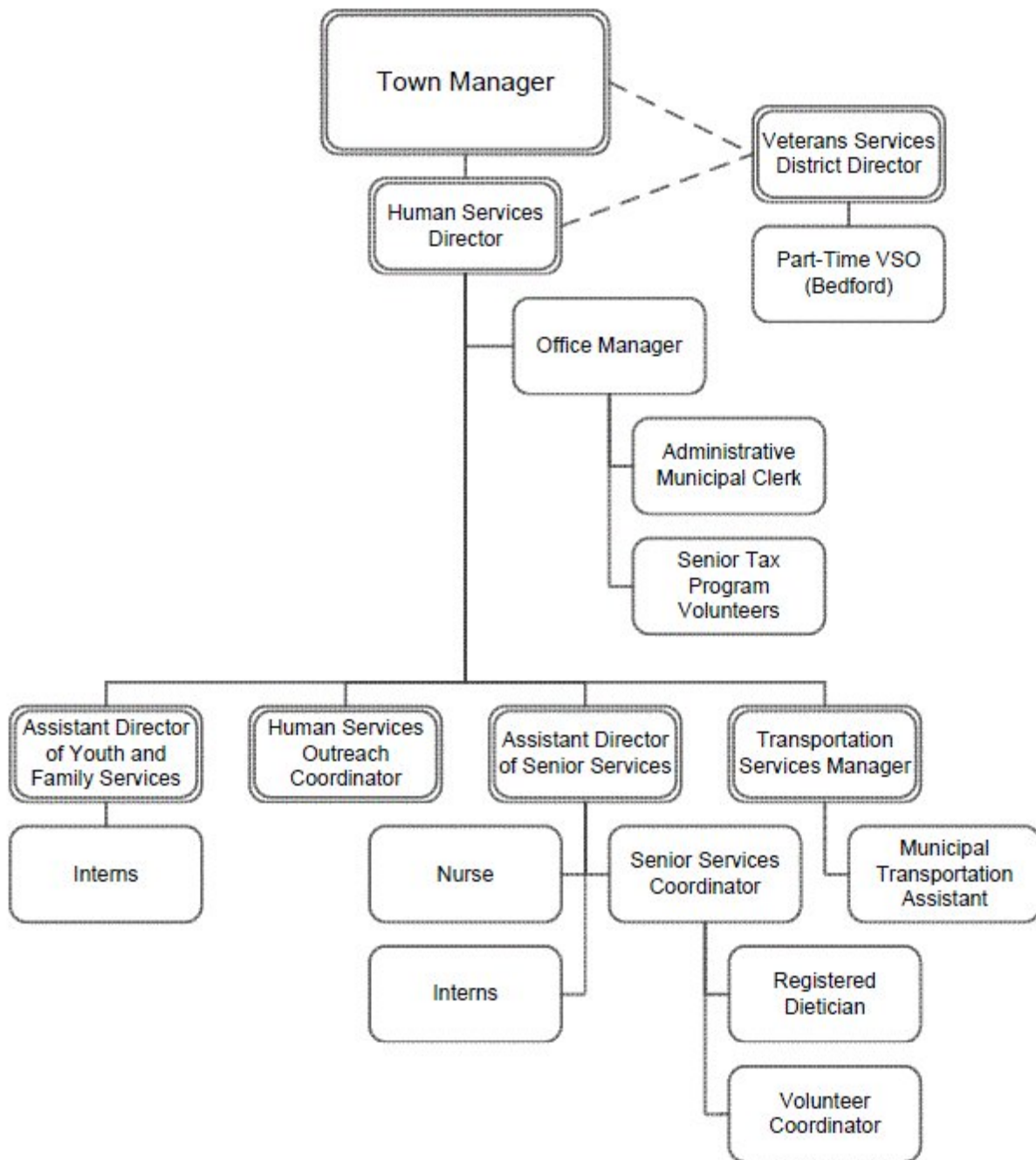
**Mission:** The Human Services Department connects Lexington residents across the lifespan to information, support and services that promote health and well being; and is responsible for managing the Lexpress bus system, Lex-Connect taxi, and other transportation initiatives. The department seeks to identify the unmet needs of our community by providing outreach and prevention services to families, seniors, veterans and youth.

**Budget Overview:** The Human Services Department is organized to provide services and support to residents of all ages. Department Staff oversee the following divisions: Administration and Outreach, Senior Services, Youth and Family Services, Veterans' Services and Transportation Services. Since moving to the Lexington Community Center in 2015, attendance, walk-in visits, phone calls and requests for information have increased significantly.

Staff from Senior Services and Youth and Family Services provide senior, youth, and intergenerational programming, assessments, information and referral, short-term counseling, financial assistance, consultation on life changes, support and light case management. Veterans' services staff provide veterans in Lexington and Bedford with information, connection to State and Federal benefits, and support, as well as work with colleagues to plan Town celebrations and special events that honor Veterans. Transportation Staff manage the Lexpress bus and Lex-Connect taxi, as well as provide travel consultation on other transit options.

### **Departmental Initiatives:**

1. Continue implementation of the CHNA 15 grant funded work of the Mental Health and Wellness Task Force that includes collaboration with Town, School and community stakeholders to provide prevention, intervention and postvention services to the Lexington Community, as well as develop alignment of incident response and communication protocols. Further implementation of Community Intervention Team with membership from Town and School departments.
2. Continue partnership with UMass Boston/Gerontology Institute on the Age Friendly designation process, evaluate Needs Assessment findings, and continue to prioritize identified areas of focus as an action plan is developed, incorporating the work of the Comprehensive Planning process as indicated.
3. Secure funding and implement action plan for regional Tri-Town transportation pilot project in collaboration with the towns of Bedford and Burlington in consultation with the Planning department.
4. Collaborate with Recreation and Community Programs staff to continue best practices in Community Center operations.
5. Continue to support and promote the William James Interface Mental Health Referral Service to the residents of Lexington.



## Authorized/Appropriated Staffing:

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Request</b>
Director of Human Services	1.00	1.00	1.00	1.00
Assistant Director of Senior Services	1.00	1.00	1.00	1.00
Assistant Director of Youth and Family Services*	—	—	1.00	1.00
Youth and Family Services Social Worker*	1.00	1.00	—	—
Community Outreach Coordinator**	—	—	1.00	1.00
Senior Services Coordinator	1.00	1.00	1.00	1.00
Senior Services Nurse***	0.42	0.42	0.57	0.57
Office Manager	1.00	1.00	1.00	1.00
Municipal Clerk (Part-time)****	0.50	0.50	0.50	0.69
Veterans' Services District Director	1.00	1.00	1.00	1.00
Veterans' Services Officer	0.51	0.51	0.51	0.51
Transportation Services Manager*****	0.69	0.69	0.80	0.80
Municipal Transportation Assistant	0.80	0.80	0.80	0.80
Registered Dietician*****	PT	PT	PT	PT
Volunteer Coordinator*****	PT	PT	PT	PT
<b>Total FTE</b>	<b>8.92</b>	<b>8.92</b>	<b>10.18</b>	<b>10.37</b>
<b>Total FT/PT</b>	<b>6(FT)/7(PT)</b>	<b>6(FT)/7(PT)</b>	<b>7(FT)/7(PT)</b>	<b>7(FT)/7(PT)</b>

### Explanatory Notes:

\*The title of Youth and Family Services Social Worker was changed to Assistant Director of Youth and Family Services in FY2019.

\*\*This position was funded as a result of the work of the Mental Health Summit.

\*\*\*The weekly hours for the Senior Services Nurse were increased from 15 to 20 in FY2019.

\*\*\*\*The weekly hours for the Municipal Clerk are being recommended to increase from 17.5 to 24 in FY2020.

\*\*\*\*\*The Transportation Services Manager position transitioned from 24 to 28 hours in FY2019.

\*\*\*\*\*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.

**Budget Recommendations:**

The recommended FY2020 All Funds Human Services budget is \$1,726,164 which is a \$(14,910) or -0.86% decrease from the restated FY2019 budget. The FY2019 budget is restated to reflect adjustments approved at the Fall 2018-1 Special Town Meeting, which involved shifting \$12,500 from Personal Services to Expenses, and adding \$12,211 from Lexington's Transportation Network Company allocation to enhance active transit options.

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. In addition, the Town of Bedford funds a portion of the Veterans' Services budget through an Intermunicipal Veterans' District agreement.

The Human Services FY2020 recommended General Fund operating budget request is \$1,458,936 and reflects a \$(18,559) or -1.26% decrease from the FY2019 budget.

The General Fund operating budget for Compensation is \$681,327, and reflects a \$24,738 or 3.77% increase. Compensation reflects the cost of contractually obligated step increases and cost of living adjustments. A program improvement will provide additional hours for a part-time administrative assistant, which will make the position benefit-eligible. The benefits will be funded from the General Fund, while the wage costs will be funded from an increase in the state formula grant. FY2020 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2019. 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 \$777,609 and reflects a \$(43,297) or -5.27% decrease, which is a net change that reflects an increase of \$20,000 for mental health services, offset by a reduction of \$20,000 from lower projected payments for veterans' benefits due to a declining caseload, and the removal of \$35,000 in one-time costs for the UMass Age-Friendly study, \$12,211 for the transit study, and \$12,500 for the William James Interface Mental Health Referral Service. Interface was funded out of the Youth & Family budget for the first year of operation in FY2019, and the Lexington Public Schools will provide \$12,500 for the second year of that service in FY2020.

**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	
Additional Hours for Municipal Assistant	\$ 9,373	\$ 15,464	\$ 24,837	\$ 9,373	\$ 15,464	\$ 24,837	\$ —

## Budget Summary - General Fund

Funding Sources (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 820,261	\$ 930,398	\$ 1,262,977	\$ 1,247,418	\$ (15,559)	-1.23 %
Veteran Benefits Reimbursement	\$ 85,558	\$ 56,702	\$ 51,518	\$ 51,518	\$ —	— %
TDM Allocation	\$ 91,600	\$ 95,000	\$ 95,000	\$ 95,000	\$ —	— %
Fees						
Lexpress Fares	\$ 68,886	\$ 65,155	\$ 68,000	\$ 65,000	\$ (3,000)	-4.41 %
<b>Total 6000 - General Fund</b>	<b>\$ 1,066,305</b>	<b>\$ 1,147,255</b>	<b>\$ 1,477,495</b>	<b>\$ 1,458,936</b>	<b>\$ (18,559)</b>	<b>-1.26 %</b>

Appropriation Summary (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Restated	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 492,792	\$ 489,831	\$ 656,589	\$ 681,327	\$ 24,738	3.77 %
Expenses	\$ 573,513	\$ 657,425	\$ 820,906	\$ 777,609	\$ (43,297)	-5.27 %
<b>Total 6000 - General Fund</b>	<b>\$ 1,066,305</b>	<b>\$ 1,147,255</b>	<b>\$ 1,477,495</b>	<b>\$ 1,458,936</b>	<b>\$ (18,559)</b>	<b>-1.26 %</b>

Program Summary (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Restated	FY2020 Recommended	Dollar Increase	Percent Increase
Total 6110 Administration	\$ 205,946	\$ 217,375	\$ 227,846	\$ 236,180	\$ 8,334	3.66 %
Total 6140 Veterans' Services	\$ 133,730	\$ 118,788	\$ 167,258	\$ 149,964	\$ (17,294)	-10.34 %
Total 6150 Youth & Family Services	\$ 78,206	\$ 52,711	\$ 176,965	\$ 185,713	\$ 8,748	4.94 %
Total 6170 Senior Services & Community Programs	\$ 118,143	\$ 145,503	\$ 218,227	\$ 192,391	\$ (25,836)	-11.84 %
Total 6210 Transportation Services	\$ 530,279	\$ 612,877	\$ 687,199	\$ 694,688	\$ 7,489	1.09 %
<b>Total 6000 - General Fund</b>	<b>\$ 1,066,305</b>	<b>\$ 1,147,255</b>	<b>\$ 1,477,495</b>	<b>\$ 1,458,936</b>	<b>\$ (18,559)</b>	<b>-1.26 %</b>

Object Code Summary (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Restated	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 492,792	\$ 489,831	\$ 656,589	\$ 681,327	\$ 24,738	3.77 %
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	— %
<i>Personal Services</i>	<i>\$ 492,792</i>	<i>\$ 489,831</i>	<i>\$ 656,589</i>	<i>\$ 681,327</i>	<i>\$ 24,738</i>	<i>3.77 %</i>
Contractual Services	\$ 548,189	\$ 624,395	\$ 784,759	\$ 740,862	\$ (43,897)	-5.59 %
Utilities	\$ 2,012	\$ 1,897	\$ 2,947	\$ 3,547	\$ 600	20.36 %
Supplies	\$ 19,532	\$ 27,390	\$ 29,700	\$ 30,700	\$ 1,000	3.37 %
Small Capital	\$ 3,780	\$ 3,742	\$ 3,500	\$ 2,500	\$ (1,000)	-28.57 %
<i>Expenses</i>	<i>\$ 573,513</i>	<i>\$ 657,425</i>	<i>\$ 820,906</i>	<i>\$ 777,609</i>	<i>\$ (43,297)</i>	<i>-5.27 %</i>
<b>Total 6000 - General Fund</b>	<b>\$ 1,066,305</b>	<b>\$ 1,147,255</b>	<b>\$ 1,477,495</b>	<b>\$ 1,458,936</b>	<b>\$ (18,559)</b>	<b>-1.26 %</b>

**Budget Summary - Revolving Funds\* and Grants**

<b>Funding Sources</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Projected</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
EOEA Grant	\$ 78,650	\$ 76,545	\$ 94,764	\$ 94,764	\$ —	— %
Veterans Services Regional Funding from Bedford	\$ 37,227	\$ 38,690	\$ 41,815	\$ 43,384	\$ 1,569	3.75 %
Senior Services Revolving Fund*	\$ 53,433	\$ 71,666	\$ 75,000	\$ 75,000	\$ —	— %
MBTA Grant	\$ 54,080	\$ 56,243	\$ 52,000	\$ 54,080	\$ 2,080	4.00 %
<b>Total 6000 - Non-General Fund</b>	<b>\$ 223,390</b>	<b>\$ 243,144</b>	<b>\$ 263,579</b>	<b>\$ 267,228</b>	<b>\$ 3,649</b>	<b>1.38 %</b>

\*Revolving Funds are authorized by Town Meeting via Article 13, and are not appropriated under Article 11.

<b>Appropriations Summary (Non-General Fund)</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Restated</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
<b>EOEA Grant</b>	<b>\$ 80,506</b>	<b>\$ 76,402</b>	<b>\$ 94,764</b>	<b>\$ 94,764</b>	<b>\$ —</b>	<b>—%</b>
<i>Personal Services</i>	\$ 61,293	\$ 58,746	\$ 58,575	\$ 67,948	\$ 9,373	16.00 %
<i>Expenses</i>	\$ 19,213	\$ 17,656	\$ 36,189	\$ 26,816	\$ (9,373)	-25.90 %
<b>Veterans' Services Regional Funding</b>	<b>\$ 36,518</b>	<b>\$ 38,774</b>	<b>\$ 41,815</b>	<b>\$ 43,384</b>	<b>\$ 1,569</b>	<b>3.75%</b>
<i>Personal Services</i>	\$ 35,771	\$ 37,296	\$ 39,971	\$ 41,691	\$ 1,720	4.30 %
<i>Expenses</i>	\$ 747	\$ 1,478	\$ 1,844	\$ 1,693	\$ (151)	-8.19 %
<b>Senior Services Revolving Fund</b>						
<i>Expenses</i>	\$ 44,963	\$ 85,885	\$ 75,000	\$ 75,000	\$ —	— %
<b>MBTA Grant - Transportation Services</b>						
<i>Expenses</i>	\$ 54,080	\$ 67,549	\$ 52,000	\$ 54,080	\$ 2,080	4.00 %
<b>Total 6000 - Non-General Fund</b>	<b>\$ 216,066</b>	<b>\$ 268,611</b>	<b>\$ 263,579</b>	<b>\$ 267,228</b>	<b>\$ 3,649</b>	<b>1.38 %</b>

**Budget Summary - All Funds**

<b>Appropriation Summary (All Funds)</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Restated</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Compensation	\$ 589,856	\$ 585,873	\$ 755,135	\$ 790,966	\$ 35,831	4.74 %
Expenses	\$ 692,515	\$ 829,993	\$ 985,939	\$ 935,198	\$ (50,741)	-5.15 %
<b>Total 6000 Human Services (All Funds)</b>	<b>\$ 1,282,371</b>	<b>\$ 1,415,866</b>	<b>\$ 1,741,074</b>	<b>\$ 1,726,164</b>	<b>\$ (14,910)</b>	<b>-0.86 %</b>

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

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This section includes detailed information about the FY2020 Operating Budget & Financing Plan for the Land Use, Health and Development Department. It includes:

- 7100-7400 Summary IX-3
- 7110 Building and Zoning IX-10
- 7120 Administration IX-14
- 7130 Conservation IX-16
- 7140 Health IX-20
- 7200 Planning IX-24
- 7300 Economic Development IX-28

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## 7100-7400 Program Summary

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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 and Economic Development.

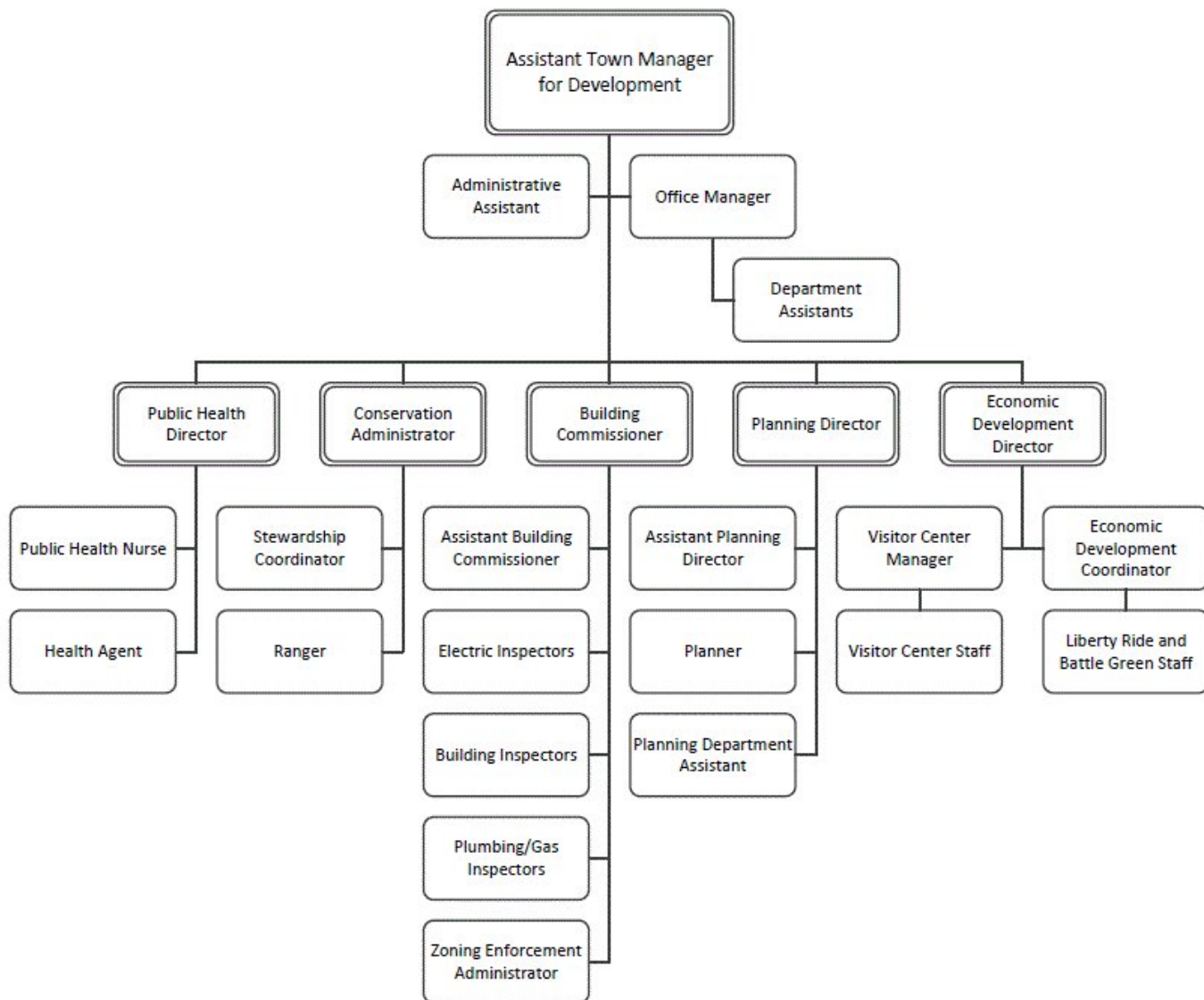
- Building and Zoning is responsible for enforcing the State building, electrical, gas, and plumbing codes, the local zoning bylaw, and Architectural Access Board Regulations.
- Conservation is responsible for administering and enforcing the State and local wetland protection codes and the State Stormwater Management Regulations, managing over 1,400 acres of Town-owned conservation land, and providing outreach and education concerning natural and watershed resources.
- Public Health 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.
- Planning 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.
- Economic Development 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.

### 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, MA



# 7100-7400 Program Summary

Town of Lexington, MA

## Authorized/Appropriated Staffing

	FY2017 Budget	FY2018 Budget	FY2019 Budget	FY2020 Request
Assistant Town Manager	1	1	1	1
Administrative Assistant*	—	—	1	1
Administration Dept Office Manager	1	1	1	1
Administration Dept Assistants	4	4	4	4
Economic Development Director	1	1	1	1
Ec. Dev./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	0.56	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. 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**	0.6	0.6	0.6	0.6
Building Commissioner	1	1	1	1
Asst Building Commissioner***	—	—	1	1
Building Inspectors***	2	2	1	1
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	0.38	0.38	0.38
<b>Subtotal FTE</b>	<b>30.45</b>	<b>30.62</b>	<b>31.62</b>	<b>31.62</b>
<b>Total FT/PT</b>	<b>22FT/11PT + Seasonal</b>	<b>22FT/11PT + Seasonal</b>	<b>23FT/11PT + Seasonal</b>	<b>23FT/11PT + Seasonal</b>

### Explanatory Notes:

\*An Administrative Assistant was added for the Assistant Town Manager in FY2019.

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

\*\*\*In FY2019, one of the Building Inspector positions was upgraded to Assistant Building Commissioner.

# 7100-7400 Program Summary

Town of Lexington, MA

## Budget Recommendations:

The FY2020 recommended All Funds Land Use, Health and Development Department budget, inclusive of the General Fund operating budget, the Liberty Ride, Visitor Center, Residential Engineering Review and Health Program Revolving Funds, is \$2,935,397, which is a \$36,536 or 1.26% increase from the FY2019 budget.

The FY2020 recommended Land Use, Health and Development General Fund operating budget is \$2,579,144 which is a \$131,508, or 5.37% increase from the FY2019 General Fund budget.

The General Fund operating budget for Compensation is \$2,010,997 and reflects a \$6,959 or 0.35% increase, which is a net increase with savings due to staff turnover offsetting contractually obligated cost of living and step increases. FY2020 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2019. 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 \$568,147 and reflects an increase of \$124,549 or 28.08%, which reflects funding to implement the Comprehensive Plan and provide operating support to the Visitors Center while construction of a new building is underway.

The FY2020 recommended budget for the Residential Engineering Review, Health Program, Liberty Ride, and Visitor Center revolving funds is \$413,853, a decrease of \$(37,372) or -8.28%. This is a net change reflecting the creation of a new fund at Building and Zoning for third-party plan review, offset by reduced revenues at the Visitors Center during construction.

## 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	
Residential Engineering Review	\$ 57,600	\$ —	\$ 57,600	\$ 57,600	\$ —	\$ 57,600	\$ —
Electronic Building Plan Review Table and Workstation	\$ 13,500	\$ —	\$ 13,500	\$ 13,500	\$ —	\$ 13,500	\$ —
Conservation Seasonal Staffing Enhancements	\$ 8,697	\$ 126	\$ 8,823	\$ 8,697	\$ 126	\$ 8,823	\$ —
ACROSS Lexington Brochure Update	\$ 5,000	\$ —	\$ 5,000	\$ —	\$ —	\$ —	\$ 5,000
Online Engagement Platform, Comprehensive Plan	\$ 8,000	\$ —	\$ 8,000	\$ 8,000	\$ —	\$ 8,000	\$ —
General Fund Support of Visitors Center Services	\$ 148,624	\$ 16,844	\$ 165,468	\$ 80,000	\$ —	\$ 80,000	\$ 85,468

# 7100-7400 Program Summary

Town of Lexington, MA

## Budget Summary - General Fund

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ (611,107)	\$ (718,075)	\$ 576,516	\$ 697,594	\$ 121,078	21.00 %
TDM Stabilization Fund	\$ 45,400	\$ 46,000	\$ 46,000	\$ 46,000	\$ —	— %
Center Impr. District Stab. Fund	\$ —	\$ 27,000	\$ 27,000	\$ 27,000	\$ —	— %
<b>Fees &amp; Charges</b>						
Departmental Fees	\$ 90,558	\$ 126,146	\$ 79,120	\$ 88,350	\$ 9,230	11.67 %
Licenses & Permits	\$ 2,590,371	\$ 2,743,208	\$ 1,719,000	\$ 1,720,200	\$ 1,200	0.07 %
<b>Total 7100-7400 - General Fund</b>	<b>\$ 2,115,222</b>	<b>\$ 2,224,279</b>	<b>\$ 2,447,636</b>	<b>\$ 2,579,144</b>	<b>\$ 131,508</b>	<b>5.37 %</b>

Appropriation Summary (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,771,717	\$ 1,807,174	\$ 2,004,038	\$ 2,010,997	\$ 6,959	0.35 %
Expenses	\$ 343,505	\$ 417,105	\$ 443,598	\$ 568,147	\$ 124,549	28.08 %
<b>Total 7100-7400 - General Fund</b>	<b>\$ 2,115,222</b>	<b>\$ 2,224,279</b>	<b>\$ 2,447,636</b>	<b>\$ 2,579,144</b>	<b>\$ 131,508</b>	<b>5.37 %</b>

Level-Service Requests (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total 7110 Building & Zoning	\$ 546,000	\$ 552,539	\$ 626,153	\$ 621,475	\$ (4,678)	-0.75 %
Total 7120 Administration	\$ 396,952	\$ 429,532	\$ 513,010	\$ 523,134	\$ 10,124	1.97 %
Total 7130 Conservation	\$ 246,178	\$ 231,483	\$ 246,486	\$ 262,674	\$ 16,188	6.57 %
Total 7140 Health	\$ 288,005	\$ 303,070	\$ 319,086	\$ 320,097	\$ 1,011	0.32 %
Total 7200 Planning	\$ 334,628	\$ 368,233	\$ 387,163	\$ 410,796	\$ 23,633	6.10 %
Total 7300 Economic Development	\$ 303,458	\$ 339,423	\$ 355,738	\$ 440,968	\$ 85,230	23.96 %
<b>Total 7100-7400 - General Fund</b>	<b>\$ 2,115,222</b>	<b>\$ 2,224,279</b>	<b>\$ 2,447,636</b>	<b>\$ 2,579,144</b>	<b>\$ 131,508</b>	<b>5.37 %</b>

Object Code Summary (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,756,808	\$ 1,793,003	\$ 1,971,927	\$ 1,978,468	\$ 6,541	0.33 %
Overtime	\$ 14,908	\$ 14,170	\$ 32,111	\$ 32,529	\$ 418	1.30 %
<i>Personal Services</i>	<i>\$ 1,771,717</i>	<i>\$ 1,807,174</i>	<i>\$ 2,004,038</i>	<i>\$ 2,010,997</i>	<i>\$ 6,959</i>	<i>0.35 %</i>
Contractual Services	\$ 289,009	\$ 357,629	\$ 382,126	\$ 402,656	\$ 20,530	5.37 %
Utilities	\$ 7,571	\$ 9,237	\$ 12,062	\$ 12,261	\$ 199	1.65 %
Supplies	\$ 46,541	\$ 50,239	\$ 49,410	\$ 153,230	\$ 103,820	210.12 %
Small Capital	\$ 384	\$ —	\$ —	\$ —	\$ —	— %
<i>Expenses</i>	<i>\$ 343,505</i>	<i>\$ 417,105</i>	<i>\$ 443,598</i>	<i>\$ 568,147</i>	<i>\$ 124,549</i>	<i>28.08 %</i>
<b>Total 7100-7400 - General Fund</b>	<b>\$ 2,115,222</b>	<b>\$ 2,224,279</b>	<b>\$ 2,447,636</b>	<b>\$ 2,579,144</b>	<b>\$ 131,508</b>	<b>5.37 %</b>

# 7100-7400 Program Summary

Town of Lexington, MA

## Budget Summary - Revolving Funds

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Residential Engineering Review Revolving Fund	\$ —	\$ —	\$ —	\$ 57,600	\$ 57,600	— %
Health Programs Revolving Fund	\$ 45,780	\$ 33,291	\$ 45,000	\$ 45,000	\$ —	— %
Liberty Ride Revolving Fund	\$ 199,346	\$ 190,429	\$ 202,220	\$ 161,776	\$ (40,444)	-20.00 %
Visitor Center Revolving Fund	\$ 203,722	\$ 196,415	\$ 182,000	\$ 101,200	\$ (80,800)	-44.40 %
<b>Total 7100-7400 - Rev. Funds</b>	<b>\$ 448,848</b>	<b>\$ 420,135</b>	<b>\$ 429,220</b>	<b>\$ 365,576</b>	<b>\$ (63,644)</b>	<b>-14.83 %</b>

\*Revolving Funds are authorized by Town Meeting via Article 13, and are not appropriated under Article 11.

Appropriation Summary (Revolving Funds)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
<b>7110 - Residential Engineering Review</b>						
Expenses	\$ —	\$ —	\$ —	\$ 57,600	\$ 57,600	— %
<b>7140 - Health Programs</b>						
Expenses	\$ 13,947	\$ 14,564	\$ 45,000	\$ 45,000	\$ —	— %
<b>7320 - Liberty Ride</b>	<b>\$ 199,153</b>	<b>\$ 196,973</b>	<b>\$ 206,816</b>	<b>\$ 210,000</b>	<b>\$ 3,184</b>	<b>1.54%</b>
Compensation	\$ 65,667	\$ 61,847	\$ 65,430	\$ 65,430	\$ —	— %
Expenses	\$ 133,486	\$ 135,126	\$ 141,386	\$ 144,570	\$ 3,184	2.25 %
<b>7340 - Visitor Center</b>	<b>\$ 209,518</b>	<b>\$ 200,323</b>	<b>\$ 199,409</b>	<b>\$ 101,253</b>	<b>\$(98,156)</b>	<b>-49.22%</b>
Compensation	\$ 104,853	\$ 103,670	\$ 113,409	\$ 63,409	\$ (50,000)	-44.09 %
Expenses	\$ 104,665	\$ 96,653	\$ 86,000	\$ 37,844	\$ (48,156)	-56.00 %
<b>Total 7100-7400 - Rev. Funds</b>	<b>\$ 422,618</b>	<b>\$ 411,860</b>	<b>\$ 451,225</b>	<b>\$ 413,853</b>	<b>\$ (37,372)</b>	<b>-8.28 %</b>

## Budget Summary - All Funds

Appropriation Summary (All Funds)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,942,236	\$ 1,972,691	\$ 2,182,877	\$ 2,139,836	\$ (43,041)	-1.97 %
Expenses	\$ 595,603	\$ 663,448	\$ 715,984	\$ 795,561	\$ 79,577	11.11 %
<b>Total 7100-7400 - All Funds</b>	<b>\$ 2,537,839</b>	<b>\$ 2,636,139</b>	<b>\$ 2,898,861</b>	<b>\$ 2,935,397</b>	<b>\$ 36,536</b>	<b>1.26 %</b>



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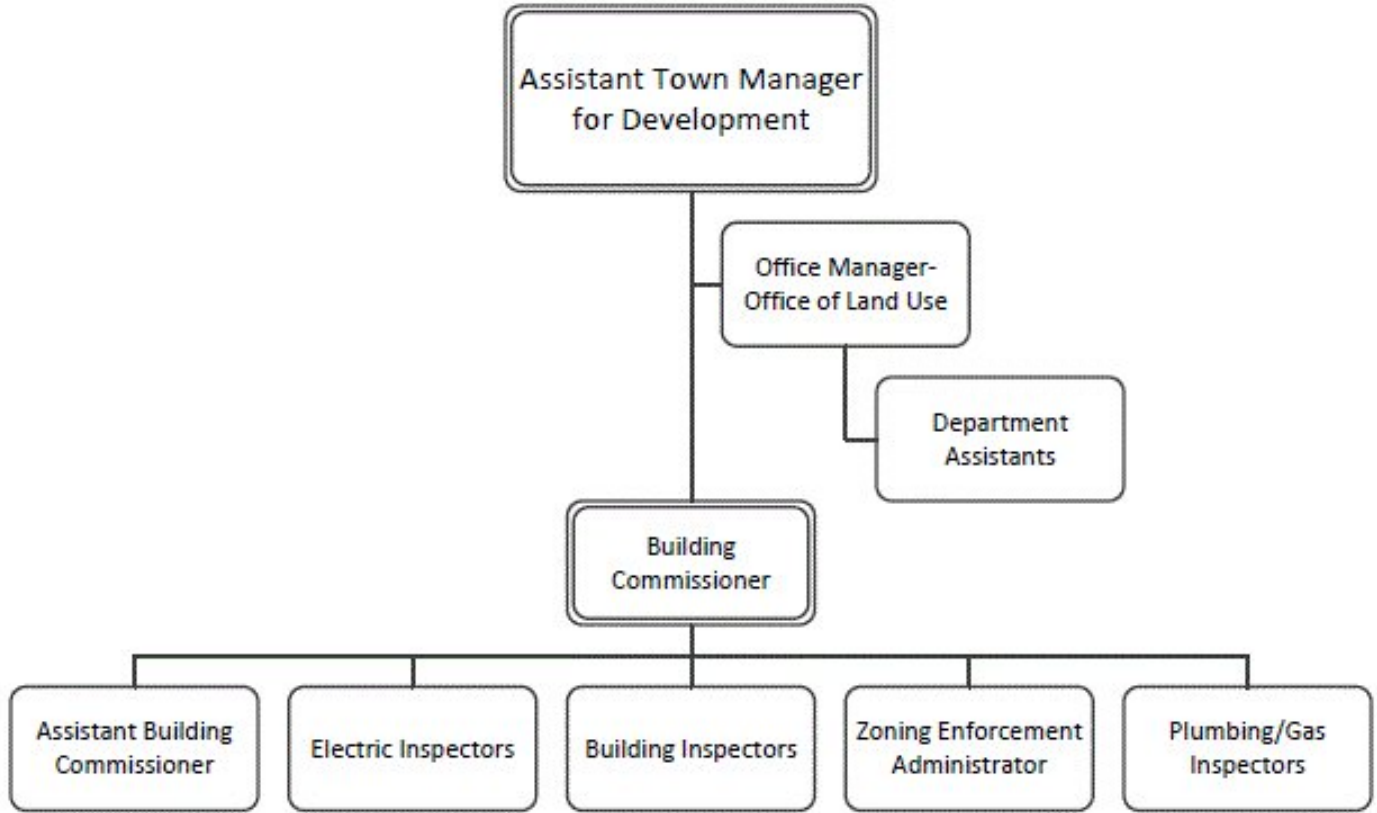


**Mission:** The Building and Zoning Department is a regulatory function with the goal of protecting the health and safety of residents. This role is fulfilled through the enforcement of building, zoning and land use regulations.

**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, Assistant 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. The release of 9th edition of the International Building Codes and the Massachusetts State Building Code took effect on January 1, 2018. Implementing the transition from the 8th edition of the Code to the 9th edition continues to be an important division goal. The learning curve and the effort to educate the building community is extraordinary. Training our local contractors and designers by highlighting changes in the new code as well as the changes in the zoning bylaw, remains an important objective in FY2020.
2. Continue to implement the Laserfiche Document Imaging Software for Building and Zoning Permit records, including converting historical records to digital format and migrating into software.
3. Improve staff coordination and other initiatives to streamline the permitting process.
4. View Permit Cloud will be implemented for additional Department permit processes. The permitting applications and sequence of the application process will change and provide a more effective and efficient process.
5. Purchase an Electronic Plan Table and begin to utilize for plan review. This device will allow inspectors to view, comment, edit, save and send full-size construction documents. The plan review of new buildings is an essential part of the work in the Building Department. This phase of permit review is critical to address life safety, structural, and Fire egress requirements of the Building Code. Lexington is a Green Community, and we have a goal to become a paperless department; this plan table is the next step to get closer to that goal.



**Authorized/Appropriated Staffing**

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Request</b>
Building Commissioner	1	1	1	1
Asst. Bldg. Commissioner*	—	—	1	1
Building Inspectors*	2	2	1	1
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	0.38	0.38	0.38
<b>Total FTE</b>	<b>6.59</b>	<b>6.76</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>

\*In FY2019, one of the Building Inspector positions was upgraded to Assistant Building Commissioner.

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

**Budget Recommendations:**

The FY2020 recommended All Funds Building and Zoning budget is \$679,075 a \$52,922 or 8.45% increase from the FY2019 budget. This is entirely due to a program improvement for a Residential Engineering Review revolving fund for \$57,600 which will fund the third-party review of residential plans which substantially change the footprint of a parcel, with a focus on the impact on neighboring properties. That review will be funded from a new fee charged to the developers proposing the construction.

The FY2020 recommended General Fund Building and Zoning budget is \$621,475 a \$(4,678) or -0.75% decrease from the FY2019 budget.

The recommended budget for Compensation is \$545,235 and reflects a \$(18,178), or -3.23% decrease, which is net change due to staff turnover offsetting contractually obligated step increases and cost of living adjustments. FY2020 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2019. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager’s budget.

The recommended budget for Expenses is \$76,240 and reflects an increase of \$13,500 or 21.52% from FY2019, due to the funding of a Program Improvement Request to purchase an Electronic Building Plan Review Table.

**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	
Residential Engineering Review	\$ 57,600	\$ —	\$ 57,600	\$ 57,600	\$ —	\$ 57,600	\$ —
Electronic Building Plan Review Table and Workstation	\$ 13,500	\$ —	\$ 13,500	\$ 13,500	\$ —	\$ 13,500	\$ —

**Budget Summary:**

<b>Funding Sources</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Projected</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Tax Levy	\$ (2,008,150)	\$ (2,158,294)	\$ (1,059,847)	\$ (1,061,725)	\$ (1,878)	0.18%
Directed Funding						
Departmental Fees	\$ 2,278	\$ 13,215	\$ 12,000	\$ 8,000	\$ (4,000)	-33.33%
Licenses and Permits	\$ 2,551,872	\$ 2,697,618	\$ 1,674,000	\$ 1,675,200	\$ 1,200	0.07%
<b>Total 7110 Building and Zoning</b>	<b>\$ 546,000</b>	<b>\$ 552,539</b>	<b>\$ 626,153</b>	<b>\$ 621,475</b>	<b>\$ (4,678)</b>	<b>-0.75%</b>

<b>Appropriation Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Compensation	\$ 509,531	\$ 501,243	\$ 563,413	\$ 545,235	\$ (18,178)	-3.23%
Expenses	\$ 36,469	\$ 51,295	\$ 62,740	\$ 76,240	\$ 13,500	21.52%
<b>Total 7110 Building and Zoning</b>	<b>\$ 546,000</b>	<b>\$ 552,539</b>	<b>\$ 626,153</b>	<b>\$ 621,475</b>	<b>\$ (4,678)</b>	<b>-0.75%</b>

<b>Object Code Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Salaries & Wages	\$ 506,591	\$ 497,579	\$ 557,552	\$ 539,297	\$ (18,255)	-3.27%
Overtime	\$ 2,940	\$ 3,664	\$ 5,861	\$ 5,938	\$ 77	1.31%
<i>Personal Services</i>	<i>\$ 509,531</i>	<i>\$ 501,243</i>	<i>\$ 563,413</i>	<i>\$ 545,235</i>	<i>\$ (18,178)</i>	<i>-3.23%</i>
Contractual Services	\$ 27,196	\$ 41,989	\$ 52,140	\$ 52,140	\$ —	—%
Utilities	\$ 3,871	\$ 4,927	\$ 6,200	\$ 6,200	\$ —	—%
Supplies	\$ 5,402	\$ 4,380	\$ 4,400	\$ 17,900	\$ 13,500	306.82%
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Expenses</i>	<i>\$ 36,469</i>	<i>\$ 51,295</i>	<i>\$ 62,740</i>	<i>\$ 76,240</i>	<i>\$ 13,500</i>	<i>21.52%</i>
<b>Total 7110 Building and Zoning</b>	<b>\$ 546,000</b>	<b>\$ 552,539</b>	<b>\$ 626,153</b>	<b>\$ 621,475</b>	<b>\$ (4,678)</b>	<b>-0.75%</b>

**Budget Summary - Revolving Funds\***

<b>Funding Sources</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Projected</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Residential Engineering Review	\$ —	\$ —	\$ —	\$ 57,600	\$ 57,600	—%
<b>Total 7110 B&amp;Z Rev. Funds</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 57,600</b>	<b>\$ 57,600</b>	<b>—%</b>

\*Revolving Funds are authorized by Town Meeting via Article 13, and are not appropriated under Article 11.

<b>Appropriation Summary (Revolving Funds)</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
<b>7110 - Residential Engineering Review Revolving Fund</b>						
<i>Expenses</i>	<i>\$ —</i>	<i>\$ —</i>	<i>\$ —</i>	<i>\$ 57,600</i>	<i>\$ 57,600</i>	<i>—%</i>
<b>Total 7110 B&amp;Z Rev. Funds</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 57,600</b>	<b>\$ 57,600</b>	<b>—%</b>

**Budget Summary - All Funds**

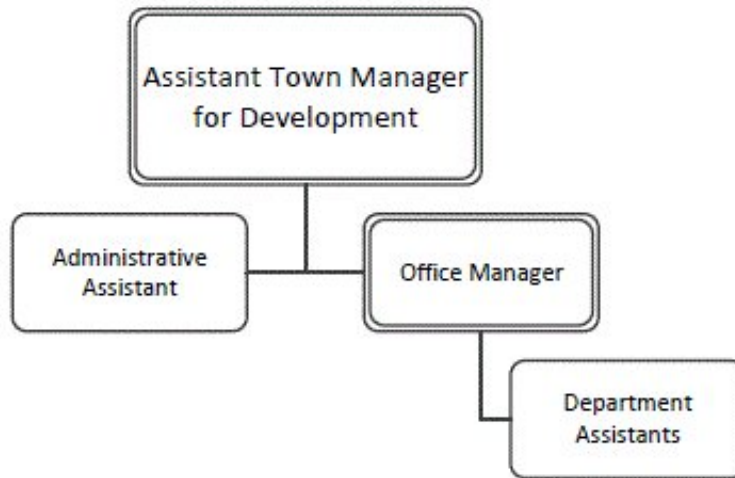
<b>Appropriation Summary (All Funds)</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Compensation	\$ 509,531	\$ 501,243	\$ 563,413	\$ 545,235	\$ (18,178)	-3.23%
Expenses	\$ 36,469	\$ 51,295	\$ 62,740	\$ 133,840	\$ 71,100	113.32%
<b>Total 7110 B&amp;Z - All Funds</b>	<b>\$ 546,000</b>	<b>\$ 552,539</b>	<b>\$ 626,153</b>	<b>\$ 679,075</b>	<b>\$ 52,922</b>	<b>8.45%</b>

**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, Administrative Assistant and four Department Assistants, 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 six divisions within the Land Use, Health and Development Department.

**Departmental Initiatives:**

1. Improve and streamline administrative coordination for the Department.
2. Improve public information on permitting requirements and procedures for prospective business owners and commercial tenants, e.g., how to file a permit, how to know an application is complete.
3. Increase the Department's capacity to provide technical support to boards and committees supported by the Department.



**Authorized/Appropriated Staffing**

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Request</b>
Assistant Town Manager	1	1	1	1
Administrative Assistant*	—	—	1	1
Office Manager	1	1	1	1
Department Assistants	4	4	4	4
<b>Total FTE</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>
<b>Total FT/PT</b>	<b>6 FT</b>	<b>6 FT</b>	<b>7 FT</b>	<b>7 FT</b>

\*An Administrative Assistant was added for the Assistant Town Manager in FY2019.

**Budget Recommendations:**

The recommended FY2020 General Fund budget for the Office of Administration is \$523,134, an increase of \$10,124 or 1.97% from the FY2019 budget.

The General Fund operating budget for Compensation is \$464,534 and reflects an increase of \$6,424 or 1.40% for contractually obligated step increases and cost of living adjustments. FY2020 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2019. 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 \$58,600 and reflects a net increase of \$3,700 or 6.74%, which is primarily due to professional certification expenses.

**Program Improvement Requests:**

None requested.

**Budget Summary:**

<b>Funding Sources</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Projected</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Tax Levy	\$ 385,752	\$ 421,432	\$ 499,310	\$ 501,734	\$ 2,424	0.49%
Directed Funding						
Departmental Fees	\$ 11,200	\$ 8,100	\$ 13,700	\$ 21,400	\$ 7,700	56.20%
<b>Total 7120 Administration</b>	<b>\$ 396,952</b>	<b>\$ 429,532</b>	<b>\$ 513,010</b>	<b>\$ 523,134</b>	<b>\$ 10,124</b>	<b>1.97%</b>

<b>Appropriation Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Compensation	\$ 357,811	\$ 393,887	\$ 458,110	\$ 464,534	\$ 6,424	1.40%
Expenses	\$ 39,141	\$ 35,645	\$ 54,900	\$ 58,600	\$ 3,700	6.74%
<b>Total 7120 Administration</b>	<b>\$ 396,952</b>	<b>\$ 429,532</b>	<b>\$ 513,010</b>	<b>\$ 523,134</b>	<b>\$ 10,124</b>	<b>1.97%</b>

<b>Object Code Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Salaries & Wages	\$ 349,518	\$ 385,848	\$ 446,251	\$ 452,521	\$ 6,270	1.41%
Overtime	\$ 8,292	\$ 8,039	\$ 11,859	\$ 12,013	\$ 154	1.30%
<i>Personal Services</i>	<i>\$ 357,811</i>	<i>\$ 393,887</i>	<i>\$ 458,110</i>	<i>\$ 464,534</i>	<i>\$ 6,424</i>	<i>1.40%</i>
Contractual Services	\$ 32,471	\$ 27,549	\$ 47,300	\$ 50,500	\$ 3,200	6.77%
Utilities	\$ 555	\$ 600	\$ 600	\$ 600	\$ —	—%
Supplies	\$ 6,115	\$ 7,496	\$ 7,000	\$ 7,500	\$ 500	7.14%
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Expenses</i>	<i>\$ 39,141</i>	<i>\$ 35,645</i>	<i>\$ 54,900</i>	<i>\$ 58,600</i>	<i>\$ 3,700</i>	<i>6.74%</i>
<b>Total 7120 Administration</b>	<b>\$ 396,952</b>	<b>\$ 429,532</b>	<b>\$ 513,010</b>	<b>\$ 523,134</b>	<b>\$ 10,124</b>	<b>1.97%</b>

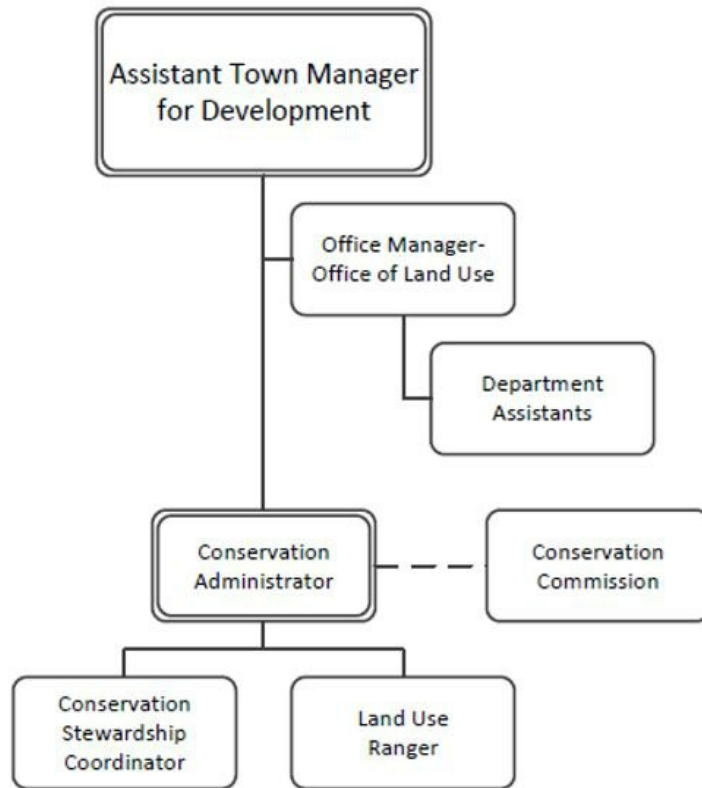
**Mission:** To protect the health and safety of Town residents through education about and regulation of and management of natural areas and wetlands.

**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 Conservation 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. Plan for and implement the numerous conservation land management projects, including meadows preservation, Cotton Farm Conservation Area Improvements, Parker Meadow ADA Trail Design and Engineering, Wright Farm Planning and Programming, and Willard's Woods Land Management Planning, and Accessible Trail System Design, Engineering, and Construction (subject to FY2020 and 2021 CPA Capital request).





**Authorized/Appropriated Staffing**

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Request</b>
Conservation Administrator	1	1	1	1
Stewardship Coordinator	1	1	1	1
Land Use Ranger	0.26	0.26	0.26	0.26
Seasonal Land Management Interns	Seasonals	Seasonals	Seasonals	Seasonals
<b>Total FTE</b>	<b>2.26</b>	<b>2.26</b>	<b>2.26</b>	<b>2.26</b>
<b>Total FT/PT</b>	<b>2FT/1PT + Seasonals</b>	<b>2FT/1PT + Seasonals</b>	<b>2FT/1PT + Seasonals</b>	<b>2FT/1PT + Seasonals</b>

**Budget Recommendations:**

The recommended FY2020 General Fund Conservation budget is \$262,674, an increase of \$16,188 or 6.57% over the FY2019 budget.

The General Fund operating budget for Compensation is \$223,097 and reflects an increase of \$9,358 or 4.38% for contractually obligated step increases, as well as the funding of a Program Improvement Request for \$8,697 to add a third summer intern for fieldwork, and enhance the hourly rate. FY2020 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2019. 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 \$39,577 and reflects an increase of \$6,830 or 20.86% for additional recurring annual mowing expenses from the FY2018 CPA Meadow Preservation Program, as well as one-time funding to replace a brush mower that has reached the end of its useful life.

**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	
Conservation Seasonal Staffing Enhancements	\$ 8,697	\$ 126	\$ 8,823	\$ 8,697	\$ 126	\$ 8,823	\$ —
ACROSS Lexington Brochure Update	\$ 5,000	\$ —	\$ 5,000	\$ —	\$ —	\$ —	\$ 5,000

**Budget Summary:**

<b>Funding Sources</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Projected</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Tax Levy	\$ 219,398	\$ 192,671	\$ 215,486	\$ 230,674	\$ 15,188	7.05%
Directed Funding						
Fees	\$ 26,780	\$ 38,812	\$ 31,000	\$ 32,000	\$ 1,000	3.23%
<b>Total 7130 Conservation</b>	<b>\$ 246,178</b>	<b>\$ 231,483</b>	<b>\$ 246,486</b>	<b>\$ 262,674</b>	<b>\$ 16,188</b>	<b>6.57%</b>

<b>Appropriation Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Compensation	\$ 195,219	\$ 200,823	\$ 213,739	\$ 223,097	\$ 9,358	4.38%
Expenses	\$ 50,959	\$ 30,659	\$ 32,747	\$ 39,577	\$ 6,830	20.86%
<b>Total 7130 Conservation</b>	<b>\$ 246,178</b>	<b>\$ 231,483</b>	<b>\$ 246,486</b>	<b>\$ 262,674</b>	<b>\$ 16,188</b>	<b>6.57%</b>

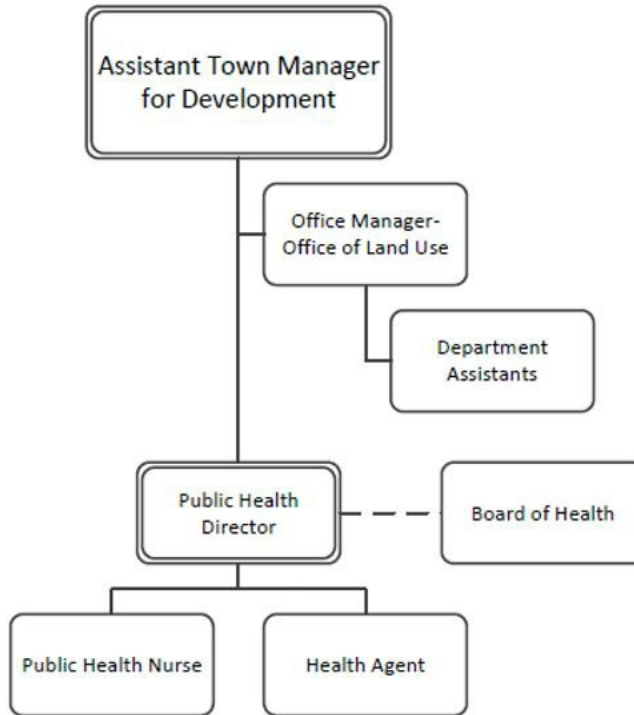
<b>Object Code Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Salaries & Wages	\$ 193,407	\$ 198,824	\$ 210,892	\$ 220,213	\$ 9,321	4.42%
Overtime	\$ 1,812	\$ 2,000	\$ 2,847	\$ 2,884	\$ 37	1.30%
<i>Personal Services</i>	<i>\$ 195,219</i>	<i>\$ 200,823</i>	<i>\$ 213,739</i>	<i>\$ 223,097</i>	<i>\$ 9,358</i>	<i>4.38%</i>
Contractual Services	\$ 43,073	\$ 22,284	\$ 24,286	\$ 25,886	\$ 1,600	6.59%
Utilities	\$ 1,888	\$ 2,413	\$ 2,861	\$ 2,861	\$ —	—%
Supplies	\$ 5,998	\$ 5,962	\$ 5,600	\$ 10,830	\$ 5,230	93.39%
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Expenses</i>	<i>\$ 50,959</i>	<i>\$ 30,659</i>	<i>\$ 32,747</i>	<i>\$ 39,577</i>	<i>\$ 6,830</i>	<i>20.86%</i>
<b>Total 7130 Conservation</b>	<b>\$ 246,178</b>	<b>\$ 231,483</b>	<b>\$ 246,486</b>	<b>\$ 262,674</b>	<b>\$ 16,188</b>	<b>6.57%</b>

**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. Active co-leadership and facilitation of interdepartmental Mental Health & Wellness Task Force of the CHNA15 Best Practices in Mental Health and Wellness Multi-Year Impact Grant planning phase.
2. Facilitate and collaborate in the multi-year implementation phases pending successful award of CHNA15 Mental Health and Wellness implementation grant application.
3. Continue Public Health emergency planning and response efforts for communicable disease threat (Pandemic Influenza Response).
4. Continue Food Establishment Emergency Operations planning efforts to prevent disease transmission due to loss of utilities or water & sewer service infrastructure.
5. Continue partnering with Human Services, Police, Fire and Building staff 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.
6. Provide food safety and public health disease prevention educational outreach to targeted demographics based on needs identified in the Demographic Task Force's Report and constantly emerging public health threats or topics of concern.
7. Continue to implement View Permit software to improve the customer's experience in obtaining various Board of Health permits, including but not limited to retail food service, temporary food service events, swimming pool operation, retail tobacco sales, well water, rDNA Biosafety, Animal Keeping and Summer Camps.



**Authorized/Appropriated Staffing**

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Request</b>
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.

**Budget Recommendations:**

The recommended FY2020 All Funds Health budget inclusive of the General Fund operating budget and the Health Program Revolving Fund, which funds health clinics, is \$365,097. The recommended budget is a \$1,011 or 0.28% increase from the restated FY2019 budget. The FY2019 budget is restated to reflect a transfer approved at the Fall 2018-1 Special Town Meeting to shift \$10,000 from Personal Services to Expenses to fund the contract for an interim Health Director while the hiring process is underway.

The FY2020 recommended Health General Fund operating budget is \$320,097, which is a \$1,011 or 0.32% increase from the FY2019 General Fund budget.

The General Fund operating budget for Compensation is \$246,617 and reflects a \$13,842 or 5.95% increase, for the cost of contractually obligated step increases and salary increases, as well as the return of the \$10,000 transferred at Fall Town Meeting. FY2020 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2019. 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 \$73,480 and reflects a \$(12,831) or -14.87% decrease, which is a net change which reflects the Fall Town Meeting transfer to compensation, realigns spending with historical levels and reduces professional development due to the completion of a reimbursed degree program.

The FY2020 Health Programs Revolving Fund is recommended at \$45,000 which is level-funded from the FY2019 authorization.

**Program Improvement Requests:**

None requested.

**Budget Summary - General Fund**

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 249,506	\$ 257,480	\$ 274,086	\$ 275,097	\$ 1,011	0.37%
Directed Funding						
Permits	\$ 38,499	\$ 45,590	\$ 45,000	\$ 45,000	\$ —	—%
<b>Total 7140 Health</b>	<b>\$ 288,005</b>	<b>\$ 303,070</b>	<b>\$ 319,086</b>	<b>\$ 320,097</b>	<b>\$ 1,011</b>	<b>0.32%</b>

Appropriation Summary (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Restated	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 229,378	\$ 235,310	\$ 232,775	\$ 246,617	\$ 13,842	5.95%
Expenses	\$ 58,627	\$ 67,760	\$ 86,311	\$ 73,480	\$ (12,831)	-14.87%
<b>Total 7140 Health</b>	<b>\$ 288,005</b>	<b>\$ 303,070</b>	<b>\$ 319,086</b>	<b>\$ 320,097</b>	<b>\$ 1,011</b>	<b>0.32%</b>

Object Code Summary (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Restated	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 229,378	\$ 235,310	\$ 231,139	\$ 244,959	\$ 13,820	5.98%
Overtime	—	—	\$ 1,636	\$ 1,658	\$ 22	1.34%
<i>Personal Services</i>	<i>\$ 229,378</i>	<i>\$ 235,310</i>	<i>\$ 232,775</i>	<i>\$ 246,617</i>	<i>\$ 13,842</i>	<i>5.95%</i>
Contractual Services	\$ 54,949	\$ 60,549	\$ 80,550	\$ 66,880	\$ (13,670)	-16.97%
Utilities	\$ 1,257	\$ 1,297	\$ 2,401	\$ 2,600	\$ 199	8.29%
Supplies	\$ 2,421	\$ 5,914	\$ 3,360	\$ 4,000	\$ 640	19.05%
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Expenses</i>	<i>\$ 58,627</i>	<i>\$ 67,760</i>	<i>\$ 86,311</i>	<i>\$ 73,480</i>	<i>\$ (12,831)</i>	<i>-14.87%</i>
<b>Total 7140 Health</b>	<b>\$ 288,005</b>	<b>\$ 303,070</b>	<b>\$ 319,086</b>	<b>\$ 320,097</b>	<b>\$ 1,011</b>	<b>0.32%</b>

**Budget Summary - Revolving Funds\***

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Health Programs Revolving Fund	\$ 45,780	\$ 33,291	\$ 45,000	\$ 45,000	\$ —	—%
<b>Total 7140 Health</b>	<b>\$ 45,780</b>	<b>\$ 33,291</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>\$ —</b>	<b>—%</b>

\*Revolving Funds are authorized by Town Meeting via Article 13, and are not appropriated under Article 11.

Appropriation Summary (Revolving Funds)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
<b>7140 - Health Programs Revolving Fund</b>						
<i>Expenses</i>	<i>\$ 13,947</i>	<i>\$ 14,564</i>	<i>\$ 45,000</i>	<i>\$ 45,000</i>	<i>\$ —</i>	<i>—%</i>
<b>Total 7140 Health</b>	<b>\$ 13,947</b>	<b>\$ 14,564</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>\$ —</b>	<b>—%</b>

**Budget Summary - All Funds**

Appropriation Summary (All Funds)	FY2017 Actual	FY2018 Actual	FY2019 Restated	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 229,378	\$ 235,310	\$ 232,775	\$ 246,617	\$ 13,842	5.95%
Expenses	\$ 72,574	\$ 82,323	\$ 131,311	\$ 118,480	\$ (12,831)	-9.77%
<b>Total 7140 Health - All Funds</b>	<b>\$ 301,952</b>	<b>\$ 317,634</b>	<b>\$ 364,086</b>	<b>\$ 365,097</b>	<b>\$ 1,011</b>	<b>0.28%</b>

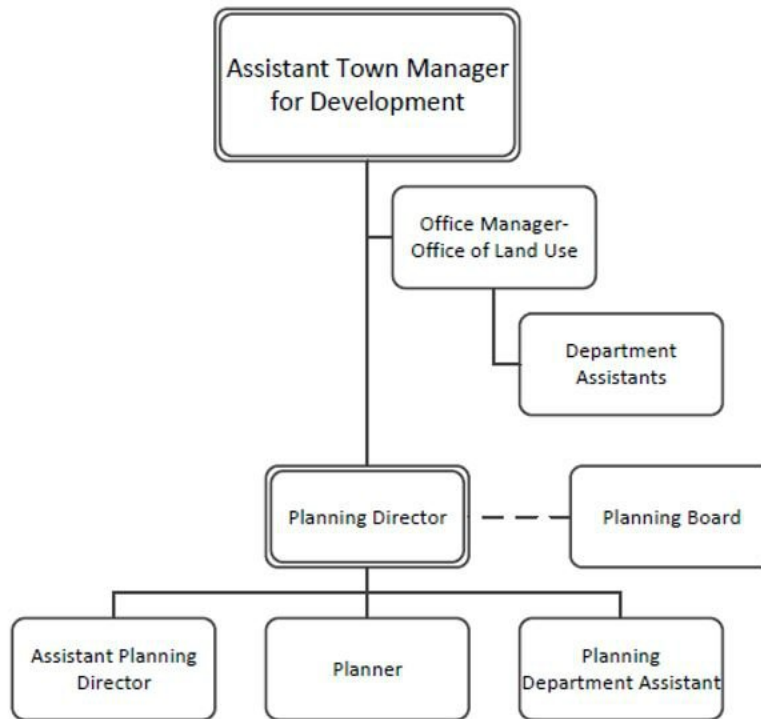
**Mission:** The Planning Office helps residents envision and work toward a community that serves the need of all its citizens and to manage growth and change. The Planning Office provides staff assistance to the Planning Board, helps to administer the Zoning Bylaw and reviews development permit applications 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 participants 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. Engage the public in updating the Comprehensive Plan.
2. Assist the Planning Board in implementing its annual work plan, including assisting with the Special Permit Residential Development Committee and public outreach for Hartwell Rezoning.
3. Advance the Town's various transportation initiatives, including the Transportation Safety Group, updating the Transportation Management Overlay District Plan, and collaborating with the Transportation Manager to implement recommendations of the Tri-Town Transportation study.





**Authorized/Appropriated Staffing**

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 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>

**Budget Recommendations:**

The FY2020 recommended General Fund Planning Department budget is \$410,796, which is an increase of \$23,633 or 6.10% from the FY2019 budget.

The General Fund operating budget for Compensation is \$332,446 and reflects a \$(7,017) or -2.07% decrease from the FY2019 budget, due to savings from staff turnover, offset by contractually obligated step increases and cost of living adjustments. FY2020 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2019. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager’s budget.

The recommended budget for Expenses is \$78,350 and reflects a \$30,650 or 64.26% increase. This increase is due to contractual services increasing by \$20,000 for Comprehensive Plan completion and initial implementation. A Program Improvement Request of \$8,000 will fund an online engagement platform to allow a wider cross-section of residents to provide feedback to the Comprehensive Plan. Travel, seminars, and membership dues increase by \$1,900 for staff to achieve/maintain professional certifications.

**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	
Online Engagement Platform, Comprehensive Plan	\$ 8,000	\$ —	\$ 8,000	\$ 8,000	\$ —	\$ 8,000	\$ —

**Budget Summary**

<b>Funding Sources</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Projected</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Tax Levy	\$ 284,328	\$ 302,214	\$ 364,743	\$ 383,846	\$ 19,103	5.24%
Parking Fund	\$ —	\$ 8,500	\$ —	\$ —	\$ —	—%
TMOD Stabilization Fund	\$ —	\$ 25,000	\$ —	\$ —	\$ —	—%
<b>Directed Funding</b>						
Fees	\$ 50,300	\$ 66,019	\$ 22,420	\$ 26,950	\$ 4,530	20.21%
<b>Total 7200 Planning</b>	<b>\$ 334,628</b>	<b>\$ 401,733</b>	<b>\$ 387,163</b>	<b>\$ 410,796</b>	<b>\$ 23,633</b>	<b>6.10%</b>

<b>Appropriation Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Compensation	\$ 298,320	\$ 294,643	\$ 339,463	\$ 332,446	\$ (7,017)	-2.07%
Expenses	\$ 36,308	\$ 73,590	\$ 47,700	\$ 78,350	\$ 30,650	64.26%
<b>Total 7200 Planning</b>	<b>\$ 334,628</b>	<b>\$ 368,233</b>	<b>\$ 387,163</b>	<b>\$ 410,796</b>	<b>\$ 23,633</b>	<b>6.10%</b>

<b>Object Code Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Salaries & Wages	\$ 296,463	\$ 294,180	\$ 332,256	\$ 325,146	\$ (7,110)	-2.14%
Overtime	\$ 1,857	\$ 463	\$ 7,207	\$ 7,300	\$ 93	1.29%
<i>Personal Services</i>	<i>\$ 298,320</i>	<i>\$ 294,643</i>	<i>\$ 339,463</i>	<i>\$ 332,446</i>	<i>\$ (7,017)</i>	<i>-2.07%</i>
Contractual Services	\$ 34,412	\$ 71,450	\$ 43,450	\$ 73,350	\$ 29,900	68.81%
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Supplies	\$ 1,896	\$ 2,140	\$ 4,250	\$ 5,000	\$ 750	17.65%
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Expenses</i>	<i>\$ 36,308</i>	<i>\$ 73,590</i>	<i>\$ 47,700</i>	<i>\$ 78,350</i>	<i>\$ 30,650</i>	<i>64.26%</i>
<b>Total 7200 Planning</b>	<b>\$ 334,628</b>	<b>\$ 368,233</b>	<b>\$ 387,163</b>	<b>\$ 410,796</b>	<b>\$ 23,633</b>	<b>6.10%</b>

## 7300 Economic Development

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**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. Staff work on initiatives with input from the Economic Development Advisory Committee, the Lexington Center Committee, and the Tourism Committee.

The Liberty Ride trolley tour of Lexington and Concord serves as the only transportation link to the area's historic sites. Ridership continues to increase, and in 2018 the Liberty Ride celebrated its 16th season. As a revolving fund, the Liberty Ride is funded through ticket sales. The one-year transportation-services contract will expire in March 2020. Staff anticipate a significant increase with a new six-year contract.

The Visitors Center serves as gateway for over 120,000 people who come to visit Lexington every year. The Visitors Center operates with sales revenue generated from retail sales in the gift shop. The current Visitors Center is planned for demolition in May 2019 and a new Visitors Center will be under construction from May 2019 to March 2020, with an expected grand opening for Patriot's Day 2020. In the interim, while in a temporary space, there will be limited retail operations, and the General Fund will support operations.

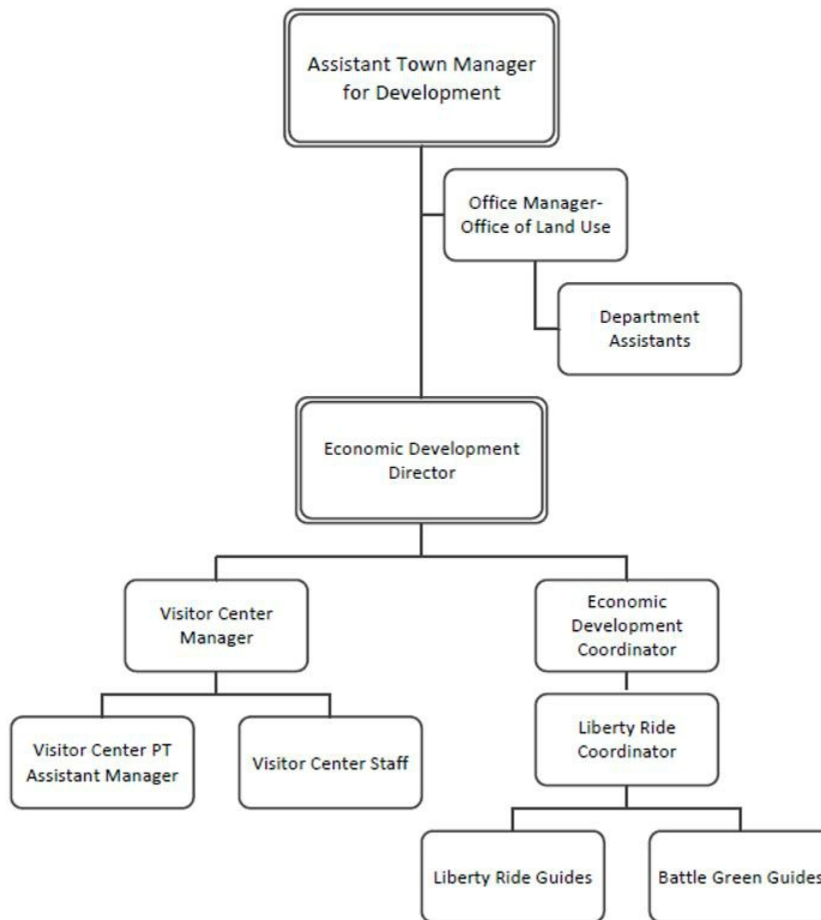
### **Departmental Initiatives: Economic Development Office**

1. Develop a strategy for economic development initiatives that include a public engagement plan for the Hartwell Zoning Initiative.
2. Implement the recommendations of the Parking Management Group to add approximately 25 surveyed parking spaces that are currently not part of the public parking inventory

### **Tourism/Visitor Activities**

1. Improve the efficiency of sale transactions for merchandise and Liberty Ride tickets through coordination of staff resources
2. Develop an online presence for the new Visitors Center
3. Review route and content of Liberty Ride

# 7300 Economic Development



## Authorized/Appropriated Staffing

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Request</b>
Economic Development Director	1	1	1	1
Economic Development Coordinator	1	1	1	1
Economic Development Intern	—	—	Seasonal	Seasonal
Visitor Center Manager	1	1	1	1
Visitor Center Staff (6PT)	4.75	4.75	4.75	4.75
Visitor Center Assistant Manager	0.56	0.56	0.56	0.56
Battle Green Guides	Seasonal	Seasonal	Seasonal	Seasonal
Liberty Ride Coordinator	0.70	0.70	0.70	0.70
Liberty Ride Guides	Seasonal	Seasonal	Seasonal	Seasonal
<b>Total FTE</b>	<b>9.01</b>	<b>9.01</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>

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) and 30 seasonal workers from April to October

## 7300 Economic Development

### Budget Recommendations:

The FY2020 recommended All Funds Economic Development budget inclusive of the General Fund operating budget and the Liberty Ride and Visitors Center Revolving Funds is \$752,221, which is a \$(9,742) or -1.28% decrease from the FY2019 budget.

The FY2020 recommended General Fund Economic Development operating budget is \$440,968, which is a \$85,230 or 23.96% increase from the FY2019 General Fund budget. The recommended General Fund operating budget for Compensation is \$199,068, and reflects a \$2,530 or 1.29% increase, for contractually obligated step increases and cost of living adjustments. FY2020 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2019. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The recommended General Fund operating budget for Expenses is \$241,900, an \$82,700 or 51.95% increase due to the funding of a program improvement to support the Visitors Center from the General Fund during construction. 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.

The recommended FY2020 Liberty Ride Revolving Fund request is \$210,000 which is essentially level-funded from FY2019. The Liberty Ride will be in transition in FY2020 due to the reconstruction of the Visitors Center. In addition, they will be operating on a one-year contract through March 2020, while a longer-term contract is developed and rebid.

The recommended FY2020 Visitor Center Revolving Fund request is \$101,253 which is a decrease of \$(98,156) or -49.22% from FY2019. During construction of the new Visitors Center, while operations are housed in a smaller temporary space, staff anticipate a reduction in retail operations. While merchandise expenses decrease given the pruning of retail offerings, there is a corresponding decrease in retail revenues. A program improvement of \$80,000 is recommended to cover staff costs over the transition period and maintain regular hours of operation.

### 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	
General Fund Support of Visitors Center Services	\$ 148,624	\$ 16,844	\$ 165,468	\$ 80,000	\$ —	\$ 80,000	\$ 85,468

# 7300 Economic Development

Town of Lexington, MA

## Budget Summary - General Fund

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 258,058	\$ 266,423	\$ 282,738	\$ 367,968	\$ 85,230	30.14 %
TDM Stabilization Fund	\$ 45,400	\$ 46,000	\$ 46,000	\$ 46,000	\$ —	— %
Center Impr. District Stab. Fund	\$ —	\$ 27,000	\$ 27,000	\$ 27,000	\$ —	— %
<b>Total 7300 - General Fund</b>	<b>\$ 303,458</b>	<b>\$ 339,423</b>	<b>\$ 355,738</b>	<b>\$ 440,968</b>	<b>\$ 85,230</b>	<b>23.96 %</b>

Appropriation Summary (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 181,458	\$ 181,267	\$ 196,538	\$ 199,068	\$ 2,530	1.29 %
Expenses	\$ 122,000	\$ 158,156	\$ 159,200	\$ 241,900	\$ 82,700	51.95 %
<b>Total 7300 - General Fund</b>	<b>\$ 303,458</b>	<b>\$ 339,423</b>	<b>\$ 355,738</b>	<b>\$ 440,968</b>	<b>\$ 85,230</b>	<b>23.96 %</b>

Program Summary (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
7310 Economic Development Office	\$ 263,808	\$ 339,423	\$ 355,738	\$ 440,968	\$ 85,230	23.96 %
7330 Tourism	\$ 39,650	\$ —	\$ —	\$ —	\$ —	— %
<b>Total 7300 - General Fund</b>	<b>\$ 303,458</b>	<b>\$ 339,423</b>	<b>\$ 355,738</b>	<b>\$ 440,968</b>	<b>\$ 85,230</b>	<b>23.96 %</b>

Object Code Summary (General Fund)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 181,450	\$ 181,263	\$ 193,837	\$ 196,332	\$ 2,495	1.29 %
Overtime	\$ 8	\$ 4	\$ 2,701	\$ 2,736	\$ 35	1.30 %
<i>Personal Services</i>	<i>\$ 181,458</i>	<i>\$ 181,267</i>	<i>\$ 196,538</i>	<i>\$ 199,068</i>	<i>\$ 2,530</i>	<i>1.29 %</i>
Contractual Services	\$ 96,908	\$ 133,809	\$ 134,400	\$ 133,900	\$ (500)	-0.37 %
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Supplies	\$ 24,708	\$ 24,348	\$ 24,800	\$ 108,000	\$ 83,200	335.48 %
Small Capital	\$ 384	\$ —	\$ —	\$ —	\$ —	— %
<i>Expenses</i>	<i>\$ 122,000</i>	<i>\$ 158,156</i>	<i>\$ 159,200</i>	<i>\$ 241,900</i>	<i>\$ 82,700</i>	<i>51.95 %</i>
<b>Total 7300 - General Fund</b>	<b>\$ 303,458</b>	<b>\$ 339,423</b>	<b>\$ 355,738</b>	<b>\$ 440,968</b>	<b>\$ 85,230</b>	<b>23.96 %</b>

## Budget Summary - Revolving Funds\*

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Liberty Ride Rev. Fund	\$ 199,346	\$ 190,429	\$ 202,220	\$ 161,776	\$ (40,444)	-20.00 %
Visitors Center Rev. Fund	\$ 203,722	\$ 196,415	\$ 182,000	\$ 101,200	\$ (80,800)	-44.40 %
<b>Total 7300 - Revolving Funds</b>	<b>\$ 403,068</b>	<b>\$ 386,844</b>	<b>\$ 384,220</b>	<b>\$ 262,976</b>	<b>\$ (121,244)</b>	<b>-31.56 %</b>

\*Revolving Funds are authorized by Town Meeting via Article 13, and are not appropriated under Article 11.

Appropriation Summary (Revolving Funds)	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
<b>7320 Liberty Ride Rev. Fund</b>	<b>\$ 199,153</b>	<b>\$ 196,973</b>	<b>\$ 206,816</b>	<b>\$ 210,000</b>	<b>\$ 3,184</b>	<b>1.54%</b>
Compensation	\$ 65,667	\$ 61,847	\$ 65,430	\$ 65,430	\$ —	— %
Expenses	\$ 133,486	\$ 135,126	\$ 141,386	\$ 144,570	\$ 3,184	2.25 %
<b>7340 Visitors Center Rev. Fund</b>	<b>\$ 209,518</b>	<b>\$ 200,323</b>	<b>\$ 199,409</b>	<b>\$ 101,253</b>	<b>\$ (98,156)</b>	<b>-49.22%</b>
Compensation	\$ 104,853	\$ 103,670	\$ 113,409	\$ 63,409	\$ (50,000)	-44.09 %
Expenses	\$ 104,665	\$ 96,653	\$ 86,000	\$ 37,844	\$ (48,156)	-56.00 %
<b>Total 7300 - Revolving Funds</b>	<b>\$ 408,671</b>	<b>\$ 397,296</b>	<b>\$ 406,225</b>	<b>\$ 311,253</b>	<b>\$ (94,972)</b>	<b>-23.38 %</b>

## Budget Summary - All Funds

Appropriations Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 351,978	\$ 346,784	\$ 375,377	\$ 327,907	\$ (47,470)	-12.65 %
Expenses	\$ 360,151	\$ 389,935	\$ 386,586	\$ 424,314	\$ 37,728	9.76 %
<b>Total 7300 - All Funds</b>	<b>\$ 712,129</b>	<b>\$ 736,719</b>	<b>\$ 761,963</b>	<b>\$ 752,221</b>	<b>\$ (9,742)</b>	<b>-1.28 %</b>

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# Section X: Program 8000: General Government

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This section includes detailed information about the FY2020 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-16
- 8600 Information Technology X-20

**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/Executive Clerk and the Department 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.

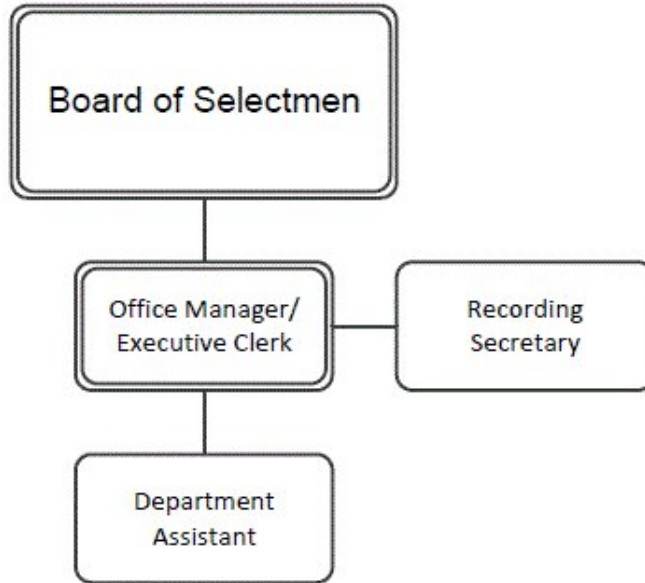
Town Counsel represents the Town, through the Board of Selectmen and Town Manager, on all legal matters including litigation, contracts, drafting of Town bylaws and enforcement of bylaws through the Court system.

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.

## **Departmental Initiatives:**

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



**Authorized/Appropriated Staffing**

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Request</b>
Office Manager/Executive Clerk	1	1	1	1
Department Assistant	1	1	1	1
Recording Secretary*	0	0	0.22	0.25
<b>Total FTE</b>	<b>2.00</b>	<b>2.00</b>	<b>2.22</b>	<b>2.25</b>
<b>Total FT/PT</b>	<b>2 FT</b>	<b>2 FT/1 PT</b>	<b>2 FT/1 PT</b>	<b>2 FT/1 PT</b>

\*FTE changes in FY2019 and FY2020 reflect a more realistic depiction of hours needed to support the Board of Selectmen.

## **Budget Recommendations:**

The FY2020 recommended General Fund operating budget for the Board of Selectmen is \$1,274,896, which is a \$(1,603) or -0.13% decrease from the FY2019 General Fund budget.

The Compensation budget is \$126,144, which is a \$14,323 or 12.81% increase, which reflects step increases and cost of living adjustments, as well as the reclassification of the Municipal Assistant to a Department Assistant. FY2020 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 Expenses operating budget is \$1,148,752, which is a decrease of \$(15,926) or -1.37%. This is a net decrease which reflects the removal of \$40,000 in one-time costs from FY2019 to study the impact of a citizen zoning initiative, offset by increases for LexMedia, the annual audit, and \$10,000 in matching funds for a Massachusetts Historical Commission Survey and Planning grant.

The recommended FY2020 budget for legal expenses is unchanged from FY2019 at \$410,000. The recommended FY2020 budget for the annual Town Report is unchanged from FY2019 at \$13,688.

The FY2020 recommended budget for the Town's annual contract with LexMedia for broadcasting public meetings and events is \$614,476 which is a \$13,574 or 2.26% increase from FY2019, and reflects contractual increases with LexMedia. This budget item is fully funded from the PEG Access Special Revenue Fund.

## **Program Improvement Requests:**

None requested.

**Budget Summary - General Fund**

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 486,759	\$ 400,628	\$ 594,536	\$ 579,302	\$ (15,234)	-2.56 %
Transfers from Enterprise Funds to General Fund (Indirects)	\$ 1,136	\$ 1,067	\$ 1,062	\$ 1,118	\$ 56	5.27 %
PEG Access Special Revenue Fund			\$ 600,901	\$ 614,476	\$ 13,575	2.26 %
Fees						
Licenses & Permits	\$ 81,225	\$ 83,120	\$ 80,000	\$ 80,000	\$ —	— %
<b>Total 8100 (General Fund)</b>	<b>\$ 569,120</b>	<b>\$ 484,815</b>	<b>\$ 1,276,499</b>	<b>\$ 1,274,896</b>	<b>\$ (1,603)</b>	<b>-0.13 %</b>

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 141,537	\$ 114,672	\$ 111,821	\$ 126,144	\$ 14,323	12.81 %
Expenses	\$ 427,584	\$ 370,143	\$ 1,164,678	\$ 1,148,752	\$ (15,926)	-1.37 %
<b>Total 8100 (General Fund)</b>	<b>\$ 569,120</b>	<b>\$ 484,815</b>	<b>\$ 1,276,499</b>	<b>\$ 1,274,896</b>	<b>\$ (1,603)</b>	<b>-0.13 %</b>

Program Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total 8110 Selectmen's Office	\$ 229,168	\$ 211,064	\$ 251,909	\$ 236,732	\$ (15,177)	-6.02 %
Total 8120 Legal	\$ 329,983	\$ 263,153	\$ 410,000	\$ 410,000	\$ —	— %
Total 8130 Town Report	\$ 9,970	\$ 10,598	\$ 13,688	\$ 13,688	\$ —	— %
Total 8140 PEG	\$ —	\$ —	\$ 600,902	\$ 614,476	\$ 13,574	2.26 %
<b>Total 8100 (General Fund)</b>	<b>\$ 569,120</b>	<b>\$ 484,815</b>	<b>\$ 1,276,499</b>	<b>\$ 1,274,896</b>	<b>\$ (1,603)</b>	<b>-0.13 %</b>

Object Code Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 141,537	\$ 114,672	\$ 111,821	\$ 126,144	\$ 14,323	12.81 %
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	— %
<i>Personal Services</i>	<i>\$ 141,537</i>	<i>\$ 114,672</i>	<i>\$ 111,821</i>	<i>\$ 126,144</i>	<i>\$ 14,323</i>	<i>12.81 %</i>
Contractual Services	\$ 403,007	\$ 348,806	\$ 1,139,165	\$ 1,124,239	\$ (14,926)	-1.31 %
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Supplies	\$ 24,576	\$ 21,336	\$ 24,513	\$ 24,513	\$ —	— %
Small Capital	\$ —	\$ —	\$ 1,000	\$ —	\$ (1,000)	-100.00 %
<i>Expenses</i>	<i>\$ 427,584</i>	<i>\$ 370,143</i>	<i>\$ 1,164,678</i>	<i>\$ 1,148,752</i>	<i>\$ (15,926)</i>	<i>-1.37 %</i>
<b>Total 8100 (General Fund)</b>	<b>\$ 569,120</b>	<b>\$ 484,815</b>	<b>\$ 1,276,499</b>	<b>\$ 1,274,896</b>	<b>\$ (1,603)</b>	<b>-0.13 %</b>

**Budget Summary - Revolving Funds**

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
PEG Revolving Fund	\$ 642,168	\$ 643,296	\$ —	\$ —	\$ —	— %
<b>Total 8100 (Revolving Funds)</b>	<b>\$ 642,168</b>	<b>\$ 643,296</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>— %</b>

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
<b>8140 - PEG Revolving Fund</b>						
<i>Expenses</i>	<i>\$ 663,515</i>	<i>\$ 551,053</i>	<i>\$ —</i>	<i>\$ —</i>	<i>\$ —</i>	<i>— %</i>
<b>Total 8100 (Revolving Funds)</b>	<b>\$ 663,515</b>	<b>\$ 551,053</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>— %</b>

**Budget Summary - All Funds**

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 141,537	\$ 114,672	\$ 111,821	\$ 126,144	\$ 14,323	12.81 %
Expenses	\$ 1,091,098	\$ 921,196	\$ 1,164,678	\$ 1,148,752	\$ (15,926)	-1.37 %
<b>Total 8100 (All Funds)</b>	<b>\$ 1,232,635</b>	<b>\$ 1,035,868</b>	<b>\$ 1,276,499</b>	<b>\$ 1,274,896</b>	<b>\$ (1,603)</b>	<b>-0.13 %</b>

**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.

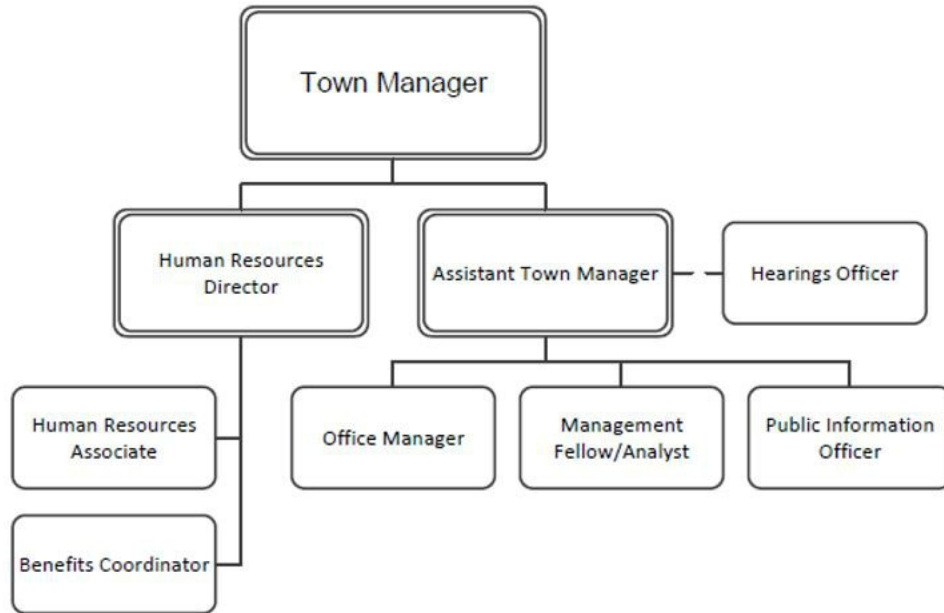
**Budget Overview:** The Town Manager's Office budget is comprised of two elements; Organizational Direction and Administration and Human Resources.

Organizational Direction and Administration includes day-to-day oversight for all Town departments, townwide 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. Continue to support the Diversity Advisory Task Force in coordination with the School department.
2. Initiate implementation protocol for hate crime activities in coordination with the School department.
3. Work to support the high-performance culture in the organization by providing directed team building to the newly constituted Senior Management Team.
4. Develop new revenue sources to support the budget, particularly the capital budget, by looking at stormwater revenue and sidewalk betterments.
5. Continue the initiative to develop organizational sustainability by passing on institutional knowledge, engaging mid-level managers in organization decision-making and selecting and training qualified individuals.
6. 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.



**Authorized/Appropriated Staffing**

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Request</b>
Town Manager	1	1	1	1
Assistant Town Manager*	1	1	1	1
Public Information Officer**	—	—	1	1
Office Manager/Special Events Coordinator	1	1	1	1
Management Fellow/Analyst	1	1	1	1
Hearing Officers***	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>8.12</b>	<b>8.12</b>

**Total Full/Part Time 7 FT / 2 PT 7 FT / 2 PT 8 FT / 2 PT 8 FT / 2 PT**

\*The title of Deputy Town Manager was changed to Assistant Town Manager in February 2017

\*\*A new position for a Public Information Officer was funded as a Program Improvement in FY2019 in response to a goal established by the Board of Selectmen to improve communications and information-sharing with residents.

\*\*\*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)

**Budget Recommendations:**

The FY2020 recommended budget inclusive of the Town Manager’s Office and Human Resources is \$950,319, which is a \$49,076 or 5.45% increase from the FY2019 budget.

The recommended FY2020 budget for Compensation is \$691,484, and reflects a \$24,076 or 3.61% increase, which reflects new hires, step increases and cost of living increases. FY2020 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 FY2020 budget for Expenses is \$258,835, which reflects an increase of \$25,000 or 10.69% from FY2019, due to the funding of a Program Improvement Request for \$25,000 to hire a consultant to review the Town’s current General Liability Insurance structure, recommend adjustments based on current market conditions, and rebid the contract.

The department’s budget includes a Salary Adjustment Account, which reflects anticipated FY2020 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 AFSCME Local 1703 Public Works, IBPO Local 501 Superior Officers, and the SEIU Local 888 Crossing Guards. Contracts that expire at the end of FY2019 are also included in the Salary Adjustment account and are comprised of the IAFF Local 1491 Fire Department, Lexington Municipal Managers Association, and the Lexington Municipal Employee 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	
Consultant Services - General Liability Insurance	\$ 25,000	\$ —	\$ 25,000	\$ 25,000	\$ —	\$ 25,000	\$ —



## Budget Summary

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 325,197	\$ 163,673	\$ 340,719	\$ 382,113	\$ 41,394	12.15%
Enterprise Funds (Indirect)	\$ 45,825	\$ 46,419	\$ 49,724	\$ 51,406	\$ 1,682	3.38%
Available Funds						
Rentals*	\$ 365,080	\$ 494,770	\$ 510,800	\$ 516,800	\$ 6,000	1.17%
<b>Total 8200 Town Manager</b>	<b>\$ 736,102</b>	<b>\$ 704,862</b>	<b>\$ 901,243</b>	<b>\$ 950,319</b>	<b>\$ 49,076</b>	<b>5.45%</b>

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 593,755	\$ 573,033	\$ 667,408	\$ 691,484	\$ 24,076	3.61%
Expenses	\$ 142,347	\$ 131,829	\$ 233,835	\$ 258,835	\$ 25,000	10.69%
<b>Total 8200 Town Manager</b>	<b>\$ 736,102</b>	<b>\$ 704,862</b>	<b>\$ 901,243</b>	<b>\$ 950,319</b>	<b>\$ 49,076</b>	<b>5.45%</b>

Program Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total 8210 Organizational Dir. & Admin.	\$ 531,978	\$ 483,211	\$ 637,807	\$ 676,034	\$ 38,227	5.99%
Total 8220 Human Resources	\$ 204,124	\$ 221,651	\$ 263,436	\$ 274,285	\$ 10,849	4.12%
<b>Total 8200 Town Manager</b>	<b>\$ 736,102</b>	<b>\$ 704,862</b>	<b>\$ 901,243</b>	<b>\$ 950,319</b>	<b>\$ 49,076</b>	<b>5.45%</b>

Object Code Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 593,755	\$ 573,033	\$ 667,408	\$ 691,484	\$ 24,076	3.61%
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Personal Services</i>	<i>\$ 593,755</i>	<i>\$ 573,033</i>	<i>\$ 667,408</i>	<i>\$ 691,484</i>	<i>\$ 24,076</i>	<i>3.61%</i>
Contractual Services	\$ 123,026	\$ 107,380	\$ 199,600	\$ 224,600	\$ 25,000	12.53%
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Supplies	\$ 16,495	\$ 14,269	\$ 14,735	\$ 14,735	\$ —	—%
Small Capital	\$ 2,826	\$ 10,180	\$ 19,500	\$ 19,500	\$ —	—%
<i>Expenses</i>	<i>\$ 142,347</i>	<i>\$ 131,829</i>	<i>\$ 233,835</i>	<i>\$ 258,835</i>	<i>\$ 25,000</i>	<i>10.69%</i>
<b>Total 8200 Town Manager</b>	<b>\$ 736,102</b>	<b>\$ 704,862</b>	<b>\$ 901,243</b>	<b>\$ 950,319</b>	<b>\$ 49,076</b>	<b>5.45%</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.

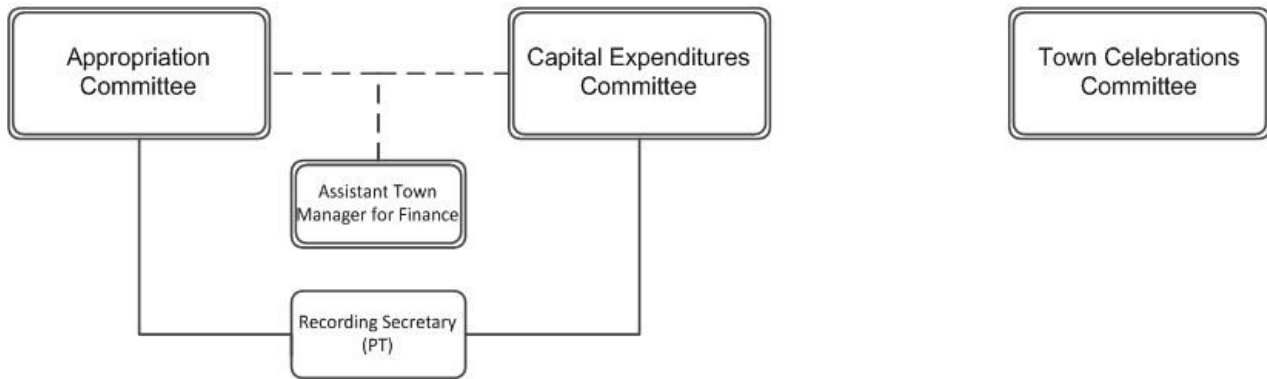
## Budget Summary - Salary Adjustment (8230)

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 546,757	\$ 171,759	\$ 483,030	\$ 936,981	\$ 453,951	93.98%
<b>Total 8230 Salary Adjustment</b>	<b>\$ 546,757</b>	<b>\$ 171,759</b>	<b>\$ 483,030</b>	<b>\$ 936,981</b>	<b>\$ 453,951</b>	<b>93.98%</b>

Program Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total 8230 Salary Adjustment	\$ 546,757	\$ 171,759	\$ 483,030	\$ 936,981	\$ 453,951	93.98%
<b>Total 8230 Salary Adjustment</b>	<b>\$ 546,757</b>	<b>\$ 171,759</b>	<b>\$ 483,030</b>	<b>\$ 936,981</b>	<b>\$ 453,951</b>	<b>93.98%</b>

**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.

## Budget Recommendations:

The FY2020 recommended Town Committees budget is \$62,411, which is a decrease of \$(3,619) or (5.48)% from FY2019.

Compensation is level-funded at \$6,630. Expenses are funded at \$55,781, which is a decrease of \$(3,619) or (6.09)%. This is a net change which reflects the Dance Around the World Event not being held in FY2020, offset by a \$600 increase for Community Cultural programming, and a \$1,057 or 2.5% increase in supplies for the Town Celebrations Committee for increasing costs for Patriots' Day.

## 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	
Futures Panel	\$ 10,000	\$ —	\$ 10,000	\$ —	\$ —	\$ —	\$ 10,000

## Budget Summary

Funding Sources	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 79,743	\$ 21,801	\$ 66,030	\$ 62,411	\$ (3,619)	(5.48)%
<b>Total 8300 Town Committees</b>	<b>\$ 79,743</b>	<b>\$ 21,801</b>	<b>\$ 66,030</b>	<b>\$ 62,411</b>	<b>\$ (3,619)</b>	<b>(5.48)%</b>

Appropriation Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 5,739	\$ 5,909	\$ 6,630	\$ 6,630	\$ —	— %
Expenses	\$ 74,004	\$ 15,892	\$ 59,400	\$ 55,781	\$ (3,619)	(6.09)%
<b>Total 8300 Town Committees</b>	<b>\$ 79,743</b>	<b>\$ 21,801</b>	<b>\$ 66,030</b>	<b>\$ 62,411</b>	<b>\$ (3,619)</b>	<b>(5.48)%</b>

Program Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Total 8310 Financial Committees	\$ 7,134	\$ 6,309	\$ 8,130	\$ 8,130	—	— %
Total 8320 Misc. Boards & Committees	\$ 33,727	\$ 5,067	\$ 11,400	\$ 12,000	\$ 600	5.26 %
Total 8330 Town Celebrations	\$ 38,883	\$ 10,425	\$ 46,500	\$ 42,281	\$ (4,219)	(9.07)%
<b>Total 8300 Town Committees</b>	<b>\$ 79,743</b>	<b>\$ 21,801</b>	<b>\$ 66,030</b>	<b>\$ 62,411</b>	<b>\$ (3,619)</b>	<b>(5.48)%</b>

Object Code Summary	FY2017 Actual	FY2018 Actual	FY2019 Appropriation	FY2020 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 5,739	\$ 5,909	\$ 6,630	\$ 6,630	\$ —	— %
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	— %
<i>Compensation</i>	<i>\$ 5,739</i>	<i>\$ 5,909</i>	<i>\$ 6,630</i>	<i>\$ 6,630</i>	<i>\$ —</i>	<i>— %</i>
Contractual Services	\$ 34,763	\$ 2,795	\$ 10,900	\$ 11,500	\$ 600	5.50 %
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Supplies	\$ 39,241	\$ 13,097	\$ 48,500	\$ 44,281	\$ (4,219)	(8.70)%
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	— %
<i>Expenses</i>	<i>\$ 74,004</i>	<i>\$ 15,892</i>	<i>\$ 59,400</i>	<i>\$ 55,781</i>	<i>\$ (3,619)</i>	<i>(6.09)%</i>
<b>Total 8300 Town Committees</b>	<b>\$ 79,743</b>	<b>\$ 21,801</b>	<b>\$ 66,030</b>	<b>\$ 62,411</b>	<b>\$ (3,619)</b>	<b>(5.48)%</b>

**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. Beginning in FY2019, the 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:

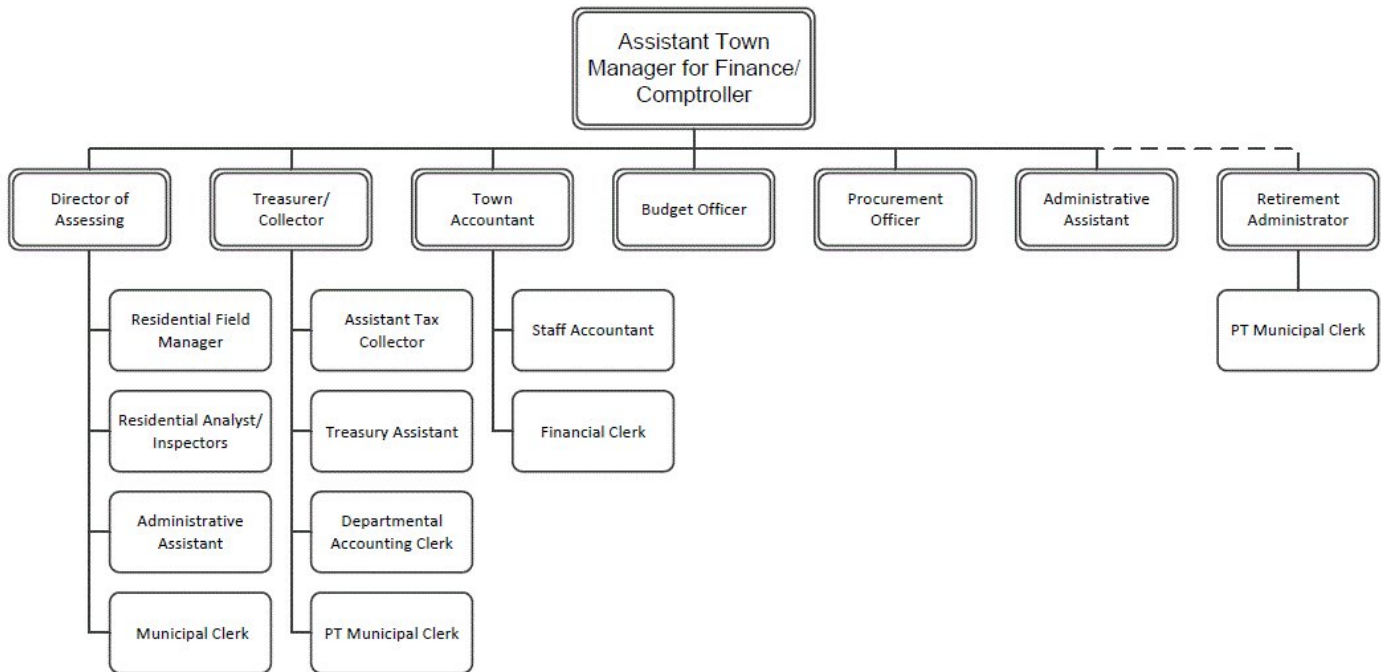
1. Implement a new chart of accounts in the MUNIS general ledger application to align with state reporting requirements and improve departmental reporting, workflow and internal controls.
2. Implement new MUNIS modules for employee self service, document management and archiving.
3. Continue to refine budget development, including data collection and compilation for operating and capital budgets in the Wdesk platform, as feasible.

### 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.
4. Explore an online portal for accepting gifts and donations for the Town's trust accounts.

Assessing:

1. Administer a 5-year, cyclical annual inspection program for interior and exterior inspection to comply with requirements of the Department of Revenue.
2. Embark on cross-training program among Assessing Department employees to promote staff capacity at all times.
3. Implement supplemental property tax assessments as permitted by adoption of MGL 59, section 2D.
4. Develop procedures for addressing and resolving commercial abatements without litigation.
5. Enhance productivity through adoption of new technology to support data collection and input activity.



**Authorized/Appropriated Staffing**

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 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	1.00	1.00	0.91	0.91
Financial Clerk	1	1	1	1
Budget Officer	1	1	1	1
Administrative Assistant	0.40	0.40	0.40	0.40
<b>Subtotal FTE</b>	<b>6.40</b>	<b>6.40</b>	<b>6.31</b>	<b>6.31</b>
<b>Subtotal FT/PT</b>	<b>6FT/1PT</b>	<b>6FT/1PT</b>	<b>5FT/2PT</b>	<b>5FT/2PT</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	1.1	1.1	1.0	1.0
<b>Subtotal FTE</b>	<b>6.1</b>	<b>6.1</b>	<b>6.0</b>	<b>6.0</b>
<b>Subtotal FT/PT</b>	<b>6FT/1PT</b>	<b>6FT/1PT</b>	<b>6FT/0PT</b>	<b>6FT/0PT</b>
<b>Element 8440: Utility Billing</b>				
Utility Enterprise Business Manager*	1	1	—	—
<b>Subtotal FTE</b>	<b>1.0</b>	<b>1.0</b>	<b>—</b>	<b>—</b>
<b>Subtotal FT/PT</b>	<b>1FT/0PT</b>	<b>1FT/0PT</b>	<b>0FT</b>	<b>0FT</b>
<b>Total FTE</b>	<b>18.00</b>	<b>18.00</b>	<b>16.77</b>	<b>16.77</b>
<b>Total FT/PT</b>	<b>17FT/3 PT</b>	<b>17FT/3 PT</b>	<b>15FT/3 PT</b>	<b>15FT/3 PT</b>

\* Starting in FY2019, the Utility Enterprise Business Manager is funded directly from the Water and Sewer budgets.

**Budget Recommendations:**

The FY2020 recommended Finance Department budget is \$1,844,028, which represents a \$(44,032), or -2.33% decrease from the FY2019 budget.

The operating budget for Compensation is \$1,339,983, and reflects a decrease of \$(43,847) or -3.17%, which is attributable to reductions from staff turnover as new employees were hired at a lower step. FY2020 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2019. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager’s budget.

The recommended budget for Expenses is \$504,045, which is essentially flat year-over-year, but reflects realignments between budgets to better reflect historical spending.

**Program Improvement Requests:**

None requested.

**Budget Summary**

<b>Funding Sources</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Projected</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Tax Levy	\$ 1,588,398	\$ 1,625,657	\$ 1,694,006	\$ 1,648,502	\$ (45,504)	-2.69%
Enterprise Funds (Indirects)	\$ 243,159	\$ 230,955	\$ 160,224	\$ 163,526	\$ 3,302	2.06%
Fees & Charges						
Charges for Services	\$ 34,329	\$ 28,308	\$ 33,830	\$ 32,000	\$ (1,830)	-5.41%
<b>Total 8400 Finance</b>	<b>\$ 1,865,886</b>	<b>\$ 1,884,920</b>	<b>\$ 1,888,060</b>	<b>\$ 1,844,028</b>	<b>\$ (44,032)</b>	<b>-2.33%</b>

<b>Appropriation Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Compensation	\$ 1,429,169	\$ 1,360,092	\$ 1,383,830	\$ 1,339,983	\$ (43,847)	-3.17%
Expenses	\$ 436,717	\$ 524,829	\$ 504,230	\$ 504,045	\$ (185)	-0.04%
<b>Total 8400 Finance</b>	<b>\$ 1,865,886</b>	<b>\$ 1,884,920</b>	<b>\$ 1,888,060</b>	<b>\$ 1,844,028</b>	<b>\$ (44,032)</b>	<b>-2.33%</b>

<b>Program Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Total 8410 Comptroller	\$ 684,853	\$ 707,567	\$ 684,586	\$ 676,954	\$ (7,632)	-1.11%
Total 8420 Treasurer/Collector	\$ 389,198	\$ 375,626	\$ 427,919	\$ 426,158	\$ (1,761)	-0.41%
Total 8430 Assessing	\$ 712,848	\$ 719,223	\$ 775,555	\$ 740,916	\$ (34,639)	-4.47%
Total 8440 Utility Billing*	\$ 78,988	\$ 82,504	\$ —	\$ —	\$ —	—%
<b>Total 8400 Finance</b>	<b>\$ 1,865,886</b>	<b>\$ 1,884,920</b>	<b>\$ 1,888,060</b>	<b>\$ 1,844,028</b>	<b>\$ (44,032)</b>	<b>-2.33%</b>

<b>Object Code Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Salaries & Wages	\$ 1,428,968	\$ 1,337,384	\$ 1,383,830	\$ 1,339,983	\$ (43,847)	-3.17%
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Personal Services</i>	<i>\$ 1,428,968</i>	<i>\$ 1,337,384</i>	<i>\$ 1,383,830</i>	<i>\$ 1,339,983</i>	<i>\$ (43,847)</i>	<i>-3.17%</i>
Contractual Services	\$ 391,260	\$ 475,166	\$ 449,615	\$ 449,930	\$ 315	0.07%
Utilities	\$ (822)	\$ 10,790	\$ 3,150	\$ 2,550	\$ (600)	-19.05%
Supplies	\$ 46,280	\$ 38,872	\$ 51,465	\$ 51,565	\$ 100	0.19%
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Expenses</i>	<i>\$ 436,717</i>	<i>\$ 524,829</i>	<i>\$ 504,230</i>	<i>\$ 504,045</i>	<i>\$ (185)</i>	<i>-0.04%</i>
<b>Total 8400 Finance</b>	<b>\$ 1,865,685</b>	<b>\$ 1,862,213</b>	<b>\$ 1,888,060</b>	<b>\$ 1,844,028</b>	<b>\$ (44,032)</b>	<b>-2.33%</b>

\* Starting in FY2019, the Utility Enterprise Business Manager is funded directly from the Water and Sewer budgets.

**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 Assistant Town Manager.

**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.

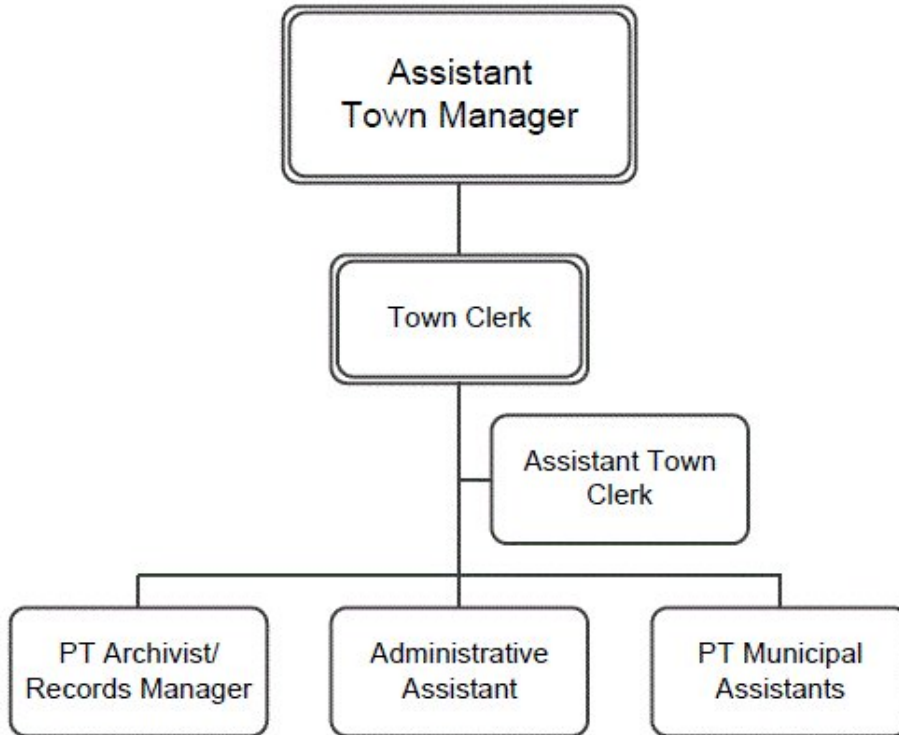
**Elections:** This element includes administration of local, state and national elections in accordance with election laws, most recently including Early Voting and pre-registration of 16 and 17 year-olds. Staff provide information on candidate certifications, referenda, initiative petitions, campaign 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.

### **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**

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Request</b>
Town Clerk	1	1	1	1
Assistant Town Clerk	1	1	1	1
Administrative Assistant	1	1	1	1
Municipal Assistant*	1.03	1.23	1.23	1.23
Archivist/Records Manager	0.46	0.46	0.46	0.46
<b>Total FTE</b>	<b>4.49</b>	<b>4.69</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>

*\*Municipal Assistant hours increased in FY2018.*

**Budget Recommendations:**

The FY2020 recommended Town Clerk budget is \$514,620 which is a \$(6,380) or -1.22% decrease from the FY2019 budget.

The budget for Compensation is \$388,120 and reflects a \$(10,080) or -2.53% decrease, which is primarily driven by the elections in FY2020. The decrease in FY2020 compensation is inclusive of contractually obligated step increases and cost of living adjustments, which are partially offset by savings from staff turnover. FY2020 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2019. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The budget for Expenses is \$126,500, which is an increase of \$3,700 or 3.01%, and reflects anticipated expenses in FY2020.

**Program Improvement Request:**

None requested.

**Budget Summary**

<b>Funding Sources</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Projected</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Tax Levy	\$ 372,002	\$ 357,382	\$ 437,100	\$ 430,720	\$ (6,380)	-1.46%
<b>Directed Funding</b>						
Departmental Fees	\$ 36,478	\$ 36,345	\$ 35,900	\$ 35,900	\$ —	—%
Licenses and Permits	\$ 47,320	\$ 51,695	\$ 48,000	\$ 48,000	\$ —	—%
<b>Total 8500 Town Clerk</b>	<b>\$ 455,800</b>	<b>\$ 445,422</b>	<b>\$ 521,000</b>	<b>\$ 514,620</b>	<b>\$ (6,380)</b>	<b>-1.22%</b>

<b>Appropriation Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Compensation	\$ 357,693	\$ 359,061	\$ 398,200	\$ 388,120	\$ (10,080)	-2.53%
Expenses	\$ 98,107	\$ 86,361	\$ 122,800	\$ 126,500	\$ 3,700	3.01%
<b>Total 8500 Town Clerk</b>	<b>\$ 455,800</b>	<b>\$ 445,422</b>	<b>\$ 521,000</b>	<b>\$ 514,620</b>	<b>\$ (6,380)</b>	<b>-1.22%</b>

<b>Program Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Total 8510 Town Clerk Admin.	\$ 282,542	\$ 303,694	\$ 322,547	\$ 323,434	\$ 887	0.27%
Total 8520 Board of Registrars	\$ 14,393	\$ 14,847	\$ 17,325	\$ 18,925	\$ 1,600	9.24%
Total 8530 Elections	\$ 135,561	\$ 93,536	\$ 132,800	\$ 122,900	\$ (9,900)	-7.45%
Total 8540 Records Management	\$ 23,304	\$ 33,345	\$ 48,328	\$ 49,361	\$ 1,033	2.14%
<b>Total 8500 Town Clerk</b>	<b>\$ 455,800</b>	<b>\$ 445,422</b>	<b>\$ 521,000</b>	<b>\$ 514,620</b>	<b>\$ (6,380)</b>	<b>-1.22%</b>

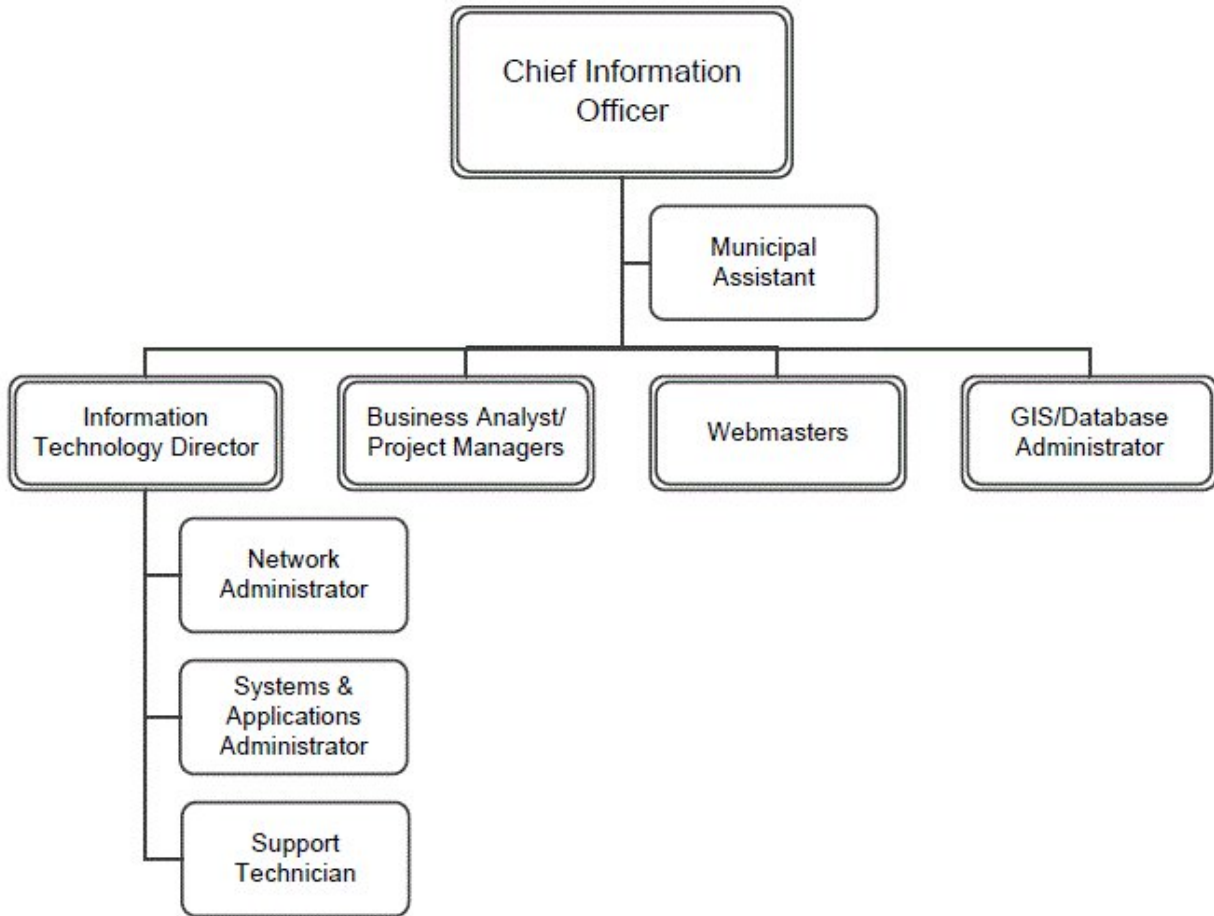
<b>Object Code Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Salaries & Wages	\$ 347,264	\$ 354,814	\$ 384,200	\$ 374,120	\$ (10,080)	-2.62%
Overtime	\$ 10,429	\$ 4,247	\$ 14,000	\$ 14,000	\$ —	—%
<i>Personal Services</i>	<i>\$ 357,693</i>	<i>\$ 359,061</i>	<i>\$ 398,200</i>	<i>\$ 388,120</i>	<i>\$ (10,080)</i>	<i>-2.53%</i>
Contractual Services	\$ 88,835	\$ 79,525	\$ 109,300	\$ 113,800	\$ 4,500	4.12%
Utilities	\$ 1,500	\$ —	\$ 3,000	\$ 2,700	\$ (300)	-10.00%
Supplies	\$ 7,772	\$ 6,836	\$ 10,400	\$ 9,900	\$ (500)	-4.81%
Small Capital	\$ —	\$ —	\$ 100	\$ 100	\$ —	—%
<i>Expenses</i>	<i>\$ 98,107</i>	<i>\$ 86,361</i>	<i>\$ 122,800</i>	<i>\$ 126,500</i>	<i>\$ 3,700</i>	<i>3.01%</i>
<b>Total 8500 Town Clerk</b>	<b>\$ 455,800</b>	<b>\$ 445,422</b>	<b>\$ 521,000</b>	<b>\$ 514,620</b>	<b>\$ (6,380)</b>	<b>-1.22%</b>

**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



**Authorized/Appropriated Staffing**

	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>FY2020 Request</b>
Chief Information Officer	1	1	1	1
Information Technology Director	1	1	1	1
Municipal Assistant	—	—	—	0.43
Business Analyst/Project Manager	1.8	2.0	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>9.80</b>	<b>10.00</b>	<b>10.00</b>	<b>10.43</b>
<b>Total FT/PT</b>	<b>9 FT/1 PT</b>	<b>10 FT</b>	<b>10 FT</b>	<b>10 FT/1 PT</b>

**Budget Recommendations:**

The FY2020 recommended Information Technology budget is \$2,651,640, which is a \$339,787 or 14.70% increase from the FY2019 budget.

The recommended budget for Compensation is \$893,490, and reflects a \$46,337 or 5.47% increase, which includes \$24,000 to hire a part-time administrative assistant, and \$10,000 for an intern, as well as contractually obligated step increases and cost of living adjustments. FY2020 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2019. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager’s budget.

The recommended budget for Expenses is \$1,758,150 and reflects a \$293,450 or 20.03% 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. It also includes \$20,000 to fund a Program Improvement Request to maintain the Master Address Database.

**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	
Part-Time IT Administrative Assistant	\$ 24,000	\$ 334	\$ 24,334	\$ 24,000	\$ 334	\$ 24,334	\$ —
Systems and Applications Administrator	\$ 75,000	\$ 17,203	\$ 92,203	\$ —	\$ —	\$ —	\$ 92,203
Part-Time Laserfiche Data Analyst Intern	\$ 10,000	\$ 131	\$ 10,131	\$ 10,000	\$ 131	\$ 10,131	\$ —
Master Address Database Record Management	\$ 20,000	\$ —	\$ 20,000	\$ 20,000	\$ —	\$ 20,000	\$ —

## Budget Summary

<b>Funding Sources</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Estimate</b>	<b>FY2020 Projected</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Tax Levy	\$ 1,812,051	\$ 1,736,063	\$ 2,188,617	\$ 2,508,674	\$ 320,057	14.62%
Enterprise Funds (Indirects)	\$ 63,468	\$ 115,217	\$ 123,236	\$ 142,966	\$ 19,730	16.01%
<b>Total 8600 Info. Technology</b>	<b>\$ 1,875,519</b>	<b>\$ 1,851,280</b>	<b>\$ 2,311,853</b>	<b>\$ 2,651,640</b>	<b>\$ 339,787</b>	<b>14.70%</b>

<b>Appropriation Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Compensation	\$ 727,551	\$ 753,945	\$ 847,153	\$ 893,490	\$ 46,337	5.47%
Expenses	\$ 1,147,969	\$ 1,097,335	\$ 1,464,700	\$ 1,758,150	\$ 293,450	20.03%
<b>Total 8600 Info. Technology</b>	<b>\$ 1,875,519</b>	<b>\$ 1,851,280</b>	<b>\$ 2,311,853</b>	<b>\$ 2,651,640</b>	<b>\$ 339,787</b>	<b>14.70%</b>

<b>Program Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
8610 IT Administration	\$ 1,875,519	\$ 1,851,280	\$ 2,311,853	\$ 2,651,640	\$ 339,787	14.70%
<b>Total 8600 Info. Technology</b>	<b>\$ 1,875,519</b>	<b>\$ 1,851,280</b>	<b>\$ 2,311,853</b>	<b>\$ 2,651,640</b>	<b>\$ 339,787</b>	<b>14.70%</b>

<b>Object Code Summary</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Appropriation</b>	<b>FY2020 Recommended</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
Salaries & Wages	\$ 725,307	\$ 751,437	\$ 843,148	\$ 889,351	\$ 46,203	5.48%
Overtime	\$ 2,244	\$ 2,508	\$ 4,005	\$ 4,139	\$ 134	3.35%
<i>Personal Services</i>	<i>\$ 727,551</i>	<i>\$ 753,945</i>	<i>\$ 847,153</i>	<i>\$ 893,490</i>	<i>\$ 46,337</i>	<i>5.47%</i>
Contractual Services	\$ 830,344	\$ 863,086	\$ 1,161,000	\$ 1,422,500	\$ 261,500	22.52%
Utilities	\$ 97,842	\$ 89,144	\$ 115,000	\$ 126,000	\$ 11,000	9.57%
Supplies	\$ 27,412	\$ 16,455	\$ 25,700	\$ 28,350	\$ 2,650	10.31%
Small Capital	\$ 192,370	\$ 128,650	\$ 163,000	\$ 181,300	\$ 18,300	11.23%
<i>Expenses</i>	<i>\$ 1,147,969</i>	<i>\$ 1,097,335</i>	<i>\$ 1,464,700</i>	<i>\$ 1,758,150</i>	<i>\$ 293,450</i>	<i>20.03%</i>
<b>Total 8600 Info. Technology</b>	<b>\$ 1,875,519</b>	<b>\$ 1,851,280</b>	<b>\$ 2,311,853</b>	<b>\$ 2,651,640</b>	<b>\$ 339,787</b>	<b>14.70%</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 Law permits 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 FY2020 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 FY2020 from the surcharge and state matching funds are preliminarily estimated at \$5.9 million.

## FY2020 CAPITAL FINANCING STRATEGY

The proposed financing plan for the recommended FY2020 capital budget is shown in the table below.

<b>Capital Requests Summary</b>					
	<b>Free Cash/ Tax Levy</b>	<b>Other Funding Sources</b>	<b>Debt**</b>	<b>Total</b>	<b>Other***</b>
General Fund	\$ 7,220,666	\$ —	\$ 20,502,968	\$ 27,723,634	\$ —
Excluded Debt Projects	\$ —	\$ —	\$ 25,651,792	\$ 25,651,792	\$ —
Other Funding & Chapter 90	\$ —	\$ 40,750	\$ —	\$ 40,750	\$ 973,796
Water Enterprise	\$ —	\$ 775,000	\$ 4,670,000	\$ 5,445,000	\$ —
Sewer Enterprise	\$ —	\$ 700,000	\$ 4,170,000	\$ 4,870,000	\$ —
Recreation Enterprise	\$ —	\$ 125,000	\$ —	\$ 125,000	\$ —
Compost Revolving Fund	\$ —	\$ —	\$ —	\$ —	\$ —
Community Preservation Act*	\$ —	\$ 3,283,367	\$ —	\$ 3,283,367	\$ —
<b>Total (all Funds)</b>	<b>\$ 7,220,666</b>	<b>\$ 4,924,117</b>	<b>\$ 54,994,760</b>	<b>\$ 67,139,543</b>	<b>\$ 973,796</b>

\*Includes both Town and non-Town CPA funded projects.

\*\*General Fund debt of \$46,154,760 (from Table I - FY2020 Recommended Projects -General Fund Debt) includes \$25,651,792 for Police Station construction which is a potential candidate for a future debt exclusion vote.

\*\*\*Other represents Chapter 90 Aid for street improvements. This item does not require a Town Meeting appropriation.

The following table, FY2020 Recommended Capital Budget, lists all FY2020 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.

## FY2020 Recommended Capital Budget

Department	Project Description	Recommendation (2019 ATM)	Requested Funding Source(s)
Conservation	Willard's Woods Site Improvements	\$ 138,273	CPA
Conservation	Conservation Land Acquisition	\$ 275,000	CPA
TSG (Planning/Engineering)	Transportation Mitigation	\$ 100,000	Free Cash
<b>Total Land Use, Health and Development</b>		<b>\$ 513,273</b>	
Recreation & Comm. Pgms.	Pine Meadows Improvements	\$ 75,000	Recreation RE
Recreation & Comm. Pgms.	Recreation Community Needs Assessment	\$ 50,000	Recreation RE
Recreation & Comm. Pgms.	Park Improvements - Hard Court Resurfacing	\$ 70,000	CPA
Recreation & Comm. Pgms.	Park Improvements - Athletic Fields	\$ 435,000	CPA
Recreation & Comm. Pgms.	Athletic Field Complex at Minuteman School	\$ 4,900,000	CPA/GF Debt/Recreation RE
<b>Total Culture and Recreation</b>		<b>\$ 5,530,000</b>	
Library	Cary Library Children's Room Renovation Design	\$ 100,000	Free Cash
<b>Total Library</b>		<b>\$ 100,000</b>	
Public Facilities	Public Facilities Bid Documents	\$ 100,000	Free Cash
Public Facilities	Building Flooring Program	\$ 125,000	Free Cash
Public Facilities	Municipal Building Envelope and Systems	\$ 203,865	Tax Levy
Public Facilities	School Building Envelopes and Systems Program	\$ 233,448	Free Cash
Public Facilities	School Paving & Sidewalks Program	\$ 326,740	Free Cash
Public Facilities	Playground Replacement Program - Bridge School	\$ 302,000	CPA
Public Facilities	LHS Field House Track Resurfacing	\$ 250,000	Free Cash
Public Facilities	Public Facilities Mechanical/Electrical System Replacements	\$ 605,000	GF Debt
Public Facilities	Old Reservoir Bathhouse Renovation	\$ 620,000	CPA
Public Facilities	Westview Cemetery Building Construction	\$ 2,800,000	GF Debt/Sale of Cemetery Lots SRF
Public Facilities	Lexington Police Station Rebuild- Construction	\$ 25,651,792	GF Debt (potentially exempt)
<b>Total Public Facilities Department</b>		<b>\$ 31,217,845</b>	
Public Works	Center Streetscape Improvements	\$ 9,273,880	GF Debt
Public Works	Automatic Meter Reading System	\$ 5,940,000	Water/Wastewater Debt & RE/ MWRA Loan
Public Works	Equipment Replacement	\$ 1,300,000	GF Debt/Water RE/Sewer RE
Public Works	Street Improvements	\$ 2,616,801	Tax Levy
Public Works	Storm Drainage Improvements and NPDES compliance	\$ 385,000	Free Cash
Public Works	Sanitary Sewer System Investigation and Improvements	\$ 1,000,000	Wastewater Debt
Public Works	Hydrant Replacement Program	\$ 150,000	Free Cash/ Water RE
Public Works	Pump Station Upgrades	\$ 700,000	Wastewater Debt
Public Works	Comprehensive Watershed Stormwater Management Study and Implementation	\$ 390,000	Free Cash
Public Works	Water Distribution System Improvements	\$ 2,200,000	Water Debt/ MWRA Loan
Public Works	Sidewalk Improvement	\$ 800,000	GF Debt
Public Works	Battle Green Master Plan - Phase 3	\$ 253,394	CPA
Public Works	Townwide Culvert Replacement	\$ 390,000	Free Cash
Public Works	Townwide Signalization Improvements	\$ 125,000	Free Cash
Public Works	Hill Street New Sidewalk Project	\$ 1,500,000	GF Debt
Public Works	Electrical Vehicle Charging Stations	\$ 40,750	Parking Meter Fund
<b>Total Public Works Department</b>		<b>\$ 27,064,825</b>	
Lexington Public Schools	LPS Technology Program	\$ 1,743,900	Free Cash/GF Debt
<b>Total Lexington Public Schools</b>		<b>\$ 1,743,900</b>	
Information Technology	Municipal Technology Improvement Program	\$ 150,000	Free Cash
Information Technology	Application Implementation	\$ 150,000	Free Cash
Information Technology	Network Core Equipment Replacement	\$ 480,000	Free Cash
Town Clerk	Archives & Records Management/Records Conservation & Preservation	\$ 20,000	CPA
<b>Total General Government</b>		<b>\$ 800,000</b>	
Non-Governmental Projects	Historical Renovation & Adaptive Reuse of 9 Oakland	\$ 70,000	CPA
Non-Governmental Projects	Lexhab Rehabilitation Funding	\$ 99,700	CPA
<b>Total Non-Governmental Projects</b>		<b>\$ 169,700</b>	
<b>Total FY2020 Recommendations - All Funds</b>		<b>\$ 67,139,543</b>	

## **CAPITAL PLAN BY FINANCING SOURCE**

The following pages include tables that show the recommended FY2020 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.

## FY2020 RECOMMENDED PROJECTS - GENERAL FUND DEBT (Table I)

TABLE I: FY2020 RECOMMENDED PROJECTS - GENERAL FUND DEBT					PROJECTED DEBT SERVICE					
	Amount Financed	Term	Interest Rate	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	
<b>MUNICIPAL PROJECTS</b>										
1	Athletic Field Complex at Minuteman School (\$4,900,000)	\$ 3,900,000	10	4%		\$ 104,000	\$ 546,000	\$ 530,400	\$ 514,800	\$ 499,200
2	Center Streetscape Improvements	\$ 9,273,880	15	4%		\$ —	\$ 123,652	\$ 309,129	\$ 1,058,853	\$ 1,031,337
3	Equipment Replacement	\$ 900,000	5	4%		\$ 24,000	\$ 216,000	\$ 208,800	\$ 201,600	\$ 194,400
4	Sidewalk Improvement	\$ 800,000	5	4%		\$ —	\$ 32,000	\$ 192,000	\$ 185,600	\$ 179,200
5	Hill Street New Sidewalk Project	\$ 1,500,000	15	4%		\$ 40,000	\$ 160,000	\$ 156,000	\$ 152,000	\$ 148,000
Subtotal		\$ 16,373,880				\$ 168,000	\$ 1,077,652	\$ 1,396,329	\$ 2,112,853	\$ 2,052,137
<b>FACILITIES PROJECTS</b>										
<b>Within-Levy Projects</b>										
1	Public Facilities Mechanical/Electrical System Replacements	\$ 605,000	5	4%		\$ 16,133	\$ 145,200	\$ 140,360	\$ 135,520	\$ 130,680
<b>Project that is a potential candidate for debt exclusion*</b>										
2	Lexington Police Station Rebuild-Construction (Fall 2019 STM)	\$ 25,651,792	30	4%		\$ —	\$ 1,881,131	\$ 1,846,929	\$ 1,812,727	\$ 1,778,524
<b>SCHOOL PROJECTS</b>										
1	LPS Technology Program	\$ 724,088	5	4%		\$ 19,309	\$ 173,781	\$ 167,988	\$ 162,196	\$ 156,403
<b>PROJECTS TO BE FUNDED WITH FEE REVENUE</b>										
1	Westview Cemetery Building Construction	\$ 2,800,000	20	4%		\$ 74,667	\$ 206,029	\$ 206,029	\$ 206,029	\$ 206,029
<b>TOTAL PROJECT COSTS</b>		<b>\$ 46,154,760</b>				<b>\$ 278,109</b>	<b>\$ 3,483,793</b>	<b>\$ 3,757,636</b>	<b>\$ 4,429,324</b>	<b>\$ 4,323,773</b>
(TOTAL PROJECT COSTS NET OF POTENTIAL CANDIDATES FOR DEBT EXCLUSIONS - \$20,502,968)										
<b>AUTHORIZED LEVY SUPPORTED DEBT SERVICE</b>					<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
A	Approved and Issued Levy Supported Debt Service					\$ 7,229,642	\$ 5,956,482	\$ 4,682,734	\$ 3,258,568	2,356,158
B	Paydown of Land Purchases- 173 Bedford St. & 20 Pelham Rd.					\$ 2,234,614	\$ 2,403,450	\$ 2,403,450	\$ —	\$ —
C	Projected Approved and Unissued Levy Supported Debt Service					\$ 111,619	\$ 3,602,558	\$ 3,384,874	\$ 3,207,660	\$ 3,102,550
D	Total Debt Service on Authorized Debt					\$ 9,575,875	\$ 11,962,489	\$ 10,471,058	\$ 6,466,228	\$ 5,458,708
E	Projected New Levy Supported Debt Service (above)					\$ 278,109	\$ 3,483,793	\$ 3,757,636	\$ 4,429,324	\$ 4,323,773
F	<b>TOTAL - PROJECTED LEVY SUPPORTED DEBT SERVICE</b>					<b>\$ 10,896,433</b>	<b>\$ 9,853,984</b>	<b>\$ 15,446,282</b>	<b>\$ 14,228,693</b>	<b>\$ 10,895,552</b>
G	Plus: Projected Debt Service on Future Capital Projects						\$ 134,010	\$ 1,246,289	\$ 2,380,680	\$ 3,538,288
H	Less: Debt Service Funded from Special Revenue Accounts					\$ (59,488)	\$ (80,380)	\$ (138,456)	\$ (136,989)	\$ (123,023)
I	Less: Revenue Set Aside for Paydown of Land Purchases (above)					\$ (3,050,000)	\$ (2,234,614)	\$ (2,403,450)	\$ (2,403,450)	\$ —
J	Less: Proposed Use of Stabilization Fund					\$ (573,500)	\$ —	\$ (5,086,000)	\$ (4,584,000)	\$ (4,385,000)
K	Total Offsets to Projected Levy Supported Debt Service					\$ (3,682,988)	\$ (2,314,994)	\$ (7,493,896)	\$ (5,878,150)	\$ (2,127,343)
L	<b>PROJECTED NET LEVY SUPPORTED DEBT SERVICE (F-K)</b>					<b>\$ 7,213,445</b>	<b>\$ 7,538,990</b>	<b>\$ 7,952,386</b>	<b>\$ 8,350,543</b>	<b>\$ 8,768,209</b>
<b>DRAWDOWN OF CAPITAL STABILIZATION FUND EXCLUDING SHORT AND LONG TERM DEBT SERVICE FOR POLICE STATION CONSTRUCTION</b>										
M	TOTAL - PROJECTED LEVY SUPPORTED DEBT SERVICE					\$ 10,896,433	\$ 9,853,984	\$ 15,446,282	\$ 14,228,693	\$ 10,895,552
N	Adjustments Above (G+H+I)					\$ (3,109,488)	\$ (2,314,994)	\$ (2,407,896)	\$ (1,294,150)	\$ 2,257,657
O	Less: Projected Debt Service on Authorized Police Station Design						\$ (540,160)	\$ (521,534)	\$ (502,908)	\$ (484,282)
P	Less: Projected Debt Service on Police Station Construction (above)						\$ (1,881,131)	\$ (1,846,929)	\$ (1,812,727)	\$ (1,778,524)
Q	Less: Revised Use of Stabilization Fund					\$ (573,500)	\$ —	\$ (2,664,000)	\$ (2,216,000)	\$ (2,070,000)
R	Total Offsets to Projected Levy Supported Debt Service					\$ (3,682,988)	\$ (2,314,994)	\$ (7,493,188)	\$ (5,878,613)	\$ (2,127,977)
S	<b>PROJECTED LEVY SUPPORTED DEBT SERVICE (M+R)</b>					<b>\$ 7,213,445</b>	<b>\$ 7,538,989</b>	<b>\$ 7,953,094</b>	<b>\$ 8,350,080</b>	<b>\$ 8,767,575</b>

\*The Lexington Police Station Rebuild- Construction project is anticipated for Fall 2019 Special Town Meeting and 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 anticipated to occur in the Fall of 2019.

# **Municipal Projects**

- 1. Athletic Field Complex at Minuteman School - \$4,900,000 (\$1,000,000 CPA; \$3,900,000 General Fund Debt, with debt service partly funded from the Recreation Enterprise)** The Minuteman School District (Minuteman) is interested in partnering with the the Town of Lexington on a joint capital investment for the shared development, use and operations of a Recreation Athletic Complex located on the Minuteman High School campus. The Town will also enter into a long-term Inter Municipal Agreement (IMA) with Minuteman which will outline the priority of use of the facility, operations and maintenance activity, revenue and expense sharing and future capital investments. The design calls for the creation of a stadium-like facility with a multi-purpose field, track, and athletic structures such as bleachers, a press box, a concession stand, storage shed, softball field with an overlaying multi-purpose field, a senior baseball field with an overlaying multi-purpose field and six tennis courts. The installation of new lighting systems would also be included at all of the athletic fields and facilities within the complex.

The Recreation Committee has had a placeholder in the 5-year capital plan since FY2015 (Recreation Site Assessment of Potential Acquisition) in anticipation of such an agreement, lease or land acquisition opportunity becoming available. Currently, the Department denies approximately 2,500 hours of field use each year, the majority of which are hours that are requested by the Lexington-based youth sports organizations. The creation of this Recreation Athletic Complex will help reduce the number of denied field hours and expand the Town's recreation infrastructure without modifying or altering any existing Town-owned active or passive park land. These lighted athletic fields would provide space for the youth sports organizations to practice and play games after sunset and will provide the Town the opportunity to serve more of the population.

The total project cost is estimated at \$20 million and Minuteman has secured funding for approximately \$12 million through the approved reconstruction of the Minuteman High School. This request is for the Town to fund the remainder of the construction of the facility as designed. The Recreation Enterprise will contribute \$50,000 per year to offset the General Fund debt service during the life of the debt.

- 2. Center Streetscape Improvements - \$9,273,880 (General Fund Debt)** This project will restore and improve the center sidewalk, streetscape and circulation with a focus on pedestrian safety and accessibility. Past funding has allowed the design to progress to 25%. An FY2015 request of \$600,000 provided funding to complete the design and develop plans and specifications necessary for bidding the project. The 25% plans were further revised based on recommendations from the Center Streetscape Ad-Hoc Committee and Board of Selectmen and included the assistance of additional professionals including historians, irrigation consultants, lighting consultants and tree consultants.

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

**3. Equipment Replacement - \$1,300,000 (\$900,000 General Fund Debt, \$200,000 Water Retained Earnings & \$200,000 Wastewater 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.

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

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

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

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

**4. 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 compiled by the report. Sidewalks considered for FY2020 funding include:

- Lowell St. from East. St. to Woburn St. (West Side)
- Concord Ave. from Pleasant St. to Waltham St. (East Side)
- Ingleside Road
- Grant St. from Hayes Lane to East St.

- Reconstruction of Ramps, Townwide
- Abernathy Road
- Carnegie Place
- Waltham St. from Park Dr. to Worthen Rd. (West side)
- Worthen Rd. from Waltham St. to Kendall Rd.
- Tidd Circle

The following table presents the recent history of Sidewalk appropriations:

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

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

- 5. Hill Street New Sidewalk Project - \$1,500,000 (General Fund Debt):** This request will fund the construction of a new sidewalk along the 0.7 mile stretch of road from Bedford Street to Cedar Street. There are currently no pedestrian accommodations along the roadway which is designated as a Rural Minor Collector and abuts approximately 45 residences as well as the Lexington Golf Club and Poor Farm Conservation Area. The roadway is winding which creates sight line issues. A survey of the roadway was conducted which included preliminary evaluations of sidewalk locations along both sides of the street. Design is underway with the completion of preliminary plans that are under review by the Engineering Division. Construction of the sidewalk would support the Town's efforts towards creating Complete Streets which creates opportunities for alternative transportation modes that are safe and accessible to all users.

## Facilities Projects

### A. Within Levy Projects

- 1. Public Facilities Mechanical/Electrical System Replacements - \$605,000 (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 FY2020 appropriation will be used to replace the chiller for Lexington's Community Center. The existing chiller system is under-performing due to the age of the unit and has exceeded its life-cycle, and if not replaced, the Community Center may begin to experience unplanned interruptions in service and increased maintenance costs. If funded, the project would take place in fall of 2020, after the cooling season.

### 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 project will need to be funded within the levy limit.

- 2. Lexington Police Station Rebuild - Construction - \$25,651,792 (General Fund Debt):** 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.



In FY2017, the Town appropriated \$65,000 for a feasibility study to consider locations for constructing a new Police Station. In FY2018, the Town funded the design and engineering of a new Police Station at its current location, 1575 Massachusetts Avenue. The funding request for the demolition and reconstruction of the Police Station, and temporary relocation space, is expected at the Fall 2019 Special Town meeting. The Town also anticipates a debt exclusion vote for this project in the Fall of 2019.

## **School Projects**

- 1. LPS Technology Program - \$1,743,900 (\$724,088 General Fund Debt, \$1,019,812 Free Cash):** This request addresses the District's strategic goal for enhancing the capacity to utilize technology as an instructional and administrative tool. The request will increase student access to devices to allow for innovative learning methods that integrate supportive technologies, problem-based approaches and higher order thinking skills.

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

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

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

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

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

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

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

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

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

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

## **Projects to be Funded with Fee-Based Revenue**

- 1. Westview Cemetery Building - Construction - \$2,800,000 (General Fund Debt with debt service partially funded from Sale of Cemetery Lots Special Revenue Fund):** FY2020 funds are requested to construct a new building on the Westview Cemetery grounds. The existing building serves as the cemetery office, meeting area for grieving families and work space for maintenance staff; however, the facility has deteriorated and needs to be brought up to code. The only significant upgrade to the building in the last 15 years has been the installation of a new roof. Limited space does not permit private space for grieving families and the maintenance area lacks adequate space for all equipment to be stored indoors. The renovation or expansion of the building will enhance cemetery operations by providing a welcoming and private space for families and visitors and provide staff with adequate and more efficient office space, storage space and maintenance space.

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

**FY2020 RECOMMENDED PROJECTS - WATER FUND DEBT (Table II)**

TABLE II: FY2020 RECOMMENDED PROJECTS - WATER DEBT										
	Project	Amount Financed	Term	Interest Rate	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
1	Automatic Meter Reading System	\$2,470,000	10	4%		\$ 32,933	\$ 205,833	\$ 340,860	\$ 330,980	\$ 321,100
2	Water Distribution System Improvements	\$2,200,000	10	4%		\$ 58,667	\$ 308,000	\$ 299,200	\$ 290,400	\$ 281,600
<b>TOTAL PROJECT COSTS</b>		<b>\$4,670,000</b>				<b>\$ 91,600</b>	<b>\$ 513,833</b>	<b>\$ 640,060</b>	<b>\$ 621,380</b>	<b>\$ 602,700</b>
AUTHORIZED WATER DEBT SERVICE					FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
A	Subtotal: Authorized and Issued Water Debt Service					\$ 1,185,812	\$ 1,139,850	\$ 825,046	\$ 650,671	\$ 502,885
B	Subtotal: Approved and Unissued Water Debt Service (short and long-term)					\$ —	\$ 140,000	\$ 136,000	\$ 132,000	\$ 128,000
C	<b>Summary: Debt Service on Authorized Debt</b>					<b>\$1,185,812</b>	<b>\$1,279,850</b>	<b>\$ 961,046</b>	<b>\$ 782,671</b>	<b>\$ 630,885</b>
D	Subtotal: Projected Debt Service on Proposed Capital Projects					\$ 91,600	\$ 513,833	\$ 640,060	\$ 621,380	\$ 602,700
E	<b>TOTAL PROJECTED WATER DEBT SERVICE</b>					<b>\$1,430,569</b>	<b>\$1,277,412</b>	<b>\$1,793,683</b>	<b>\$1,404,051</b>	<b>\$1,233,585</b>

- 1. Automatic Meter Reading System - \$5,940,000 (\$2,470,000 Water Debt/ MWRA Loan; \$2,470,000 Wastewater Debt/ MWRA Loan; \$500,000 Water Fund Retained Earnings; \$500,000 Wastewater Fund Retained Earnings):** An FY2018 appropriation provided funding to contract with a firm to evaluate the existing meter equipment for compatibility with an Automatic Meter Reading system. As a result of that evaluation, FY2020 funds are requested to install a townwide Advanced Metering Infrastructure (AMI) radio read system that will give the ability to read meters more frequently from a remote location. Residents will be able to access their accounts to view water use for budgeting and conservation. Staff will be able to detect leaks more timely and reduce water loss, costly repairs and abatements. The AMI system is comprised of computer software/hardware, new meters if the meter is 10 years old or older, meter transmitters, optional repeaters, and the base station receiver. The implementation of a Townwide AMI will provide the Town with more frequent meter readings and will allow for quarterly billing, a benefit for both staff and residents.
- 2. Water Distribution System Improvements - \$2,200,000 (Water Debt/MWRA Loan):** This is an annual program that replaces unlined, inadequate, aged and vulnerable water mains, deteriorated service connections and eliminates dead ends in the water mains. Water main replacement has been completed on Vaille Avenue, and a portion of the water mains on Page Road and Green Lane have been replaced, with work ongoing. Design is in progress for the Hartwell Avenue main replacement and the Town will begin design on several other roadways including Peacock Farm Road and Eldred Street.

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

**FY2020 RECOMMENDED PROJECTS - WASTEWATER FUND DEBT (Table III)**

TABLE III: FY2020 RECOMMENDED PROJECTS - WASTEWATER DEBT										
	Project	Amount Financed	Term	Interest Rate	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
1	Automatic Meter Reading System	\$2,470,000	10	4%		\$ 32,933	\$ 205,833	\$ 340,860	\$ 330,980	\$ 321,100
2	Sanitary Sewer System Investigation and Improvements	\$1,000,000	10	4%		\$ 26,667	\$ 140,000	\$ 136,000	\$ 132,000	\$ 128,000
3	Pump Station Upgrades	\$700,000	10	4%		\$ 18,667	\$ 98,000	\$ 95,200	\$ 92,400	\$ 89,600
<b>TOTAL PROJECT COSTS</b>		<b>\$4,170,000</b>				<b>\$ 78,267</b>	<b>\$ 443,833</b>	<b>\$ 572,060</b>	<b>\$ 555,380</b>	<b>\$ 538,700</b>
<b>AUTHORIZED SEWER DEBT SERV.</b>					<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
A	Subtotal: Authorized and Issued Sewer Debt Service					\$ 1,189,256	\$ 1,140,676	\$ 1,083,164	\$ 925,823	\$ 925,823
B	Subtotal: Approved and Unissued Sewer Debt Service (short and long-term)					\$ 10,800	\$ 271,600	\$ 263,840	\$ 256,080	\$ 248,320
C	<b>Summary: Debt Service on Authorized Debt</b>					<b>\$1,200,056</b>	<b>\$1,412,276</b>	<b>\$1,347,004</b>	<b>\$1,181,903</b>	<b>\$1,174,143</b>
D	Subtotal: Projected Debt Service on Proposed Capital Projects					\$ 78,267	\$ 443,833	\$ 572,060	\$ 555,380	\$ 538,700
E	<b>TOTAL PROJECTED SEWER DEBT SERVICE</b>					<b>\$ 1,132,056</b>	<b>\$1,278,322</b>	<b>\$1,856,109</b>	<b>\$1,919,064</b>	<b>\$1,712,843</b>

**1. Automatic Meter Reading System - \$5,940,000 (\$2,470,000 Water Debt/ MWRA Loan; \$2,470,000 Wastewater Debt/ MWRA Loan; \$500,000 Water Fund Retained Earnings; \$500,000 Wastewater Fund Retained Earnings):** See detailed description under Table II - Water Fund Debt.

**2. 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 in the Dunback Meadow area and the Bow Street area along Mill Brook, has been completed. The next rehabilitation is anticipated in sewer basins 2 and 12 followed by rehabilitation in subareas 11 and 13. These capital investments improve the operation of the sewer system, reduce backups and potential overflows, prevent system malfunctions and reduce the measured flows through the MWRA meter.

**3. Pump Station Upgrades - \$700,000 (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 construction is near completion. The construction for both the Marshall Road and Constitution Road pump stations are expected to go out to bid soon. Design for the Hayden Ave pump station will begin soon and will be followed by construction. It is anticipated that the North Street and Bowman Street pump stations will be the next in line for design, however stations are constantly monitored and schedules adjusted to meet more urgent needs. The goal of this program is to upgrade all the pumps and support systems to enable better energy efficiency and avoid emergency expenditures.

## FY2020 RECOMMENDED PROJECTS - RECREATION FUND DEBT (Table IV)

TABLE IV: FY2020 RECOMMENDED PROJECTS - RECREATION and COMMUNITY PROGRAMS DEBT									
Project	Amount Financed	Term	Interest Rate	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
None Proposed	\$ —				\$ —	\$ —	\$ —	\$ —	\$ —
<b>TOTAL PROJECT COSTS</b>	<b>\$ —</b>				<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
<b>AUTHORIZED RECREATION REVENUE DEBT SERV.</b>				<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
A Subtotal	Approved and Issued Revenue Supported Debt Service				\$ —	\$ —	\$ —	\$ —	\$ —
B Subtotal	Approved and Unissued Revenue Supported Debt Service				\$ —	\$ —	\$ —	\$ —	\$ —
C Summary	<b>Approved Revenue Supported Debt Service</b>				<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
D Subtotal	Projected Debt Service on Proposed Capital Projects				\$ —	\$ —	\$ —	\$ —	\$ —
E	<b>TOTAL PROJECTED DEBT SERVICE</b>				<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>

***No recommendations for debt financing.***

## FY2020 RECOMMENDED PROJECTS - FUNDING THROUGH PROPOSITION 2½ DEBT EXCLUSION (Table V)

TABLE V: FY2020 RECOMMENDED PROJECTS - FUNDING THROUGH PROPOSITION 2 1/2 DEBT EXCLUSION										
Project	Amount Financed	Term	Interest Rate	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	
<i>Project for consideration at Fall 2019 Special Town Meeting</i>										
1	Lexington Police Station Rebuild- Construction	\$ 25,651,792	30	4%		\$ —	\$ 1,881,131	\$ 1,846,929	\$ 1,812,727	\$ 1,778,524
<b>PROJ. NEW EXCLUDED DEBT SERVICE</b>		\$ 25,651,792				\$ —	\$ 1,881,131	\$ 1,846,929	\$ 1,812,727	\$ 1,778,524
<b>APPROVED AND PROPOSED EXCLUDED DEBT SERVICE</b>				<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	
Subtotal	Approved and Issued Excluded Debt Service				\$ 16,319,640	\$ 15,467,625	\$ 14,962,686	\$ 14,282,985	\$ 12,348,532	
Subtotal	Approved and Unissued Excluded Debt Service				\$ —	\$ 1,663,378	\$ 1,631,648	\$ 1,599,919	\$ 1,568,189	
TOTAL	Approved Excluded Debt Service				\$ 16,319,640	\$ 17,131,003	\$ 16,594,334	\$ 15,882,903	\$ 13,916,721	
Subtotal	Subtotal - Projected Exempt Debt Service (above)				\$ —	\$ 1,881,131	\$ 1,846,929	\$ 1,812,727	\$ 1,778,524	
TOTAL	APPROVED AND PROPOSED EXCLUDED DEBT SERVICE				<b>\$ 13,860,000</b>	<b>\$ 16,319,640</b>	<b>\$ 19,012,134</b>	<b>\$ 18,441,263</b>	<b>\$ 17,695,630</b>	<b>\$ 15,695,246</b>
Less: use of Capital Stabilization Fund to Mitigate Debt Service Impacts on Property Tax Bills					\$ (4,500,000)	\$ (5,200,000)	\$ (6,200,000)	\$ (4,000,000)	\$ (2,200,000)	\$ —
<b>Net Excluded Debt Service</b>					<b>\$ 9,360,000</b>	<b>\$ 11,119,640</b>	<b>\$ 12,812,134</b>	<b>\$ 14,441,263</b>	<b>\$ 15,495,630</b>	<b>\$ 15,695,246</b>
<small>*The Lexington Police Station Rebuild- Construction project is anticipated for a Special Town Meeting in Fall 2019 and is a potential candidates for a Proposition 2 1/2 debt exclusion vote. The project moving forward will depend on passing the town-wide referendum, which is also anticipated to occur in the Fall of 2019.</small>										

- 1. Lexington Police Station Rebuild - Construction - \$25,651,792 (General Fund Debt):**  
 See detailed description under Table I - General Fund Debt, Excluded Debt. The requested funding for this project is anticipated at a Special Town Meeting in Fall 2019, and a debt exclusion vote for this project is also anticipated in the Fall of 2019.

## FY2020 RECOMMENDED PROJECTS - Community Preservation Act Debt (Table VI)

TABLE VI: FY2020 RECOMMENDED PROJECTS - COMMUNITY PRESERVATION ACT DEBT									
Project	Amount Financed	Term	Interest Rate	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
None Proposed	\$ —				\$ —	\$ —	\$ —	\$ —	\$ —
<b>TOTAL PROJECT COSTS</b>	<b>\$ —</b>				<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>

AUTHORIZED CPA REVENUE DEBT SERV.				FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
A	Subtotal	Approved and Issued Revenue Supported Debt Service			\$ 2,095,100	\$ 2,017,150	\$ 1,949,550	\$ 1,866,600	\$ 1,788,900
B	Subtotal	Approved and Unissued Revenue Supported Debt Service			\$ 999,580	\$ 999,580	\$ 971,290	\$ —	\$ —
C	Total	Approved Revenue Supported Debt Service			\$ 3,094,680	\$ 3,016,730	\$ 2,920,840	\$ 1,866,600	\$ 1,788,900
D	Subtotal	Projected Debt Service on Proposed Capital Projects			\$ —	\$ —	\$ —	\$ —	\$ —
E	<b>TOTAL PROJECTED DEBT SERVICE</b>				<b>\$ 2,220,216</b>	<b>\$ 3,094,680</b>	<b>\$ 3,016,730</b>	<b>\$ 2,920,840</b>	<b>\$ 1,866,600</b>

***No recommendations for debt financing.***

## FY2020 RECOMMENDED PROJECTS - Compost Revolving Fund (Table VII)

TABLE VII: FY2020 RECOMMENDED PROJECTS - Compost Revolving Fund									
Project	Amount Financed	Term	Interest Rate	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
None Proposed	\$ —				\$ —	\$ —	\$ —	\$ —	\$ —
<b>TOTAL PROJECT COSTS</b>	<b>\$ —</b>				<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>

AUTHORIZED REVENUE SUPPORTED DEBT SERV.				FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
A	Subtotal	Approved and Issued Revenue Supported Debt Service			\$ 217,303	\$ 205,557	\$ 157,501	\$ 157,031	\$ 126,186
B	Subtotal	Approved and Unissued Revenue Supported Debt Service			\$ —	\$ —	\$ —	\$ —	\$ —
C	Summary	Approved Revenue Supported Debt Service			\$ 217,303	\$ 205,557	\$ 157,501	\$ 157,031	\$ 126,186
D	Subtotal	Projected Debt Service on Proposed Capital Projects			\$ —	\$ —	\$ —	\$ —	\$ —
E	<b>TOTAL PROJECTED DEBT SERVICE</b>				<b>\$ 216,859</b>	<b>\$ 217,303</b>	<b>\$ 205,557</b>	<b>\$ 157,501</b>	<b>\$ 126,186</b>

***No recommendations for debt financing.***

## FY2020 RECOMMENDED PROJECTS - CASH CAPITAL (Table VIII)

TABLE VIII: FY2020 RECOMMENDED FUNDING FROM REVENUES (Cash by Source)										
Project	Free Cash	Tax Levy	Water Retained Earnings	Wastewater Retained Earnings	Recreation Retained Earnings	CPA *	Special Revenue Funds **	Total Cost	Other ***	
<b>SCHOOL PROJECTS</b>										
1	LPS Technology Program	\$ 1,019,812						\$ 1,019,812	\$ —	
	SUBTOTAL	\$ 1,019,812	\$ —	\$ —	\$ —	\$ —	\$ —	\$ 1,019,812	\$ —	
<b>FACILITIES</b>										
2	Public Facilities Bid Documents	\$ 100,000						\$ 100,000		
3	Building Flooring Program	\$ 125,000						\$ 125,000		
4	Municipal Building Envelope and Systems		\$ 203,865					\$ 203,865		
5	School Building Envelopes and Systems Program	\$ 233,448						\$ 233,448		
6	School Paving & Sidewalks Program	\$ 326,740						\$ 326,740		
7	Playground Replacement Program - Bridge School					\$ 302,000		\$ 302,000		
8	LHS Field House Track Resurfacing	\$ 250,000						\$ 250,000		
9	Old Reservoir Bathhouse Renovation					\$ 620,000		\$ 620,000		
	SUBTOTAL	\$ 1,035,188	\$ 203,865	\$ —	\$ —	\$ —	\$ 922,000	\$ —	\$ 2,161,053	\$ —
<b>MUNICIPAL PROJECTS</b>										
10	Willard's Woods Site Improvements					\$ 138,273		\$ 138,273		
11	Conservation Land Acquisition					\$ 275,000		\$ 275,000		
12	Transportation Mitigation	\$ 100,000						\$ 100,000		
13	Pine Meadows Improvements				\$ 75,000			\$ 75,000		
14	Recreation Community Needs Assessment				\$ 50,000			\$ 50,000		
15	Park Improvements - Hard Court Resurfacing					\$ 70,000		\$ 70,000		
16	Park Improvements - Athletic Fields					\$ 435,000		\$ 435,000		
17	Athletic Field Complex at Minuteman School					\$ 1,000,000		\$ 1,000,000		
18	Cary Library Children's Room Renovation Design	\$ 100,000						\$ 100,000		
19	Automatic Meter Reading System			\$ 500,000	\$ 500,000			\$ 1,000,000		
20	Equipment Replacement			\$ 200,000	\$ 200,000			\$ 400,000		
21	Street Improvements ****		\$ 2,616,801					\$ 2,616,801	\$ 973,796	
22	Storm Drainage Improvements and NPDES compliance	\$ 385,000						\$ 385,000		
23	Hydrant Replacement Program	\$ 75,000		\$ 75,000				\$ 150,000		
24	Comprehensive Watershed Stormwater Management Study and Implementation	\$ 390,000						\$ 390,000		
25	Battle Green Master Plan - Phase 3					\$ 253,394		\$ 253,394		
26	Townwide Culvert Replacement	\$ 390,000						\$ 390,000		
27	Townwide Signalization Improvements	\$ 125,000						\$ 125,000		
28	Electrical Vehicle Charging Stations						\$ 40,750	\$ 40,750		
29	Municipal Technology Improvement Program	\$ 150,000						\$ 150,000		
30	Application Implementation	\$ 150,000						\$ 150,000		
31	Network Core Equipment Replacement	\$ 480,000						\$ 480,000		
32	Archives & Records Management/Records Conservation & Preservation					\$ 20,000		\$ 20,000		
	SUBTOTAL	\$ 2,345,000	\$ 2,616,801	\$ 775,000	\$ 700,000	\$ 125,000	\$ 2,191,667	\$ 40,750	\$ 8,794,218	\$ 973,796
<b>OTHER CPA FUNDED PROJECTS</b>										
33	Historical Renovation & Adaptive Reuse of 9 Oakland					\$ 70,000		\$ 70,000		
34	LexHAB Rehabilitation Funding					\$ 99,700		\$ 99,700		
	SUBTOTAL	\$ —	\$ —	\$ —	\$ —	\$ —	\$ 169,700	\$ —	\$ 169,700	\$ —
	<b>TOTAL</b>	\$ 4,400,000	\$ 2,820,666	\$ 775,000	\$ 700,000	\$ 125,000	\$ 3,283,367	\$ 40,750	\$ 12,144,783	\$ 973,796

\* CPA totals do not include proposed FY2019 administrative budget of \$150,000 and \$3,094,680 for debt service.

\*\* Electric Vehicle Charging Stations will be funded from the Parking Meter Fund.

\*\*\* Other includes \$973,796 in Chapter 90 Aid for street improvements.

\*\*\*\* Proposed funding for the annual street resurfacing program is comprised of \$2,616,801 of tax levy dollars and an anticipated distribution of \$973,796 of Chapter 90 funds. This level of funding is intended to move the Town toward a targeted pavement condition index (PCI) of 85.

## **School Department Projects**

- 1. LPS Technology Program - \$1,019,812 (Free Cash):** See detailed description under Table I - General Fund Debt.

## **Department of Public Facilities Projects**

- 2. 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 projects in anticipation of requests for construction funding at town meeting that have a high probability of approval. This will ensure that the projects can be completed in the then-current construction season, which is particularly important for the timely completion of school building projects given the short window between the end of school in June and the beginning of school the following August.
- 3. 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 FY2020 request will be used for continuing replacements at the Diamond Middle School stairwells, Central Administration Building and Town Office Building. In FY2019 flooring projects at the Diamond and Clarke middle school libraries and the Cary Library were completed. The goal of this annual program is to ensure floor surfaces remain clean and safe for all users.
- 4. Municipal Building Envelope and Systems - \$203,865 (Tax Levy):** This ongoing capital request, originally approved for funding in the 2006 Proposition 2½ Override, includes repair and replacement projects for the maintenance and upgrade of municipal buildings and systems. The FY2020 request seeks funding for continued implementation of extraordinary repairs to the foundation and original drainage system of the Lexington Community Center. The Town contracted with CBI to review the existing interior and exterior condition. By performing exploratory test pit excavations and water testing, it appears that the recurring water intrusion issues found in the fascia and soffits are mainly attributable to holes, voids and failed seals at penetrations through the existing building mill work. This project will repair ongoing foundation deterioration which will secure the health of occupants who utilize the basement area.
- 5. School Building Envelopes and Systems Program - \$233,448 (Free Cash):** The purpose of this ongoing capital request is to perform annual prioritized extraordinary repairs and modifications to school buildings and systems. Specifically, the FY2020 request will be used to address repairs of water and air infiltration issues of the gaskets, caulking, doors and windows at the Fiske Elementary School.
- 6. School Paving & Sidewalks Program - \$326,740 (Free Cash):** This capital request provides 'as needed' replacement of sidewalks, bus loops and parking areas on school grounds. The FY2020 request will specifically fund sidewalk panel replacements and parking and roadway improvements at the Fiske Elementary School which are currently in poor condition. Extraordinary repairs for school paving areas are necessary to maintain parking and pedestrian surfaces in a condition suitable for public safety and Safe Routes to School.
- 7. Playground Replacement Program - Bridge School - \$302,000 (CPA):** This FY2020 request will fund the update and replacement of playground equipment and surfacing behind the Bridge Elementary School and playfields. Proposed improvements will renovate and rehabilitate existing safety surfacing and equipment so that the site will be in compliance with Consumer Product Safety Commission (CPSC), American Society for Testing and Materials (ASTM) and the American with Disabilities Act (ADA).



- 8. LHS Field House Track Resurfacing - \$250,000 (Free Cash):** The FY2020 requests funds to resurface the rubberized track surface in the field house of Lexington High School. Proposed improvements includes resurfacing, painting and striping a new track system. The current track condition shows signs of severe delamination of the top rubber track surface and the current surface is uneven. Resurfacing is necessary to maintain the athletic program. Without repair the field house track will no longer be a safe practice facility for students, athletes, and coaches.
- 9. Old Reservoir Bathhouse Renovation - \$620,000 (CPA):** FY2020 funds will be used for the implementation of the construction phase at the Old Reservoir bathhouse. A feasibility study was completed in FY2019 and based on the findings it was decided to renovate the bathhouse instead of demolition. The project will include repairs to the plumbing system, installation of all new fixtures, installation of new aerators, replacement of the existing roof, reconfiguration of the main entrance, addition of a small program space, and the installation of a new shade structure. Based on the findings in the ADA Compliance Study completed in 2017, the bathhouse is not ADA-compliant in its current condition. The renovation will address the accessibility issues in the bathhouse, as well as the walkway and surrounding site.

## **Municipal Projects**

- 10. Willard's Woods Site Improvements - \$138,273 (CPA):** Willard's Woods is the most popular and highly visited conservation area in Lexington. The proposed project will be completed in two phases. This request is to fund the first phase which encompasses both design and engineering. The second phase proposes to upgrade the existing stone dust bike path on the property to a 1.8 mile fully accessible loop trail with interpretive signage to highlight historic and natural resources on the property. The trail will connect the Diamond Middle School with the existing parking area on North Street including up to 5 handicap accessible spaces. In addition to the upgrade of the dust bike path the project requests a formal land management and site plan completed by an established natural resource management firm to identify the needs of the trail. Updates to Willard's Woods will insure a safe and accessible environment for all users. Funding for the second phase is expected in FY2021.
- 11. Conservation Land Acquisition - \$275,000 (CPA):** This FY2020 request for CPA funds is for the acquisition and preservation of environmentally sensitive lands in Lexington located on Kendall Road (Map 32, Lot 114) and Sherburne Road (Map 32, Lot 135). The Sherburne Road parcel has been on the Conservation Commission's list of highly desirable parcels since 1996 and abuts the Upper Vine Brook conservation area. The Kendall lot is a stand-alone parcel, but the Conservation Commission was offered the opportunity to acquire these properties only as a package deal for both lots. The acquisition of both parcels of land will add an additional 4+ acres to the Town's inventory of conservation land.
- 12. 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. Between FY2008 and FY2011, Town Meeting appropriated funds to collect data, perform analysis, review citizen requests and recommendations for various townwide transportation improvements in support of the Traffic Mitigation Group (dissolved in 2012 and later reconstituted as the TSG). Due to an increase in the number of citizen requests received over the past few years, the TSG seeks to continue this funding for FY2020 and anticipates the need to be ongoing in order to ensure that transportation safety remains a critical part of Lexington's quality of life. The FY2020 funds are proposed for evaluation, engineering and construction of crosswalks and the installation of pedestrian-activated beacons at crosswalks, including locations on Crosby Road near the Hastings Elementary School.

- 13. Pine Meadows Improvements - \$75,000 (Recreation Retained Earnings):** This request is to conduct a series of improvements at the Pine Meadows Golf Club including sand bunker renovations, replacing degraded cart paths, and improving accessibility. The improvements will include reconstructing the bunkers on the 6th and 7th green, filling in the sand bunker on the 5th hole to a grass hollow and regrading the approach. It also includes reconstructing the cart paths on the 1st hole by the green to the 2nd tee and from the parking lot to the 5th tee, relocating the car path at the 4th green, extending the cart path on the 6th and 7th holes, repairing and grading. An impending curb will be removed and an accessible path from the accessible parking spaces to the practice area abutting the parking lot will be installed. Improvements are recommended to provide quality playing conditions and will ensure an enjoyable golfing experience.
- 14. Recreation Community Needs Assessment - \$50,000 (Recreation Retained Earnings):** This is a new capital request to prepare a needs assessment of the Town-owned and operated recreational programs, facilities, and infrastructure. A consultant will be hired to complete the assessment, which will build off of Recreation's 2014-2016 Strategic Plan and the Town's 2015 Open Space and Recreation Plan Update. Through an extensive community outreach process, the needs assessment will provide critical data that will be used to determine which programs, services and facilities are of most value to Lexington's residents and inform what programs and amenities the department should offer in the future. The assessment will also advise what significant capital projects should be prioritized in the coming years.
- 15. Park Improvements - Hard Court Resurfacing - \$70,000 (CPA):** This ongoing program provides funding for resurfacing, painting and striping the hard court surfaces at Recreation facilities. These facilities include neighborhood Basketball Courts, Center Track and Tennis Courts at the Center Complex, Clark Middle School, Adams Park and Valley Park. The FY2020 funding request will address the specific needs at Adams Park including resurfacing, painting, and re-striping the tennis courts and basketball courts as well as the installation of a new bike rack. These repairs of hard court surfaces will increase their quality and safety.
- 16. Park Improvements - Athletic Fields - \$435,000 (CPA):** This ongoing multi-year capital program is to address safety and playability concerns as well as providing adequate and safe field conditions. This program funds improvements to athletic fields including renovations to natural turf, drainage, new irrigation systems, and site amenities including benches and backstops. The FY2020 funds will be used for improvements to the Diamond Middle School Field. The renovations will include drainage, laser grading, and new irrigation controls. An ADA Compliance Study was completed in 2017 and identified the need for an accessible route between the ball fields and their respective team areas. An accessible route will be installed along the fence on the west side of the site that connects the ball fields to each other and the parking lot. If approved, renovations will begin in the Fall of 2019.
- 17. Athletic Field Complex at Minuteman School - \$4,900,000 (\$1,000,000 CPA; \$3,900,000 General Fund Debt, with debt service partly funded from the Recreation Enterprise)**  
See detailed description under Table I - General Fund Debt.
- 18. Cary Library Children's Room Renovation Design - \$100,000 (Free Cash):** Children's spaces in public libraries have changed significantly since the Cary Library was designed in the late 1990s. Three factors drive these changes - advances in technology, the need for more flexible spaces, and an increasing urgency around building safety. The current Children's Room has a fixed U-shaped layout with staff space at the center of the U. This layout makes the room exceedingly difficult to supervise, and there are multiple spaces that cannot be seen from the staff desk. Beyond safety concerns, the space needs to be reconfigured to allow for larger attendance at library programs as children's programs account for more than 75% of all library programs offered.

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

**19. Automatic Meter Reading System - \$5,940,000 (\$2,470,000 Water Debt; \$2,470,000 Wastewater Debt; \$500,000 Water Retained Earnings & \$500,000 Wastewater Retained Earnings):** See detailed description under Table II - Water Fund Debt.

**20. Equipment Replacement - \$1,300,000 (\$900,000 General Fund Debt; \$200,000 Water Retained Earnings & \$200,000 Wastewater Retained Earnings):** See detailed description under Table I - General Fund Debt.

**21. Street Improvements - \$3,590,597 (\$2,616,801 Tax Levy, \$973,796 Chapter 90 funding):** This is an annual request for the street resurfacing and maintenance program. In addition to the \$2,616,801 appropriated from the tax levy, \$973,796 of Chapter 90 funds will be utilized. (Chapter 90 funding is based on Lexington’s most recent allocation and on the current state allocation of \$200 million statewide). Funds will be used for design, inspections, planning, repair, patching, crack sealing and construction of roadways and roadway related infrastructure including repair and installation of sidewalks. A preliminary list of the streets to be repaired under this article is currently being developed. A pavement management system is utilized to assist in analyzing the road network and selecting roadways for repairs. This funding will allow for the proper improvements and repair of Lexington’s streets and sidewalks, increasing their quality and safety.

<b>Street Improvements - Financing Components</b>	
	<b>FY2020</b>
2001 Override Increased by 2.5% per year	\$ 688,846
Maintenance of unallocated revenue from FY2012 Revenue Allocation Model	\$ 300,000
Maintenance of unallocated revenue from FY2013 Revenue Allocation Model	\$ 182,955
FY2014 Health Insurance Savings	\$ 1,100,000
Additional Tax Levy Funding	\$ 345,000
Estimated Chapter 90 Aid	\$ 973,796
Total	<u>\$3,590,597</u>
Without Chapter 90	\$2,616,801

**22. Storm Drainage Improvements and NPDES compliance - \$385,000 (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. Approximately \$115,000 of this funding request is for compliance with the construction related portions of the National Pollutant Discharge and Elimination System (NPDES) minimum control measures as mandated by the EPA in the stormwater general permit. The increase is due to the release of the new permit that requires the Town to comply with additional requirements which include illicit discharge detection and elimination, best management practices (BMP), installation, and retrofits. The remaining \$270,000 will be used to repair/replace drainage structures encountered during road construction, repair other drainage areas of concern in the Town and improve storm water issues discovered during NPDES investigation work. Areas of drainage concern that have recently been

improved are the Wildwood Road/Wood Street area, Augustus Road area and Webster Road area. Illicit discharge detection has been ongoing in the Vine Brook and Mill Brook areas where contamination has been identified. The pre-emptive repair of existing drainage structures will reduce damage to structures themselves, existing pavement and private and public property.

**23. 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 1,500 fire hydrants in its fire protection system; a total of 481 hydrants have been replaced.

**24. Comprehensive Watershed Stormwater 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. The Whipple Brook area is currently under construction and design work is in progress in the Valleyfield area. A thorough evaluation has been completed in the Oxbow Constitution area with design now in progress. Long-term benefits of the program include prevention of property damage, reduction in liability and overall improvement to the health of Lexington's waterways.

**25. Battle Green Master Plan - Phase 3 - \$253,394 (CPA):** The FY2020 request is for the third phase of a three phase Battle Green Master Plan implementation. Phases 1 and 2 have been funded with work scheduled for fall 2018 and spring 2019. Funding for Phase 3 construction will be used to address site amenities and historical landscaping. Previous Battle Green work included monument restoration and treatment. A study was conducted on pathways, fencing, parking, traffic, and pedestrian accessibility. The elements that exist in the Battle Green area need to be maintained, updated and restored in order to keep them viable for current and future generations.

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

**26. Townwide Culvert Replacement - \$390,000 (Free Cash):** This request is part of an ongoing program to replace culverts that are at or near failure. On-going culvert inspections continue to reveal a need for the replacement program as many older culverts are failing. This program is a companion effort with the ongoing Watershed Management Plan. Detailed design evaluation is complete for the Oxbow Constitution Road area and has shown the need of culvert replacement or daylighting which will be funded with this request. The design work for Valleyfield Phase 1 is near completion. Of the funding requested, \$250,000 is estimated for construction costs necessary for culvert replacement, \$65,000 is for design, permitting and bidding, and the remainder is for contingency. Proactive replacement of townwide culverts prior to failure will allow for proper design considerations and funding while also minimizing the impact to residents through unexpected road closures and flooding.

- 27. Townwide Signalization Improvements - \$125,000 (Free Cash):** This is an annual request for funds to update traffic and pedestrian signals in Lexington. A signal inventory and compliance study has been completed. The study includes ADA compliance, condition assessment, signal timing, delays, and prioritization recommendations. The design at the intersection of Massachusetts Avenue at Worthen Road is going into environmental permitting shortly and design is near completion. The project is expected to go out to bid in the winter with construction starting in 2019. This funding request will be used for improvements at either the intersection of Lowell Street at East Street or Lowell Street at North Street. The improvements will prevent equipment failure, improve traffic flow, decrease energy consumption, and allow for proper accessibility.
- 28. Electrical Vehicle Charging Stations - \$40,750 (Parking Meter Fund):** This FY2020 funding request is for the purchase and installation of five electric vehicle charging stations (plus room for expansion) that will be placed in municipal parking lots in the Town center. Eversource will provide the pads and bring electricity to the charging stations at no cost to the Town. Users of the stations will pay the cost of the electricity and a parking fee. The funding source for the purchase and installation of the chargers is the Parking Meter Fund, and future parking revenues generated from the use of these charging stations will be deposited in the Parking Meter Fund.
- 29. Municipal Technology Improvement Program - \$150,000 (Free Cash):** This FY2020 capital request is part of a multi-phase program to enhance the Town's network storage capabilities. Previous appropriations have funded the initial installation and subsequent expansion of server area network (SAN) equipment in the server rooms at both the Town Office Building and 201 Bedford Street. These appropriations also funded the purchase of necessary software to assist with file storage, archiving and discovery. The FY2020 request will fund the replacement of an end-of-life (EOL) storage area network (SAN) to ensure compatibility with developing focus on cloud based services. In addition to SAN needs, equipment will be purchased to assist with data transfer to Cloud services and Cloud backup and Disaster Recovery needs. Future year funding will be to continue to expand the meet data storage capacity and data management and expanding Backup capacity to match the file storage growth. The need for the equipment is driven by rapidly growing data sets and unstructured files due to email archiving requirements under State Public Records Laws. This capital will provide the ability to continue to support the Town's application and storage needs.
- 30. Application Implementation - \$150,000 (Free Cash):** This capital project is for large application migrations and implementations. FY2020 funding will be used to investigate the future of Town email communications. A consultant will be utilized to analyze the Town's needs, provide recommendations on the direction the Town should take, assist with the development of documentation and drafting a Statement of Work for the project. This funding will also support the migration of select virtual servers to a cloud platform (e.g. Azure or Amazon) and the design of a Disaster Recovery solution to include software and failover of the new cloud hosted virtual server environment. This effort is to assist with the Town technology footprint consolidation initiatives and to improve application resiliency.
- 31. Network Core Equipment Replacement - \$480,000 (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. The FY2019 capital request was for the replacement of the end-of-life (EOL) core equipment, the Town Firewalls. The FY2020 capital request is for replacement of the EOL core network hardware including EOL core switches and the addition of one redundant core switch. In addition to the replacement of existing hardware, this request covers the services for the network reprogramming, installation of the equipment and the addition of software to address network security monitoring and management needs.

**32. Archives & Records Management/Records Conservation & Preservation - \$20,000 (CPA):**

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

**Other CPA-Funded Projects**

**33. Historical Renovation & Adaptive Reuse of 9 Oakland - \$70,000 (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'. In 2018, Town Meeting approved \$200,000 to help fund the renovation of 9 Oakland Street and adaptive re-use of the structure. The FY2020 request seeks supplemental funding to complete the renovation of the building located at 9 Oakland Street.

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

**34. LexHAB Rehabilitation Funding - \$99,700 (CPA):** The FY2020 request seeks funding to preserve, rehabilitate, and restore unit housing of 12 properties in Lexington some of which were acquired with CPA funds. There are currently 72 units of affordable housing in LexHAB's inventory. The "preservation" of community housing is a permissible use of CPA funds. The "restoration" and "rehabilitation" of community housing is permitted only where the housing was originally acquired or created using CPA funds. Natural deterioration requires period preservation and rehabilitation. The work includes, kitchen and bath renovations as well as roof replacements. The proposed project is in accordance with Lexington's goals of contributing a sizable complement of affordable housing to keep the Town's inventory at a minimum level of 10% of the total number of residential units in Town.

**Table IX: Deferred FY2020 and Proposed FY2021-FY2024 Capital Requests**

Dept.	Project Name	Deferred FY2020*	FY2021	FY2022	FY2023	FY2024	Total
<i>Information Technology</i>							
	Phone Systems & Unified Communication	\$ —	\$ 150,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 510,000
	Network Core Equipment Replacement	\$ —	\$ 75,000	\$ 190,000	\$ —	\$ 260,000	\$ 525,000
	Municipal Technology Improvement Program	\$ —	\$ 85,000	\$ 85,000	\$ 125,000	\$ 125,000	\$ 420,000
	Network Redundancy & Improvement Plan	\$ —	\$ 330,000	\$ 220,000	\$ —	\$ 100,000	\$ 650,000
	Application Implementation	\$ —	\$ 75,000	\$ 75,000	\$ 150,000	\$ 75,000	\$ 375,000
		\$ —	\$ 715,000	\$ 690,000	\$ 395,000	\$ 680,000	\$ 2,480,000
<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
	Willard's Woods Site Improvements	\$ —	\$ 597,114	\$ —	\$ —	\$ —	\$ 597,114
	Daisy Wilson Meadow Restoration	\$ —	\$ 22,425	\$ —	\$ —	\$ —	\$ 22,425
	West Farm Meadow Preservation	\$ —	\$ —	\$ 22,425	\$ —	\$ —	\$ 22,425
		\$ —	\$ 824,539	\$ 1,622,425	\$ 100,000	\$ 100,000	\$ 2,646,964
<i>Fire</i>							
	Ambulance Replacement	\$ —	\$ 280,000		\$ —	\$ 290,000	\$ 570,000
	Replace 2004 Pumper	\$ —	\$ —	\$ —	\$ 625,000	\$ —	\$ 625,000
		\$ —	\$ 280,000	\$ —	\$ 625,000	\$ 290,000	\$ 1,195,000
<i>Police</i>							
	Police Outdoor/Indoor Firing Range - Hartwell Ave.	\$ —	\$ 125,000	TBD	\$ —	\$ —	\$ 125,000
		\$ —	\$ 125,000	\$ —	\$ —	\$ —	\$ 125,000
<i>Library</i>							
	Cary Library Children's Room Renovation	\$ —	\$ 120,000	\$ 1,950,000	\$ —	\$ —	\$ 2,070,000
		\$ —	\$ 120,000	\$ 1,950,000	\$ —	\$ —	\$ 2,070,000
<i>Public Facilities</i>							
	Townwide Roofing Program	\$ —	\$ 2,010,152	\$ 200,934	\$ 5,626,693	\$ 2,196,029	\$ 10,033,808
	School Building Envelopes and Systems Program	\$ —	\$ 239,285	\$ 245,199	\$ 251,400	\$ 257,684	\$ 993,568
	Municipal Building Envelopes and Systems	\$ —	\$ 208,962	\$ 214,186	\$ 219,540	\$ 245,486	\$ 888,174
	Building Flooring Program	\$ —	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 500,000
	School Paving Program	\$ —	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 500,000
	Public Facilities Bid Documents	\$ —	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000
	Public Facilities Mechanical/Electrical System Replacements	\$ —	\$ 672,000	\$ 728,000	\$ 788,500	\$ 850,000	\$ 3,038,500
	Lexington High School Design	\$ —	\$ —	\$ —	\$ 1,825,000	\$ —	\$ 1,825,000
	LHS Short Term Capacity	\$ —	\$ 150,000	\$ —	\$ —	\$ —	\$ 150,000
		\$ —	\$ 3,630,399	\$ 1,738,319	\$ 9,061,133	\$ 3,899,199	\$ 18,329,050

**Table IX: Deferred FY2020 and Proposed FY2021-FY2024 Capital Requests**

<b>Dept.</b>	<b>Project Name</b>	<b>Deferred FY2020*</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Total</b>
<i>Public Works</i>							
	Battle Green Master Plan - Phase 3	\$ 317,044	\$ —	\$ —	\$ —	\$ —	\$ 317,044
	DPW Equipment Replacement	\$ —	\$ 1,232,500	\$ 1,209,000	\$ 1,407,000	\$ 1,357,000	\$ 5,205,500
	Street Improvements	\$ —	\$ 2,634,022	\$ 2,651,674	\$ 2,669,767	\$ 2,688,312	\$ 10,643,775
	Storm Drainage Improvements and NPDES compliance	\$ —	\$ 385,000	\$ 385,000	\$ 385,000	\$ 385,000	\$ 1,540,000
	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	\$ —	\$ 602,000	\$ 520,000	\$ 50,000	\$ —	\$ 1,172,000
	Street Acceptance	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
	Comprehensive Watershed Stormwater Management Study and Implementation	\$ —	\$ 390,000	\$ 390,000	\$ 390,000	\$ 390,000	\$ 1,560,000
	Water Distribution System Improvements	\$ —	\$ 2,530,000	\$ 3,040,000	\$ 2,200,000	\$ 2,200,000	\$ 9,970,000
	Sidewalk Improvement	\$ —	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 3,200,000
	Townwide Culvert Replacement	\$ —	\$ 390,000	\$ 390,000	\$ 390,000	\$ 390,000	\$ 1,560,000
	Townwide Signalization Improvements	\$ —	\$ 125,000	\$ 125,000	\$ 50,000	\$ 55,000	\$ 355,000
	Municipal Parking Lot Improvements	\$ —	\$ 40,000	\$ 480,000	\$ —	\$ —	\$ 520,000
	Hartwell Avenue Compost Site Improvements	\$ —	\$ —	\$ —	\$ 200,000	\$ —	\$ 200,000
	Battle Green Streetscape Improvements	\$ —	\$ 200,000	\$ 3,000,000	\$ —	\$ —	\$ 3,200,000
	Public Parking Lot Improvement Program	\$ —	\$ —	\$ 100,000	\$ 500,000	\$ 500,000	\$ 1,100,000
	Public Grounds Irrigation Improvements	\$ —	\$ —	\$ —	\$ —	\$ 200,000	\$ 200,000
		\$ 317,044	\$ 10,478,522	\$ 14,240,674	\$ 10,191,767	\$ 10,115,312	\$ 45,343,319
<i>Recreation</i>							
	Pine Meadows Improvements	\$ —	\$ —	\$ 60,000	\$ —	\$ —	\$ 60,000
	Park and Playground Improvements	\$ —	\$ 92,000	\$ 105,000	\$ 70,000	\$ —	\$ 267,000
	Park Improvements - Athletic Fields	\$ —	\$ 360,000	\$ 125,000	\$ 190,000	\$ 195,000	\$ 870,000
	Pine Meadows Equipment	\$ —	\$ 80,000	\$ —	\$ 70,000	\$ 70,000	\$ 220,000
	Park Improvements - Hard Court Resurfacing	\$ —	\$ 85,000	\$ 65,000	\$ 1,590,000	\$ —	\$ 1,740,000
	Outdoor Pickleball Court Construction	\$ —	\$ —	\$ 100,000	\$ —	\$ —	\$ 100,000
	Cricket Field Construction	\$ —	\$ —	\$ 200,000	\$ —	\$ —	\$ 200,000
	Community Center Campus Expansion	\$ —	\$ —	\$ 250,000	\$ 210,000	\$ 22,550,000	\$ 23,010,000
	Pine Meadows Clubhouse Renovation	\$ —	\$ 100,000	\$ 750,000	\$ —	\$ —	\$ 850,000
	Recreation Software Upgrade	\$ —	\$ 50,000	\$ —	\$ —	\$ —	\$ 50,000
		\$ —	\$ 767,000	\$ 1,655,000	\$ 2,130,000	\$ 22,815,000	\$ 27,367,000
<i>Schools</i>							
	LPS Technology Capital Request	\$ —	\$ 1,249,600	\$ 1,661,500	\$ 1,872,020	\$ 1,069,500	\$ 5,852,620
		\$ —	\$ 1,249,600	\$ 1,661,500	\$ 1,872,020	\$ 1,069,500	\$ 5,852,620
	<b>Grand Total</b>	\$ 317,044	\$ 18,210,060	\$ 23,577,918	\$ 24,394,920	\$ 38,989,011	\$ 105,488,953

\* For FY2020, \$317,044 in funding for the Battle Green Master Plan (total project cost of \$570,438) is being deferred until FY2021.



# Appendix A: Program Improvement Request Summary

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# Appendix A: Program Improvement Requests

Shared and Municipal Programs 2000 - 8000

FY2020 Recommended Budget: Program Improvements

## Program Improvement Request Summary

Program	Department Requests	Recommended	Not Recommended
<b>General Fund</b>			
Public Facilities	\$ 196,000	\$ 196,000	\$ —
Public Works	\$ 142,650	\$ 120,650	\$ 22,000
Fire	\$ 85,000	\$ 85,000	\$ —
Library	\$ 44,855	\$ 35,017	\$ 9,838
Human Services	\$ 24,837	\$ 24,837	\$ —
Land Use, Health and Development	\$ 258,391	\$ 167,923	\$ 90,468
Town Manager's Office	\$ 25,000	\$ 25,000	\$ —
Miscellaneous Boards and Committees	\$ 10,000	\$ —	\$ 10,000
Information Technology	\$ 146,667	\$ 54,464	\$ 92,203
<b>Total General Fund Requests</b>	<b>\$ 933,399</b>	<b>\$ 708,891</b>	<b>\$ 224,509</b>

		Departmental Request				Recommendation		
GENERAL FUND	Program	Description	Compensation	Expenses	Benefits	Total	Recommended	Not Recommended
<b>Public Facilities</b>								
2610 - Education Facilities	School Painting Maintenance		\$ -	\$ 105,000	\$ -	\$ 105,000	\$ 105,000	
2620 - Municipal Facilities	Municipal Painting Maintenance		\$ -	\$ 45,000	\$ -	\$ 45,000	\$ 45,000	
2620 - Municipal Facilities	Maintain Municipal Security Cameras		\$ -	\$ 46,000	\$ -	\$ 46,000	\$ 46,000	
<b>Total Public Facilities</b>			\$ -	\$ 196,000	\$ -	\$ 196,000	\$ 196,000	\$ -
<b>Public Works</b>								
3200 - Highway	Guardrail Improvements		\$ -	\$ 20,000	\$ -	\$ 20,000	\$ 20,000	
3200 - Highway	Snow Operations Optimization Program		\$ -	\$ 39,200	\$ -	\$ 39,200	\$ 39,200	
3300 - Public Grounds	Landscape Equipment		\$ -	\$ 22,000	\$ -	\$ 22,000		\$ 22,000
3300 - Public Grounds	W4 Heavy Equipment Operator		\$ 44,601	\$ -	\$ 16,849	\$ 61,450	\$ 61,450	
<b>Total Public Works</b>			\$ 44,601	\$ 81,200	\$ 16,849	\$ 142,650	\$ 120,650	\$ 22,000
<b>Fire</b>								
4230 - Fire Suppression/EMS	Protective Clothing		\$ -	\$ 85,000	\$ -	\$ 85,000	\$ 85,000	
<b>Total Fire</b>			\$ -	\$ 85,000	\$ -	\$ 85,000	\$ 85,000	\$ -
<b>Library</b>								
5130 - Youth Services	Additional 14 hours/week for Youth Services		\$ 20,517	\$ -	\$ 297	\$ 20,814	\$ 20,814	
5130 - Youth Services	Additional Substitute Hours		\$ 14,000	\$ -	\$ 203	\$ 14,203	\$ 14,203	
5120 - Adult Services	Additional PT Adult Page		\$ 9,697	\$ -	\$ 141	\$ 9,838		\$ 9,838
<b>Total Library</b>			\$ 44,214	\$ -	\$ 641	\$ 44,855	\$ 35,017	\$ 9,838
<b>Human Services</b>								
6170 - Senior Services and Community Programs	Additional Hours for Municipal Assistant		\$ 9,373	\$ -	\$ 15,464	\$ 24,837	\$ 24,837	
<b>Total Human Services</b>			\$ 9,373	\$ -	\$ 15,464	\$ 24,837	\$ 24,837	\$ -
<b>Land Use, Health and Development</b>								
7110 - Building & Zoning	Residential Groundwater/Stormwater Peer Review		\$ -	\$ 57,600	\$ -	\$ 57,600	\$ 57,600	
7110 - Building & Zoning	Electronic Building Plan Review Table and Workstation		\$ -	\$ 13,500	\$ -	\$ 13,500	\$ 13,500	
7130 - Conservation Division	Conservation Seasonal Staffing Enhancements		\$ 8,697	\$ -	\$ 126	\$ 8,823	\$ 8,823	
7130 - Conservation Division	ACROSS Lexington Brochure Update		\$ -	\$ 5,000	\$ -	\$ 5,000		\$ 5,000
7200 - Planning Division	Online Engagement Platform, Comprehensive Plan			\$ 8,000	\$ -	\$ 8,000	\$ 8,000	
7300 - Economic Development	General Fund Support of Visitors Center Services		\$ 148,624	\$ -	\$ 16,844	\$ 165,468	\$ 80,000	\$ 85,468
<b>Total Land Use, Health and Development</b>			\$ 157,321	\$ 84,100	\$ 16,970	\$ 258,391	\$ 167,923	\$ 90,468
<b>Town Manager's Office</b>								
8210 - Org. Direction & Admin.	Consultant Services - General Liability Insurance		\$ -	\$ 25,000	\$ -	\$ 25,000	\$ 25,000	
<b>Total Town Manager's Office</b>			\$ -	\$ 25,000	\$ -	\$ 25,000	\$ 25,000	\$ -
<b>Miscellaneous Boards and Committees</b>								
8230 - Misc. Boards & Comm.	Futures Panel		\$ -	\$ 10,000	\$ -	\$ 10,000		\$ 10,000
<b>Total Miscellaneous Boards and Committees</b>			\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000
<b>Information Technology</b>								
8600 - Information Technology	Part-Time IT Administrative Assistant		\$ 23,000	\$ 1,000	\$ 334	\$ 24,334	\$ 24,334	
8600 - Information Technology	Systems and Applications Administrator		\$ 69,000	\$ 6,000	\$ 17,203	\$ 92,203		\$ 92,203
8600 - Information Technology	Part-Time Laserfiche Data Analyst Intern		\$ 9,000	\$ 1,000	\$ 131	\$ 10,131	\$ 10,131	
8600 - Information Technology	Master Address Database Record Management		\$ -	\$ 20,000	\$ -	\$ 20,000	\$ 20,000	
<b>Total Information Services</b>			\$ 101,000	\$ 28,000	\$ 17,667	\$ 146,667	\$ 54,464	\$ 92,203
<b>TOTAL - GENERAL FUND</b>			\$ 356,509	\$ 509,300	\$ 67,591	\$ 933,399	\$ 708,891	\$ 224,509

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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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## 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.

---

## **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]

# Appendix C: Financial Information

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# Summary of Town Fund Balances

## Combined Summary of Revenues & Expenditures - FY2018 Actuals

The chart below is an extract from the FY2018 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. FY2018 actuals are provided because it is the most recent fiscal year for which data is available.

	General Fund	Capital Projects Fund	Nonmajor Governmental Funds	Total Governmental Funds
<b>Revenues</b>				
Property taxes	\$ 177,142,603	\$ -	\$ 4,649,498	\$ 181,792,101
Intergovernmental	26,849,258	111,659	8,747,911	35,708,828
Motor vehicle and other excise taxes	6,958,877	-	-	6,958,877
Departmental and other	2,648,919	-	11,565,367	14,214,286
Investment income	1,694,278	-	347,023	2,041,301
Special assessments	19,038	-	-	19,038
Payment in lieu of taxes	658,680	-	-	658,680
Penalties and interest	1,090,335	-	6,227	1,096,562
Licenses and permits	3,016,946	-	-	3,016,946
Fines and forfeitures	208,801	-	-	208,801
Contributions	242	-	989,002	989,244
Other	656,932	235,295	123,707	1,015,934
<b>Total Revenues</b>	<b>220,944,909</b>	<b>346,954</b>	<b>26,428,735</b>	<b>247,720,598</b>
<b>Expenditures</b>				
<b>Current:</b>				
General government	9,255,933	-	2,207,488	11,463,421
Public safety	15,836,717	-	1,705,374	17,542,091
Education	118,880,349	-	12,109,708	130,990,057
Public works	6,761,010	-	1,192,578	7,953,588
Health and human services	1,413,589	-	327,718	1,741,307
Culture and recreation	3,607,692	-	700,520	4,308,212
Pension	5,595,253	-	-	5,595,253
Insurance	28,146,505	-	-	28,146,505
Debt service	18,375,091	-	2,399,148	20,774,239
Intergovernmental	813,626	-	-	813,626
Capital outlay	-	37,196,784	8,391,572	45,588,356
<b>Total Expenditures</b>	<b>208,685,765</b>	<b>37,196,784</b>	<b>29,034,106</b>	<b>274,916,655</b>
Excess (deficiency) of revenues over expenditures	12,259,144	(36,849,830)	(2,605,371)	(27,196,057)
<b>Other Financing Sources (Uses)</b>				
Issuance of general obligation bonds	-	43,662,631	865,000	44,527,631
Bond premiums	-	2,172,192	-	2,172,192
Transfers in	2,543,575	9,031,049	705,251	12,279,875
Transfers out	(9,728,122)	(465,944)	(1,130,147)	(11,324,213)
<b>Total Other Financing Sources (Uses)</b>	<b>(7,184,547)</b>	<b>54,399,928</b>	<b>440,104</b>	<b>47,655,485</b>
Change in fund balance	5,074,597	17,550,098	(2,165,267)	20,459,428
Fund Balances at Beginning of Year, as reclassified	73,333,870	(6,457,477)	31,943,119	98,819,512
Fund Balances at End of Year	\$ 78,408,467	\$ 11,092,621	\$ 29,777,852	\$ 119,278,940

# Summary of Revolving Fund Balances

## FY2018 Actuals (and first half of FY2019)

This chart shows beginning and ending balances for municipal Revolving Funds for FY2018 and the first half of FY2019. Beginning balances (as of July 1, 2017) 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)	(2)	(3)	(4)	(5)	(6)	(7)
	<b>7/1/2017 Beg. Bal.</b>	<b>FY2018 Revenue</b>	<b>FY2018 Expenditures</b>	<b>7/1/2018 End Bal.</b>	<b>July-Dec 18 Revenue</b>	<b>July-Dec 18 Expenditures</b>	<b>12/31/2018 End Bal.</b>
Building Rental Revolving Fund	\$ 179,684	\$ 565,539	\$ 478,447	\$ 266,776	\$ 238,532	\$ 219,388	\$ 285,920
Burial Containers	\$ 211,858	\$ 39,885	\$ 31,910	\$ 219,833	\$ 26,450	\$ 29,445	\$ 216,838
Trees	\$ 27,719	\$ 23,370	\$ 28,865	\$ 22,224	\$ 48,150	\$ —	\$ 70,374
Compost Operations	\$1,030,276	\$ 652,167	\$ 772,539	\$ 909,905	\$ 97,825	\$ 299,815	\$ 707,915
Minuteman Household Hazardous Waste Program	\$ 58,264	\$ 138,286	\$ 114,918	\$ 81,632	\$ 66,624	\$ 104,356	\$ 43,900
Health Programs	\$ 70,983	\$ 33,291	\$ 14,564	\$ 89,709	\$ 12,566	\$ 1,052	\$ 101,224
Senior Services (formerly Council on Aging Programs)	\$ 64,813	\$ 71,666	\$ 85,885	\$ 50,595	\$ 32,719	\$ 35,759	\$ 47,555
Liberty Ride	\$ 19,211	\$ 190,429	\$ 192,203	\$ 17,437	\$ 120,555	\$ 116,544	\$ 21,448
School Bus Transportation	\$ 541,378	\$ 1,135,526	\$ 1,149,283	\$ 527,620	\$ 611,299	\$ 1,084,663	\$ 54,257
Regional Cache - Hartwell Ave	\$ 17,751	\$ 5,964	\$ 7,841	\$ 15,873	\$ 16,232	\$ 8,087	\$ 24,018
Visitors Center	\$ 25,110	\$ 196,415	\$ 206,712	\$ 14,813	\$ 112,928	\$ 132,986	\$ (5,245)

# 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

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Beginning Balance	\$ 8,551,561	\$ 8,744,262	\$ 8,895,689	\$ 9,056,939	\$ 9,251,859	\$ 9,447,866
Interest Earned	\$ 192,700	\$ 151,427	\$ 161,250	\$ 194,920	\$ 196,008	\$ 201,999
T.M. Appropriation	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
T.M. Withdrawal	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
<b>Ending Balance</b>	<b>\$ 8,744,262</b>	<b>\$ 8,895,689</b>	<b>\$ 9,056,939</b>	<b>\$ 9,251,859</b>	<b>\$ 9,447,867</b>	<b>\$ 9,649,865</b>

As a Percent of Net General Fund Revenue

<b>Net GF Revenue</b>	\$ 157,476,366	\$ 164,029,637	\$ 169,629,470	\$ 180,436,298	\$ 187,937,069	\$ 199,687,650
<b>% of GF Revenue</b>	5.55%	5.42%	5.34%	5.13%	5.03%	4.83%

## Specialized Stabilization Funds

<i>Ending balances as of fiscal year end</i>	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Transportation Demand Management	\$ 305,765	\$ 295,712	\$ 302,092	\$ 300,766	\$ 214,309	\$ 226,906
Traffic Mitigation Stabilization Fund	\$ 96,562	\$ 29,077	\$ 88,830	\$ 147,401	\$ 146,701	\$ 321,751
Special Education Stabilization Fund	\$ 1,069,456	\$ 1,071,495	\$ 1,073,638	\$ 1,078,170	\$ 1,088,001	\$ 1,105,262
Capital Stabilization Fund	\$ 1,601,836	\$ 3,990,704	\$ 8,048,466	\$ 16,725,947	\$ 23,203,210	\$ 28,597,934
Center Improvement Stabilization Fund	\$ 86,169	\$ 86,334	\$ 86,506	\$ 86,872	\$ 87,664	\$ 61,628
TMOD Stabilization Fund	\$ 10,732	\$ 10,752	\$ 10,774	\$ 98,164	\$ 98,263	\$ 333,310
Debt Stabilization Fund	\$ 1,259,567	\$ 1,137,817	\$ 1,015,788	\$ 895,503	\$ 778,494	\$ 664,828

## Dedicated Trust Funds

<i>Ending balances as of fiscal year end</i>	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Other Post Employment Benefits (OPEB)	\$ 3,069,273	\$ 4,482,338	\$ 5,798,656	\$ 7,334,848	\$ 9,869,875	\$ 12,475,463
Health Claims Trust Fund	\$ 8,343,874	\$ 8,567,189	\$ 7,559,580	\$ 5,693,188	\$ 4,540,875	\$ 3,851,400
Dental Trust Fund	\$ 221,365	\$ 221,787	\$ 222,231	\$ 223,169	\$ 225,204	\$ 228,777



# Summary of Reserve Fund Transfers

FY2013-2018

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.

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
<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>\$ 210,350</b>	<b>\$ 118,000</b>	<b>\$ 289,620</b>	<b>\$ 176,800</b>	<b>\$ 198,115</b>	<b>\$ 106,000</b>
2140 - Unemployment	\$ —	\$ 65,000	\$ —	\$ —	\$ —	\$ —
2160 - General Insurance	\$ —	\$ 11,000	\$ —	\$ —	\$ —	\$ —
2400 - Public Facilities	\$ —	\$ —	\$ —	\$ —	\$ 106,000	\$ 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	\$ —	\$ —	\$ —
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>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>
Assessment	\$ 4,805,537	\$ 5,005,537	\$ 5,255,537	\$ 5,505,537	\$ 5,755,537	\$ 6,005,537
% Funded	78.3%	82.3%	83.7%	85.3%	87.0%	87.1%
Target Date for 100% Liability Funding	2030	2025	2025	2024	2024	2024

**Note:** FY2019 Assessment from Actuarial Valuation of the Lexington Retirement System as of January 1, 2018.

# 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 Law allows 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
2018	\$ 1,257,822	\$ 1,628,760	\$ (370,938)	\$ 70,938	\$ —	\$ 300,000
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
<b>Total</b>	<b>\$ 10,261,605</b>	<b>\$ 16,105,738</b>	<b>\$ (5,844,133)</b>	<b>\$ 3,420,471</b>	<b>\$ 207,000</b>	<b>\$ 2,617,705</b>
<b>2014-2018 Average</b>	\$ 1,158,662	\$ 1,698,200	\$ (539,538)	\$ 167,157	\$ —	\$ 372,381
2009-2018 Average	\$ 1,026,161	\$ 1,610,574	\$ (584,413)	\$ 342,047	\$ 20,700	\$ 261,771

## APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY

	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	Adopted FY2019 Budget	Recommended FY2020 Budget
<b>Community Preservation Act Revenue</b>								
Prior Year Balance (allocated and unallocated)								
Property Surcharge	\$ 3,510,101	\$ 3,779,719	\$ 4,011,213	\$ 4,224,137	\$ 4,398,551	\$ 4,649,498	\$ 4,805,000	\$ 5,105,000
State Match	\$ 929,507	\$ 1,932,347	\$ 1,230,116	\$ 1,229,774	\$ 897,243	\$ 789,905	\$ 689,000	\$ 732,000
Investment Income	\$ 13,784	\$ 23,826	\$ 41,050	\$ 26,720	\$ 30,076	\$ 53,935	\$ 20,000	\$ 20,000
Donations/Other	\$ 30,297	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</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>\$ 5,493,338</b>	<b>\$ 5,514,000</b>	<b>\$ 5,857,000</b>

### Use of Community Preservation Funds

#### Open Space Reserve Allocation

Beginning balance	\$ -	\$ 1,174	\$ 504,730	\$ 772,618	\$ 573,191	\$ 538,903	\$ 261,322	\$ 652,172
New Allocation	\$ 426,300	\$ 549,423	\$ 484,831	\$ 504,800	\$ 538,600	\$ 547,200	\$ 551,400	\$ 585,700
Close Out of Unused Project Balances	\$ 1,174	\$ 5,633	\$ 3,057	\$ -	\$ -	\$ -	\$ 220,000	\$ -
<b>Total</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>\$ 1,032,722</b>	<b>\$ 1,237,872</b>

#### Appropriations for:

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	
Conservation Land Acquisition Art. 14 (a) 2019 ATM								\$ 275,000
Wright Farm Acquisition Debt Service (Art. 14 (i) 2019 ATM) Authorized (Art.9 (a) 2012 ATM)								\$ 365,800
<b>subtotal - appropriations</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>\$ 640,800</b>

#### Open Space Reserve Balance at end of fiscal year

	<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>\$ 652,172</b>	<b>\$ 597,072</b>
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## APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY

	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	Adopted FY2019 Budget	Recommended FY2020 Budget
<b>Historic Resources Reserve Allocation</b>								
Beginning balance	\$ 521,515	\$ 729,283	\$ 200,613	\$ 122,187	\$ 79,313	\$ 612,746	\$ 447,833	\$ 14,233
Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Allocation	\$ 426,300	\$ 549,423	\$ 484,831	\$ 504,800	\$ 538,600	\$ 547,200	\$ 551,400	\$ 585,700
Close Out of Unused Project Balances	\$ 602,756	\$ 118,186	\$ 4,001	\$ 13,714	\$ 49,113	\$ 42,637	\$ -	\$ -
<b>Total</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>\$ 599,933</b>
<b>Appropriations for:</b>								
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)							\$ 365,000	
Archives & Records Management/Records Conservation & Preservation (Art. 10(c) 2018 ATM)							\$ 20,000	
9 Oakland St. Renovation and Adaptive Re-Use (Art.10(d) 2018 ATM)							\$ 200,000	
Marrett Rd. Debt Service (Art. 10 (k) 2018 ATM) Authorized (Art.2 2013 ATM)							\$ 400,000	
Marrett Rd. Debt Service (Art. 14 (j) 2019 ATM) Authorized (Art.2 2013 ATM)								\$ 600,000
<b>subtotal - appropriations</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>\$ 985,000</b>	<b>\$ 600,000</b>

**APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY**

	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	Adopted FY2019 Budget	Recommended FY2020 Budget
Historic Resources Reserve Balance at end of fiscal year	\$ 729,283	\$ 200,613	\$ 122,187	\$ 79,313	\$ 612,746	\$ 447,833	\$ 14,233	\$ (67)

**Community Housing Reserve Allocation**

Beginning balance	\$ 30,001	\$ 11,796	\$ 396,587	\$ 8,102	\$ 48,473	\$ 185,949	\$ 56,437	\$ 193,865
New Allocation	\$ 426,300	\$ 549,423	\$ 484,831	\$ 504,800	\$ 538,600	\$ 547,200	\$ 551,400	\$ 585,700
Close Out of Unused Project Balances	\$ 11,796	\$ 8,102	\$ -	\$ -	\$ 47,126	\$ -	\$ 186,028	\$ -
<b>Total</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>\$ 793,865</b>	<b>\$ 779,565</b>

**Appropriations for:**

LexHAB - Set Aside for Housing Acquisition - \$450,000 (Art. 8 (g), 2012 ATM)	\$ 450,000							
Greeley Village Accessible Housing Project - \$810,673 (Art. 8 (j), 2012 ATM) (remaining project balance funded from Unbudgeted Reserves)	\$ 6,301							
Greeley Village Front Doors (Art. 8 (l), 2013 ATM)		\$ 172,734						
Vynebrooke Village Renovations (Art. 8(f) 2014 ATM)			\$ 300,551					
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)			\$ 572,764	\$ 264,428				
Property Improvements - 241 Grove Street (Art. 5, December 2, 2015 STM)				\$ 200,000				
Keeler Farm Community Housing acquisition (Art. 8(e) 2016 ATM)					\$ 185,000			
Greeley Village Rear Door and Porch Preservation (Art. 8(f) 2016 ATM)					\$ 263,250			
Affordable Units Preservation - Pine Grove/Judge's Road (Art. 10(d) 2017 ATM)						\$ 620,000		
Greeley Village Rear Door and Porch Supplemental Request (Art. 10(c) 2017 ATM)						\$ 56,712		
Lowell Street - Farmview Affordable Housing Supplemental Funds (Art. 10(j) 2018 ATM)							\$ 600,000	
LexHAB Preservation Rehabilitation, and Restoration of Affordable Housing Art. 14 (k) 2019 ATM								\$ 99,700

<b>subtotal - appropriations</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>\$ 600,000</b>	<b>\$ 99,700</b>
<b>Community Housing Reserve Balance at end of fiscal year</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>\$ 193,865</b>	<b>\$ 679,865</b>

## APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY

	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	Adopted FY2019 Budget	Recommended FY2020 Budget
<b>Unbudgeted Reserve</b>								
Beginning balance	NA	NA	NA	NA	NA	NA	NA	NA
New Allocation	\$ 3,145,607	\$ 3,845,961	\$ 3,827,886	\$ 3,533,600	\$ 3,710,071	\$ 3,851,738	\$ 3,859,800	\$ 4,099,900
<b>Total</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>\$ 3,851,738</b>	<b>\$ 3,859,800</b>	<b>\$ 4,099,900</b>
<b>Appropriations for:</b>								
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						
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					

## APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY

	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	Adopted FY2019 Budget	Recommended FY2020 Budget
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 (i), 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(i) 2017 ATM)						\$ 125,000		
Affordable Units Preservation - Pine Grove/Judge's Road (Art. 10(d) 2017 ATM)						\$ 428,000		
Administrative Budget (Art. 10(p) 2017 ATM)						\$ 150,000		
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)						\$ 234,350		
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)						\$ 1,995,698		
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.)							\$ 40,000	
Old Reservoir Bathhouse Design (Art. 10(i) 2018 ATM)							\$ 75,000	
Athletic Facility Lighting (Art. 10(g) 2018 ATM)							\$ 975,000	
Playground Replacement Program Bowman School (Art. 10(f) 2018 ATM)							\$ 302,000	



**APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY**

	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	Adopted FY2019 Budget	Recommended FY2020 Budget
<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>							\$ 1,439,666	
<i>Willard's Woods Site Improvements Art. 14 (b) 2019 ATM</i>								\$ 138,273
<i>Archives &amp; Records Management Art. 14 (c) 2019 ATM</i>								\$ 20,000
<i>Battle Green Master Plan Phase-3 Art. 14 (d) 2019 ATM</i>								\$ 253,394
<i>9 Oakland Street- Renovation &amp; Adaptive Re-Use Art. 14 (e) 2019 ATM</i>								\$ 70,000
<i>Old Reservoir Bathhouse Renovation Art. 14 (g) 2019 ATM</i>								\$ 620,000
<i>Park Improvements- Hard Court Resurfacing Art. 14 (h) 2019 ATM</i>								\$ 70,000
<i>Park Improvements- Athletic Fields Art. 14 (i) 2019 ATM</i>								\$ 310,000
<i>Playground Replacement Program- Bridge School Art. 14 (j) 2019 ATM</i>								\$ 302,000
<i>Administrative Budget Art 14. (m) 2019 ATM</i>								\$ 150,000
<i>FY2020 Debt Service (Art. 14(i) 2019 ATM) (\$317,100 Marrett Rd. Land Acquisition (Art. 2013 ATM), \$812,200 Cary Memorial Building Upgrades (Art. 2 2014 ATM))</i>								\$ 1,129,300
<i>BAN paydown (principal &amp; interest) Center Track and Field Reconstruction Debt Art. 14 (l) Authorized (Art.10 (k) 2018 ATM)</i>								\$ 999,580
<b>subtotal - appropriations</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>\$ 3,075,966</b>	<b>\$ 4,062,547</b>
<b>Close to Year-End Surplus Available for Appropriation</b>	<b>\$ 118,099</b>	<b>\$ (0)</b>	<b>\$ 580,999</b>	<b>\$ 67,842</b>	<b>\$ 48,400</b>	<b>\$ 858,690</b>	<b>\$ 783,834</b>	<b>\$ 37,353</b>

## APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY

	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	Adopted FY2019 Budget	Recommended FY2020 Budget
<b>Appropriations from Undesignated Fund Balance (year-end surplus available for appropriation)</b>								
<i>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)). 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)</i>		\$ 2,135,041						
<i>Supplemental Appropriation to FY15 CPA Debt Service - Cary Memorial Bldg, financing (Art. 30, 2015 ATM)</i>				\$ 1,000,960				
<i>Supplemental Appropriation to FY17 CPA Debt Service - Community Center, financing (Art. 6, 2016 STM #5)</i>					\$ 40,000			
<i>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)</i>						\$ 1,920,000		
<i>Lowell Street - Farmview Affordable Housing Supplemental Funds (Art. 10(j) 2018 ATM)</i>							\$ 800,000	
<i>Athletic Field Complex at Minuteman Art. 14 (f) 2019 ATM</i>								\$ 1,000,000
<b>Total</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>\$ 800,000</b>	<b>\$ 1,000,000</b>
<b>Total Appropriations</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>\$ 5,841,516</b>	<b>\$ 6,403,047</b>

Community Preservation Fund Debt Service								
	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Budgeted
Wright Farm - from Open Space	-	-	\$ 434,633	\$ 424,800	\$ 410,050	\$ 395,300	\$ 380,550	\$ 365,800
Marrett Rd. Purchase - from Unbudgeted Reserves	-	-	\$ 1,089,774	\$ 1,065,100	\$ 1,028,100	\$ 991,100	\$ 954,100	\$ 917,100
Cary Memorial Building Construction - from Unbudgeted Reserves	-	-	\$ 67,100	\$ 899,459	\$ 889,600	\$ 869,800	\$ 838,400	\$ 812,200
Community Center Renovation - from Unbudgeted Reserves	-	-	-	-	-	-	\$ 47,166	\$ -
Center Track and Field Reconstruction (projected debt service) - from Unbudgeted Reserves							\$ 94,300	\$ 999,580
<b>Total CPA Debt Service</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>	<b>\$ 3,094,680</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.

**EFFICIENCY MEASURES** - Indicate how well resources are being used. They include cost-per-unit and productivity indicators.

**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.

**PERFORMANCE MEASURES** - Specific quantitative and qualitative measures of work performed as an objective of the department. Performance Measurement Systems are generally comprised of the following indicators: workload measures, efficiency measures and outcome measures.

**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.