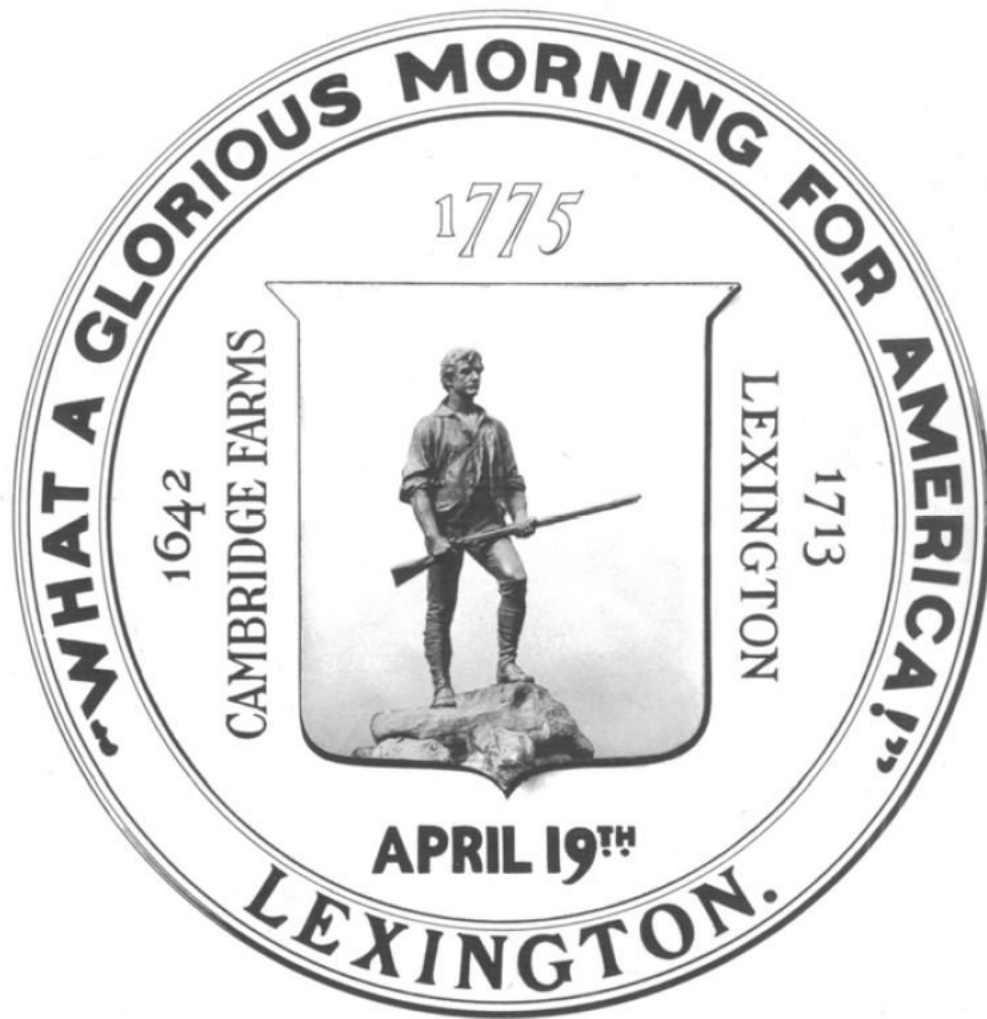


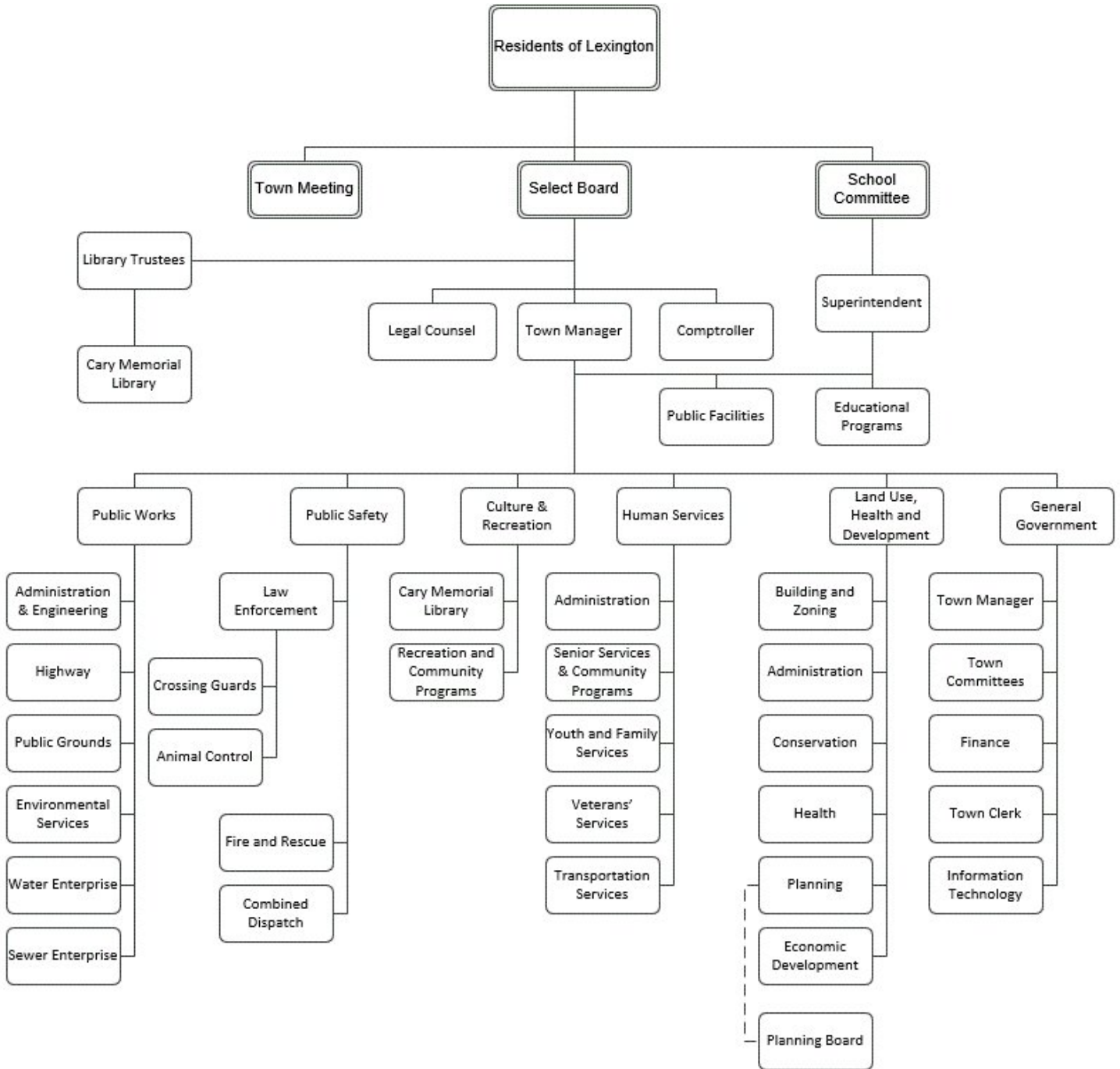
Town of Lexington,  
Massachusetts



Fiscal Year 2021  
Recommended  
Budget & Financing Plan  
February 21, 2020



# Town of Lexington Organizational Chart





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

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

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

February 21, 2020

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

The Select Board has approved the FY2021 Recommended Budget and Financing Plan and, on February 10, 2020, 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 second 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 Select Board. Both the operating and capital budgets are contained in this document. The effective period of this budget is from July 1, 2020 to June 30, 2021.

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

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#### **Acknowledgments**

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, Assistant Superintendent for Finance and Administration David Coelho, 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 Katharine Labrecque, Human Resources Director Anne Kostos, and Deputy Town Manager Kelly Axtell for their work in preparing the many facets of this document. In addition, the completion of the 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 2021 general fund budget totals \$237,620,694, an increase of \$8,284,023 or 3.6% over the fiscal year 2020 adopted budget. The Select Board has approved this FY2021 Recommended Budget and Financing Plan. The recommended budget is balanced and will not require a Proposition 2½ override vote.

## **Overview - FY2020 Recommended Budget and Financing Plan**

The Select Board held two fiscal policy summits in May and October 2019, and four financial summits with the School Committee, Appropriation Committee and Capital Expenditures Committee commencing on October 30, 2019, to begin working on the fiscal year 2021 budget. Following the fourth financial summit, the Select Board approved the FY2021 recommended operating and capital budgets on February 10, 2020.

The Select Board established a goal of presenting a budget for FY2021 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 FY2021 projected revenues. On January 13, 2020, the Town Manager presented a Preliminary Budget and Financing Plan that was balanced, and subsequently modified by the Select Board to address key Board priorities.

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

- \$1,773,062 be appropriated into the Capital Stabilization Fund for future tax relief related to debt service for within levy and excluded debt service;
- \$3,500,000 be appropriated from the Capital Stabilization Fund to provide property tax relief related to the new Hastings School, the Lexington Children's Place and new Fire Station;
- \$1,935,486 in revenues to be appropriated into the Other Post-Employment Benefits (retiree health insurance) Trust Fund to continue to fund this long-term liability; and
- \$2,200,000 from Free Cash to support the operating budget, a reduction of \$700,000 from FY2020, and the second year of a 5-year plan to reduce the use of this one-time revenue stream for ongoing expenses.

These recommendations are largely possible due to a concerted effort to limit budget increases in FY2021, and the Town's strong undesignated fund balance (i.e., free cash of \$12,716,777) position at the end of FY2019.

**FISCAL YEAR 2021 RECOMMENDED BUDGET AND FINANCING PLAN**

**Table 1** provides a summary of the FY2021 General Fund budget, by cost center.

| <b>Table 1</b>                     | <b>FY2020<br/>Appropriated</b> | <b>FY2021<br/>Recommended<br/>Budget</b> | <b>\$ Change</b>    | <b>%<br/>Change</b> |
|------------------------------------|--------------------------------|--|---------------------|---------------------|
| Education (LPS and Minuteman HS)   | \$ 116,023,888                 | \$ 121,220,803                           | \$ 5,196,915        | 4.5%                |
| Shared Expenses*                   | \$ 60,541,457                  | \$ 62,727,317                            | \$ 2,185,860        | 3.6%                |
| Municipal Departments              | \$ 40,276,016                  | \$ 41,582,360                            | \$ 1,306,344        | 3.2%                |
| <b>Subtotal - Operating Budget</b> | <b>\$ 216,841,361</b>          | <b>\$ 225,530,480</b>                    | <b>\$ 8,689,119</b> | <b>4.0%</b>         |
| Cash Capital**                     | \$ 8,137,274                   | \$ 7,743,515                             | \$ (393,759)        | (4.8)%              |
| Other                              | \$ 4,358,036                   | \$ 4,346,699                             | \$ (11,337)         | (0.3)%              |
| <b>Total - General Fund</b>        | <b>\$ 229,336,671</b>          | <b>\$ 237,620,694</b>                    | <b>\$ 8,284,023</b> | <b>3.6%</b>         |
| Projected Revenue                  | \$ 229,336,668                 | \$ 237,620,694                           | \$ 8,284,025        | 3.6%                |
| Surplus/(Deficit)                  | \$ (3)                         | \$ —                                     | \$ 3                |                     |

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

\*\*Cash Capital for FY2020 reflects an additional \$875,858 for LED street lights that was approved at Fall 2019 Special Town Meeting.

## Select Board's Budget Priorities and Principles

This FY2021 budget is responsive to many of the priorities identified by the Select Board during its annual goal-setting meetings, including:

- **Construction Funds for the Police Station Facility:** Town staff continues to move this project forward on design and a construction recommendation is planned for the Fall 2020 Special Town Meeting.
- **Pedestrian, Bicycle and Vehicle Safety on Town Roads:** Overall, \$3,839,022 is recommended for the construction of new Sidewalks; existing Sidewalk Improvements; Townwide Signalization Improvements and Street Improvements.
- **Cemetery Building Construction and Review of Crematorium:** The Town Meeting warrant includes \$3,290,000 for the construction of a new building to house the cemetery offices and equipment.
- **Community Mental Health Programs:** The Town is continuing to work on a cooperative program between the Municipal and School Departments related to the joint mental health initiative including an ongoing contract with the William James Interface Mental Health Referral Services, which is shared between the Municipal and School Department budgets.
- **Improving Transportation:** The budget includes two items to pursue this goal. The first is a program improvement recommendation for \$17,910 to increase the hours of the Transportation Manager from 0.8 to 1.0 FTE. The second is a recommended program improvement for \$50,000 for transportation pilot programs with the MBTA or to investigate other options to improve transportation delivery services.



## FISCAL YEAR 2021 RECOMMENDED BUDGET AND FINANCING PLAN

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- **Sustainability:** The budget operationalizes the funding for a full-time Sustainability Director to provide leadership in the areas of sustainability including working with the Department of Public Facilities on Town energy programs, reviewing fleet operations for a more efficient fleet, and working with commercial and residential property owners. In addition, \$25,000 in seed funding was added to the Town Manager's budget to support initial investments.
- **Facilities Master Plan:** The Town Meeting warrant includes an article for developing a Municipal Facilities Master Plan for municipal buildings and infrastructure to be combined with the School Facilities Master Plan to better inform policy makers on future projects, total costs and potential debt costs.

In May and October of 2019, the Select Board, School Committee, Appropriations Committee and Capital Expenditures Committee reviewed and reaffirmed the Town's fiscal guidelines. The FY2021 annual operating budget adheres 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 original recommendations of the Ad Hoc Financial Policy Committee (2006) and reaffirmed in 2019.
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 FY2021 Budget in Brief: Financing Plan, Expenditures, Reserves**

While the Town's FY2021 operating budget has many complexities, the following matters deserve specific attention:

### **I. Financing Plan:**

**a. Revenue Allocation Model:** It has been the Select Board'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 Select Board, School Committee and financial committees. After first funding the Shared Expenses budget and capital projects, 74% of all remaining FY2021 projected general fund revenues are allocated to the School Department and 26% are allocated to municipal departments.

**b. Revenue Projection:** In FY2021, General Fund revenues are projected to increase by \$8.3 million or 3.6% over FY2020 budgeted revenues. By way of comparison, revenue growth in recent years has been:

- FY2020: 3.5% (estimated)
- FY2019: 3.6% (actual)
- 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>FY2020 Tax Recap</b> | <b>FY2021 Projected</b> | <b>\$ Change</b>    | <b>% Change</b> | <b>% of Total Revenue</b> |
|--|-------------------------|-------------------------|---------------------|-----------------|---------------------------|
| Property Tax Revenue                                     | \$ 184,821,513          | \$ 192,311,761          | \$ 7,490,249        | 4.1%            | 80.9%                     |
| State Aid  | \$ 16,283,199           | \$ 16,517,703           | \$ 234,504          | 1.4%            | 7.0%                      |
| Total Local Receipts                                     | \$ 14,082,119           | \$ 14,280,713           | \$ 198,594          | 1.4%            | 6.0%                      |
| Available Funds  | \$ 14,314,142           | \$ 14,942,168           | \$ 628,026          | 4.4%            | 6.3%                      |
| Other Available Funds: Use of Capital Stabilization Fund | \$ —                    | \$ —                    | \$ —                | 0.0%            | —%                        |
| Revenue Offsets  | \$ (1,860,652)          | \$ (2,181,086)          | \$ (320,434)        | 17.2%           | (0.9)%                    |
| Enterprise Receipts                                      | \$ 1,696,348            | \$ 1,749,435            | \$ 53,087           | 3.1%            | 0.7%                      |
| <b>Gross General Fund Revenues</b>                       | <b>\$229,336,668</b>    | <b>\$237,620,694</b>    | <b>\$ 8,284,025</b> | <b>3.6%</b>     | 100.0%                    |
| Less - Revenue Set-Aside for Designated Expenses         | \$ 12,495,310           | \$ 11,641,422           | \$ (853,888)        | (6.8)%          | 4.9%                      |
| <b>Net General Fund Revenues</b>                         | <b>\$216,841,358</b>    | <b>\$225,979,271</b>    | <b>\$ 9,137,913</b> | <b>4.2%</b>     | 95.1%                     |

**FISCAL YEAR 2021 RECOMMENDED BUDGET AND FINANCING PLAN**

**c. Revenue Sources:**

Property Tax Revenue and Assessed Valuations – The property tax remains the Town’s primary revenue source, comprising 80.9% of total projected revenues in FY2021 (**Table 2**). Although residential property makes up 88.6% of the total assessed value in Lexington, residential property owners currently pay only 80.0% of total property taxes as a result of the tax classification model adopted by the Select Board (**Table 4**).

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

| <b>Table 3</b> | <b>Total Assessed Valuation</b> | <b>% Chg. from Prior Year</b> | <b>Property Tax Levy</b><br>(before excluded debt service) | <b>% Chg. from Prior Year</b> | <b>Operating Override Year*</b> |
|----------------|---------------------------------|-------------------------------|--|-------------------------------|---------------------------------|
| <b>FY2020</b>  | <b>\$ 12,598,348,097</b>        | <b>5.7%</b>                   | <b>\$ 184,821,513</b>                                      | <b>4.5%</b>                   | <b>no</b>                       |
| FY2019         | \$ 11,922,400,015               | 6.2%                          | \$ 176,804,577   | 4.4%                          | no                              |
| 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                              |

\*The last year that an operating override was approved was for FY2008.

| <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>FY2020</b>  | <b>88.6%</b>                | <b>11.4%</b>          | <b>80.0%</b>                  | <b>20.0%</b>          |
| FY2019         | 88.7%                       | 11.3%                 | 80.2%                         | 19.8%                 |
| 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%                 |

**FISCAL YEAR 2021 RECOMMENDED BUDGET AND FINANCING PLAN**

State Aid – State Aid, which is estimated at 7.0% of total revenues, is also an important source of revenue for the Town. State Aid is currently projected to increase by 1.4% for FY2021. This modest increase, compared to prior years, is due to the State fully funding Lexington's Chapter 70 (education aid formula) requirements beginning in FY2018. While the Legislature will not likely vote the FY2021 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's projections match the Governor's budget.

**Table 5** below provides a recent history of the Town's State Aid including the FY2021 projection.

| <b>Table 5</b>                    | <b>FY2017</b>        | <b>FY2018</b>        | <b>FY2019</b>        | <b>FY2020</b>        | <b>FY2021</b>        |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Chapter 70-Education Unrestricted | \$ 11,631,074        | \$ 13,998,894        | \$ 14,217,984        | \$ 14,438,034        | \$ 14,656,494        |
| Charter School Reimbursement      | \$ 893               | \$ 7,895             | \$ 6,532             | \$ 938               | \$ 10,367            |
| General Government Unrestricted   | \$ 1,473,560         | \$ 1,531,029         | \$ 1,584,615         | \$ 1,627,400         | \$ 1,672,967         |
| Veteran's Benefits & Exemptions   | \$ 156,427           | \$ 151,072           | \$ 154,023           | \$ 164,912           | \$ 124,689           |
| Offsets (School Lunch & Library)  | \$ 47,934            | \$ 48,162            | \$ 50,296            | \$ 51,915            | \$ 53,186            |
| <b>Total</b>                      | <b>\$ 13,309,888</b> | <b>\$ 15,737,052</b> | <b>\$ 16,013,450</b> | <b>\$ 16,283,199</b> | <b>\$ 16,517,703</b> |
| \$ Change from Prior Year         | \$ 1,736,034         | \$ 2,427,164         | \$ 276,398           | \$ 269,749           | \$ 234,504           |
| % Change from Prior Year          | <b>15.0%</b>         | <b>18.2%</b>         | <b>1.8%</b>          | <b>1.7%</b>          | <b>1.4%</b>          |

**II. Expenditures:**

Budget highlights include:

- a. Lexington Public Schools: The FY2021 School Department proposed General Fund budget (net of grants and other receipts) is increasing by 4.2%. The Minuteman Regional High School budget (included in the Education line shown in Table 1) is increasing by 15.9%, largely driven by debt service associated with the new school building which opened in September 2019, an increase in operating costs for the new building, the withdrawal of Belmont from the Minuteman School District, and a 19% increase in the number of students from Lexington attending Minuteman - from 52 in 2018-19, to 62 in 2019-20.
- b. Municipal Departments: The municipal budget is increasing by 3.2%, largely the result of:
  - contractual salary adjustments;
  - contractual increases for curbside trash and recycling pick-up and disposal;
  - increases in software licensing contracts due to recent upgrades as well as routine contractual increases;
  - operating support for the Visitors Center during the first year in the new building;
  - additional hours for adult service staff at the library;
  - providing sufficient funds in the library materials budget to support state certification requirements;
  - hiring a second Health Agent to provide the required inspections, particularly for lab animals, offsetting costs for contracting for this work;

**FISCAL YEAR 2021 RECOMMENDED BUDGET AND FINANCING PLAN**

- initiating pilot transportation projects to identify options to meet the needs of residents and employees in Lexington;
  - shifting responsibility from the Department of Public Facilities (a shared expense) to the Department of Public Works (a municipal expense) for items related to the MS4 permit such as maintaining biobasins, and parking lot and storm drain cleaning on all school properties;
  - projected increases in the cost of gasoline and diesel fuel; and
  - costs related to the 2020 presidential election and an anticipated debt exclusion vote.
- 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 4.1%.

The FY2021 health insurance budget to be presented to Town Meeting reflects 3 new school department positions, 1 new facilities maintenance position, and 3 new municipal positions - 2 funded by grant or enterprise funds, and one funded from the tax levy. 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> |   |
| 2020                           | 275  | 911                     | 1,186                  | 1,307           | 2,493        | 84  |
| 2019                           | 260  | 892                     | 1,152                  | 1,289           | 2,441        | 72  |
| 2018                           | 257  | 838                     | 1,095                  | 1,269           | 2,364        | 65  |
| 2017                           | 261  | 827                     | 1,088                  | 1,243           | 2,331        | 69  |
| 2016                           | 261  | 836                     | 1,097                  | 1,222           | 2,319        | 40  |
| 2015                           | 268  | 835                     | 1,103                  | 1,189           | 2,292        | N/A   |
| 2014                           | 269  | 839                     | 1,108                  | 1,151           | 2,259        | N/A   |
| 2013 <sup>2</sup>              | 253  | 822                     | 1,075                  | 1,112           | 2,187        | N/A   |
| 2012                           | 264  | 827                     | 1,091                  | 1,034           | 2,125        | N/A   |
| 2011                           | 272  | 835                     | 1,107                  | 1,016           | 2,123        | N/A   |
| 2010                           | 264  | 847                     | 1,111                  | 1,000           | 2,111        | N/A   |
| 2009                           | 267  | 859                     | 1,126                  | 991             | 2,117        | N/A   |
| 2008                           | 256  | 834                     | 1,090                  | 976             | 2,066        | N/A   |
| 2007                           | 260  | 819                     | 1,079                  | 948             | 2,027        | N/A   |

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. 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 \$531,500 in FY2020.



**FISCAL YEAR 2021 RECOMMENDED BUDGET AND FINANCING PLAN**

services or school programs. In 2019, the Town reviewed and reaffirmed its reserve policies as part of an overall fiscal guideline review.

**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*                       | \$ 9,856,767                      | \$ 1,145,302                                | \$ 19,115,349                                    | \$ 25,084,172                     |
| Proposed Appropriation From (2020 ATM) | \$ —                              | \$ —  | \$ —   | \$ (3,500,000)                    |
| Proposed Appropriation Into (2020 ATM) | \$ —                              | \$ —  | \$ 1,935,486                                     | \$ 1,773,062                      |
| Projected Balance, July 1, 2020        | \$ 9,856,767                      | \$ 1,145,302                                | \$ 21,050,835                                    | \$ 23,357,234                     |

\*Reflects 12/31/2019 Balance

The Town’s goal has been to build its operating budget reserves (i.e., General Stabilization Fund) to a level of seven percent of General Fund revenues, an amount considered sufficient to offset three years of revenue shortfalls that typically occur during an economic slowdown. As part of the fiscal guideline review in 2019, the Town also considered the recommendation of the Government Finance Officers Association which is to set aside the equivalent of two months (16.67%) of General Fund operating revenues. The current balance in the General Stabilization fund is in line with both of these measures, but will continue to be monitored and evaluated when developing future budgets. The FY2021 budget includes a recommendation to continue to set aside funds for the Other Post-Employment Benefits fund (i.e., retiree health care) for the 13th consecutive year.

**Table 10** below provides a history of appropriations into and out of the Capital Stabilization Fund and recommendations for FY2021:

| <b>Table 10</b>                                      | <b>FY2016</b> | <b>FY2017</b> | <b>FY2018</b>  | <b>FY2019</b>  | <b>FY2020 Appropriated</b> | <b>FY2021 Budget</b> |
|--|---------------|---------------|----------------|----------------|----------------------------|----------------------|
| Prior Year Balance                                   | \$ 8,048,466  | \$ 16,725,947 | \$ 23,203,210  | \$ 28,597,934  | \$ 27,727,713              | \$ 25,084,172        |
| Appropriation <b>into</b> Capital Stabilization Fund | \$ 9,447,832  | \$ 6,991,205  | \$ 7,690,398   | \$ 3,560,335   | \$ 2,269,456               | \$ 1,773,062         |
| Subtotal-Available for Appropriation                 | \$ 17,496,298 | \$ 23,717,152 | \$ 30,893,608  | \$ 32,158,269  | \$ 29,997,169              | \$ 26,857,234        |
| Appropriation <b>from</b> Capital Stabilization Fund |               |               |                |                |                            |                      |
| Excluded Debt Service Tax Relief                     | \$ (215,000)  | \$ —          | \$ (2,400,000) | \$ (4,500,000) | \$ (5,200,000)             | \$ (3,500,000)       |
| Within Levy Debt Service Mitigation                  | \$ (620,567)  | \$ (710,000)  | \$ (324,500)   | \$ (573,500)   | \$ —                       | \$ —                 |
| Subtotal - Appropriation                             | \$ (835,567)  | \$ (710,000)  | \$ (2,724,500) | \$ (5,073,500) | \$ (5,200,000)             | \$ (3,500,000)       |
| Interest Income (as of 12/31/19)                     | \$ 65,216     | \$ 196,058    | \$ 428,826     | \$ 642,944     | \$ 287,004                 |                      |
| Projected Balance of Fund                            | \$ 16,725,947 | \$ 23,203,210 | \$ 28,597,934  | \$ 27,727,713  | \$ 25,084,172              | \$ 23,357,234        |

## The FY2021 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 10-16 in the Annual Town Meeting Warrant represent the capital portion of this year's recommended budget. For fiscal year 2021, a total capital budget of \$46.9 million is proposed.

Lexington's clear challenge for the next five years will be to meet the demands that school 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 FY2021.

| <b>Table 11</b>             | <b>Free Cash/<br/>Tax Levy</b> | <b>Other Funding<br/>Sources</b> | <b>Debt</b>          | <b>Total</b>         | <b>Other**</b>      |
|-----------------------------|--------------------------------|----------------------------------|----------------------|----------------------|---------------------|
| General Fund                | \$ 7,743,515                   | \$ —                             | \$ 7,138,152         | \$ 14,881,667        | \$ —                |
| Excluded Debt Projects      | \$ —                           | \$ —                             | \$ 25,544,742        | \$ 25,544,742        | \$ —                |
| Other Funding & Chapter 90  | \$ —                           | \$ 16,504                        | \$ —                 | \$ 16,504            | \$ 1,072,681        |
| Water Enterprise            | \$ —                           | \$ 330,000                       | \$ 2,000,000         | \$ 2,330,000         | \$ —                |
| Sewer Enterprise            | \$ —                           | \$ 100,000                       | \$ 1,301,200         | \$ 1,401,200         | \$ —                |
| Recreation Enterprise       | \$ —                           | \$ 180,000                       | \$ —                 | \$ 180,000           | \$ —                |
| Compost Revolving Fund      | \$ —                           | \$ —                             | \$ 275,000           | \$ 275,000           | \$ —                |
| Community Preservation Act* | \$ —                           | \$ 2,233,495                     | \$ —                 | \$ 2,233,495         | \$ —                |
| <b>Total (all Funds)</b>    | <b>\$ 7,743,515</b>            | <b>\$ 2,859,999</b>              | <b>\$ 36,259,094</b> | <b>\$ 46,862,608</b> | <b>\$ 1,072,681</b> |

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

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

**Table 12** provides a summary of the Town's cash capital plan for the period FY2014-2021.

| Table 12               | Cash Capital       | Percent Change<br>from Prior Year | Percent of<br>Operating Budget |
|------------------------|--------------------|-----------------------------------|--------------------------------|
| <b>FY2021 Proposed</b> | <b>\$7,743,515</b> | <b>(4.8)%</b>                     | <b>3.3%</b>                    |
| FY2020 Appropriated*   | \$8,137,274        | 7.8%                              | 3.5%                           |
| FY2019 Appropriated    | \$7,549,138        | 17.6%                             | 3.4%                           |
| FY2018 Appropriated    | \$6,421,619        | 14.3%                             | 3.0%                           |
| FY2017 Appropriated    | \$5,619,429        | 21.0%                             | 2.8%                           |
| FY2016 Appropriated    | \$4,642,987        | (22.1)%                           | 2.4%                           |
| FY2015 Appropriated    | \$5,958,117        | (13.9)%                           | 3.3%                           |
| FY2014 Appropriated    | \$6,919,202        | 77.3%                             | 4.0%                           |

\*The FY2020 total includes \$875,858 approved at the Fall 2019 Special Town Meeting for LED street light replacements.



**FISCAL YEAR 2021 RECOMMENDED BUDGET AND FINANCING PLAN**

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

The Town is currently implementing a number of significant capital projects, including a new Hastings School, a stand-alone Lexington Children’s Place building (pre-kindergarten) at the Pelham Road property, a new fire headquarters and a new Visitor’s Center. Further, planning has begun for the Center Streetscape improvement project, a new police station and the renovation or reconstruction of Lexington High School. It is recommended, and shown in Table 10, that the Town appropriate into the Capital Stabilization Fund an additional \$1,773,062 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 reaffirmed the Town’s credit rating in January 2019, and in January 2020 rated the Town’s municipal bond offering Aaa. The Town sold \$8.315 million of long-term debt which was issued at a net interest cost of 0.94 percent over a 10-year term. In its credit rating opinion, Moody’s cited the Town’s strong financial position including strong fiscal management, conservative budgeting, adherence to formal policies, multi-year budget forecasting and capital planning, and a growing tax base as positive credit factors. 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.

**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 FY2021, the Town expects all debt service to be 10.42 percent of gross operating revenues.

As planned, the Select Board will propose appropriating \$3,500,000 from the Capital Stabilization Fund to provide property tax relief for excluded debt service.

| <b>Table 13<br/>Annual Debt Service</b>  | <b>FY2015<br/>Actual</b> | <b>FY2016<br/>Actual</b> | <b>FY2017<br/>Actual</b> | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Budgeted</b> | <b>FY2021<br/>Proposed</b> |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|----------------------------|----------------------------|
| <b>General Fund<sup>1, 2</sup></b>       | \$ 6,524,620             | \$ 6,740,537             | \$ 7,037,701             | \$ 9,388,135             | \$ 10,896,432            | \$ 9,853,984               | \$ 10,517,445              |
| <b>Prop 2½ Excluded Debt<sup>3</sup></b> | \$ 8,344,302             | \$ 8,539,697             | \$ 8,330,185             | \$ 10,692,690            | \$ 13,860,000            | \$ 16,328,254              | \$ 16,121,100              |
| <b>Water</b>                             | \$ 1,378,688             | \$ 1,307,938             | \$ 1,374,696             | \$ 1,470,783             | \$ 1,463,902             | \$ 1,277,412               | \$ 1,278,770               |
| <b>Compost Revolving Fund</b>            | \$ 39,633                | \$ 45,883                | \$ 91,228                | \$ 151,671               | \$ 216,859               | \$ 217,303                 | \$ 212,890                 |
| <b>Sewer</b>                             | \$ 1,199,243             | \$ 1,021,687             | \$ 937,922               | \$ 1,034,904             | \$ 1,198,665             | \$ 1,278,322               | \$ 1,388,579               |
| <b>Recreation</b>                        | \$ 100,000               | \$ 100,000               | \$ 100,000               | \$ 100,000               | \$ —                     | \$ —                       | \$ —                       |
| <b>Total Debt Service</b>                | \$ 17,586,486            | \$ 17,755,742            | \$ 17,871,732            | \$ 22,838,183            | \$ 27,635,858            | \$ 28,955,275              | \$ 29,518,784              |
| <b>Gross Revenues</b>                    | \$209,377,849            | \$226,095,548            | \$233,826,431            | \$253,167,533            | \$262,637,390            | \$274,534,183              | \$283,295,554              |
| <b>Debt Svc. as % of Revenue</b>         | <b>8.40%</b>             | <b>7.85%</b>             | <b>7.64%</b>             | <b>9.31%</b>             | <b>10.52%</b>            | <b>10.55%</b>              | <b>10.42%</b>              |

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

*Note 2: General Fund debt service for FY2018, FY2019, FY2020 and FY2021 includes an additional \$2,351,430, \$3,050,000, \$2,234,614 and \$2,403,450, respectively, to retire notes for 173 Bedford Street and 20 Pelham Road land purchases.*

*Note 3: Proposition 2½ 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 FY2021 budget, as presented, is balanced without the need for a Proposition 2½ Operating Override. Below is a history of Operating Override and Debt Exclusion election results in Lexington:

| <b>History of Proposition 2½ Override Votes</b> |      |   |                    |                |           |
|---|------|---|--------------------|----------------|-----------|
| Date of Vote                                    | FY   | Proposition 2½ Overrides                | Operating Override | Debt Exclusion | Result    |
| Winter 2020                                     | 2021 | Police Department Reconstruction        |                    | \$25,544,742   | 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 Select Board continues to examine various options to provide property tax relief to low-income and elderly residents. The FY2021 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 \$75,000 qualify for this program. Article 6 of the 2020 Annual Town Meeting proposes to increase the income limits for property tax deferrals to \$90,000 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 ten years has been:

FY2020: 2.55 percent  
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

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 5C½, 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:

- FY2022: Fire Union
- FY2022: Lexington Municipal Management Association
- FY2022: Lexington Municipal Employees Association
- FY2022: Police Superior Officers Union
- FY2022: School Crossing Guards Union
- FY2021: Dispatchers Union
- FY2021: Municipal Facilities Staff Union
- FY2021: Police Officers Association
- FY2020: Library Union
- FY2018: Public Works Union

The budget for FY2021 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 2021, a residential tax rate of \$14.50/\$1,000 of valuation is estimated compared to the residential tax rate of \$14.05/\$1,000 of valuation for Fiscal Year 2020.

The following table provides a summary of components of the property tax bill for a home assessed at \$995,000, which is the current median residential property value in Lexington.

| <b>MEDIAN RESIDENTIAL TAX BILL</b>   | <b>FY2016</b>   | <b>FY2017</b>   | <b>FY2018</b>   | <b>FY2019</b>   | <b>FY2020</b>   | <b>FY2021<br/>(est.)</b> |
|--------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|--------------------------|
| Property tax w/2.5% increase         | \$10,890        | \$11,452        | \$ 12,092       | \$ 12,592       | \$ 13,186       | \$ 13,525                |
| Proposition 2½ debt exclusion        | \$ 586          | \$ 589          | \$ 592          | \$ 667          | \$ 794          | \$ 903                   |
| Community Preservation Act surcharge | \$ 300          | \$ 318          | \$ 338          | \$ 355          | \$ 377          | \$ 389                   |
| <b>Total tax bill</b>                | <b>\$11,776</b> | <b>\$12,359</b> | <b>\$13,022</b> | <b>\$13,614</b> | <b>\$14,357</b> | <b>\$14,817</b>          |
| Home at Median Value                 | \$786,000       | \$831,000       | \$887,000       | \$939,000       | \$995,000       | \$995,000                |

*Assumes no change in the residential/commercial tax shift in FY2020 to FY2021.*

*Assumes no change in total valuation by class of property (residential, commercial/industrial, personal property) in FY2021.*

## **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

## FY2021 Budget Process

|              | July               | August | September | October | November | December | January   | February | March   | April   | May | June |
|--------------|--------------------|--------|-----------|---------|----------|----------|---|----------|---|---|-----|------|
| Elections    |                    |        |           |         |          |          |   |          |  |   |     |      |
| Town Meeting |                    |        |           |         |          |          |  |          |  |  |     |      |
| Town Manager |                    |        |           |         |          |          |   |          |   |   |     |      |
| Summit       |                    |        |           | FG      | I        |          | II  |          | II-A  | III   | IV  |      |
| BOS          |                    |        |           |         |          |          |   |          |   |   |     |      |
| School Cmte. |                    |        |           |         |          |          |   |          |   |   |     |      |
|              | Calendar Year 2019 |        |           |         |          |          | Calendar Year 2020  |          |   |   |     |      |

## Important Dates

|   |   |                     |
|---|---|---------------------|
| <p><b>August 2019</b><br/>Issuance of Capital and Operating Budget Guidelines</p>     |   |                     |
| <p><b>October 2019</b></p>  |   |                     |
|      | Fiscal Guidelines Summit  | October 16th        |
|   | Town Manager Review of Capital Budget Requests                  |                     |
|      | Budget Summit I - Financial Indicators & Projections            | October 30th        |
| <p><b>November 2019</b></p>   |   |                     |
|   | Town Manager Review of Operating Budget Requests                |                     |
|   | Special Town Meeting  | November 12-13th    |
|      | Budget Summit II - Revenue Projections and Revenue Allocation   | November 21st       |
| <p><b>December 2019</b></p>   |   |                     |
|   | Municipal Budget Workshops with Selectmen                       | December 3-4, & 9th |
|    | Budget Summit II-A - Finalize Revenue Allocation                | December 19th       |
| <p><b>January 2020</b></p>  |   |                     |
|   | Submittal of Superintendent's Recommended Budget to SC          | January 2nd         |
|    | School Committee Hearings on Budget                             | January 7th         |
|   | Submittal of Manager's Recommended Budget to BOS                | January 13th        |
|    | Budget Summit III - Review of Town Manager's Preliminary Budget | January 16th        |
| <p><b>February 2020</b></p>   |   |                     |
|    | Budget Summit IV - Further Review of FY2021 Preliminary Budget  | February 6th        |
|   | Board of Selectmen Vote on FY2021 Recommended Budget            | February 10th       |
|    | FY2021 Recommended Budget submitted to Town Meeting             | February 21st       |
| <p><b>March 2020</b></p>  |   |                     |
|  | Municipal Election  | March 3rd           |
|   | Town Meeting Commences  | March 23rd          |
|   | Budget Presentations by Town Manager and Superintendent         | TBD                 |
|  | Town Meeting Begins Budget Deliberations                        | March 23rd          |

# 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 FY2018-FY2021. It reflects actual results of FY2018 and FY2019, FY2020 estimated revenues and budgeted expenditures submitted to the Department of Revenue for the certification of the FY2020 tax rate, and the budget recommendations of the Town Manager and School Superintendent for FY2021 budget and projected revenues to support those recommendations.

| Revenue Summary  | FY2018<br>Actual      | FY2019<br>Actual      | FY2020<br>Recap       | FY2021<br>Projected   |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Tax Levy   | \$ 169,332,125        | \$ 176,841,054        | \$ 184,821,513        | \$ 192,311,761        |
| State Aid  | \$ 15,737,052         | \$ 16,013,450         | \$ 16,283,199         | \$ 16,517,703         |
| Local Receipts   | \$ 16,738,860         | \$ 16,968,556         | \$ 14,082,119         | \$ 14,280,713         |
| Local Receipts not shown on Recap                        | \$ —                  | \$ —                  | \$ —                  | \$ —                  |
| Available Funds  | \$ 14,834,463         | \$ 14,485,806         | \$ 14,314,142         | \$ 14,942,168         |
| Other Available Funds: Use of Capital Stabilization Fund | \$ 324,500            | \$ 573,500            | \$ 0                  | \$ —                  |
| Revenue Offsets  | \$ (2,027,038)        | \$ (2,073,590)        | \$ (1,860,652)        | \$ (2,181,086)        |
| Enterprise Funds (Indirect)                              | \$ 1,674,111          | \$ 1,646,939          | \$ 1,696,348          | \$ 1,749,435          |
| <b>Total General Fund</b>                                | <b>\$ 216,614,073</b> | <b>\$ 224,455,715</b> | <b>\$ 229,336,668</b> | <b>\$ 237,620,694</b> |
| <b>General Fund Expenditure Summary</b>                  |                       |                       |                       |                       |
| Education  |                       |                       |                       |                       |
| Lexington Public Schools                                 | \$ 102,251,912        | \$ 106,551,278        | \$ 113,553,757        | \$ 118,357,656        |
| Minuteman Regional School                                | \$ 1,670,351          | \$ 2,126,217          | \$ 2,470,131          | \$ 2,863,147          |
| <i>Subtotal Education</i>                                | <i>\$ 103,922,263</i> | <i>\$ 108,677,495</i> | <i>\$ 116,023,888</i> | <i>\$ 121,220,803</i> |
| Municipal Departments                                    | \$ 35,897,045         | \$ 37,268,967         | \$ 40,276,016         | \$ 41,582,360         |
| Shared Expenses  |                       |                       |                       |                       |
| Benefits & Insurance                                     | \$ 31,158,114         | \$ 32,050,719         | \$ 36,512,823         | \$ 37,964,483         |
| Property Insurance & Solar                               | \$ 1,174,349          | \$ 1,196,956          | \$ 1,542,304          | \$ 1,505,000          |
| Debt (within-levy)                                       | \$ 9,388,135          | \$ 10,851,703         | \$ 9,853,984          | \$ 10,517,445         |
| Reserve Fund   | \$ —                  | \$ —                  | \$ 900,000            | \$ 750,000            |
| Facilities   | \$ 10,334,480         | \$ 10,732,720         | \$ 11,732,346         | \$ 11,990,390         |
| <i>Subtotal Shared Expenses</i>                          | <i>\$ 52,055,078</i>  | <i>\$ 54,832,098</i>  | <i>\$ 60,541,457</i>  | <i>\$ 62,727,317</i>  |
| Capital  |                       |                       |                       |                       |
| Cash Capital (designated)                                | \$ 6,421,619          | \$ 7,549,138          | \$ 8,137,274          | \$ 7,743,515          |
| <i>Subtotal Capital</i>                                  | <i>\$ 6,421,619</i>   | <i>\$ 7,549,138</i>   | <i>\$ 8,137,274</i>   | <i>\$ 7,743,515</i>   |
| Other  |                       |                       |                       |                       |
| Other (allocated)  | \$ 10,133,271         | \$ 5,674,348          | \$ 4,358,036          | \$ 4,121,699          |
| Other (unallocated)                                      | \$ —                  | \$ —                  | \$ —                  | \$ 225,000            |
| <i>Subtotal Other</i>                                    | <i>\$ 10,133,271</i>  | <i>\$ 5,674,348</i>   | <i>\$ 4,358,036</i>   | <i>\$ 4,346,699</i>   |
| <b>Total General Fund</b>                                | <b>\$ 208,429,276</b> | <b>\$ 214,002,046</b> | <b>\$ 229,336,671</b> | <b>\$ 237,620,694</b> |
| <b>General Fund Surplus/ (Deficit)</b>                   | <b>\$ 8,184,798</b>   | <b>\$ 10,453,669</b>  | <b>\$ (3)</b>         | <b>\$ —</b>           |

# Section I Budget Overview

Town of Lexington, MA

| Program Summary   |   | A                     | B                     | C                     | D                     | E                   | F                |
|---|---|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|------------------|
|   |   | FY2018                | FY2019                | FY2020                | FY2021                | (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                        | \$ 102,251,912        | \$ 106,551,278        | \$ 113,553,757        | \$ 118,357,656        | \$ 4,803,899        | 4.23 %           |
| 1200  | Regional High School                            | \$ 1,670,351          | \$ 2,126,217          | \$ 2,470,131          | \$ 2,863,147          | \$ 393,016          | 15.91 %          |
| <b>Total Education</b>                                  |   | <b>\$ 103,922,263</b> | <b>\$ 108,677,495</b> | <b>\$ 116,023,888</b> | <b>\$ 121,220,803</b> | <b>\$ 5,196,915</b> | <b>4.48 %</b>    |
| <u>Program 2000: Shared Expenses</u>                    |   |                       |                       |                       |                       |                     |                  |
| 2110  | Contributory Retirement                         | \$ 5,697,982          | \$ 5,940,077          | \$ 6,405,537          | \$ 6,685,537          | \$ 280,000          | 4.37 %           |
| 2120  | Non-Contributory Retirement                     | \$ 14,647             | \$ 15,067             | \$ 15,276             | \$ 15,907             | \$ 631              | 4.13 %           |
| 2130  | Employee Benefits (Health/Dental/Life/Medicare) | \$ 24,651,093         | \$ 25,403,668         | \$ 29,004,664         | \$ 30,188,039         | \$ 1,183,375        | 4.08 %           |
| 2140  | Unemployment                                    | \$ 181,840            | \$ 137,751            | \$ 200,000            | \$ 200,000            | \$ —                | — %              |
| 2150  | Workers' Comp.* (MGL Ch.40:13A&13C, Ch.41:111F) | \$ 612,552            | \$ 554,157            | \$ 887,346            | \$ 875,000            | \$ (12,346)         | (1.39) %         |
| <i>Subtotal 2100 Benefits</i>                           |   | <i>\$ 31,158,114</i>  | <i>\$ 32,050,719</i>  | <i>\$ 36,512,823</i>  | <i>\$ 37,964,483</i>  | <i>\$ 1,451,660</i> | <i>3.98 %</i>    |
| 2210  | Property & Liability Insurance                  | \$ 712,531            | \$ 732,786            | \$ 882,304            | \$ 845,000            | \$ (37,304)         | (4.23) %         |
| 2220  | Uninsured Losses* (MGL Ch. 40, Sec. 13)         | \$ 106,561            | \$ 112,332            | \$ 250,000            | \$ 250,000            | \$ —                | — %              |
| <i>Subtotal 2200 Property &amp; Liability Insurance</i> |   | <i>\$ 819,092</i>     | <i>\$ 845,117</i>     | <i>\$ 1,132,304</i>   | <i>\$ 1,095,000</i>   | <i>\$ (37,304)</i>  | <i>(3.29) %</i>  |
| 2310  | Solar Producer Payments                         | \$ 355,257            | \$ 351,839            | \$ 410,000            | \$ 410,000            | \$ —                | — %              |
| <i>Subtotal 2300 Solar Producer Payments</i>            |   | <i>\$ 355,257</i>     | <i>\$ 351,839</i>     | <i>\$ 410,000</i>     | <i>\$ 410,000</i>     | <i>\$ —</i>         | <i>— %</i>       |
| 2410  | Principal on Long Term Debt                     | \$ 7,992,189          | \$ 9,390,330          | \$ 8,243,590          | \$ 6,147,000          | \$ (2,096,590)      | (25.43) %        |
| 2420  | Interest on Long Term Debt                      | \$ 1,118,402          | \$ 1,062,802          | \$ 1,261,418          | \$ 1,030,508          | \$ (230,910)        | (18.31) %        |
| 2430  | Prinicipal & Interest on Temporary Debt         | \$ 277,544            | \$ 398,570            | \$ 348,976            | \$ 3,339,936          | \$ 2,990,960        | 857.07 %         |
| <i>Subtotal 2400 Debt Services</i>                      |   | <i>\$ 9,388,135</i>   | <i>\$ 10,851,703</i>  | <i>\$ 9,853,984</i>   | <i>\$ 10,517,445</i>  | <i>\$ 663,461</i>   | <i>6.73 %</i>    |
| 2510  | Reserve Fund                                    | \$ —                  | \$ —                  | \$ 900,000            | \$ 750,000            | \$ (150,000)        | (16.67) %        |
| <i>Subtotal 2500 Reserve Fund</i>                       |   | <i>\$ —</i>           | <i>\$ —</i>           | <i>\$ 900,000</i>     | <i>\$ 750,000</i>     | <i>\$ (150,000)</i> | <i>(16.67) %</i> |
| 2600  | Facilities                                      | \$ 10,334,480         | \$ 10,732,720         | \$ 11,732,346         | \$ 11,990,390         | \$ 258,044          | 2.20 %           |
| <b>Total Shared Expenses</b>                            |   | <b>\$ 52,055,078</b>  | <b>\$ 54,832,098</b>  | <b>\$ 60,541,457</b>  | <b>\$ 62,727,317</b>  | <b>\$ 2,185,860</b> | <b>3.61 %</b>    |
| <u>Program 3000: Public Works</u>                       |   |                       |                       |                       |                       |                     |                  |
| 3100-3500   | DPW Personal Services                           | \$ 4,152,936          | \$ 4,149,986          | \$ 4,240,700          | \$ 4,332,465          | \$ 91,765           | 2.16 %           |
| 3100-3500   | DPW Expenses                                    | \$ 5,436,116          | \$ 5,600,222          | \$ 6,242,090          | \$ 6,473,172          | \$ 231,082          | 3.70 %           |
| <b>Total Public Works</b>                               |   | <b>\$ 9,589,052</b>   | <b>\$ 9,750,208</b>   | <b>\$ 10,482,790</b>  | <b>\$ 10,805,637</b>  | <b>\$ 322,847</b>   | <b>3.08 %</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>FY2018</b>        | <b>FY2019</b>        | <b>FY2020</b>        | <b>FY2021</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 | \$ 6,994,261         | \$ 6,933,132         | \$ 6,658,382         | \$ 7,079,469         | \$ 421,087        | 6.32 %          |
| 4100  | Law Enforcement Expenses          | \$ 886,548           | \$ 922,866           | \$ 908,648           | \$ 959,089           | \$ 50,441         | 5.55 %          |
| <i>Subtotal 4100 Law Enforcement</i>                                    |                                   | <i>\$ 7,880,809</i>  | <i>\$ 7,855,998</i>  | <i>\$ 7,567,030</i>  | <i>\$ 8,038,558</i>  | <i>\$ 471,528</i> | <i>6.23 %</i>   |
| 4200  | Fire Personal Services            | \$ 6,493,751         | \$ 6,307,031         | \$ 6,401,415         | \$ 6,800,552         | \$ 399,137        | 6.24 %          |
| 4200  | Fire Expenses                     | \$ 485,702           | \$ 632,264           | \$ 655,357           | \$ 697,682           | \$ 42,325         | 6.46 %          |
| <i>Subtotal 4200 EMS/Fire</i>   |                                   | <i>\$ 6,979,453</i>  | <i>\$ 6,939,296</i>  | <i>\$ 7,056,772</i>  | <i>\$ 7,498,234</i>  | <i>\$ 441,462</i> | <i>6.26 %</i>   |
| <b>Total Public Safety</b>  |                                   | <b>\$ 14,860,262</b> | <b>\$ 14,795,294</b> | <b>\$ 14,623,802</b> | <b>\$ 15,536,792</b> | <b>\$ 912,990</b> | <b>6.24 %</b>   |
| <u>Program 5000: Culture &amp; Recreation</u>                           |                                   |                      |                      |                      |                      |                   |                 |
| 5100  | Library Personal Services         | \$ 2,040,027         | \$ 2,211,884         | \$ 2,337,652         | \$ 2,372,517         | \$ 34,865         | 1.49 %          |
| 5100  | Library Expenses                  | \$ 431,857           | \$ 463,471           | \$ 511,297           | \$ 586,909           | \$ 75,612         | 14.79 %         |
| <b>Total Culture &amp; Recreation</b>                                   |                                   | <b>\$ 2,471,884</b>  | <b>\$ 2,675,355</b>  | <b>\$ 2,848,949</b>  | <b>\$ 2,959,426</b>  | <b>\$ 110,477</b> | <b>3.88 %</b>   |
| <u>Program 6000: Human Services</u>                                     |                                   |                      |                      |                      |                      |                   |                 |
| 6000  | Human Services Personal Services  | \$ 471,597           | \$ 544,718           | \$ 681,327           | \$ 660,748           | \$ (20,579)       | (3.02) %        |
| 6000  | Human Services Expenses           | \$ 657,423           | \$ 683,242           | \$ 777,609           | \$ 826,074           | \$ 48,465         | 6.23 %          |
| <b>Total Human Services</b>   |                                   | <b>\$ 1,129,020</b>  | <b>\$ 1,227,960</b>  | <b>\$ 1,458,936</b>  | <b>\$ 1,486,822</b>  | <b>\$ 27,886</b>  | <b>1.91 %</b>   |
| <u>Program 7000: Land Use, Health and Development (LUHD) Department</u> |                                   |                      |                      |                      |                      |                   |                 |
| 7100-7400   | LUHD Dept. Personal Services      | \$ 1,807,674         | \$ 1,732,512         | \$ 2,010,997         | \$ 2,114,074         | \$ 103,077        | 5.13 %          |
| 7100-7400   | LUHD Dept. Expenses               | \$ 474,294           | \$ 359,187           | \$ 568,147           | \$ 510,687           | \$ (57,460)       | (10.11) %       |
| <b>Total Land Use, Health &amp; Development Dept.</b>                   |                                   | <b>\$ 2,281,968</b>  | <b>\$ 2,091,699</b>  | <b>\$ 2,579,144</b>  | <b>\$ 2,624,761</b>  | <b>\$ 45,617</b>  | <b>1.77 %</b>   |
| <u>Program 8000: General Government</u>                                 |                                   |                      |                      |                      |                      |                   |                 |
| 8110  | Select Board Personal Services    | \$ 114,672           | \$ 101,786           | \$ 126,144           | \$ 129,199           | \$ 3,055          | 2.42 %          |
| 8110  | Select Board Expenses             | \$ 96,392            | \$ 117,543           | \$ 110,588           | \$ 114,838           | \$ 4,250          | 3.84 %          |
| 8120  | Legal                             | \$ 263,153           | \$ 301,214           | \$ 410,000           | \$ 410,000           | \$ —              | — %             |
| 8130  | Town Report                       | \$ 10,598            | \$ 11,190            | \$ 13,688            | \$ 13,688            | \$ —              | — %             |
| 8140  | PEG Access                        | \$ —                 | \$ 597,085           | \$ 614,476           | \$ 627,151           | \$ 12,675         | 2.06 %          |
| <i>Subtotal 8100 Select Board</i>                                       |                                   | <i>\$ 484,815</i>    | <i>\$ 1,128,817</i>  | <i>\$ 1,274,896</i>  | <i>\$ 1,294,876</i>  | <i>\$ 19,980</i>  | <i>1.57 %</i>   |

# Section I Budget Overview

Town of Lexington, MA

| Program Summary                      |   | A                     | B                     | C                     | D                     | E                   | F                |
|--------------------------------------|---|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|------------------|
|                                      |   | FY2018                | FY2019                | FY2020                | FY2021                | (D-C)               | (E/C)            |
| Element                              | Description                                   | Actual                | Actual                | Restated              | Recommended           | Change \$           | Change %         |
| 8210-8220                            | Town Manager Personal Services                | \$ 573,033            | \$ 646,908            | \$ 738,984            | \$ 845,915            | \$ 106,931          | 14.47 %          |
| 8210-8220                            | Town Manager Expenses                         | \$ 131,830            | \$ 131,141            | \$ 258,835            | \$ 269,785            | \$ 10,950           | 4.23 %           |
| 8230                                 | Salary Transfer Account* (MGL Ch.40, Sec 13D) | \$ 171,759            | \$ 483,030            | \$ 936,981            | \$ 408,732            | \$ (528,249)        | (56.38) %        |
| <i>Subtotal 8200 Town Manager</i>    |   | <i>\$ 876,622</i>     | <i>\$ 1,261,079</i>   | <i>\$ 1,934,800</i>   | <i>\$ 1,524,432</i>   | <i>\$ (410,368)</i> | <i>(21.21) %</i> |
| 8310                                 | Financial Committees                          | \$ 6,309              | \$ 5,667              | \$ 8,130              | \$ 8,262              | \$ 132              | 1.62 %           |
| 8320                                 | Misc. Boards and Committees                   | \$ 5,067              | \$ 1,877              | \$ 12,000             | \$ 10,500             | \$ (1,500)          | (12.5) %         |
| 8330                                 | Town Celebrations Committee                   | \$ 10,425             | \$ 43,948             | \$ 42,281             | \$ 45,338             | \$ 3,057            | 7.2 %            |
| <i>Subtotal 8300 Town Committees</i> |   | <i>\$ 21,801</i>      | <i>\$ 51,492</i>      | <i>\$ 62,411</i>      | <i>\$ 64,100</i>      | <i>\$ 1,689</i>     | <i>2.7 %</i>     |
| 8400                                 | Finance Personal Services                     | \$ 1,360,091          | \$ 1,278,951          | \$ 1,339,983          | \$ 1,404,865          | \$ 64,882           | 4.84 %           |
| 8400                                 | Finance Expenses                              | \$ 524,833            | \$ 481,172            | \$ 504,045            | \$ 497,480            | \$ (6,565)          | (1.30) %         |
| <i>Subtotal 8400 Finance</i>         |   | <i>\$ 1,884,924</i>   | <i>\$ 1,760,123</i>   | <i>\$ 1,844,028</i>   | <i>\$ 1,902,345</i>   | <i>\$ 58,317</i>    | <i>3.16 %</i>    |
| 8500                                 | Town Clerk Personal Services                  | \$ 359,059            | \$ 388,841            | \$ 388,120            | \$ 440,852            | \$ 52,732           | 13.59 %          |
| 8500                                 | Town Clerk Expenses                           | \$ 86,358             | \$ 92,422             | \$ 126,500            | \$ 149,600            | \$ 23,100           | 18.26 %          |
| <i>Subtotal 8500 Town Clerk</i>      |   | <i>\$ 445,417</i>     | <i>\$ 481,263</i>     | <i>\$ 514,620</i>     | <i>\$ 590,452</i>     | <i>\$ 75,832</i>    | <i>14.74 %</i>   |
| 8600                                 | IT Personal Services                          | \$ 753,945            | \$ 836,975            | \$ 893,490            | \$ 939,117            | \$ 45,627           | 5.11 %           |
| 8600                                 | IT Expenses                                   | \$ 1,097,335          | \$ 1,208,702          | \$ 1,758,150          | \$ 1,853,600          | \$ 95,450           | 5.43 %           |
| <i>Subtotal 8600 IT</i>              |   | <i>\$ 1,851,280</i>   | <i>\$ 2,045,677</i>   | <i>\$ 2,651,640</i>   | <i>\$ 2,792,717</i>   | <i>\$ 141,077</i>   | <i>5.32 %</i>    |
| <b>Total General Government</b>      |   | <b>\$ 5,564,859</b>   | <b>\$ 6,728,451</b>   | <b>\$ 8,282,395</b>   | <b>\$ 8,168,922</b>   | <b>\$ (113,473)</b> | <b>(1.37) %</b>  |
| <b>Total Municipal</b>               |   | <b>\$ 35,897,045</b>  | <b>\$ 37,268,967</b>  | <b>\$ 40,276,016</b>  | <b>\$ 41,582,360</b>  | <b>\$ 1,306,344</b> | <b>3.24 %</b>    |
| <u>Operating Department Summary</u>  |   |                       |                       |                       |                       |                     |                  |
|                                      | Education Operating                           | \$ 103,922,263        | \$ 108,677,495        | \$ 116,023,888        | \$ 121,220,803        | \$ 5,196,915        | 4.48 %           |
|                                      | Shared Expenses                               | \$ 52,055,078         | \$ 54,832,098         | \$ 60,541,457         | \$ 62,727,317         | \$ 2,185,860        | 3.61 %           |
|                                      | Municipal Operating                           | \$ 35,897,045         | \$ 37,268,967         | \$ 40,276,016         | \$ 41,582,360         | \$ 1,306,344        | 3.24 %           |
|                                      |   | <b>\$ 191,874,386</b> | <b>\$ 200,778,560</b> | <b>\$ 216,841,361</b> | <b>\$ 225,530,480</b> | <b>\$ 8,689,119</b> | <b>4.01 %</b>    |

# Section I Budget Overview

Town of Lexington, MA

| Program Summary             |  | A                     | B                     | C                     | D                     | E                   | F              |
|-----------------------------|--|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|----------------|
|                             |  | FY2018                | FY2019                | FY2020                | FY2021                | (D-C)               | (E/C)          |
| Element                     | Description  | Actual                | Actual                | Restated              | Recommended           | Change \$           | Change %       |
| <b>Capital</b>              |  |                       |                       |                       |                       |                     |                |
|                             | Capital Requests (Cash-GF)   | \$ 3,683,979          | \$ 4,750,245          | \$ 5,316,608          | \$ 4,900,531          | \$ (416,077)        | (7.83)%        |
|                             | Building Envelope & Systems Set-Aside  | \$ 194,713            | \$ 198,893            | \$ 203,865            | \$ 208,962            | \$ 5,097            | 2.50%          |
|                             | Streets Set-Aside  | \$ 2,542,927          | \$ 2,600,000          | \$ 2,616,801          | \$ 2,634,022          | \$ 17,221           | 0.66%          |
| <b>Total Capital</b>        |  | <b>\$ 6,421,619</b>   | <b>\$ 7,549,138</b>   | <b>\$ 8,137,274</b>   | <b>\$ 7,743,515</b>   | <b>\$ (393,759)</b> | <b>(4.84)%</b> |
| <b>Other</b>                |  |                       |                       |                       |                       |                     |                |
|                             | Unallocated  | \$ —                  | \$ —                  | \$ —                  | \$ 225,000            | \$ 225,000          | —%             |
|                             | Set-Aside for Unanticipated Current FY Needs                                   | \$ —                  | \$ —                  | \$ —                  | \$ 200,000            | \$ 200,000          | —%             |
|                             | General Fund Support for Community Center Program (Transfer to Article 5, ATM) | \$ 220,152            | \$ 214,292            | \$ 208,859            | \$ 218,916            | \$ 10,057           | 4.82%          |
|                             | Allocated to Capital Stabilization Fund  | \$ 7,690,398          | \$ 3,560,335          | \$ 2,269,456          | \$ 1,773,062          | \$ (496,394)        | (21.9)%        |
|                             | Senior Service Program   | \$ 30,000             | \$ —                  | \$ —                  | \$ —                  | \$ —                | —%             |
|                             | Getting to Net Zero  | \$ 40,000             | \$ 40,000             | \$ —                  | \$ —                  | \$ —                | —%             |
|                             | Comprehensive Plan Development   | \$ 302,000            | \$ —                  | \$ —                  | \$ —                  | \$ —                | —%             |
|                             | OPEB Trust Fund**  | \$ 1,829,721          | \$ 1,829,721          | \$ 1,879,721          | \$ 1,929,721          | \$ 50,000           | 2.66%          |
|                             | Warrant Articles   |                       | \$ 30,000             | \$ —                  | \$ —                  | \$ —                | —%             |
| <b>Total Other Articles</b> |  | <b>\$ 10,133,271</b>  | <b>\$ 5,674,348</b>   | <b>\$ 4,358,036</b>   | <b>\$ 4,346,699</b>   | <b>\$ (11,337)</b>  | <b>(0.26)%</b> |
| <b>General Fund Total</b>   |  | <b>\$ 208,429,276</b> | <b>\$ 214,002,046</b> | <b>\$ 229,336,671</b> | <b>\$ 237,620,694</b> | <b>\$ 8,284,023</b> | <b>3.61%</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              |
|---|---|----------------------|----------------------|----------------------|----------------------|-------------------|----------------|
|   |   | FY2018               | FY2019               | FY2020               | FY2021               | (D-C)             | (E/C)          |
| Element   | Description                               | Actual               | Actual               | Restated             | Recommended          | Change \$         | Change %       |
| <b>Enterprise Funds</b>                         |   |                      |                      |                      |                      |                   |                |
| 3600  | Water Enterprise                          | \$ 10,657,120        | \$ 10,523,712        | \$ 10,881,995        | \$ 11,748,792        | \$ 866,797        | 7.97 %         |
| 3700  | Sewer Enterprise                          | \$ 9,543,803         | \$ 9,777,940         | \$ 10,453,931        | \$ 11,092,057        | \$ 638,126        | 6.10 %         |
| 5200  | Recreation Enterprise                     | \$ 2,880,163         | \$ 2,771,077         | \$ 3,223,259         | \$ 3,293,179         | \$ 69,920         | 2.17 %         |
|   | Cash Capital - Enterprise                 | \$ 2,440,000         | \$ 165,000           | \$ 1,600,000         | \$ 610,000           | \$ (990,000)      | (61.88) %      |
| <b>Total Enterprise Funds (Oper. Exp. ONLY)</b> |   | <b>\$ 25,521,086</b> | <b>\$ 23,237,729</b> | <b>\$ 26,159,185</b> | <b>\$ 26,744,028</b> | <b>\$ 584,843</b> | <b>2.24 %</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            | \$ 478,446           | \$ 480,714           | \$ 544,916           | \$ 556,808           | \$ 11,892         | 2.18 %         |
| 3100  | Regional Cache - Hartwell Avenue          | \$ 7,841             | \$ 13,479            | \$ 20,000            | \$ 20,000            | \$ —              | — %            |
| 3320  | Tree (DPW-Forestry)                       | \$ 24,500            | \$ —                 | \$ 45,000            | \$ 45,000            | \$ —              | — %            |
| 3330  | Burial Container (DPW-Cemetery)           | \$ 33,410            | \$ 27,945            | \$ 50,000            | \$ 50,000            | \$ —              | — %            |
| 3420  | Compost Operations (DPW-Rec.)             | \$ 772,247           | \$ 739,938           | \$ 773,710           | \$ 783,568           | \$ 9,858          | 1.27 %         |
| 3420  | MHHP Operations                           | \$ 149,999           | \$ 139,932           | \$ 220,000           | \$ 250,000           | \$ 30,000         | 13.64 %        |
| 6120  | Senior Services                           | \$ 85,885            | \$ 52,895            | \$ 75,000            | \$ 75,000            | \$ —              | — %            |
| 7110  | Residential Engineering Review            | \$ —                 | \$ —                 | \$ 57,600            | \$ 57,600            | \$ —              | — %            |
| 7140  | Health Programs                           | \$ 14,564            | \$ 36,197            | \$ 45,000            | \$ 45,000            | \$ —              | — %            |
| 7140  | Lab Animal Permits                        | \$ —                 | \$ —                 | \$ —                 | \$ 40,000            | \$ 40,000         | — %            |
| 7320  | Tourism/Liberty Ride                      | \$ 196,972           | \$ 182,274           | \$ 223,843           | \$ 193,263           | \$ (30,580)       | (13.66) %      |
| 7340  | Visitors Center                           | \$ 206,711           | \$ 170,309           | \$ 168,630           | \$ 195,036           | \$ 26,406         | 15.66 %        |
| 8140  | PEG Access                                | \$ 570,347           | \$ —                 | \$ —                 | \$ —                 | \$ —              | — %            |
| <b>Total Revolving Funds</b>                    |   | <b>\$ 3,589,222</b>  | <b>\$ 2,992,965</b>  | <b>\$ 3,373,699</b>  | <b>\$ 3,461,275</b>  | <b>\$ 87,576</b>  | <b>2.60 %</b>  |
| <b>Community Preservation Act (CPA)</b>         |   |                      |                      |                      |                      |                   |                |
|   | CPA Cash Capital                          | \$ 4,628,293         | \$ 3,377,000         | \$ 2,283,367         | \$ 2,233,495         | \$ (49,872)       | (2.18) %       |
|   | CPA Debt Service                          | \$ 2,256,200         | \$ 2,220,216         | \$ 3,094,680         | \$ 3,968,594         | \$ 873,914        | 28.24 %        |
|   | CPA Other (Projects & Admin.)             | \$ 150,000           | \$ 150,000           | \$ 150,000           | \$ 150,000           | \$ —              | — %            |
| <b>Total CPA</b>                                |   | <b>\$ 7,034,493</b>  | <b>\$ 5,747,216</b>  | <b>\$ 5,528,047</b>  | <b>\$ 6,352,089</b>  | <b>\$ 824,042</b> | <b>14.91 %</b> |
| <b>Grants</b>                                   |   |                      |                      |                      |                      |                   |                |
|   | Grants & Subsidies (MBTA & Elder Affairs) | \$ 131,559           | \$ 148,172           | \$ 148,844           | \$ 151,007           | \$ 2,163          | 1.45 %         |
| <b>Total Grants</b>                             |   | <b>\$ 131,559</b>    | <b>\$ 148,172</b>    | <b>\$ 148,844</b>    | <b>\$ 151,007</b>    | <b>\$ 2,163</b>   | <b>1.45 %</b>  |

# Section I Budget Overview

Town of Lexington, MA

| Program Summary   |                          | A                     | B                     | C                     | D                     | E                    | F              |
|---|--------------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------|----------------|
|   |                          | FY2018                | FY2019                | FY2020                | FY2021                | (D-C)                | (E/C)          |
| Element   | Description              | Actual                | Actual                | Restated              | Recommended           | Change \$            | Change %       |
| <b>Exempt Debt (Net of Capital Stabilization Fund Mitigation)</b> |                          |                       |                       |                       |                       |                      |                |
|   | Municipal                | \$ 1,459,125          | \$ 1,396,043          | \$ 1,456,459          | \$ 1,917,161          | \$ 460,702           | 31.63 %        |
|   | School                   | \$ 6,871,060          | \$ 6,896,646          | \$ 7,903,541          | \$ 13,761,391         | \$ 5,857,850         | 74.12 %        |
| <b>Total Exempt Debt</b>  |                          | <b>\$ 8,330,185</b>   | <b>\$ 8,292,689</b>   | <b>\$ 9,360,000</b>   | <b>\$ 15,678,552</b>  | <b>\$ 6,318,552</b>  | <b>67.51 %</b> |
| <b>Non-General Fund Total</b>                                     |                          | <b>\$ 44,606,545</b>  | <b>\$ 40,418,771</b>  | <b>\$ 44,569,775</b>  | <b>\$ 52,386,951</b>  | <b>\$ 7,817,176</b>  | <b>17.54 %</b> |
| <b>Combined Budget Total</b>                                      |                          | <b>\$ 253,035,820</b> | <b>\$ 254,420,817</b> | <b>\$ 273,906,446</b> | <b>\$ 290,007,645</b> | <b>\$ 16,101,199</b> | <b>5.88 %</b>  |
| <b>Reconciliation</b>   |                          |                       |                       |                       |                       |                      |                |
|   | Education                | \$ 103,922,263        | \$ 108,677,495        | \$ 116,023,888        | \$ 121,220,803        | \$ 5,196,915         | 4.48 %         |
|   | Shared Expenses          | \$ 52,055,078         | \$ 54,832,098         | \$ 60,541,457         | \$ 62,727,317         | \$ 2,185,860         | 3.61 %         |
|   | Municipal                | \$ 35,897,045         | \$ 37,268,967         | \$ 40,276,016         | \$ 41,582,360         | \$ 1,306,344         | 3.24 %         |
|   | Capital                  | \$ 6,421,619          | \$ 7,549,138          | \$ 8,137,274          | \$ 7,743,515          | \$ (393,759)         | (4.84)%        |
|   | Other                    | \$ 10,133,271         | \$ 5,674,348          | \$ 4,358,036          | \$ 4,346,699          | \$ (11,337)          | (0.26)%        |
|   | Enterprise               | \$ 25,521,086         | \$ 23,237,729         | \$ 26,159,185         | \$ 26,744,028         | \$ 584,843           | 2.24 %         |
|   | Revolving Funds & Grants | \$ 3,720,781          | \$ 3,141,137          | \$ 3,522,543          | \$ 3,612,282          | \$ 89,739            | 2.55 %         |
|   | CPA                      | \$ 7,034,493          | \$ 5,747,216          | \$ 5,528,047          | \$ 6,352,089          | \$ 824,042           | 14.91 %        |
|   | Exempt Debt              | \$ 8,330,185          | \$ 8,292,689          | \$ 9,360,000          | \$ 15,678,552         | \$ 6,318,552         | 67.51 %        |
| <b>Totals</b>   |                          | <b>\$ 253,035,820</b> | <b>\$ 254,420,817</b> | <b>\$ 273,906,446</b> | <b>\$ 290,007,645</b> | <b>\$ 16,101,199</b> | <b>5.88 %</b>  |

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## **Section II: Revenues**

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This section includes detailed information about FY2021 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 FY2021 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 FY2021, Total General Fund Revenues are projected to increase by approximately \$8.28 million, or 3.6%. Net General Fund Revenues, those available to support school and municipal operating budgets, are projected to increase by \$9.14 million, or 4.2%.

| General Fund Revenue Summary   | FY2018<br>Actual     | FY2019<br>Actual     | FY2020 Recap          | FY2021<br>Projected  | FY2020-21 Change    |                |
|--|----------------------|----------------------|-----------------------|----------------------|---------------------|----------------|
|  |                      |                      |                       |                      | \$                  | %              |
| Property Tax Levy (Table 1)  | \$ 169,332,125       | \$ 176,841,054       | \$ 184,821,513        | \$ 192,311,761       | \$ 7,490,249        | 4.05%          |
| State Aid (Table 2)  | \$ 15,737,052        | \$ 16,013,450        | \$ 16,283,199         | \$ 16,517,703        | \$ 234,504          | 1.44%          |
| Local Receipts (Table 3)   | \$ 16,738,860        | \$ 16,968,556        | \$ 14,082,119         | \$ 14,280,713        | \$ 198,594          | 1.41%          |
| Available Funds (Table 4)  | \$ 14,834,463        | \$ 14,485,806        | \$ 14,314,142         | \$ 14,942,168        | \$ 628,026          | 4.39%          |
| Other Available Funds - Use of Capital Stabilization Fund (Table 4a) | \$ 324,500           | \$ 573,500           | \$ —                  | \$ —                 | \$ 0                | —%             |
| Revenue Offsets (Table 5)  | \$ (2,027,038)       | \$ (2,073,590)       | \$ (1,860,652)        | \$ (2,181,086)       | \$ (320,434)        | 17.22%         |
| Enterprise Receipts (Table 6)  | \$ 1,674,111         | \$ 1,646,939         | \$ 1,696,348          | \$ 1,749,435         | \$ 53,087           | 3.13%          |
| <b>Total General Fund Operating Revenues</b>                         | <b>\$216,614,073</b> | <b>\$224,455,715</b> | <b>\$ 229,336,668</b> | <b>\$237,620,694</b> | <b>\$ 8,284,025</b> | <b>3.61%</b>   |
| <b>Less - Revenues Set-Aside for Designated Purposes</b>             | <b>\$ 16,879,390</b> | <b>\$ 13,651,982</b> | <b>\$ 12,495,310</b>  | <b>\$ 11,641,422</b> | <b>\$ (853,888)</b> | <b>(6.83)%</b> |
| <b>Net General Fund Revenues</b>                                     | <b>\$199,734,683</b> | <b>\$210,803,733</b> | <b>\$ 216,841,358</b> | <b>\$225,979,271</b> | <b>\$ 9,137,913</b> | <b>4.21%</b>   |

### Detailed Description:

**Property Tax Levy:** The FY2021 property tax levy is projected to increase approximately \$7.49 million, or 4.1%. The projected levy is a function of the FY2020 levy limit increased by 2.5% per Proposition 2½, plus an increment for new growth. FY2021 new growth will be a function of construction activity for the period July 1, 2019 to June 30, 2020. FY2021 new growth is estimated at \$2,750,000 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, much smaller increases of 1.57% and 1.55% were received for FY2019 and FY2020. An increase of 1.51% is projected for FY2021, based on the Governor's budget. Unrestricted Government Aid is projected to grow 2.80%, for a combined increase of 1.44%. Final FY2021 State aid numbers are likely to be known in June 2020 when the Legislature adopts, and the Governor signs, the FY2021 State budget.

**Local Receipts:** FY2021 projections for each category of receipt are based on the history of actual collections and projections of 3 and 5 year historical averages. FY2021 local receipts are estimated to increase by approximately \$198,594 or 1.41% over FY2020 estimates. The main contributors to this growth are increases in 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 \$628,026, or 4.39%. This is a net change, due primarily to a higher amount of certified free cash, and the addition of \$200,000 from the Visitor Center Stabilization Fund.



FY2021 Available Funds includes a transfer \$141,000 from the Transportation Demand Management Stabilization Fund to finance the Lexpress service and the Town's contribution to the REV Shuttle, consistent with prior years.

In FY2021, \$0 is proposed to be drawn from the Capital Stabilization Fund to fund the ongoing mitigation of within-levy debt service. No funds were needed for this purpose in FY2020.

**Revenue Offsets:** Revenue Offsets are projected to increase by approximately \$320,434 or 17.22%. 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, based on updated projections issued alongside the Governor's budget;
- (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 FY2021 increase in total Revenue Offsets is driven by the set-aside of \$400,000 in estimated FY2021 revenue to cover a potential snow and ice deficit at the end of FY2020. For FY2020, \$400,000 was set-aside, but did not end up being needed since actual FY2019 snow and ice removal expenses fell within their budgeted levels.

**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 3.1%, or \$53,087 based on an updated indirect cost analysis.

# Section II Revenues

# Town of Lexington, Massachusetts

| Revenue Summary                                |                       |                       |                       |                       |                     |               |
|--|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|---------------|
|  | FY2018 Actual         | FY2019 Actual         | FY2020 Recap          | FY2021 Projected      | FY2020-21 Change    |               |
|  |                       |                       |                       |                       | \$                  | %             |
| <b>Table 1: Property Tax Levy</b>              |                       |                       |                       |                       |                     |               |
| Tax Levy                                       | \$ 161,960,336        | \$ 169,402,066        | \$ 176,907,123        | \$ 184,938,304        | \$ 8,031,181        | 4.54%         |
| Prop. 2.5%                                     | \$ 4,049,008          | \$ 4,235,052          | \$ 4,422,678          | \$ 4,623,458          | \$ 200,780          | 4.54%         |
| New Growth                                     | \$ 3,357,135          | \$ 3,270,005          | \$ 3,608,503          | \$ 2,750,000          | \$ (858,503)        | (23.79)%      |
| Override/Excess Levy Capacity                  | \$ (34,354)           | \$ (66,069)           | \$ (116,791)          | NA                    |                     |               |
| <b>Subtotal</b>                                | <b>\$ 169,332,125</b> | <b>\$ 176,841,054</b> | <b>\$ 184,821,513</b> | <b>\$ 192,311,761</b> | <b>\$ 7,490,249</b> | <b>4.05%</b>  |
| <b>Table 2: State Aid</b>                      |                       |                       |                       |                       |                     |               |
| Chapter 70                                     | \$ 13,998,894         | \$ 14,217,984         | \$ 14,438,034         | \$ 14,656,494         | \$ 218,460          | 1.51%         |
| Charter School Reimbursement                   | \$ 7,895              | \$ 6,532              | \$ 938                | \$ 10,367             | \$ 9,429            | 1,005.22%     |
| Unrestricted General Government Aid            | \$ 1,531,029          | \$ 1,584,615          | \$ 1,627,400          | \$ 1,672,967          | \$ 45,567           | 2.80%         |
| Veterans' Benefits & Exemptions                | \$ 151,072            | \$ 154,023            | \$ 164,912            | \$ 124,689            | \$ (40,223)         | (24.39)%      |
| Offsets (School Lunch & Library)               | \$ 48,162             | \$ 50,296             | \$ 51,915             | \$ 53,186             | \$ 1,271            | 2.45%         |
| <b>Subtotal</b>                                | <b>\$ 15,737,052</b>  | <b>\$ 16,013,450</b>  | <b>\$ 16,283,199</b>  | <b>\$ 16,517,703</b>  | <b>\$ 234,504</b>   | <b>1.44%</b>  |
| <b>Table 3: Local Receipts</b>                 |                       |                       |                       |                       |                     |               |
| Motor Vehicle Excise Tax                       | \$ 5,395,492          | \$ 5,649,362          | \$ 5,281,392          | \$ 5,465,000          | \$ 183,608          | 3.48%         |
| Other Excise                                   | \$ 1,562,971          | \$ 1,659,673          | \$ 1,648,000          | \$ 1,648,000          | \$ —                | —%            |
| Penalties & Interest                           | \$ 1,090,335          | \$ 566,632            | \$ 341,500            | \$ 341,500            | \$ —                | —%            |
| PILOT's  | \$ 658,680            | \$ 619,192            | \$ 668,000            | \$ 683,000            | \$ 15,000           | 2.25%         |
| Rentals  | \$ 494,773            | \$ 459,765            | \$ 478,694            | \$ 478,694            | \$ —                | —%            |
| Departmental-Schools                           | \$ 494,775            | \$ 371,985            | \$ 420,500            | \$ 420,500            | \$ —                | —%            |
| Departmental-Municipal                         | \$ 2,611,729          | \$ 2,692,170          | \$ 2,554,300          | \$ 2,554,300          | \$ —                | —%            |
| Licenses & Permits                             | \$ 3,017,145          | \$ 2,725,133          | \$ 1,972,850          | \$ 1,973,350          | \$ 500              | 0.03%         |
| Special Assessments                            | \$ 19,038             | \$ 32,790             | \$ 14,882             | \$ 14,368             | \$ (514)            | (3.45)%       |
| Fines & Forfeits                               | \$ 208,800            | \$ 189,845            | \$ 202,000            | \$ 202,000            | \$ —                | —%            |
| Investment Income                              | \$ 1,027,739          | \$ 1,781,573          | \$ 500,000            | \$ 500,000            | \$ —                | —%            |
| Miscellaneous Non-Recurring                    | \$ 157,384            | \$ 220,435            | \$ —                  | \$ —                  | \$ —                | —%            |
| <b>Subtotal</b>                                | <b>\$ 16,738,860</b>  | <b>\$ 16,968,556</b>  | <b>\$ 14,082,119</b>  | <b>\$ 14,280,713</b>  | <b>\$ 198,594</b>   | <b>1.41%</b>  |
| <b>Table 4: Available Funds</b>                |                       |                       |                       |                       |                     |               |
| Parking  | \$ 413,000            | \$ 413,000            | \$ 425,750            | \$ 385,000            | \$ (40,750)         | (9.57)%       |
| Cemetery Perpetual Care Fund                   | \$ 48,500             | \$ 50,000             | \$ 50,000             | \$ 50,000             | \$ —                | —%            |
| Cemetery Sale of Lots Fund                     | \$ 42,200             | \$ 55,090             | \$ 64,380             | \$ 40,480             | \$ (23,900)         | (37.12)%      |
| Free Cash                                      | \$ 13,269,721         | \$ 12,422,051         | \$ 12,201,094         | \$ 12,716,777         | \$ 515,683          | 4.23%         |
| Health Claims Trust Fund                       | \$ 750,000            | \$ 750,000            | \$ 750,000            | \$ 750,000            | \$ —                | —%            |
| Transp.Demand Mgmt. Stab. Fund                 | \$ 141,000            | \$ 141,000            | \$ 141,000            | \$ 141,000            | \$ —                | —%            |
| Traffic Mitigation Stabilization Fund          | \$ 25,000             | \$ —                  | \$ —                  | \$ —                  | \$ —                | —%            |
| Center Improvement District Stabilization Fund | \$ 27,000             | \$ 27,000             | \$ 27,000             | \$ —                  | \$ (27,000)         | (100.00)%     |
| PEG Access Special Revenue Fund                | \$ —                  | \$ 623,267            | \$ 638,918            | \$ 652,711            | \$ 13,793           | 2.16%         |
| Betterments Fund                               | \$ —                  | \$ 4,398              | \$ 16,000             | \$ 6,200              | \$ (9,800)          | (61.25)%      |
| Visitors Center Stabilization Fund             | \$ —                  | \$ —                  | \$ —                  | \$ 200,000            | \$ 200,000          | ---           |
| School Bus Stabilization Fund                  | \$ 18                 | \$ —                  | \$ —                  | \$ —                  | \$ —                | —%            |
| Avalon Bay School Enrollment Mitigation Fund   | \$ 45                 | \$ —                  | \$ —                  | \$ —                  | \$ —                | —%            |
| Balances from Prior Yr. Capital Articles       | \$ 117,979            | \$ —                  | \$ —                  | \$ —                  | \$ —                | —%            |
| <b>Subtotal</b>                                | <b>\$ 14,834,463</b>  | <b>\$ 14,485,806</b>  | <b>\$ 14,314,142</b>  | <b>\$ 14,942,168</b>  | <b>\$ 628,026</b>   | <b>4.39%</b>  |
| <b>Table 4a: Other Available Funds</b>         |                       |                       |                       |                       |                     |               |
| Capital Stabilization Fund                     | \$ 324,500            | \$ 573,500            | \$ —                  | \$ —                  | \$ —                | ---           |
| <b>Subtotal</b>                                | <b>\$ 324,500</b>     | <b>\$ 573,500</b>     | <b>\$ —</b>           | <b>\$ —</b>           | <b>\$ —</b>         | <b>---</b>    |
| <b>Table 5: Revenue Offsets</b>                |                       |                       |                       |                       |                     |               |
| Cherry Sheet Assessments                       | \$ (813,626)          | \$ (923,294)          | \$ (908,737)          | \$ (977,900)          | \$ (69,163)         | 7.61%         |
| Cherry Sheet Offsets - Public Libraries        | \$ (48,162)           | \$ (50,296)           | \$ (51,915)           | \$ (53,186)           | \$ (1,271)          | 2.45%         |
| Overlay (abatements)                           | \$ (900,000)          | \$ (800,000)          | \$ (900,000)          | \$ (750,000)          | \$ 150,000          | (16.67)%      |
| Snow Deficit                                   | \$ (265,250)          | \$ (300,000)          | \$ —                  | \$ (400,000)          | \$ (400,000)        | ---           |
| <b>Subtotal</b>                                | <b>\$ (2,027,038)</b> | <b>\$ (2,073,590)</b> | <b>\$ (1,860,652)</b> | <b>\$ (2,181,086)</b> | <b>\$ (320,434)</b> | <b>17.22%</b> |

| <b>Table 6: Enterprise Receipts</b>                          |                       |                       |                       |                       |                     |                |
|--|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|----------------|
| Water  | \$ 872,458            | \$ 869,833            | \$ 894,573            | \$ 930,001            | \$ 35,428           | 3.96%          |
| Wastewater (Sewer)   | \$ 546,827            | \$ 515,280            | \$ 532,094            | \$ 541,663            | \$ 9,569            | 1.80%          |
| Recreation & Community Programs                              | \$ 254,826            | \$ 261,826            | \$ 269,681            | \$ 277,771            | \$ 8,090            | 3.00%          |
| <b>Subtotal</b>  | <b>\$ 1,674,111</b>   | <b>\$ 1,646,939</b>   | <b>\$ 1,696,348</b>   | <b>\$ 1,749,435</b>   | <b>\$ 53,087</b>    | <b>3.13%</b>   |
| <b>Gross General Fund Revenues</b>                           | <b>\$ 216,614,073</b> | <b>\$ 224,455,715</b> | <b>\$ 229,336,668</b> | <b>\$ 237,620,694</b> | <b>\$ 8,284,025</b> | <b>3.61%</b>   |
| <b>Revenues Set Aside for Designated Expenses</b>            | <b>\$ 16,879,390</b>  | <b>\$ 13,651,982</b>  | <b>\$ 12,495,310</b>  | <b>\$ 11,641,422</b>  | <b>\$ (853,888)</b> | <b>(6.83)%</b> |
| <b>Net General Fund Revenues Available for Appropriation</b> | <b>\$ 199,734,683</b> | <b>\$ 210,803,733</b> | <b>\$ 216,841,358</b> | <b>\$ 225,979,271</b> | <b>\$ 9,137,913</b> | <b>4.21%</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 2020 annual town meeting to fund supplemental appropriations to the FY2020 budget.   |
| 2  | Other Post-Employment Benefits (OPEB)                        | \$ 750,000          | \$ 1,179,721         |             | \$ 1,929,721         | \$750,000 from the tax levy made available from the proposed use of this amount from the Health Insurance Claims Trust Fund to fund FY2021 Health Insurance. |
| 3  | Unallocated  |                     | \$ 225,000           |             | \$ 225,000           | Set-aside for as yet to be identified FY2021 purposes.   |
| 4  | Cash Capital   |                     | \$ 4,200,531         |             | \$ 4,200,531         |  |
| 5  | Appropriate into Capital Stabilization Fund                  | \$ 164,987          | \$ 1,608,075         |             | \$ 1,773,062         | To meet future capital/debt service needs.   |
| 6  | Appropriate from Capital Stabilization Fund                  |                     |                      | \$ —        | \$ —                 | Proposed use of Capital Stabilization Fund to hold debt service increases to 5% annually.  |
| 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                                   | \$ 2,634,022        |                      |             | \$ 2,634,022         | Consistent with long-term street maintenance plan.   |
| 8  | Municipal Building Envelope and Systems                      | \$ 208,962          |                      |             | \$ 208,962           | Initially funded in 2006 override; increases by 2.5% per year.   |
| 9  | Support of Community Center Program (Transfer to Article 12) | \$ 218,916          |                      |             | \$ 218,916           |  |
| 10 | <b>Subtotal</b>  | <b>\$ 3,976,887</b> | <b>\$ 8,113,327</b>  | <b>\$ —</b> | <b>\$ 12,090,214</b> |  |
| 11 | Revenue to Support Operating Budget                          | \$ —                | \$ 2,200,000         |             | \$ 2,200,000         | Free Cash to support the FY2021 operating budget.  |
| 12 | Retire Note for Land Purchases - Debt Service                | \$ —                | \$ 2,403,450         |             | \$ 2,403,450         | To pay down notes issued for Pelham and Bedford St. over 5 years.  |
| 13 | <b>Grand Total</b>   | <b>\$ 3,976,887</b> | <b>\$ 12,716,777</b> | <b>\$ —</b> | <b>\$ 16,693,664</b> |  |

# Section III: Program 1000: Education

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This section includes detailed information about the FY2021 Operating Budget & Financing Plan for education. It includes:

- 1100 Lexington Public Schools III-2
- 1200 Minuteman Regional High School III-34



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## Superintendent's Budget Message

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January 2, 2020

Dear School Committee Members, Elected Officials, and Residents of Lexington:

As one decade ends and the next begins, we celebrate another terrific year for the Lexington Public Schools! After many months of hard work and lots of community involvement, we kicked off 2019–2020 with a new LPS Strategic Plan. Our strategic plan begins with a vital mission, reminding us of the purpose of a Lexington education: *"Joy in learning, curiosity in life, and compassion in all we do."* We incorporate into the plan a unique set of "kid-friendly" core values like "embrace your revolutionary spirit," and we offer an ambitious vision prioritizing what matters most in the Lexington Public Schools. The vision emphasizes (among other ideas) our deeply held belief that everyone has a right to an excellent education—and it is our individual and collective responsibility to create learning opportunities and systems that are fair and just.

In other great news (and thanks to the support of our taxpayers), Lexington Children's Place opened its doors this fall, and Hastings Elementary School soon will follow. Both schools will produce as much energy as they use, bringing Lexington one step closer to achieving its sustainability goals with these two new net-zero buildings. Throughout the year, the talented students and staff who occupy our buildings continued to earn local, state, and national recognition for their many impressive achievements. Harrington Elementary School, one of only 300+ schools in the country, was named a National Blue Ribbon School this year, joining the ranks of several other Lexington schools to have earned this distinction in the past.

While we have experienced many successes, we are not without our fair share of challenges. Enrollments at the high school are on the rise, and we are entering into one of the most conservative budget seasons the school district has experienced in many years. The FY2021 Lexington Public Schools recommended budget is a "level-service" budget, which means that for the most part, we will maintain existing services and personnel. There is potential for an additional 230 students by the year 2025, which would bring total enrollment at Lexington High School to approximately 2,500 students and put more pressure on our already overcrowded facilities. We are in the final stages of developing a Master Plan, and we will resubmit a Statement of Interest to the Massachusetts School Building Authority, requesting help to defray the costs of a new or renovated high school. Finally, we are in the process of implementing later school start times, as well as a comprehensive redistricting plan that will take effect in the fall of the 2020–2021 school year. We know we have our work cut out for us with so many challenges on the horizon, but in the words of Molière: "The greater the obstacle, the more glory in overcoming it."

As always, we remain grateful for your partnership and support, and we look forward to providing all our children with an exceptional Lexington education filled with the kind of "joy in learning" that every child so rightly deserves.

Sincerely,

Dr. Julie Hackett  
Lexington Public Schools  
Superintendent of Schools



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**The Strategic Plan of the Lexington Public Schools, 2019–2029**

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**Mission Statement**

Joy in learning; curiosity in life;  
and compassion in all we do.

**Our Core Values:**

- We all Belong
- Use Your Mind
- Be Curious & Have Fun
- Care for Yourself & Others
- Do Your Part
- Be Courageous
- Embrace Your Revolutionary Spirit
- You are Enough

**Vision Statement:**

- Diversity, Equity, Inclusion
- Redefining Success
- Students as Active Agents
- Authentic Learning Experiences
- Community Partnership

**Strategic Goals:**

- GOAL 1: Address and Narrow Equity Gaps
  - Identify, address, and narrow equity gaps in student opportunities, experiences, and achievement, ensuring the meaningful inclusion and integration of every member of our school community.
- GOAL 2: Redefine Success
  - Transform our practices, systems, and structures to reflect a broader definition of success for our students, staff, and schools, including new measures of student achievement that extend beyond academics to include the knowledge, skills, and attributes students need to be prepared for the future and content in life.
- GOAL 3: Cultivate Student Agency
  - Cultivate student agency and a sense of self-efficacy by ensuring that all our PK-12 students' educational experiences place them at the center of their learning; consistently revisit our curriculum, instruction, assessment, and professional learning practices to (1) ensure relevancy and student voice; (2) to teach students to set their own meaningful goals; (3) to value productive struggle as they work toward them; and (4) to reflect and monitor their progress toward attaining those goals.



- GOAL 4: Innovate for Sustainable Change
  - Refine and improve our school- and district-wide practices, systems, and structures related to managing innovation and promoting lasting change. We will develop clear decision-making structures and communication methods to prevent initiative overload and enable us to more consistently scale up promising practices.

**Please refer to complete document beginning on page 15.**

## 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: 2022 |
| Kathryn Colburn, Vice Chair | Term Expires: 2020 |
| Kathleen Lenihan            | Term Expires: 2021 |
| Deepika Sawhney             | Term Expires: 2021 |
| Scott Bokun                 | Term Expires: 2022 |

## 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 School Committee, the Select Board, 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 complete Town budget.

### Major Steps in FY2021 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 School Committee, the Select Board, 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 members discuss 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://ps.lexingtonma.org/Page/11403>.

**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 complete 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 1, 2019, the School Committee voted the FY2021 Budget Guidelines and requested that the Superintendent present a level-service budget that attempts to address the fourteen highlighted areas. These guidelines serve as the basis for the Superintendent's Recommended Budget in FY2021. 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 FY2021 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 2021 budget that will:

1. Ensure the safety, security, and social-emotional well-being of our students, and continue the Town's joint effort on mental health.
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;
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 programs 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.

School Committee Draft September 19, 2019  
Revised 9/26/2019

## **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:

### **2019**

|                      |  |
|----------------------|--|
| September 6          | FY2021 Instructional Technologies capital budget submitted to Town of Lexington  |
| September 24         | School Committee reviews FY2021 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  |
| October 1               | Google Form link distributed for FY2021 staffing and expense budget requests. FY2021. 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 8               | School Committee approves FY2021 budget calendar and reviews the FY2021 budget guidelines  |
| October 14–October 18   | SPED budget staffing meetings (with Assistant Superintendent for Finance and Operations, Assistant Director of Finance, ETS, Director of Special Education, and building principals)   |
| TBD                     | Submittal of Town (Municipal & School) FY2021–2025 Capital Requests to Capital Expenditure Committee (CEC) and Community Preservation Committee (CPC)  |
| October 28–November 15  | Budget Review: Central Office and department staff meet at assigned times with Assistant Director of Finance and Assistant Director of Finance   |
| October 30              | Summit I: Financial Indicators; 5–Year Forecast; Initial Revenue Projection  |
| TBD                     | Recommended FY2021 capital budget requests approved by the School Committee (School Department and Public Facilities)  |
| November 21             | Summit II: Final Revenue Allocation Model  |
| December 13 (tentative) | Superintendent finalizes FY2021 budget recommendation  |
| December 19             | Summit IIA: FY2021 Finalized Revenue Allocation  |
| December 23–January 1   | School Vacation Week   |
| <b><u>2020</u></b>      |  |
| January 3               | Budget distributed to School Committee and posted to website   |
| January 7               | School Committee Meeting: Superintendent’s Budget Presentation   |
| January 13              | Town Manager Submittal of Preliminary Operating and Capital Budget to Select Board (White Book)  |
| January 14, 8:00 a.m.   | Public Hearing: School Committee Public Hearing and discussion of the Superintendent’s Recommended FY2021 Budget: Location: Select Board Meeting Room  |
| January 16              | Summit III: FY2021 White Book Review   |



|                     |  |
|---------------------|--|
| January 21          | Public Hearing: Superintendent’s Recommended FY2021 Budget:<br>Location: Select Board Meeting Room   |
| February 4          | School Committee FY2021 budget discussions, consideration of community feedback on FY2021 Operating Budget (including fees) and FY2021 Capital Budget  |
| February 6          | Summit IV: Changes to FY2021 White Book to be included in Brown Book (cancelled)   |
| TBD                 | 2020 Annual Town Meeting School Committee Fiscal Year 2021 Recommended Operating Budget document finalized (TMMA)  |
| February 10         | Select Board vote to approve FY2021 Recommended Operating Budget and FY2021–2025 Capital Improvement Plan (CIP)  |
| February 25         | School Committee adopts FY2021 Operating Budget (including fees) and FY2021 Capital Budget   |
| March 2 (tentative) | Distribution of FY2021 Recommended Operating and Capital Budget to TMMA, Town Manager, Senior Management Team, Appropriation Committee, Capital Expenditures Committee, Select Board, School Committee, Central Office, and Principals |
| March 23            | 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 24            | 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 School Committee, the Select Board, 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: FY2021 Revenue Projections; FY2021 Revenue Allocation
- Summit IIA: FY2021 Finalized Revenue Allocation
- Summit III: FY2021 White Book Review
- Summit IV: FY2021 Brown Book Preview



# LEXINGTON PUBLIC SCHOOLS

FY2021 Superintendent and School Committee Recommended Budget

The Revenue Allocation Model, first presented at Summit IIA on December 19, 2019, provides for a projected 4.3% increase over the School Department's FY2020 budget, the detail of which is broken out in the table that follows:

|  |                   | <i>Town of Lexington</i>     |                  |               |   |
|--|-------------------|------------------------------|------------------|---------------|---|
|  |                   | <i>Financial Summit II-A</i> |                  |               |   |
| <b>FY2021 Revenue Allocation Model</b> |                   |                              |                  |               |   |
|  | <b>\$ 237,432</b> |                              |                  |               | <b>Projected FY2021 Revenue</b>                               |
|  |                   | <b>Shared</b>                | <b>Municipal</b> | <b>School</b> | (\$s in 000s)   |
| (1)                                    | \$ (113,554)      | \$ -                         | \$ -             | \$ (113,554)  | FY2020 school budget  |
| (2)                                    | \$ (40,272)       | \$ -                         | \$ (40,272)      | \$ -          | FY2020 municipal budget                                       |
| (3)                                    | \$ (209)          | \$ -                         | \$ (209)         | \$ -          | Tax Levy Support of Community Center (Article 12)             |
| (4)                                    | \$ (2,992)        | \$ (2,992)                   | \$ -             | \$ -          | FY2021 Minuteman  |
| (5)                                    | \$ (6,686)        | \$ (6,686)                   | \$ -             | \$ -          | FY2021 Contributory Retirement                                |
| (6)                                    | \$ (16)           | \$ (16)                      | \$ -             | \$ -          | FY2021 Non-Contributory Retirement                            |
| (7)                                    | \$ (30,081)       | \$ (30,081)                  | \$ -             | \$ -          | FY2021 Benefits   |
| (8)                                    | \$ (200)          | \$ (200)                     | \$ -             | \$ -          | FY2021 Unemployment   |
| (9)                                    | \$ (875)          | \$ (875)                     | \$ -             | \$ -          | FY2021 Workers' comp  |
| (10)                                   | \$ (845)          | \$ (845)                     | \$ -             | \$ -          | FY2021 Property and Liability Insurance                       |
| (11)                                   | \$ (250)          | \$ (250)                     | \$ -             | \$ -          | FY2021 Uninsured Losses                                       |
| (12)                                   | \$ (410)          | \$ (410)                     | \$ -             | \$ -          | FY2021 Solar Production Payment                               |
| (13)                                   | \$ (7,916)        | \$ (7,916)                   | \$ -             | \$ -          | FY2021 Debt Service   |
| (14)                                   | \$ (2,403)        | \$ (2,403)                   | \$ -             | \$ -          | Pay Down Principal for Land Purchases                         |
| (15)                                   | \$ (750)          | \$ (750)                     | \$ -             | \$ -          | FY2021 Reserve Fund   |
| (16)                                   | \$ (11,943)       | \$ (11,943)                  | \$ -             | \$ -          | FY2021 Facilities Department Budget                           |
| (17)                                   | \$ -              | \$ -                         | \$ -             | \$ -          | Facilities PIRs   |
| (18)                                   | \$ (11,448)       | \$ (250)                     | \$ -             | \$ -          | Set-Aside for as yet to be identified needs;                  |
|  |                   | \$ (200)                     | \$ -             | \$ -          | Unanticipated Current Fiscal Year Needs                       |
|  |                   | TBD                          | \$ -             | \$ -          | Debt Service Mitigation                                       |
|  |                   | \$ (1,325)                   | \$ -             | \$ -          | Capital Stabilization Fund                                    |
|  |                   | \$ (700)                     | \$ -             | \$ -          | Transition Free Cash out of Operating Budget - 2nd of 5 years |
|  |                   | \$ (4,200)                   | \$ -             | \$ -          | Cash Capital  |
|  |                   | \$ (1,930)                   | \$ -             | \$ -          | OPEB  |
|  |                   | \$ (2,634)                   | \$ -             | \$ -          | Street Improvement Program                                    |
|  |                   | \$ (209)                     | \$ -             | \$ -          | Building Envelope Program                                     |
| (19)                                   | \$ (230,848)      | \$ (76,814)                  | \$ (40,480)      | \$ (113,554)  | Base Budget - Used for Allocation                             |
|  |                   |                              | 26.3 %           | 73.7 %        | Percentage - Municipal and School Only                        |
| (20)                                   | \$ 6,584          |                              | \$ 1,730         | \$ 4,854      | Incremental Revenue   |
|  |                   |                              | 4.3 %            | 4.3 %         | Percent of Current Budget                                     |

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

- FY2021: 4.3%
- FY2020: 5.4%
- FY2019: 6.9%
- FY2018: 6.6%
- FY2017: 7.2%
- FY2016: 8.5%



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

| Funding Sources                   | FY 17 Actual  | FY18 Actual Budget | FY 2019 Actual | FY 2020 Budget (adj) | FY 2021 Recommended | Dollar Increase | Percent Increase |
|-----------------------------------|---------------|--------------------|----------------|----------------------|---------------------|-----------------|------------------|
| Tax Levy                          | \$ 96,708,616 | \$ 101,204,582     | \$ 107,667,945 | \$ 113,087,257       | \$ 117,986,895      | \$ 4,899,638    | 4.33%            |
| Fees & Charges                    | \$ 584,683    | \$ 450,600         | \$ 443,500     | \$ 466,500           | \$ 420,500          | \$ (46,000)     | -9.86%           |
| Total 1100 Lexington Public Schoo | \$ 97,293,299 | \$ 101,655,182     | \$ 108,111,445 | \$ 113,553,757       | \$ 118,407,395      | \$ 4,853,638    | 4.27%            |

| Appropriation Summary             | FY 17 Actual  | FY18 Actual    | FY 2019 Actual | FY 2020 Budget (adj) | FY 2021 Recommended | Dollar Increase | Percent Increase |
|-----------------------------------|---------------|----------------|----------------|----------------------|---------------------|-----------------|------------------|
| Salary and Wages                  | \$ 81,061,911 | \$ 85,948,669  | \$ 90,271,520  | \$ 95,442,183        | <b>\$98,932,332</b> | \$ 3,490,149    | 3.66%            |
| Expenses                          | \$ 14,290,702 | \$ 15,706,513  | \$ 16,832,878  | \$ 18,111,574        | \$ 19,425,324       | \$ 1,313,750    | 7.25%            |
| Total 1100 Lexington Public Schoo | \$ 95,352,613 | \$ 101,655,182 | \$ 107,104,398 | \$ 113,553,757       | \$ 118,357,656      | \$ 4,803,899    | 4.23%            |

\* 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

Transfer to Unclassified (Health, Medicare, Workers Comp) \$49,738.57 3.19 FTE

**Total Recommended \$ 118,407,395 \$ 4,853,638**

The School Department was allocated a Revenue increase of \$4,853,638 for FY2021 through the Revenue Allocation Model adopted at Summit IIA. In addition to funding the School Department budget growth at \$4,803,899, the department will transfer \$49,739 to Municipal accounts for the corresponding benefit costs of the net 3.19 FTE projected benefits-eligible positions proposed in this budget.

For FY2021 the salaries and wages line is increased by \$3,490,149 (or 3.66%) to support existing position salary increases and a net addition of 3.19 FTE included in this budget. The expense line is recommended to increase by \$1,313,750 (or 7.25%) over the FY2020 appropriation.

**Negotiated Salary Increases**

The FY2021 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:

| Bargaining Unit     | Contract Term           |
|---------------------|-------------------------|
| 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           | 07/01/2018 – 06/30/2021 |
| ALA: Administrators | 07/01/2019 – 06/30/2022 |

**Enrollment Increases and Corresponding New Positions**

During the past five years, K–12 enrollment at the Lexington Public Schools has increased by 389 students (+5.78%), or an average of 78 students per year (or 1.16% per year). These past increases





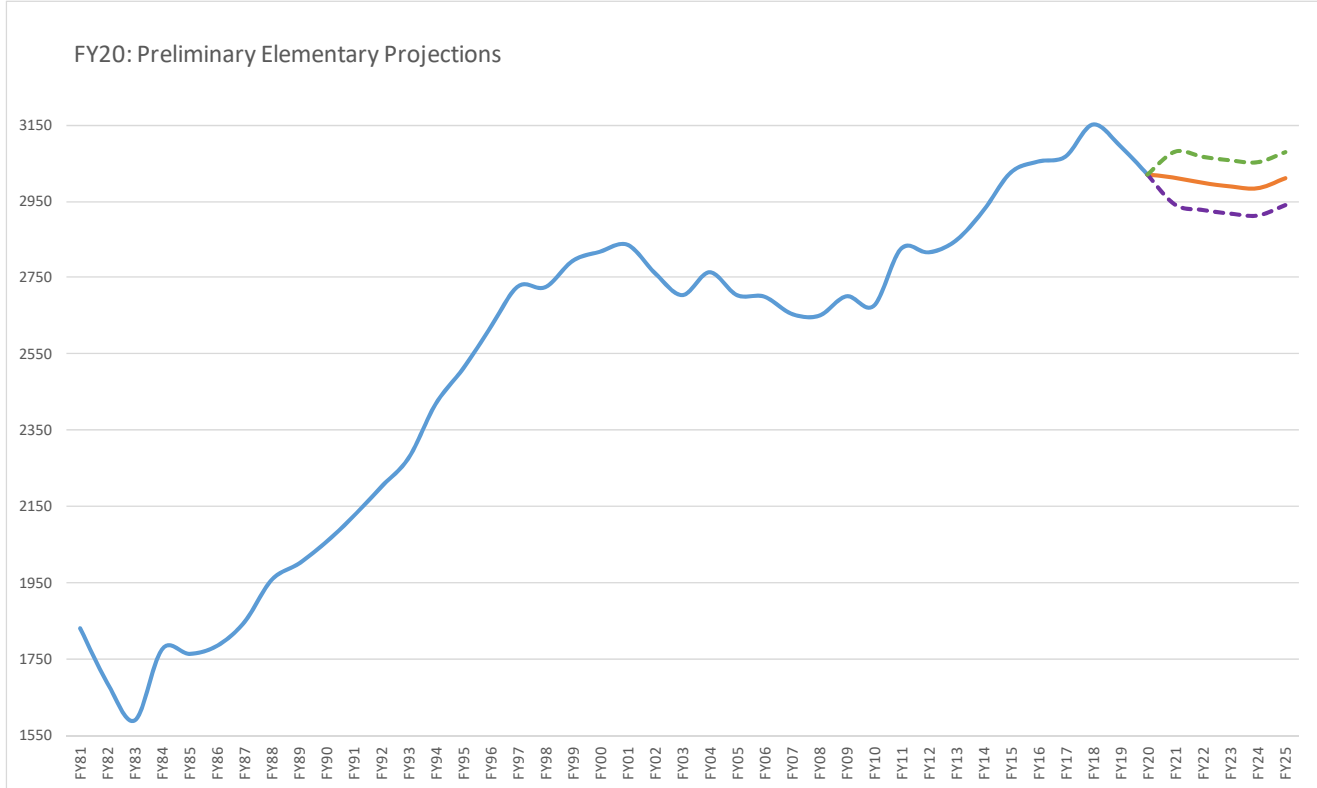
have had a direct impact on the School Department’s operating budget each year to accommodate these new students and maintain the level of programming offered by Lexington Public Schools.

To better understand future enrollment trends, five-year enrollment is projected for elementary, middle, and high school, incorporating new enrollments from October 1, 2019. 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 based on a linear model that incorporates 30 years of historical kindergarten enrollments. 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. This approach to planning is supplemented by frequent, ongoing monitoring of enrollment.

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 a 90% chance that the confidence interval contains the true value of future enrollment.

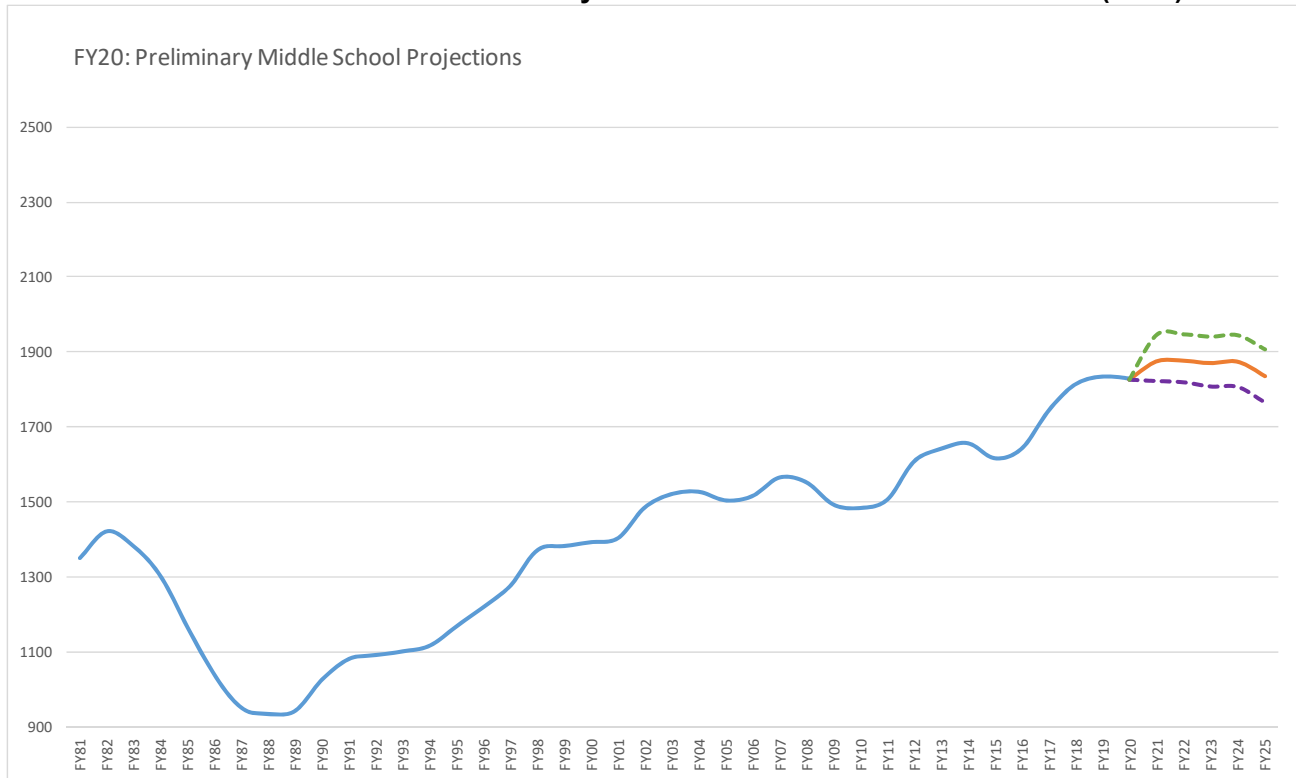
One way flexibility is incorporated into the budget is by having unallocated reserve full-time equivalent positions (FTEs) for both general education and special education. The proposed budget includes a reserve of 7.50 professional FTE for General Education and Special. FY2021 enrollment growth is anticipated to be approximately 58 students.

**Elementary School Enrollment: History and Forecast for FY2021 to FY2025 (CSM)**

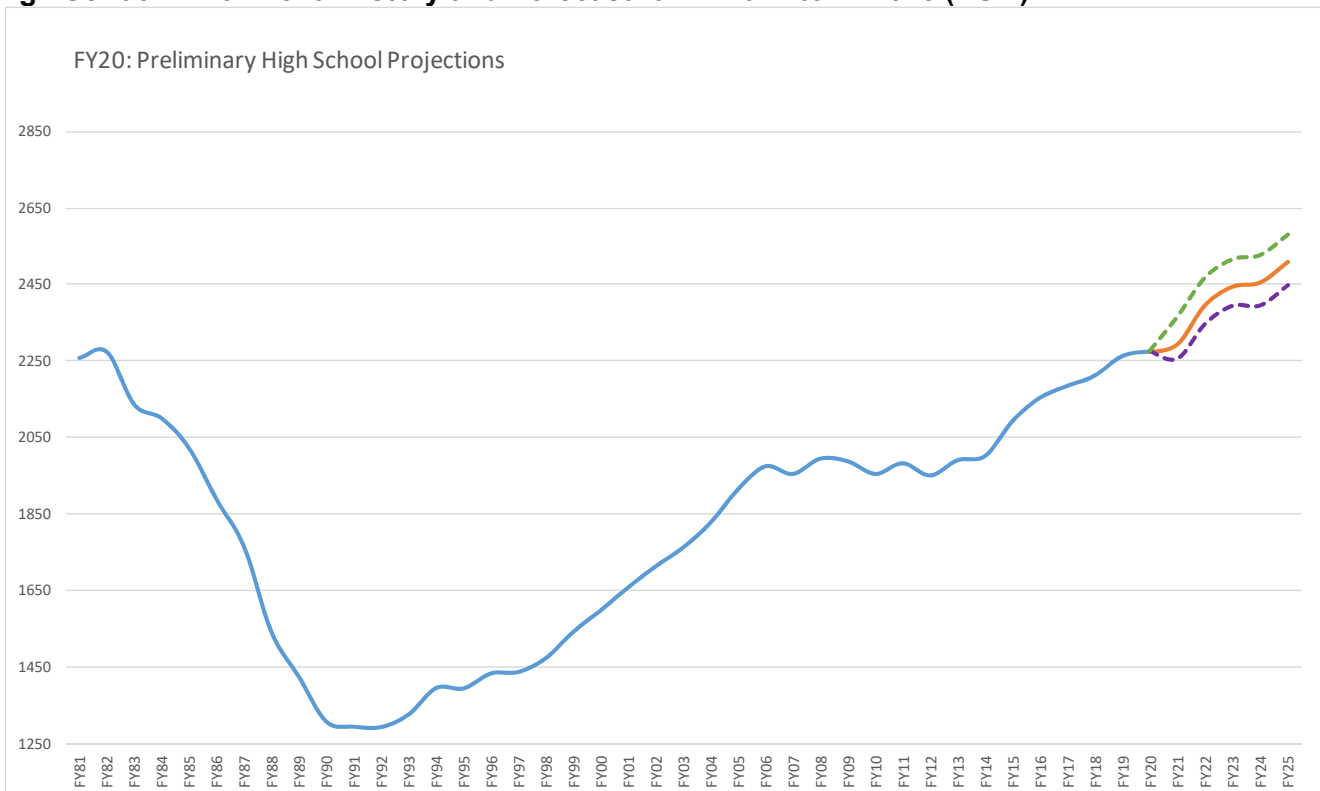




## Middle School Enrollment: History and Forecast for FY2021 to FY2025 (CSM)



## High School Enrollment: History and Forecast for FY2021 to FY2025 (CSM)







In order to address the increasing enrollment projected for FY2021, additional positions are included in the recommended budget. A total of 9.27 FTE are linked with the increasing Lexington enrollment (including mandates for Special Education), plus 3.25 FTE for necessary staffing to maintain the quality and level of service. In total, the recommended net increase in staffing for the 2021 budget year is 3.19 FTE. A summary table of position changes is included below with additional detail included in the *Recommended Budget* section of this document:

| <b>Request Category</b> | <b>Program</b>             | <b>Sum of FTE</b> |
|-------------------------|----------------------------|-------------------|
| <b>Base</b>             | 9-12 English               | 0.25              |
|                         | 9-12 World Language        | (1.00)            |
|                         | Finance & Operations       | (0.50)            |
|                         | Human Resources            | (0.27)            |
|                         | K-12 Counseling            | 0.80              |
|                         | PreK-22 Special Education  | (7.60)            |
|                         | Technology                 | (1.00)            |
|                         | K-12 PE, Health & Wellness | 0.70              |
| <b>Base Total</b>       |                            | <b>(8.62)</b>     |
| <b>Enrollment</b>       | K-12 Curriculum            | 3.07              |
|                         | PreK-22 Special Education  | 0.50              |
|                         | Print Shop                 | 0.15              |
| <b>Enrollment Total</b> |                            | <b>3.71</b>       |
| <b>Mandate</b>          | PreK-22 Special Education  | 7.90              |
|                         | K-12 PE, Health & Wellness | 0.20              |
| <b>Mandate Total</b>    |                            | <b>8.10</b>       |
| <b>Grand Total</b>      |                            | <b>3.19</b>       |

The Strategic Plan of the Lexington Public Schools, 2019–2029 (full document)

*Starting on following page*



## The Executive Summary of The Strategic Plan of the Lexington Public Schools, 2019 – 2029

### SUPERINTENDENT'S FOREWORD

*Dear Colleagues and School Community Members:*

*I am deeply honored to share our new strategic plan, a document that we hope will be of great significance to you. Ten short months ago, we set out to create a plan that is uniquely Lexington's. We worked tirelessly to avoid the "remarkable sameness" that exists in other strategic plans, and thanks to your efforts, we believe we have succeeded! If implemented well, the strategic plan has the power to transform our approach to teaching and learning in the Lexington Public Schools. We won't achieve the bold ideas expressed in our strategic plan in days, weeks, or even months—it will take years of hard work and sustained focus over time. I invite you to partner with us as we gear up for the exciting and challenging work ahead!*

*Lexington's strategic plan is a plan that was created **by** you—and not **for** you—and that's what sets it apart from the rest. We engaged everyone in the process: elementary, middle, and high school students; staff members in every school building, school committee members, and diverse members of our community. Our plan focuses on what matters most in Lexington—students and teaching and learning. The strategic plan directs us to move together, yet it is designed to be flexible, allowing all stakeholders to maintain autonomy in the process. Our core values have universal appeal and are designed to resonate with students and staff alike. We articulate a vision of higher expectations by taking on bold topics like redefining success and addressing and narrowing equity gaps.*

*None of this would have been possible without you. It is with sincere appreciation and heartfelt gratitude that I acknowledge the efforts of the entire Lexington Public School community in the strategic planning process. In particular, I would like to recognize the exceptional work of the Synthesis and Strategic Planning Teams. They spent countless hours collecting and analyzing school community data and searching for the right words to adequately convey the ideas that are most important to you. It was a privilege to collaborate with these talented individuals. In many ways, their approach to the work captures the spirit of our new Lexington Public Schools mission, "Joy in learning; curiosity in life, and compassion in all we do."*

*Lexington is an extraordinary school system with endless potential. Our new strategic plan provides the clarity and vision we need to enhance the educational experiences of our students and engage in professionally rewarding work. I look forward to our continued collaboration, and I can't wait to see what's in store for us in the years to come!*

*— Dr. Julie L. Hackett,  
Superintendent of Schools  
Lexington Public Schools*

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<sup>1</sup> Conley, D. (1993, April). Strategic planning in practice: An analysis of purposes, goals, and procedures. Paper presented at the annual meeting of the American Educational Research Association, Atlanta.

## MISSION STATEMENT

What is a mission and why is it important? You may have heard the expression, “If you don’t know where you’re going, any road will take you there.”<sup>2</sup> A mission gets at an organization’s purpose or reason for existing. After lengthy discussion, debate, and the development of countless iterations of draft statements, one mission clearly rose to the surface:

*“Joy in learning; curiosity in life; and compassion in all we do.”* The words were carefully chosen and intentional—joy over happiness; curiosity over achievement; and compassion over empathy. The word “joy” cultivates a sense of lasting inner peace that emanates from the individual; while happiness is fleeting and externally motivated. The word “curiosity” evokes a sense of wonderment that leads to deep intellectual engagement and attainment of knowledge and skills; while achievement evokes a superficial level of success, like getting a good grade or a perfect score. The word “compassion” extends beyond empathy, imploring us to not just feel, but to act on our sympathies and do something to improve the lives of others. In just twelve simple yet powerful words, we convey in our mission all that we aspire to do each day in the Lexington Public Schools.

*Joy in learning; curiosity in life;  
and compassion in all we do.*

## OUR CORE VALUES

Education today requires more than the acquisition of content and the application of skills. A well-rounded public school experience requires us to develop and instill in our young people those attributes needed to serve others and make our world a better place. The core values capture our deeply held beliefs, describe the ethos of our organization, what we stand for, and how we act. The headings of each of the eight core values are designed to appeal directly to all school community members, from the little four-year-old Lexington Children’s Place preschooler to our more mature community members. Most core values are “you” statements directed at an individual, signifying a personal imperative and invitation to the reader. These personal appeals are then juxtaposed with inclusive “we” statements that follow. The only exception is the core value “We all Belong,” which elicited many spirited discussions. Ultimately, the Synthesis Team agreed that the use of the plural pronoun in the heading was more sensible, as belonging is a human affinity that cannot be prescribed. Only the individual can determine the degree to which s/he feels a sense of belonging. The descriptive language following each core value intentionally uses the pronoun “we” to convey the sense of warmth and togetherness we hope to inspire as we approach the work ahead. We worked to create core values with a universal appeal that resonates with all community members—from our residents, to our families, to our staff, to our preschoolers, to our high school seniors, and everyone in between. Our core values will guide our efforts, shape our daily intentions, and help to build the culture and climate we envision for the Lexington Public Schools.

**LEXINGTON'S  
CORE VALUES**

*We all Belong*

*Use Your Mind*

*Be Curious & Have Fun*

*Care for Yourself &  
Others*

*Do Your Part*

*Be Courageous*

*Embrace Your  
Revolutionary Spirit*

*You are Enough*

<sup>2</sup> Song lyrics from "Any Road" by singer/song-writer, George Harrison and the opening track to his posthumous album *Brainwashed*.

1. **We all Belong:** We are inclusive of all people, and we embrace and serve one another. We are dedicated to working toward mutual understanding of all cultures, backgrounds, identities, ideas, beliefs, learning styles, and abilities that are different from our own. In our community, we all bring unique skills, perspectives, and experiences. We create a safe and supportive learning environment when we work to ensure that everyone is honored and respected.
2. **Use Your Mind:** To learn and grow, we must continually seek new knowledge, think critically, know how to process information and apply skills to new situations. We seek out other points of view and work to understand the perspective of others. We recognize that all learning requires failure and making mistakes. We grow from these experiences and strive to continually challenge ourselves to our highest ability.
3. **Be Curious and Have Fun:** Joyful learning is fueled by an inquisitive mindset, a questioning attitude, and an imaginative, playful spirit. Mastery of facts and skills is not enough. Active inquiry, application of skills, good humor, and productive struggle are the hallmarks of deep, lifelong learning
4. **Care for Yourself and Others:** We nurture empathy and compassion for one another and care for our own well-being and that of others. When we seek joy for ourselves and nurture our own mental, physical, and emotional health and well-being, we are able to share our gifts with others.
5. **Do Your Part:** As members of communities, both small and large, we are united in many purposes. When we encounter challenges or conflicts, we work together with confidence and humility. None of humanity's great accomplishments were done in isolation. Members of our community meet each other where they are and are invested in one another's success.
6. **Be Courageous:** Doing the right thing requires daily practice. When we act with integrity and moral courage, even our small actions can lead to big changes. We believe it is our obligation to serve and care for others in our local and global communities and stand up for just causes, even when it might be unpopular to do so.
7. **Embrace Your Revolutionary Spirit:** We are pioneers and innovators with the power to make meaningful, lasting change. We take bold and thoughtful risks, and we do not shy away when it is our time to lead. We resist the urge to make changes for the sake of change, and we willingly embrace new ideas that hold long-term promise and help us grow.
8. **You are Enough:** We are all, at this moment, on unique paths. Life is a personal journey that is our own and not to be compared with others. Everyone has moments of doubt. Persevere. There is no one definition of success. We get to define and redefine success throughout our lifetime.

## VISION STATEMENT

A vision statement tells us what our school community will look like ten years from now, as a result of living our mission and achieving our goals. It gives us a glimpse into our future and lets us know what we can expect from the Lexington Public School community if we do what we say we will do. The vision is written in the present tense, as though it is the year 2029, when our vision has become a reality. The use of present tense allows us to convey to you the seriousness of our intentions and the level of our commitment. The Synthesis Team engaged in many conversations about how best to structure the vision. We created lists, draft visions in narrative form, and paragraphs highlighting particular concepts. Ultimately, we decided that categorizing the bold ideas and adding detailed “snapshot paragraphs” is the best way to convey our school community’s preferred future to others. Five memorable snapshots to help you better visualize our new direction in the Lexington Public Schools include the following (1) diversity, equity, and inclusion; (2) redefining success; (3) students as active agents; (4) authentic learning; and (5) community partnership.



### Diversity, Equity, Inclusion

Everyone has a right to an excellent education, and it is our individual and collective responsibility to create learning opportunities and systems that are fair and just. Moreover, we believe a child’s first placement is in an inclusive general education setting together with peers. We foster a culture of respect for all members of our community, where everyone is honored and everyone belongs. We dedicate ourselves to exploring and understanding diverse cultures, backgrounds, identities, ideas, beliefs, learning styles, and abilities that are different from our own. We embrace and appreciate the richness of our community, and we continuously learn from one another. We recognize that people from different backgrounds offer new ways of seeing the world and solving problems. We all learn differently, and our educators draw upon varied approaches to teaching and learning to help meet the needs of every student. Educators model and teach our students to seek varying perspectives and to understand that reaching consensus takes effort. Our students have access to a culturally-responsive curriculum, and we strive for staffing that is reflective of the diversity of our student community. Through our curriculum we provide, *for all students*, robust learning opportunities that challenge them and stretch them to reach their full potential. Every child has equitable access to rigorous learning environments, as well as the needed support to bolster a belief in their own abilities to learn and succeed.



## Redefining Success

Lexington Public Schools has expanded its definition of success beyond traditional notions of student achievement. We continue to provide rich academic opportunities and excellence in teaching, but we now recognize that our students' future success requires much more. Our educators cultivate essential personal qualities, such as a curious and questioning attitude, a caring and compassionate spirit, and a lifelong joy of learning. Our students think deeply and value civil discourse and informed debate. They seek to create, innovate, and work collaboratively. They explore different cultures, ideas and beliefs, care for themselves and others, and protect our world and its inhabitants. Our staff readily embrace our families and community members as vital partners in developing these qualities and skills. Moreover, we value the process of teaching and learning, though not easily measured by traditional achievement outcomes. This expanded definition of success, anchored in our core values, is now reflected in a well-rounded and comprehensive approach to assessing the achievement of our students, staff, and schools.

*Lexington Public Schools has expanded its definition of success beyond traditional notions of student achievement.*

## Students as Active Agents

Students are primary agents in their own learning. Through dynamic, interactive learning experiences and deep inquiry, students are genuinely engaged and active participants. They contribute to thoughtful discourse, and apply knowledge and skills to novel situations. Students voice their opinions, choose their learning pathways, and help shape their experiences and school culture. As modeled by the adults throughout our school system, students embrace education as a process where taking risks, making mistakes, and encountering failure are an inherent part of learning. We value progress over perfection, and educators, in partnership with families, assist students in becoming increasingly independent and responsible for their own learning. Students experience higher levels of engagement and a greater sense of enjoyment by actively participating in their own learning. Students know their schools are places where their ideas are honored and challenged, exploration and discovery are supported and encouraged, and they feel safe and secure.

*Students voice their opinions, choose their learning pathways, and help shape their experiences and school culture.*

## Authentic Learning Experiences

Learning is authentic and connected to the real world, allowing students to apply knowledge and skills in context. It prepares them for their futures as employees, leaders, citizens, and productive contributors in the world. When educators make learning relevant and meaningful, students experience higher levels of engagement, curiosity, and joy. Students apply their conceptual understanding, engage in healthy debate, and work to solve open-ended real-world problems in and out of school. Independent and collaborative skills are practiced regularly. Supported by administrators, our educators continuously pursue non-traditional methods to improve real-world connections by engaging in internships and externships with mentors, career professionals, local experts, community members, and partnerships with outside organizations. Interdisciplinary inquiry is encouraged and occurs throughout a student's PK-12 education. Students gain extensive experience

*Students make meaning by applying knowledge and skills to realistic situations, and they are prepared for their future as employees, leaders, citizens, and stewards of our world.*



in actual processes used in pursuit of deep understanding and artful practice across a broad range of disciplines. As a district, we invest in professional learning that is connected to our vision, seeking to support the continued growth of our educators and staff through high quality, authentic learning experiences of their own.

### Community Partnership

Learning is a collective endeavor that involves students, educators, families, and the community. We all join in partnership with the common goal of providing the highest quality education for our students. In doing so, we recognize that each of us represents different communities, roles, and perspectives. As a

*We all join in partnership with the common goal of providing the highest quality education for our students.*

well-resourced district, we accept the responsibility we have to our profession and to the larger world outside of Lexington. In every interaction, we work together on a foundation of trust and mutual respect. When there is a concern or unmet need, we collaborate and share perspectives and expertise. When disagreements arise, our first reflex is to listen. We communicate regularly and make meaningful connections. Collectively, we emphasize collaboration over competition. Staff readily partner with one another and community experts to improve our practice and solve problems. These partnerships allow us to provide high quality, authentic, contextualized learning experiences and career opportunities for our students. We have healthy, constructive school-family partnerships where all parties are focused on supporting

students' growth and learning. We recognize and respect the expertise of educators and staff in matters related to teaching and learning, and we value the personal experiences and good judgment of our families. We are continually grateful for the strong support for education demonstrated by our parents, caregivers, and community members.

### STRATEGIC GOALS

A mission expresses our purpose and reason for existing. Core values help define who we are and what we believe. A vision gives us a glimpse into the future and shows us who and what we hope to become. While all of these elements of a strategic plan are important, people often want to know how we will ensure that what we set out to do will actually happen. Goals express desired results and commitments and make clear to the community what actions we plan to take. Goals must be manageable in number to effectively implement sustainable and lasting change. To that end, we identified four goals that are directly tied to our mission, vision, and core values. These goals are based on recurring themes emerging from our analysis and synthesis discussions, resulting in four strategic areas of focus (1) addressing and narrowing equity gaps; (2) redefining success; (3) cultivating student agency; and (4) innovating for sustainable change.

*The goals and possible strategies that follow are the beginning of a conversation, not the end.*

We will continue to engage our school community in conversations designed to elicit possible strategies to achieve our goals. Once students, parents/caregivers, staff, and residents have a chance to weigh in, we will identify strategies for districtwide adoption. For example, in alignment with our Diversity, Equity, and Inclusion (DEI) efforts, we may choose to implement a racial literacy curriculum at certain grade levels throughout the district. Staff members, administrators, and school partners also have autonomy in choosing possible strategies to inform their individual goals, the work of their Professional Learning Communities (PLCs), and their School Improvement Plans (SIPs), among others. The goals are written broadly to ensure they are adaptable and applicable to all stakeholders. The chosen strategies in service

to the goals will embed dates and measures of accountability. Once the key ideas and strategies are surfaced through community conversations and selected by administrators, we will identify which goals are applicable to all staff, the proper sequencing of the goals, the short-term and long-term actions, and the metrics we will use to assess whether we have effectively achieved our goals. The goals and possible strategies that follow are the beginning of a conversation, not the end. At this point in the process, they are a brainstormed list of ideas that will be expanded upon in future stakeholder conversations.

## GOAL 1: ADDRESS AND NARROW EQUITY GAPS

Identify, address, and narrow equity gaps in student opportunities, experiences, and achievement, ensuring the meaningful inclusion and integration of every member of our school community.

Possible Strategies:

- ❑ Adopt a districtwide definition of cultural proficiency; one possibility: “Cultural proficiency is a model for shifting the culture of the school or district; it is a model for individual transformation and organizational change. Cultural proficiency is a mind-set, a world view, a way a person or an organization make assumptions for effectively describing, responding to, and planning for issues that arise in diverse environments. For some people, cultural proficiency is a paradigm shift from viewing cultural differences as problematic to learning how to interact effectively with other cultures.” Lindsey, Kikanza, & Terrell. *Cultural Proficiency: A Manual for School Leaders*, 2009, pp. 4. Thousand Oaks, CA: Corwin.
- ❑ Develop structures and systems for discussing controversial topics in an objective and sensitive manner and create a school culture in which difficult conversations related to diversity, equity, and inclusion *can* and *should* happen in classrooms; develop protocols, inter-visitation, and co-teaching experiences to ensure that students and educators have the tools and supports needed for these critical discussions to take place.
- ❑ Develop a professional learning series for students, support staff, educators, and parents/caregivers on race, the topic most frequently avoided in conversations about equity, according to the research.
- ❑ Recruit and retain a more diverse staff. Continue using multiple recruitment strategies to attract diverse candidates, periodically evaluating the impact of specific strategies and making adjustments as needed. Create an educator pipeline for Lexington students, encouraging our graduates return to Lexington and work in our district.
- ❑ Examine general educational support at every school; determine how students qualify, who has access to the support, the degree to which they are gradually released from the supports, etc.
- ❑ Revisit and refocus Professional Learning Communities (PLC's), Data Teams and Child Study Teams to create consistent district expectations, structures, and goals for each of these team structures (see also Goal 2: Redefine Success)
- ❑ Implement a district-wide Equity Audit to better understand the systems and structures that we create and perpetuate that prevent students from reaching their full potential. Possible actions include but are not limited to the following:
  - ❑ Collect representational baseline data on all key functions and aspects of school life (GPA, course level representation, Advanced Placement participation rates, IEP referrals, students on IEPs, sports, extracurricular involvement, attendance, discipline, school



climate, etc.) and conduct a comprehensive review. Establish a plan for continual review and monitoring.

- ❑ Conduct interviews with district, school, and community leaders to further explore specific practices, processes, and policies that may be contributing to equity gaps.
- ❑ Examine policies, systems, structures, and schedules at the classroom and school level to eliminate barriers to access and equity (e.g. examining leveling practices by department as a means of further closing achievement gaps in our school community).
- ❑ Further explore the experiences of marginalized students (e.g. African American/Black students, students with disabilities, LGBTQ+, etc.) and staff and ways to address inequities through additional data collections, review of research from the broader field and consultation with other experts as needed.
- ❑ Based on outcomes of Equity Audit, engage educators and community members in “DEI Community Input Teams” to problem-solve identified strategies.
- ❑ Expansion of a racial literacy/inclusion curriculum in grades 5, 7, and 9.
- ❑ Diversity, equity, and inclusion (DEI) school community book clubs in every building.
- ❑ Develop a system to ensure that 100% of staff participate in professional learning on implicit bias racial literacy, and cultural competency.
- ❑ In collaboration with diversity, equity, and inclusion experts and community partners, create and successfully implement Lexington’s own “What to Look For” tools administrators can use to inform their supervision and evaluation practices related to “Standard II: Teaching All Students.”
- ❑ As part of the curriculum review and development process, ensure special education and English Language Learner inclusion strategies are an integrated component of all lessons.
- ❑ Increase professional learning opportunities for all staff around inclusion and ways to improve accessibility of teaching and learning for all students.
- ❑ Ensure an up-to-date and complete District Curriculum Accommodation Plan (DCAP) is available to all teaching staff, PK-12.

## GOAL 2: REDEFINE SUCCESS

Transform our practices, systems, and structures to reflect a broader definition of success for our students, staff, and schools, including new measures of student achievement that extend beyond academics to include the knowledge, skills, and attributes students need to be prepared for the future and content in life.

Possible Strategies:

- ❑ Evaluate our current set of common measures and indicators used to assess students and schools against LPS Core Values to determine where alignment must be improved.
- ❑ Create tools and professional learning to support educators and other staff to review measures for quality and alignment they use to evaluate students, their own practices, and our departments and schools.
- ❑ Identify and incorporate prosocial skills into the curriculum (PK-12) and ensure they are reflected in the design of lessons, in standards-based report cards, and used throughout the grades.
- ❑ Refine the curriculum review process to include steps to evaluate and design curriculum with the lens of LPS Core Values & Goals, especially as it refers to diversity, equity, inclusion and student agency (see also Goal 1: Address and Narrow Achievement Gaps).

- ❑ Reconsider the scope of the current curricula. Design curricula with depth of learning over breadth and attend to the elements of our vision (e.g. student agency, authentic learning, etc.).
- ❑ Identify, prioritize, and integrate into the curriculum key attributes, skills, and knowledge students need beyond graduation from the Lexington Public Schools, including:
  - ❑ Identify how and where those skills are named and taught (PK-12)
  - ❑ Integrate skills into the communication of objectives during lessons
- ❑ Provide specific, targeted, and sustained professional learning and support for teachers to ensure they can consistently integrate differentiated pedagogical and assessment practices into instruction (e.g., PBL, expanding traditional assessment methods PK–12 system-wide).
- ❑ Consider adopting the MassCore graduation requirements for Lexington High School students and providing flexible pathways to course completion, credits, and graduation (see also Goal 3: Cultivating Student Agency).
- ❑ Commit to a co-teaching structure and pedagogy and then develop and support a consistent co-teaching model systemwide, including:
  - ❑ targeted professional learning for co-teaching teams
  - ❑ external analysis of current co-teaching status and recommendations for action based on findings
  - ❑ defined structures, roles, and purposes of co-teaching
  - ❑ schedules that guarantee successful implementation of *co-planning* for co-teacher teams
  - ❑ recruiting candidates with co-teaching experience or dual certifications to allow more flexibility in placement
- ❑ Revamp and utilize current structures (e.g., Professional Learning Communities (PLC's), Data Teams, and Child Study Teams) to examine multiple ways of monitoring student success including academic and prosocial skills (see also Goal 1: Address and Narrow Achievement Gaps).
- ❑ Identify budget drivers more than one (1) year in advance to facilitate long-term planning and implementation of projects in support of a broader definition of success for students and schools.
- ❑ Ensure a broader definition of student success informs plans for a new or renovated high school.
- ❑ Leveraging technology, improve our approach to student assessment and measurement better aligned to a broader definition of success to include authentic learning experiences (e.g. PK–12 e-portfolios, capstone projects).

### GOAL 3: CULTIVATE STUDENT AGENCY

Cultivate student agency and a sense of self-efficacy by ensuring that all our PK-12 students' educational experiences place them at the center of their learning; consistently revisit our curriculum, instruction, assessment, and professional learning practices to (1) ensure relevancy and student voice; (2) to teach students to set their own meaningful goals; (3) to value productive struggle as they work toward them; and (4) to reflect and monitor their progress toward attaining those goals.

Possible Strategies:

- ❑ Examine the amount of unstructured time in Kindergarten to determine whether student schedules provide adequate opportunities for play, which is critical to the development of social and emotional skills.

- ❑ Create flexible learning spaces for students and teachers that maximize opportunities for differentiation, co-planning, and co-teaching, as well as flexible student grouping. Consider this in the design of a new or renovated LHS.
- ❑ Establish consistent and regular cross-district curriculum planning time for teachers to collaborate and share ideas to incorporate student voice in their lessons.
- ❑ Establish systems that allow monitoring of longitudinal growth of students PK–12 in content areas as well as prosocial skills.
- ❑ Reinvent report cards to ensure alignment of prosocial student goals to our core values and vision.
- ❑ Include students in their own goal setting each year and institute student-led parent conferences.
- ❑ Offer exposure to careers and life opportunities for students to facilitate their own goal formation for classes, courses, and life beyond LHS.
- ❑ Provide sustained and targeted professional learning opportunities for teachers to support new initiatives geared at providing students with more agency in their own learning.
- ❑ Provide hands-on experiences for parents to see how their children are learning in school and to learn how they can best support that learning at home at all grade levels.
- ❑ Review and refine LHS graduation requirements to allow for more flexible pathways to course completion, credits and graduation (see also Goal 2: Redefine success).
- ❑ Create and improve mechanisms for students to offer constructive feedback to schools and educators on how to improve the student experience (e.g. student feedback incorporated into supervision and evaluation, enhanced use of student climate surveys).

## GOAL 4: INNOVATE FOR SUSTAINABLE CHANGE

Refine and improve our school- and district-wide practices, systems, and structures related to managing innovation and promoting lasting change. We will develop clear decision-making structures and communication methods to prevent initiative overload and enable us to more consistently scale up promising practices.

Possible Strategies:

- ❑ Increase awareness and educate all stakeholders through multiple means about the LPS Mission, Vision, and Core Values as a critical anchor for evaluating practices and a driver for decision-making.
- ❑ Create a “Superintendent’s Challenge” for students in the school community, encouraging authentic learning, student agency, and innovative problem-solving.
- ❑ To further encourage alignment, ensure that critical institutional goals and planning documents (e.g. strategic planning documents, including mission, vision and core values, School Committee goals, school improvement plans, LPS Master Plan) are accessible to all staff, families and community members.
- ❑ In finalizing strategies to be used to achieve LPS strategic planning goals, carefully consider alignment with other major planning efforts (e.g. 2018–19 DEI Call to Action, LPS Facilities Master Plan).
- ❑ Working with school and district leaders, refine the current School Improvement Plan process and format.
- ❑ Create a plan to annually review alignment among major planning efforts to maintain effort, attention and resources on focus areas.

- ❑ Create supportive tools, protocols and processes that guide decision-makers in regularly reviewing progress toward goals and making appropriate adjustments to plans.
- ❑ Create a central repository of resources to support program evaluation, enhanced decision-making and planning through new staff intranet site.
- ❑ Review current mechanisms through which promising practices and innovations are highlighted and considered. Refine, change and/or add to mechanisms to achieve better exchange of information and ideas among school and district leaders and more explicit connection to timely decision-making.
- ❑ Review the quality and effectiveness of meetings, with a specific focus on how meetings are used to exchange ideas, review and discuss promising practices, make decisions and reflect on progress toward goals.
- ❑ Participate in Department of Elementary and Secondary Education “How Do We Know?” initiative, a state-led effort to support educators and decision-makers in using, building, and sharing evidence to improve student outcomes.
- ❑ Consider creating more formal structures to support “piloting” of promising innovations or changes to practices within schools and across the district to include more explicit expectations for reflecting on information gleaned from pilots and making decisions.
- ❑ To ensure all stakeholders have access to the same, accurate information, improve organization and access to key district reports through district website.
- ❑ To ensure institutional knowledge is not lost and can be built upon, create and maintain a comprehensive central archive of key district reports, plans, and bodies of work.



## 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   | Status     |
| <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.                                    | Completed. |
| <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.     | Completed. |
| <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.            | Completed. |
| <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.                            | Completed. |
| <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. | Completed. |

**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   | Status       |
| <b>2.1</b> Conduct an equity audit to understand current strengths and opportunities for improvement in the district, in schools, and classrooms.   | January 2019    | Equity Audit Report.   | In Progress. |
| <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.   | In Progress. |
| <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. | In Progress. |
| <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.   | Completed.   |
| <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.  | In Progress. |
| <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.   | In Progress. |
| <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.  | Completed.   |





|  |                 |  |              |
|--|-----------------|--|--------------|
| <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.  | Completed.   |
| <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. | Completed.   |
| <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.  | In Progress. |

**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   | Status       |
| <b>3.1</b> Develop an LPS Strategic Planning Timeline.  | December 2018 | LPS Strategic Planning Timeline.   | Completed.   |
| <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.                | In Progress. |
| <b>3.3</b> Integrate the Master Facilities Plan into the LPS Strategic Plan.  | August 2019   | Finalized Master Facilities and Strategic Plans.   | In Progress. |
| <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. | Completed.   |
| <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.  | Completed.   |

**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   | Status  |
| <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.  | Completed.  |
| <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.  | Not Yet.  |
| <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.   | Completed.  |
| <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</p> | August 2019     | <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>Completed:</p> <p>4.4(a)</p> <p>4.4(b)</p> <p>4.4(c)</p> <p>4.4(e)</p> <p>Not Yet:</p> <p>4.4(d)</p> <p>4.4(f)</p> |



|   |                    |  |                 |
|---|--------------------|--|-----------------|
| <p>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><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> | <p>Not Yet.</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 9 towns as of July 1, 2020, 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, Welding and Metal Fabrication, Advanced manufacturing courses and a new Animal Science program, 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.

|                               | 10/1/2014 | 10/1/2015 | 10/1/2016 | 10/1/2017 | 10/1/2018 | 10/1/2019 |
|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| <b>High School Students</b>   | 41.5      | 49.5      | 54        | 53.5      | 52        | 62        |
| <b>Post Graduate Students</b> | 3         | 2         | 1         | 1         | 1         | 4         |
| Total                         | 44.5      | 51.5      | 55        | 54.5      | 53        | 66        |

**Appropriated/Authorized Staffing:**

No Town staff are charged to this budget.

**Budget Recommendations**

The FY2021 recommended budget for the Minuteman Regional High School assessment is \$2,863,147. This is a \$393,016 or 15.91% increase from the FY2020 budget. More than half of that amount (\$251,653) is due to Belmont withdrawing from the district effective July 1, 2020, requiring the remaining 9 communities to absorb \$1.5 million in costs. The remaining increase is attributed to additional debt service (40.87% increase) and operating costs (6.56% increase) for the new school building. Overall, the assessment incorporates \$709,909 in debt service, of which \$619,465 is for the new school building, which opened in September 2019.

The annual assessment is broken out as follows -

| Category                       | FY2019       | FY2020       | FY2021       | \$ Change  | % Change |
|--------------------------------|--------------|--------------|--------------|------------|----------|
| Minimum Required Contribution  | \$ 767,722   | \$ 799,005   | \$ 1,057,954 | \$ 258,949 | 32.4%    |
| Transportation Assessment      | \$ 67,089    | \$ 86,714    | \$ 83,516    | \$ (3,198) | (3.7)%   |
| Remaining Operating Assessment | \$ 810,755   | \$ 962,102   | \$ 1,011,769 | \$ 49,667  | 5.2%     |
| Capital/Debt Service           | \$ 476,851   | \$ 618,510   | \$ 709,909   | \$ 91,399  | 14.8%    |
| Post-Graduate                  | \$ 3,800     | \$ 3,800     | \$ —         | \$ (3,800) | (100.0)% |
| Total Assessment               | \$ 2,126,217 | \$ 2,470,131 | \$ 2,863,147 | \$ 393,016 | 15.9%    |

*\*Numbers may not add due to rounding.*

## Budget Summary:

| Funding Sources             | FY2018 Actual       | FY2019 Actual       | FY2020 Estimate     | FY2021 Projected    | Dollar Increase   | Percent Increase |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|-------------------|------------------|
| Tax Levy                    | \$ 1,670,351        | \$ 2,126,217        | \$ 2,470,131        | \$ 2,863,147        | \$ 393,016        | 15.91 %          |
| <b>Total 1200 Minuteman</b> | <b>\$ 1,670,351</b> | <b>\$ 2,126,217</b> | <b>\$ 2,470,131</b> | <b>\$ 2,863,147</b> | <b>\$ 393,016</b> | <b>15.91 %</b>   |

| Appropriation Summary       | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase   | Percent Increase |
|-----------------------------|---------------------|---------------------|----------------------|---------------------|-------------------|------------------|
| Compensation                | \$ —                | \$ —                | \$ —                 | \$ —                | \$ —              | — %              |
| Expenses                    | \$ 1,670,351        | \$ 2,126,217        | \$ 2,470,131         | \$ 2,863,147        | \$ 393,016        | 15.91 %          |
| <b>Total 1200 Minuteman</b> | <b>\$ 1,670,351</b> | <b>\$ 2,126,217</b> | <b>\$ 2,470,131</b>  | <b>\$ 2,863,147</b> | <b>\$ 393,016</b> | <b>15.91 %</b>   |

| Level-Service Requests      | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase   | Percent Increase |
|-----------------------------|---------------------|---------------------|----------------------|---------------------|-------------------|------------------|
| Total 1200 Minuteman        | \$ 1,670,351        | \$ 2,126,217        | \$ 2,470,131         | \$ 2,863,147        | \$ 393,016        | 15.91 %          |
| <b>Total 1200 Minuteman</b> | <b>\$ 1,670,351</b> | <b>\$ 2,126,217</b> | <b>\$ 2,470,131</b>  | <b>\$ 2,863,147</b> | <b>\$ 393,016</b> | <b>15.91 %</b>   |

| Object Code Summary         | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase   | Percent Increase |
|-----------------------------|---------------------|---------------------|----------------------|---------------------|-------------------|------------------|
| Salaries & Wages            | \$ —                | \$ —                | \$ —                 | \$ —                | \$ —              | — %              |
| Overtime                    | \$ —                | \$ —                | \$ —                 | \$ —                | \$ —              | — %              |
| <i>Compensation</i>         | \$ —                | \$ —                | \$ —                 | \$ —                | \$ —              | — %              |
| Contractual Services        | \$ 1,670,351        | \$ 2,126,217        | \$ 2,470,131         | \$ 2,863,147        | \$ 393,016        | 15.91 %          |
| Utilities                   | \$ —                | \$ —                | \$ —                 | \$ —                | \$ —              | — %              |
| Supplies                    | \$ —                | \$ —                | \$ —                 | \$ —                | \$ —              | — %              |
| Small Capital               | \$ —                | \$ —                | \$ —                 | \$ —                | \$ —              | — %              |
| <i>Expenses</i>             | <i>\$ 1,670,351</i> | <i>\$ 2,126,217</i> | <i>\$ 2,470,131</i>  | <i>\$ 2,863,147</i> | <i>\$ 393,016</i> | <i>15.91 %</i>   |
| <b>Total 1200 Minuteman</b> | <b>\$ 1,670,351</b> | <b>\$ 2,126,217</b> | <b>\$ 2,470,131</b>  | <b>\$ 2,863,147</b> | <b>\$ 393,016</b> | <b>15.91 %</b>   |

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# Section IV: Program 2000: Shared Expenses

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This section includes detailed information about the FY2021 Operating Budget & Financing Plan for shared expenses. It includes:

- 2100 Employee Benefits IV-3
- 2200 Property & Liability Insurance IV-8
- 2300 Solar Producer Payments IV-10
- 2400 Debt Service IV-13
- 2500 Reserve Fund IV-16
- 2600 Public Facilities IV-19

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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 FY2021 recommended All Funds Employee Benefits and Insurance budget is \$38,098,069. This is a \$1,456,250 or 3.97% increase from the FY2020 budget. The recommended budget includes the benefits costs (health, dental, life, Medicare and workers' compensation) for all municipal and school staff and retirees as of November 1, 2019.

### Changes Include:

1. A \$280,000, or 4.37% 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 \$631 or 4.13% increase in Non-Contributory Retirement costs for employees receiving pensions awarded prior to the creation of the Contributory Retirement system.
3. A \$85,156 or 4.46% increase in the Town's contribution for the Medicare Tax based on FY2019 actual costs, projected FY2020 and FY2021 salaries and wages, new school and municipal positions, and historical rates of increase in this item.
4. A \$1,075,404 or 4.14% increase in health insurance costs (General Fund). The FY2021 budget is based on an increase of 5.0% 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 \$22,815 or 2.04% increase in dental insurance costs (General Fund) based on an estimated increase in premium rates of 4.0% for FY2021, 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 FY2021.
8. A \$(12,346) or -1.39% decrease in workers' compensation costs to a total of \$875,000. As of June 30, 2019, this continuing appropriation account had a total balance of \$1,526,030. Staff recommend essentially level-funding the appropriation for FY2021 while undertaking an analysis to determine the target fund balance in order to ensure that the Town has sufficient reserves for this self-funded expense, and anticipate that further adjustments will be made in FY2022.

# 2100 Employee Benefits & Insurance

Program: Shared Expenses  
Town of Lexington, MA

## Budget Summary - General Fund

| Funding Sources   | FY2018<br>Actual     | FY2019<br>Actual     | FY2020<br>Estimate   | FY2021<br>Projected  | Dollar<br>Increase  | Percent<br>Increase |
|---|----------------------|----------------------|----------------------|----------------------|---------------------|---------------------|
| Tax Levy  | \$ 30,497,939        | \$ 31,365,303        | \$ 35,799,204        | \$ 37,196,996        | \$ 1,397,792        | 3.90 %              |
| Transfers from Enterprise Funds to General Fund (Indirects) | \$ 660,175           | \$ 680,751           | \$ 708,643           | \$ 762,237           | \$ 53,594           | 7.56 %              |
| PEG Access Special Revenue Fund                             | \$ —                 | \$ 4,665             | \$ 4,976             | \$ 5,250             | \$ 274              | 5.51                |
| <b>Total 2100 Employee Benefits</b>                         | <b>\$ 31,158,114</b> | <b>\$ 32,050,719</b> | <b>\$ 36,512,823</b> | <b>\$ 37,964,483</b> | <b>\$ 1,451,660</b> | <b>3.98 %</b>       |

| Appropriation Summary (General Fund) | FY2018<br>Actual     | FY2019<br>Actual     | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase  | Percent<br>Increase |
|--------------------------------------|----------------------|----------------------|-------------------------|-----------------------|---------------------|---------------------|
| Compensation                         | \$ 78,600            | \$ 83,715            | \$ 90,799               | \$ 98,542             | \$ 7,743            | 8.53 %              |
| Expenses                             | \$ 31,079,514        | \$ 31,967,004        | \$ 36,422,024           | \$ 37,865,941         | \$ 1,443,917        | 3.96 %              |
| <b>Total 2100 Employee Benefits</b>  | <b>\$ 31,158,114</b> | <b>\$ 32,050,719</b> | <b>\$ 36,512,823</b>    | <b>\$ 37,964,483</b>  | <b>\$ 1,451,660</b> | <b>3.98 %</b>       |

| Level-Service Requests (General Fund)     | FY2018<br>Actual     | FY2019<br>Actual     | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase  | Percent<br>Increase |
|---|----------------------|----------------------|-------------------------|-----------------------|---------------------|---------------------|
| Total 2110 Contributory Retirement        | \$ 5,697,982         | \$ 5,940,077         | \$ 6,405,537            | \$ 6,685,537          | \$ 280,000          | 4.37 %              |
| Total 2120 Non-Contributory Retirement    | \$ 14,647            | \$ 15,067            | \$ 15,276               | \$ 15,907             | \$ 631              | 4.13 %              |
| <i>Subtotal - Retirement</i>              | <i>\$ 5,712,629</i>  | <i>\$ 5,955,144</i>  | <i>\$ 6,420,813</i>     | <i>\$ 6,701,444</i>   | <i>\$ 280,631</i>   | <i>4.37 %</i>       |
| Total 2130 Medicare                       | \$ 1,677,101         | \$ 1,759,333         | \$ 1,911,073            | \$ 1,996,229          | \$ 85,156           | 4.46 %              |
| Total 2130 Health Insurance               | \$ 21,949,687        | \$ 22,585,970        | \$ 25,951,569           | \$ 27,026,973         | \$ 1,075,404        | 4.14 %              |
| Total 2130 Dental Insurance               | \$ 1,003,179         | \$ 1,038,157         | \$ 1,117,022            | \$ 1,139,837          | \$ 22,815           | 2.04 %              |
| Total 2130 Life Insurance                 | \$ 21,126            | \$ 20,208            | \$ 25,000               | \$ 25,000             | \$ —                | —                   |
| <i>Subtotal - Health/Life Benefits</i>    | <i>\$ 24,651,093</i> | <i>\$ 25,403,668</i> | <i>\$ 29,004,664</i>    | <i>\$ 30,188,039</i>  | <i>\$ 1,183,375</i> | <i>4.08 %</i>       |
| Total 2140 Unemployment                   | \$ 181,840           | \$ 137,751           | \$ 200,000              | \$ 200,000            | \$ —                | —                   |
| Total 2150 Workers Compensation*          | \$ 612,552           | \$ 554,157           | \$ 887,346              | \$ 875,000            | \$ (12,346)         | -1.39 %             |
| <i>Subtotal - Other Employee Benefits</i> | <i>\$ 794,392</i>    | <i>\$ 691,908</i>    | <i>\$ 1,087,346</i>     | <i>\$ 1,075,000</i>   | <i>\$ (12,346)</i>  | <i>-1.14 %</i>      |
| <b>Total 2100 Employee Benefits</b>       | <b>\$ 31,158,114</b> | <b>\$ 32,050,719</b> | <b>\$ 36,512,823</b>    | <b>\$ 37,964,483</b>  | <b>\$ 1,451,660</b> | <b>3.98 %</b>       |

| Object Code Summary (General Fund)  | FY2018<br>Actual     | FY2019<br>Actual     | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase  | Percent<br>Increase |
|-------------------------------------|----------------------|----------------------|-------------------------|-----------------------|---------------------|---------------------|
| Salaries & Wages                    | \$ 78,600            | \$ 83,715            | \$ 90,799               | \$ 98,542             | \$ 7,743            | 8.53 %              |
| Overtime                            | \$ —                 | \$ —                 | \$ —                    | \$ —                  | \$ —                | —                   |
| <i>Personal Services</i>            | <i>\$ 78,600</i>     | <i>\$ 83,715</i>     | <i>\$ 90,799</i>        | <i>\$ 98,542</i>      | <i>\$ 7,743</i>     | <i>8.53 %</i>       |
| Contractual Services                | \$ 31,079,514        | \$ 31,967,004        | \$ 36,422,024           | \$ 37,865,941         | \$ 1,443,917        | 3.96 %              |
| Utilities                           | \$ —                 | \$ —                 | \$ —                    | \$ —                  | \$ —                | —                   |
| Supplies                            | \$ —                 | \$ —                 | \$ —                    | \$ —                  | \$ —                | —                   |
| Small Capital                       | \$ —                 | \$ —                 | \$ —                    | \$ —                  | \$ —                | —                   |
| <i>Expenses</i>                     | <i>\$ 31,079,514</i> | <i>\$ 31,967,004</i> | <i>\$ 36,422,024</i>    | <i>\$ 37,865,941</i>  | <i>\$ 1,443,917</i> | <i>3.96 %</i>       |
| <b>Total 2100 Employee Benefits</b> | <b>\$ 31,158,114</b> | <b>\$ 32,050,719</b> | <b>\$ 36,512,823</b>    | <b>\$ 37,964,483</b>  | <b>\$ 1,451,660</b> | <b>3.98 %</b>       |

## Budget Summary - Revolving Funds\*

| Funding Sources                     | FY2018<br>Actual | FY2019<br>Actual | FY2020<br>Estimate | FY2021<br>Projected | Dollar<br>Increase | Percent<br>Increase |
|-------------------------------------|------------------|------------------|--------------------|---------------------|--------------------|---------------------|
| Directed Funding (Revolving Funds)  | \$ 76,287        | \$ 73,436        | \$ 128,996         | \$ 133,586          | \$ 4,590           | 3.56 %              |
| <b>Total 2100 Employee Benefits</b> | <b>\$ 76,287</b> | <b>\$ 73,436</b> | <b>\$ 128,996</b>  | <b>\$ 133,586</b>   | <b>\$ 4,590</b>    | <b>3.56 %</b>       |

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

| Level-Service Requests (Revolving Funds) | FY2018<br>Actual | FY2019<br>Actual | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase | Percent<br>Increase |
|--|------------------|------------------|-------------------------|-----------------------|--------------------|---------------------|
| Total 2130 Health Insurance              | \$ 72,219        | \$ 69,867        | \$ 124,513              | \$ 129,199            | \$ 4,686           | 3.76 %              |
| Total 2130 Dental Insurance              | \$ 4,068         | \$ 3,569         | \$ 4,483                | \$ 4,387              | \$ (96)            | -2.14 %             |
| <b>Total 2100 Employee Benefits</b>      | <b>\$ 76,287</b> | <b>\$ 73,436</b> | <b>\$ 128,996</b>       | <b>\$ 133,586</b>     | <b>\$ 4,590</b>    | <b>3.56 %</b>       |

## Budget Summary - All Funds

| Appropriation Summary               | FY2018<br>Actual     | FY2019<br>Actual     | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase  | Percent<br>Increase |
|-------------------------------------|----------------------|----------------------|-------------------------|-----------------------|---------------------|---------------------|
| Compensation                        | \$ 78,600            | \$ 83,715            | \$ 90,799               | \$ 98,542             | \$ 7,743            | 8.53 %              |
| Expenses                            | \$ 31,155,801        | \$ 32,040,440        | \$ 36,551,020           | \$ 37,999,527         | \$ 1,448,507        | 3.96 %              |
| <b>Total 2100 Employee Benefits</b> | <b>\$ 31,234,401</b> | <b>\$ 32,124,155</b> | <b>\$ 36,641,819</b>    | <b>\$ 38,098,069</b>  | <b>\$ 1,456,250</b> | <b>3.97 %</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 below displays an approximate distribution of health insurance costs for Municipal and School employees and Retirees.

|   | <b>FY2016<br/>Actual</b> | <b>FY2017<br/>Actual</b> | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>Budgeted<br/>FY2020</b> | <b>Projected<br/>FY2021</b> | <b>Increase<br/>FY2020 to<br/>FY2021</b> |
|---|--------------------------|--------------------------|--------------------------|--------------------------|----------------------------|-----------------------------|--|
| <b>Municipal</b> <sup>(1)</sup>                   | \$ 3,601,543             | \$ 3,825,356             | \$ 3,445,544             | \$ 3,582,749             | \$ 4,379,192               | \$ 4,560,020                | 4.13 %                                   |
| <b>School</b>                                     | \$ 10,246,365            | \$ 10,914,892            | \$ 11,232,098            | \$ 11,963,065            | \$ 14,105,923              | \$ 14,774,482               | 4.74 %                                   |
| <b>Retirees</b>                                   | \$ 6,420,186             | \$ 6,836,915             | \$ 6,790,042             | \$ 6,874,199             | \$ 7,377,827               | \$ 7,610,230                | 3.15 %                                   |
| <b>Total</b> <sup>(2)</sup>                       | \$ 20,268,095            | \$ 21,577,163            | \$ 21,467,685            | \$ 22,420,013            | \$ 25,862,942              | \$ 26,944,732               | 4.18 %                                   |
| <b>Mitigation Fund</b> <sup>(3)</sup>             | ---                      | ---                      | \$ 300,000               | ---                      | ---                        | ---                         | ---                                      |
| <b>Medicare Part B<br/>Penalty</b> <sup>(4)</sup> | \$ 92,984                | \$ 97,090                | \$ 88,628                | \$ 82,241                | \$ 88,628                  | \$ 82,241                   | (7.21)%                                  |
| <b>Net Budget Amount</b>                          | \$ 20,361,079            | \$ 21,674,253            | \$ 21,856,313            | \$ 22,502,255            | \$ 25,951,570              | \$ 27,026,973               | 4.14 %                                   |

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

(2) Distribution for FY2017, FY2018 and FY2019 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.

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

**Table 2: Health Insurance Enrollments <sup>(1)</sup>**

|   |                           |                           |                           | <b>FY2020 Budget</b>   | <b>FY2021 Budget</b>      |
|---|---------------------------|---------------------------|---------------------------|--|---------------------------|
| <b>Actual Subscribers</b>   |                           |                           |                           | Based on Actual Subscribers, plus Additional Projected Lives shown below |                           |
| <b>Subscribers</b>  | <b>Nov. 2015 (FY2016)</b> | <b>Nov. 2016 (FY2017)</b> | <b>Nov. 2017 (FY2018)</b> | <b>Nov. 2018 (FY2019)</b>  | <b>Nov. 2019 (FY2020)</b> |
| <b>Municipal</b>  |                           |                           |                           |  |                           |
| Individual  | 85                        | 83                        | 81                        | 96   | 107                       |
| Family  | 176                       | 178                       | 176                       | 164  | 168                       |
| <b>subtotal</b>   | <b>261</b>                | <b>261</b>                | <b>257</b>                | <b>260</b>   | <b>275</b>                |
| <b>School</b>   |                           |                           |                           |  |                           |
| Individual  | 358                       | 333                       | 336                       | 356  | 350                       |
| Family  | 478                       | 494                       | 502                       | 536  | 561                       |
| <b>subtotal</b>   | <b>836</b>                | <b>827</b>                | <b>838</b>                | <b>892</b>   | <b>911</b>                |
| <b>Retirees</b>   |                           |                           |                           |  |                           |
|   | 1,222                     | 1,243                     | 1,269                     | 1,289  | 1,307                     |
| <b>subtotal</b>   | <b>2,319</b>              | <b>2,331</b>              | <b>2,364</b>              | <b>2,441</b>   | <b>2,493</b>              |
| <b>Additional projected lives for budget purposes</b>   |                           |                           |                           |  |                           |
| <b>Position Vacancies</b>   |                           |                           |                           |  |                           |
| Municipal   |                           |                           |                           | 12   | 13                        |
| School  |                           |                           |                           | 18   | 8                         |
| <b>subtotal</b>   |                           |                           |                           | <b>30</b>  | <b>21</b>                 |
| <b>Estimated Open Enrollment / Qualifying Events <sup>(2)</sup></b>   |                           |                           |                           |  |                           |
| Individual  |                           |                           |                           | 9  | 9                         |
| Family  |                           |                           |                           | 27   | 27                        |
| Retirees  |                           |                           |                           | 44   | 44                        |
| <b>subtotal</b>   |                           |                           |                           | <b>80</b>  | <b>80</b>                 |
| <b>total</b>  | <b>2,319</b>              | <b>2,331</b>              | <b>2,364</b>              | <b>2,551</b>   | <b>2,594</b>              |
| <b>New Positions</b>  |                           |                           |                           |  |                           |
| School <sup>(3)</sup>   |                           |                           |                           | 25   | 3                         |
| Municipal <sup>(3)</sup>  |                           |                           |                           | 2  | 3                         |
| Facilities Dept.  |                           |                           |                           | 2  | 1                         |
| <b>subtotal</b>   |                           |                           |                           | <b>29</b>  | <b>7</b>                  |
| <b>Estimated Reduction in Subscribers</b>   |                           |                           |                           |  |                           |
| Retirees  |                           |                           |                           | (34)   | (34)                      |
| <b>total</b>  | <b>2,319</b>              | <b>2,331</b>              | <b>2,364</b>              | <b>2,546</b>   | <b>2,567</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 Select Board 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. |                           |                           |                           |  |                           |

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

**Budget Recommendations:**

The FY2021 overall recommendation for Property and Liability Insurance is \$1,095,000, which represents a decrease of \$(37,304) or (3.29)% from the FY2020 appropriation.

1. A \$(37,304) or (4.23)% net decrease in the costs of property and liability insurance. Actual premium increases for the Fire Station, new Hastings School and Lexington Children's Place were less than projected in FY2020. For FY2021, the actual premiums for all coverage were increased by 5%.
2. No funding increase in the budget for uninsured losses. The balance in this continuing balance account as of June 30, 2019, is \$1,061,382.



# 2200 Property & Liability Insurance

Program: Shared Expenses  
Town of Lexington, MA

## Budget Summary

| <b>Funding Sources</b>                                      | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Estimate</b> | <b>FY2021<br/>Projected</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|---|--------------------------|--------------------------|----------------------------|-----------------------------|----------------------------|-----------------------------|
| Tax Levy  | \$ 787,374               | \$ 813,790               | \$ 1,100,191               | \$ 1,061,904                | \$ (38,287)                | (3.48)%                     |
| Transfers from Enterprise Funds to General Fund (Indirects) | \$ 31,718                | \$ 31,327                | \$ 32,113                  | \$ 33,096                   | \$ 983                     | 3.06 %                      |
| <b>Total 2200 Property &amp; Liability Insurance</b>        | <b>\$ 819,092</b>        | <b>\$ 845,117</b>        | <b>\$ 1,132,304</b>        | <b>\$ 1,095,000</b>         | <b>\$ (37,304)</b>         | <b>(3.29)%</b>              |

| <b>Appropriation Summary</b>                         | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|--|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Compensation   | \$ 29,412                | \$ 32,641                | \$ 31,659                       | \$ 34,188                     | \$ 2,529                   | 7.99 %                      |
| Expenses   | \$ 789,680               | \$ 812,477               | \$ 1,100,645                    | \$ 1,060,812                  | \$ (39,833)                | (3.62)%                     |
| <b>Total 2200 Property &amp; Liability Insurance</b> | <b>\$ 819,092</b>        | <b>\$ 845,117</b>        | <b>\$ 1,132,304</b>             | <b>\$ 1,095,000</b>           | <b>\$ (37,304)</b>         | <b>(3.29)%</b>              |

| <b>Level-Service Requests</b>                        | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|--|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Total 2210 Property & Liability Insurance            | \$ 712,531               | \$ 732,786               | \$ 882,304                      | \$ 845,000                    | \$ (37,304)                | (4.23)%                     |
| Total 2220 Uninsured Losses                          | \$ 106,561               | \$ 112,332               | \$ 250,000                      | \$ 250,000                    | \$ —                       | —                           |
| <b>Total 2200 Property &amp; Liability Insurance</b> | <b>\$ 819,092</b>        | <b>\$ 845,117</b>        | <b>\$ 1,132,304</b>             | <b>\$ 1,095,000</b>           | <b>\$ (37,304)</b>         | <b>(3.29)%</b>              |

| <b>Object Code Summary</b>                           | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|--|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Salaries & Wages                                     | \$ 29,412                | \$ 32,641                | \$ 31,659                       | \$ 34,188                     | \$ 2,529                   | 7.99 %                      |
| Overtime   | \$ —                     | \$ —                     | \$ —                            | \$ —                          | \$ —                       | —                           |
| <i>Compensation</i>                                  | <i>\$ 29,412</i>         | <i>\$ 32,641</i>         | <i>\$ 31,659</i>                | <i>\$ 34,188</i>              | <i>\$ 2,529</i>            | <i>7.99 %</i>               |
| Contractual Services                                 | \$ 789,680               | \$ 812,477               | \$ 1,100,645                    | \$ 1,060,812                  | \$ (39,833)                | (3.62)%                     |
| Utilities  | \$ —                     | \$ —                     | \$ —                            | \$ —                          | \$ —                       | —                           |
| Supplies   | \$ —                     | \$ —                     | \$ —                            | \$ —                          | \$ —                       | —                           |
| Small Capital  | \$ —                     | \$ —                     | \$ —                            | \$ —                          | \$ —                       | —                           |
| <i>Expenses</i>                                      | <i>\$ 789,680</i>        | <i>\$ 812,477</i>        | <i>\$ 1,100,645</i>             | <i>\$ 1,060,812</i>           | <i>\$ (39,833)</i>         | <i>(3.62)%</i>              |
| <b>Total 2200 Property &amp; Liability Insurance</b> | <b>\$ 819,092</b>        | <b>\$ 845,117</b>        | <b>\$ 1,132,304</b>             | <b>\$ 1,095,000</b>           | <b>\$ (37,304)</b>         | <b>(3.29)%</b>              |

# 2300 Solar Producer Payments

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

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

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

**Authorized/Appropriated Staffing:**

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

**Budget Recommendations:**

The FY2021 overall recommendation for Solar Producer Payments is \$410,000, which is level-funded from the FY2020 appropriation. For the FY2022 budget, staff will reassess appropriate funding levels since 3 full years of operations at Hartwell will be available for analysis.

# 2300 Solar Producer Payments

Program: Shared Expenses  
Town of Lexington, MA

## Budget Summary

| Funding Sources                           | FY2018 Actual     | FY2019 Actual     | FY2020 Estimate   | FY2021 Projected  | Dollar Increase | Percent Increase |
|---|-------------------|-------------------|-------------------|-------------------|-----------------|------------------|
| Tax Levy                                  | \$ (291,975)      | \$ (368,654)      | \$ (190,000)      | \$ (190,000)      | \$ —            | —%               |
| Net-Metering Credits                      | \$ 647,232        | \$ 720,493        | \$ 600,000        | \$ 600,000        | \$ —            | —%               |
| <b>Total 2300 Solar Producer Payments</b> | <b>\$ 355,257</b> | <b>\$ 351,839</b> | <b>\$ 410,000</b> | <b>\$ 410,000</b> | <b>\$ —</b>     | <b>—%</b>        |

| Appropriation Summary                     | FY2018 Actual     | FY2019 Actual     | FY2020 Appropriation | FY2021 Recommended | Dollar Increase | Percent Increase |
|---|-------------------|-------------------|----------------------|--------------------|-----------------|------------------|
| Compensation                              | \$ —              | \$ —              | \$ —                 | \$ —               | \$ —            | —%               |
| Expenses                                  | \$ 355,257        | \$ 351,839        | \$ 410,000           | \$ 410,000         | \$ —            | —%               |
| <b>Total 2300 Solar Producer Payments</b> | <b>\$ 355,257</b> | <b>\$ 351,839</b> | <b>\$ 410,000</b>    | <b>\$ 410,000</b>  | <b>\$ —</b>     | <b>—%</b>        |

| Level-Service Requests                    | FY2018 Actual     | FY2019 Actual     | FY2020 Appropriation | FY2021 Recommended | Dollar Increase | Percent Increase |
|---|-------------------|-------------------|----------------------|--------------------|-----------------|------------------|
| Total 2300 Solar Producer                 | \$ 355,257        | \$ 351,839        | \$ 410,000           | \$ 410,000         | \$ —            | —%               |
| <b>Total 2300 Solar Producer Payments</b> | <b>\$ 355,257</b> | <b>\$ 351,839</b> | <b>\$ 410,000</b>    | <b>\$ 410,000</b>  | <b>\$ —</b>     | <b>—%</b>        |

| Object Code Summary                       | FY2018 Actual     | FY2019 Actual     | FY2020 Appropriation | FY2021 Recommended | Dollar Increase | Percent Increase |
|---|-------------------|-------------------|----------------------|--------------------|-----------------|------------------|
| Salaries & Wages                          | \$ —              | \$ —              | \$ —                 | \$ —               | \$ —            | —%               |
| Overtime                                  | \$ —              | \$ —              | \$ —                 | \$ —               | \$ —            | —%               |
| <i>Compensation</i>                       | \$ —              | \$ —              | \$ —                 | \$ —               | \$ —            | —%               |
| Contractual Services                      | \$ —              | \$ —              | \$ —                 | \$ —               | \$ —            | —%               |
| Utilities                                 | \$ 355,257        | \$ 351,839        | \$ 410,000           | \$ 410,000         | \$ —            | —%               |
| Supplies                                  | \$ —              | \$ —              | \$ —                 | \$ —               | \$ —            | —%               |
| Small Capital                             | \$ —              | \$ —              | \$ —                 | \$ —               | \$ —            | —%               |
| <i>Expenses</i>                           | <i>\$ 355,257</i> | <i>\$ 351,839</i> | <i>\$ 410,000</i>    | <i>\$ 410,000</i>  | <i>\$ —</i>     | <i>—%</i>        |
| <b>Total 2300 Solar Producer Payments</b> | <b>\$ 355,257</b> | <b>\$ 351,839</b> | <b>\$ 410,000</b>    | <b>\$ 410,000</b>  | <b>\$ —</b>     | <b>—%</b>        |

## Summary of Townwide Solar Credits and Expenses

|                            | FY2017 Actual     | FY2018 Actual**   | FY2019 Actual     | FY2020 Estimate   | FY2021 Projection |
|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Rooftop Solar Bill Credits | \$ 279,665        | \$ 303,696        | \$ 333,329        | \$ 291,500        | \$ 291,500        |
| Rooftop PILOT*             | \$ 30,000         | \$ 30,000         | \$ 30,000         | \$ 30,000         | \$ 30,000         |
| Rooftop Solar Payments     | \$ (162,343)      | \$ (157,038)      | \$ (159,033)      | \$ (165,000)      | \$ (165,000)      |
| Net Revenue subtotal       | \$ 147,322        | \$ 176,658        | \$ 204,296        | \$ 156,500        | \$ 156,500        |
| Hartwell Solar Revenue     |                   | \$ 647,232        | \$ 720,493        | \$ 600,000        | \$ 600,000        |
| Hartwell PILOT*            |                   | \$ 55,400         | \$ 55,400         | \$ 55,400         | \$ 55,400         |
| Hartwell Annual Lease      |                   | \$ 1,000          | \$ 1,000          | \$ 1,000          | \$ 1,000          |
| Hartwell Solar Payments    |                   | \$ (355,257)      | \$ (351,839)      | \$ (410,000)      | \$ (410,000)      |
| Net Revenue subtotal       | \$ —              | \$ 348,375        | \$ 425,054        | \$ 246,400        | \$ 246,400        |
| <b>Total Net Revenue</b>   | <b>\$ 147,322</b> | <b>\$ 525,033</b> | <b>\$ 629,350</b> | <b>\$ 402,900</b> | <b>\$ 402,900</b> |

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

\*\*FY2018 costs/revenue for Hartwell are not representative of a full year of operations.

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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 2020 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 FY2021 debt service – inclusive of Within-Levy and Exempt debt service – is increasing by \$456,307, or 1.74% compared to FY2020.

Within-Levy debt service is increasing by \$663,461, or 6.73%. The FY2021 within-levy debt service is recommended at \$10,517,445, which is inclusive of:

- \$2,403,450 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; and
- Debt service for the construction cost of the new Visitor's Center. Funds available for debt service include a transfer of \$200,000 from the Visitor's Center Stabilization fund. The \$200,000 will be used to partially pay-down a bond anticipation note that was issued to finance the construction of the new Visitor's Center, thereby reducing the amount of long-term financing that will need to be issued for this project.

The Town's target increase for net within-levy debt service is 5% per year. In FY2020, no funding was needed from the capital stabilization fund; the budgeted net within-levy debt service of \$7,538,990 was a 5.17% increase from FY2019 actual spending. For FY2021, net within-levy debt is \$7,867,315, an increase of \$328,325 or 4.36% from FY2020 budgeted amounts; therefore, a transfer from the Capital Stabilization fund of \$0 is needed to mitigate within-levy debt service in FY2021.

FY2020 gross exempt debt service as reported on the FY2020 Tax Rate Recap \$16,328,254, which was mitigated via a \$5,200,000 transfer from the Capital Stabilization Fund. FY2021 gross exempt debt service is projected at \$16,121,100, a decrease of \$207,154, or (1.27)% compared to FY2020 gross exempt debt service. FY2021 exempt debt service continues to be driven by the excluded debt projects approved by the voters 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 \$3.5 million of Capital Stabilization Funds be appropriated to offset exempt debt service in FY2021.

The FY2021 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)           | FY2018 Actual        | FY2019 Actual        | FY2020 Estimate      | FY2021 Projected     | Dollar Increase   | Percent Increase |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------|------------------|
| Tax Levy                              | \$ 17,314,125        | \$ 19,578,715        | \$ 20,901,858        | \$ 22,891,865        | \$ 1,990,007      | 9.52 %           |
| Fund Transfers                        |                      |                      |                      |                      |                   |                  |
| Capital Stab. Fund - Within Levy Debt | \$ 324,500           | \$ 573,500           | \$ —                 | \$ —                 | \$ —              | —                |
| Capital Stab. Fund - Exempt Debt      | \$ 2,400,000         | \$ 4,500,000         | \$ 5,200,000         | \$ 3,500,000         | \$ (1,700,000)    | (32.69)%         |
| Cemetery Sale of Lots Fund            | \$ 42,200            | \$ 55,090            | \$ 64,380            | \$ 40,480            | \$ (23,900)       | (37.12)%         |
| Betterments Fund                      | \$ —                 | \$ 4,398             | \$ 16,000            | \$ 6,200             | \$ (9,800)        | (61.25)%         |
| Visitors Center Stabilization Fund    | \$ —                 | \$ —                 | \$ —                 | \$ 200,000           | \$ 200,000        | — %              |
| <b>Total Debt Service</b>             | <b>\$ 20,080,825</b> | <b>\$ 24,711,703</b> | <b>\$ 26,182,238</b> | <b>\$ 26,638,545</b> | <b>\$ 456,307</b> | <b>1.74 %</b>    |

| Appropriation Summary (All Funds) | FY2018 Actual        | FY2019 Actual        | FY2020 Appropriation | FY2021 Recommended   | Dollar Increase   | Percent Increase |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------|------------------|
| Compensation                      | \$ —                 | \$ —                 | \$ —                 | \$ —                 | \$ —              | — %              |
| Expenses                          | \$ 20,080,825        | \$ 24,711,703        | \$ 26,182,238        | \$ 26,638,545        | \$ 456,307        | 1.74 %           |
| <b>Total Debt Service</b>         | <b>\$ 20,080,825</b> | <b>\$ 24,711,703</b> | <b>\$ 26,182,238</b> | <b>\$ 26,638,545</b> | <b>\$ 456,307</b> | <b>1.74 %</b>    |

| Gross Within Levy Debt Service              | FY2018 Actual       | FY2019 Actual        | FY2020 Appropriation | FY2021 Recommended   | Dollar Increase   | Percent Increase |
|---|---------------------|----------------------|----------------------|----------------------|-------------------|------------------|
| Total 2410 Within-Levy Long-Term Principal* | \$ 7,992,189        | \$ 9,390,330         | \$ 8,243,590         | \$ 6,147,000         | \$ (2,096,590)    | (25.43)%         |
| Total 2420 Within-Levy Long-Term Interest   | \$ 1,118,402        | \$ 1,062,802         | \$ 1,261,418         | \$ 1,030,508         | \$ (230,910)      | (18.31)%         |
| Total 2430 Within-Levy Short-Term Principal | \$ —                | \$ —                 | \$ —                 | \$ 2,811,263         | \$ 2,811,263      | — %              |
| Total 2430 Within-Levy Short-Term Interest  | \$ 277,544          | \$ 398,570           | \$ 348,976           | \$ 528,674           | \$ 179,698        | 51.49 %          |
| <b>Total Gross Within-Levy Debt Service</b> | <b>\$ 9,388,135</b> | <b>\$ 10,851,703</b> | <b>\$ 9,853,984</b>  | <b>\$ 10,517,445</b> | <b>\$ 663,461</b> | <b>6.73 %</b>    |

| Net Within Levy Debt Service   | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase   | Percent Increase |
|--|---------------------|---------------------|----------------------|---------------------|-------------------|------------------|
| Total 2410 Within-Levy Long-Term Principal*  | \$ 7,992,189        | \$ 9,390,330        | \$ 8,243,590         | \$ 6,147,000        | \$ (2,096,590)    | (25.43)%         |
| Total 2420 Within-Levy Long-Term Interest  | \$ 1,118,402        | \$ 1,062,802        | \$ 1,261,418         | \$ 1,030,508        | \$ (230,910)      | (18.31)%         |
| Total 2430 Within-Levy Short-Term Borrowing  | \$ 277,544          | \$ 398,570          | \$ 348,976           | \$ 3,339,936        | \$ 2,990,960      | 857.07 %         |
| Funding Set-aside to Retire Note for Land Purchases  | \$ (2,351,430)      | \$ (3,050,000)      | \$ (2,234,614)       | \$ (2,403,450)      | \$ (168,836)      | 7.56 %           |
| Funding from Cemetery Sale of Lots/<br>Betterments/Visitors Center   | \$ (42,200)         | \$ (59,488)         | \$ (80,380)          | \$ (246,680)        | \$ (166,300)      | 206.89 %         |
| <b>Total Net Within-Levy Debt Service</b>  | <b>\$ 6,994,505</b> | <b>\$ 7,742,215</b> | <b>\$ 7,538,990</b>  | <b>\$ 7,867,315</b> | <b>\$ 328,325</b> | <b>4.36 %</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 | \$ (324,500)        | \$ (573,500)        | \$ —                 | \$ —                | \$ —              | — %              |
| <b>Total Mitigated Within-Levy Debt Service</b>  | <b>\$ 6,670,005</b> | <b>\$ 7,168,715</b> | <b>\$ 7,538,990</b>  | <b>\$ 7,867,315</b> | <b>\$ 328,325</b> | <b>4.36 %</b>    |

| Exempt Debt Service   | FY2018 Actual        | FY2019 Actual        | FY2020 Appropriation | FY2021 Recommended   | Dollar Increase     | Percent Increase |
|---|----------------------|----------------------|----------------------|----------------------|---------------------|------------------|
| Total Exempt Debt Service   | \$ 10,692,690        | \$ 13,860,000        | \$ 16,328,254        | \$ 16,121,100        | \$ (207,154)        | (1.27)%          |
| 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)       | \$ (3,500,000)       | \$ 1,700,000        | (32.69)%         |
| <b>Net Exempt Debt Service</b>  | <b>\$ 8,292,690</b>  | <b>\$ 9,360,000</b>  | <b>\$ 11,128,254</b> | <b>\$ 12,621,100</b> | <b>\$ 1,492,846</b> | <b>13.41 %</b>   |
| <b>Total Gross Debt Service - All Funds</b>   | <b>\$ 20,080,825</b> | <b>\$ 24,711,703</b> | <b>\$ 26,182,238</b> | <b>\$ 26,638,545</b> | <b>\$ 456,307</b>   | <b>1.74 %</b>    |
| <b>Total Net Debt Service - All Funds</b>   | <b>\$ 14,962,695</b> | <b>\$ 16,528,715</b> | <b>\$ 18,667,244</b> | <b>\$ 20,488,415</b> | <b>\$ 1,821,171</b> | <b>9.76 %</b>    |

| Object Code Summary (All Funds) | FY2018 Actual        | FY2019 Actual        | FY2020 Appropriation | FY2021 Recommended   | Dollar Increase   | Percent Increase |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------|------------------|
| Salaries & Wages                | \$ —                 | \$ —                 | \$ —                 | \$ —                 | \$ —              | — %              |
| Overtime                        | \$ —                 | \$ —                 | \$ —                 | \$ —                 | \$ —              | — %              |
| <i>Compensation</i>             | \$ —                 | \$ —                 | \$ —                 | \$ —                 | \$ —              | — %              |
| Contractual Services            | \$ 20,080,825        | \$ 24,711,703        | \$ 26,182,238        | \$ 26,638,545        | \$ 1,926,842      | 7.80 %           |
| Utilities                       | \$ —                 | \$ —                 | \$ —                 | \$ —                 | \$ —              | — %              |
| Supplies                        | \$ —                 | \$ —                 | \$ —                 | \$ —                 | \$ —              | — %              |
| Small Capital                   | \$ —                 | \$ —                 | \$ —                 | \$ —                 | \$ —              | — %              |
| <i>Expenses</i>                 | \$ 20,080,825        | \$ 24,711,703        | \$ 26,182,238        | \$ 26,638,545        | \$ 1,926,842      | 7.80 %           |
| <b>Total Debt Service</b>       | <b>\$ 20,080,825</b> | <b>\$ 24,711,703</b> | <b>\$ 26,182,238</b> | <b>\$ 26,638,545</b> | <b>\$ 456,307</b> | <b>1.74 %</b>    |

\*FY2018 thru FY2020 include additional funds to retire notes for 173 Bedford St. and 20 Pelham Rd. land purchases, detailed in the Funding Set-Aside line. In FY2021, those amounts are captured in Short-Term Principal.

**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 FY2021 recommendation for the Reserve Fund is \$750,000, which represents a \$(150,000) decrease from the FY2020 appropriation.

**Notes:** The FY2018 and FY2019 budgets for the Reserve Fund were \$900,000 in each year.

- In FY2018, a total of \$106,000 was transferred for completion of a School Master Plan by the Department of Public Facilities.
- In FY2019, no funds were transferred from the Reserve Fund.

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>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Estimate</b> | <b>FY2021<br/>Projected</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|--------------------------------|--------------------------|--------------------------|----------------------------|-----------------------------|----------------------------|-----------------------------|
| Tax Levy                       | \$ —                     | \$ —                     | \$ 900,000                 | \$ 750,000                  | \$(150,000)                | (16.67)%                    |
| <b>Total 2500 Reserve Fund</b> | <b>\$ —</b>              | <b>\$ —</b>              | <b>\$ 900,000</b>          | <b>\$ 750,000</b>           | <b>\$(150,000)</b>         | <b>(16.67)%</b>             |

| <b>Appropriation Summary</b>   | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|--------------------------------|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Compensation                   | \$ —                     | \$ —                     | \$ —                            | \$ —                          | \$ —                       | — %                         |
| Expenses                       | \$ —                     | \$ —                     | \$ 900,000                      | \$ 750,000                    | \$(150,000)                | (16.67)%                    |
| <b>Total 2500 Reserve Fund</b> | <b>\$ —</b>              | <b>\$ —</b>              | <b>\$ 900,000</b>               | <b>\$ 750,000</b>             | <b>\$(150,000)</b>         | <b>(16.67)%</b>             |

| <b>Level-Service Requests</b>  | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|--------------------------------|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Total 2500 Reserve Fund        | \$ —                     | \$ —                     | \$ 900,000                      | \$ 750,000                    | \$(150,000)                | (16.67)%                    |
| <b>Total 2500 Reserve Fund</b> | <b>\$ —</b>              | <b>\$ —</b>              | <b>\$ 900,000</b>               | <b>\$ 750,000</b>             | <b>\$(150,000)</b>         | <b>(16.67)%</b>             |

| <b>Object Code Summary</b>     | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|--------------------------------|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Salaries & Wages               | \$ —                     | \$ —                     | \$ —                            | \$ —                          | \$ —                       | — %                         |
| Overtime                       | \$ —                     | \$ —                     | \$ —                            | \$ —                          | \$ —                       | — %                         |
| <i>Compensation</i>            | \$ —                     | \$ —                     | \$ —                            | \$ —                          | \$ —                       | — %                         |
| Contractual Services           | \$ —                     | \$ —                     | \$ 900,000                      | \$ 750,000                    | \$(150,000)                | (16.67)%                    |
| Utilities                      | \$ —                     | \$ —                     | \$ —                            | \$ —                          | \$ —                       | — %                         |
| Supplies                       | \$ —                     | \$ —                     | \$ —                            | \$ —                          | \$ —                       | — %                         |
| Small Capital                  | \$ —                     | \$ —                     | \$ —                            | \$ —                          | \$ —                       | — %                         |
| <i>Expenses</i>                | \$ —                     | \$ —                     | \$ 900,000                      | \$ 750,000                    | \$(150,000)                | (16.67)%                    |
| <b>Total 2500 Reserve Fund</b> | <b>\$ —</b>              | <b>\$ —</b>              | <b>\$ 900,000</b>               | <b>\$ 750,000</b>             | <b>\$(150,000)</b>         | <b>(16.67)%</b>             |

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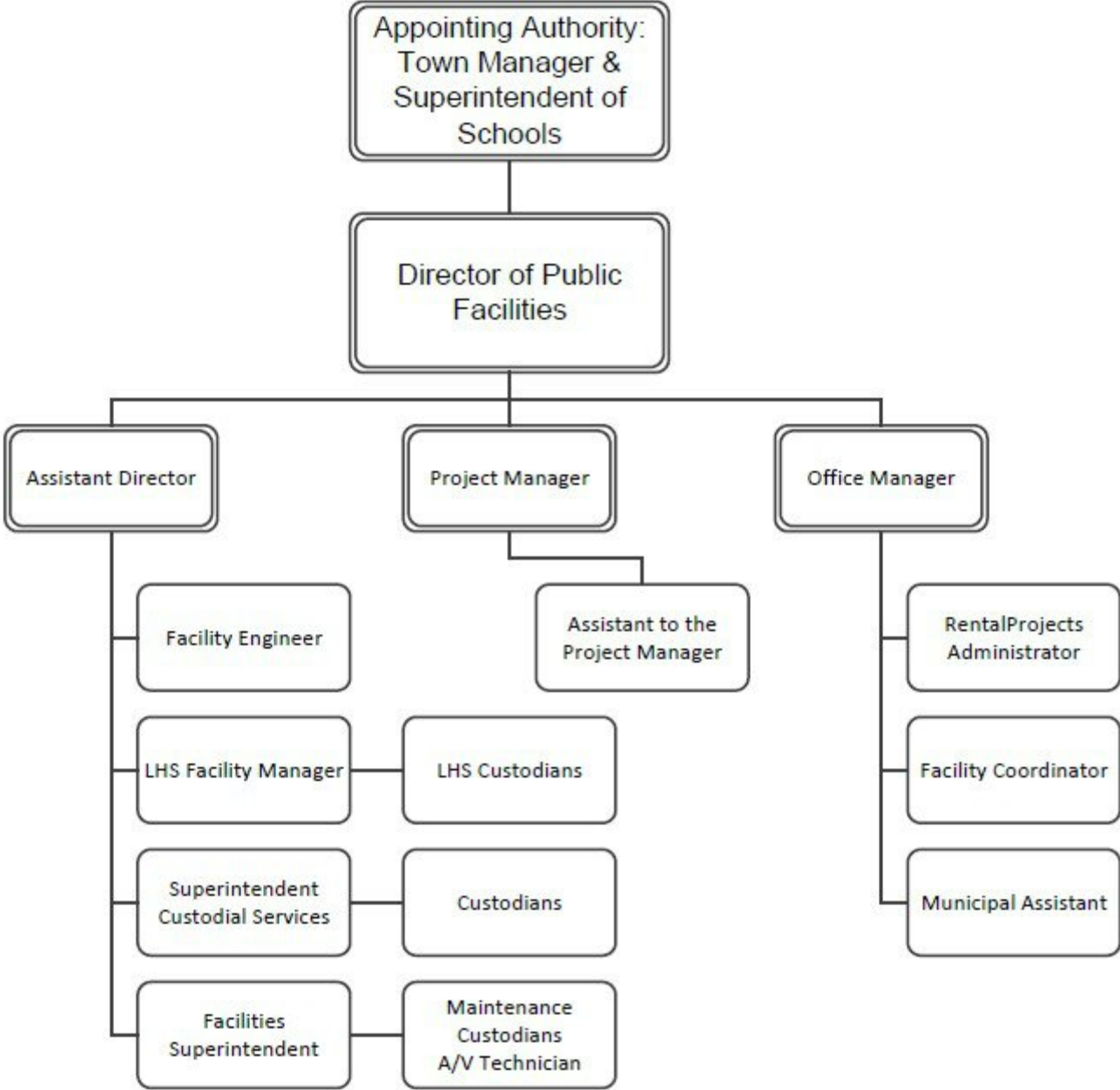


**Mission:** The mission of the Department of Public Facilities is to manage the efficient operation and maintenance of Town buildings, preserve the facility and equipment assets of the Town, and plan and implement capital improvements. This mission is accomplished by establishing appropriate services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

| School Facilities 2610 | FY2018 Budget | FY2019 Budget | FY2020 Budget | FY2021 Request |
|------------------------|---------------|---------------|---------------|----------------|
| Maintenance Staff*     | 11            | 11            | 11            | 12             |
| Custodian**            | 52            | 52            | 54            | 54             |
| <b>Subtotal FTE</b>    | <b>63</b>     | <b>63</b>     | <b>65</b>     | <b>66</b>      |

### Municipal Facilities 2620

|                     |           |           |           |           |
|---------------------|-----------|-----------|-----------|-----------|
| Custodian***        | 10        | 10        | 10        | 12        |
| <b>Subtotal FTE</b> | <b>10</b> | <b>10</b> | <b>10</b> | <b>12</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>84.5</b> | <b>84.5</b> | <b>86.5</b> | <b>89.5</b> |
|------------------|-------------|-------------|-------------|-------------|

Notes:

\* FY2021 includes 1.0 additional maintenance staff person to address an increasing work load due to expanding the town's building footprint over the past decade.

\*\* FY2020 include 2.0 additional staff for new LCP building (1.5) and (.5) Custodian for added sq ft. at Hastings Elementary School.

\*\*\* FY2021 includes 2.0 additional staff for municipal custodians to absorb the contracted custodial expenses for the Town Office Building, Public Services Building, Cary Memorial Library and original Visitors Center with in-house staff, and expand coverage to include the Town Pool, Center Playground bathrooms and the new Visitors Center.

### Budget Recommendations:

The FY2021 recommended All Funds Department of Public Facilities budget inclusive of the General Fund operating budget and the Building Rental Revolving Fund is \$12,547,198. The recommended budget is a \$269,936, or 2.20% increase from the FY2020 budget.

The Department of Public Facilities FY2021 recommended General Fund operating budget – inclusive of the Education Facilities, Municipal Facilities and Shared Facilities divisions – is \$11,990,390, which is a \$258,044, or 2.20% increase from the FY2020 General Fund budget.

The General Fund operating budget for Compensation is \$5,991,739, and reflects a \$234,773 or 4.08% increase, which provides contractually obligated step increases and cost of living increases for the SEIU and AFSCME contracts that extend through June 30, 2021. The budget reflects the addition of two custodians to absorb the contracted custodial expenses for cleaning municipal buildings and expanding the capability of cleaning services, offset by a decrease in funding for those contracted cleaning services. It also funds a Program Improvement Request for one additional Maintenance Staff person to address a growing backlog of work tickets to maintain an expanded building footprint across town.

The General Fund operating budget for Expenses is \$5,998,651 and reflects a \$23,271, or 0.39% increase. This is a net change, with reductions from removing one-time costs of \$25,000 for a solar utilization analysis, removing contractual cleaning costs for municipal buildings, and shifting \$39,500 to the Department of Public Works for addressing items related to the MS4 permit such as maintaining biobasins, and parking lot and storm drain cleaning on all school properties; offset by utility increases and \$20,000 for a program improvement for furnishings, supplies and equipment for the Community Center.

There is a net increase in Utility costs of \$54,771 or 1.59%, which reflects an increase of \$75,154 or 10.4% in natural gas, and \$67,617 or 2.7% in electricity, offset by eliminating \$100,000 in propane costs to heat the apparatus tent at the temporary fire station. Both rates reflect rates established in two-year utility supply contracts, which extend through December 2020, 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. The FY2022 budget will reflect cost savings from new solar installations. Electric costs reflect an offset of \$126,500 from current rooftop solar production.

The FY2021 Facilities Department recommended Building Rental Revolving Fund budget is \$556,808, an increase of \$11,892 or 2.18%, which is attributable to 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     |                 |
| Maintenance Staff Increase            | \$ 133,844            | \$ 33,032                               | \$ 166,876      | \$ 66,922             | \$ 15,723                               | \$ 82,645 | \$ 84,231       |
| Community Center Supplies & Equipment | \$ 60,000             | \$ —                                    | \$ 60,000       | \$ 20,000             |   | \$ 20,000 | \$ 40,000       |

**Budget Summary - General Fund**

| Funding Sources                | FY2018 Actual        | FY2019 Actual        | FY2020 Estimate      | FY2021 Projected     | Dollar Increase   | Percent Increase |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------|------------------|
| Tax Levy                       | \$ 10,334,480        | \$ 10,715,019        | \$ 11,712,880        | \$ 11,970,080        | \$ 257,200        | 2.20 %           |
| PEG Special Revenue Fund       | \$ —                 | \$ 17,701            | \$ 19,466            | \$ 20,310            | \$ 844            | 4.34 %           |
| <b>Total 2600 - Gen'l Fund</b> | <b>\$ 10,334,480</b> | <b>\$ 10,732,720</b> | <b>\$ 11,732,346</b> | <b>\$ 11,990,390</b> | <b>\$ 258,044</b> | <b>2.20 %</b>    |

| Appropriation Summary          | FY2018 Actual        | FY2019 Actual        | FY2020 Appropriation | FY2021 Recommended   | Dollar Increase   | Percent Increase |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------|------------------|
| Compensation                   | \$ 5,199,875         | \$ 5,348,179         | \$ 5,756,966         | \$ 5,991,739         | \$ 234,773        | 4.08 %           |
| Expenses                       | \$ 5,134,605         | \$ 5,384,540         | \$ 5,975,380         | \$ 5,998,651         | \$ 23,271         | 0.39 %           |
| <b>Total 2600 - Gen'l Fund</b> | <b>\$ 10,334,480</b> | <b>\$ 10,732,720</b> | <b>\$ 11,732,346</b> | <b>\$ 11,990,390</b> | <b>\$ 258,044</b> | <b>2.20 %</b>    |

| Program Summary                | FY2018 Actual        | FY2019 Actual        | FY2020 Appropriation | FY2021 Recommended   | Dollar Increase   | Percent Increase |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------|------------------|
| 2610 - Education Facilities    | \$ 7,347,282         | \$ 7,598,489         | \$ 8,266,380         | \$ 8,421,143         | \$ 154,763        | 1.87 %           |
| 2620 - Municipal Facilities    | \$ 1,905,530         | \$ 2,025,864         | \$ 2,265,468         | \$ 2,373,574         | \$ 108,106        | 4.77 %           |
| 2630 - Shared Facilities       | \$ 1,081,668         | \$ 1,108,367         | \$ 1,200,498         | \$ 1,195,673         | \$ (4,825)        | (0.40)%          |
| <b>Total 2600 - Gen'l Fund</b> | <b>\$ 10,334,480</b> | <b>\$ 10,732,720</b> | <b>\$ 11,732,346</b> | <b>\$ 11,990,390</b> | <b>\$ 258,044</b> | <b>2.20 %</b>    |

| Object Code Summary            | FY2018 Actual        | FY2019 Actual        | FY2020 Appropriation | FY2021 Recommended   | Dollar Increase   | Percent Increase |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------|------------------|
| Salaries & Wages               | \$ 4,909,846         | \$ 5,056,784         | \$ 5,461,316         | \$ 5,665,757         | \$ 204,441        | 3.74 %           |
| Overtime                       | \$ 290,029           | \$ 291,396           | \$ 295,650           | \$ 325,982           | \$ 30,332         | 10.26 %          |
| <i>Personal Services</i>       | <i>\$ 5,199,875</i>  | <i>\$ 5,348,179</i>  | <i>\$ 5,756,966</i>  | <i>\$ 5,991,739</i>  | <i>\$ 234,773</i> | <i>4.08 %</i>    |
| Contractual Services           | \$ 1,243,082         | \$ 1,325,295         | \$ 1,630,200         | \$ 1,551,440         | \$ (78,760)       | (4.83)%          |
| Utilities                      | \$ 3,064,596         | \$ 3,183,702         | \$ 3,448,980         | \$ 3,503,751         | \$ 54,771         | 1.59 %           |
| Supplies                       | \$ 699,780           | \$ 730,467           | \$ 756,700           | \$ 800,860           | \$ 44,160         | 5.84 %           |
| Small Capital                  | \$ 127,147           | \$ 145,076           | \$ 139,500           | \$ 142,600           | \$ 3,100          | 2.22 %           |
| <i>Expenses</i>                | <i>\$ 5,134,605</i>  | <i>\$ 5,384,540</i>  | <i>\$ 5,975,380</i>  | <i>\$ 5,998,651</i>  | <i>\$ 23,271</i>  | <i>0.39 %</i>    |
| <b>Total 2600 - Gen'l Fund</b> | <b>\$ 10,334,480</b> | <b>\$ 10,732,720</b> | <b>\$ 11,732,346</b> | <b>\$ 11,990,390</b> | <b>\$ 258,044</b> | <b>2.20 %</b>    |

**Budget Summary - Non-General Funds**

| Funding Sources                    | FY2018 Actual     | FY2019 Actual        | FY2020 Estimate   | FY2021 Projected  | Dollar Increase  | Percent Increase |
|------------------------------------|-------------------|----------------------|-------------------|-------------------|------------------|------------------|
| Building Rental Revolving Fund     | \$ 565,538        | \$ 568,656.06        | \$ 550,000        | \$ 560,000        | \$ 10,000        | — %              |
| PEG Revolving Fund*                | \$ 19,294         | \$ —                 | \$ —              | \$ —              | \$ —             | — %              |
| <b>Total 2600 - Non-Gen'l Fund</b> | <b>\$ 584,832</b> | <b>\$ 568,656.06</b> | <b>\$ 550,000</b> | <b>\$ 560,000</b> | <b>\$ 10,000</b> | <b>1.82 %</b>    |

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

| Appropriations Summary                | FY2018 Actual     | FY2019 Actual     | FY2020 Appropriation | FY2021 Recommended | Dollar Increase  | Percent Increase |
|---------------------------------------|-------------------|-------------------|----------------------|--------------------|------------------|------------------|
| <b>Building Rental Revolving Fund</b> | <b>\$ 478,446</b> | <b>\$ 480,714</b> | <b>\$ 544,916</b>    | <b>\$ 556,808</b>  | <b>\$ 11,892</b> | <b>2.18 %</b>    |
| Personal Services                     | \$ 277,325        | \$ 277,837        | \$ 329,888           | \$ 340,814         | \$ 10,926        | 3.31 %           |
| Expenses                              | \$ 189,452        | \$ 188,550        | \$ 198,000           | \$ 198,000         | \$ —             | — %              |
| Benefits                              | \$ 11,669         | \$ 14,327         | \$ 17,028            | \$ 17,994          | \$ 966           | 5.67 %           |
| <b>PEG Revolving Fund</b>             | <b>\$ 19,294</b>  | <b>\$ —</b>       | <b>\$ —</b>          | <b>\$ —</b>        | <b>\$ —</b>      | <b>— %</b>       |
| Personal Services                     | \$ 16,347         | \$ —              | \$ —                 | \$ —               | \$ —             | — %              |
| Expenses                              | \$ 2,947          | \$ —              | \$ —                 | \$ —               | \$ —             | — %              |
| <b>Total 2600 - Non-Gen'l Fund</b>    | <b>\$ 497,740</b> | <b>\$ 480,714</b> | <b>\$ 544,916</b>    | <b>\$ 556,808</b>  | <b>\$ 11,892</b> | <b>2.18 %</b>    |

**Budget Summary - All Funds**

| Appropriation Summary         | FY2018 Actual        | FY2019 Actual        | FY2020 Appropriation | FY2021 Recommended   | Dollar Increase   | Percent Increase |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------|------------------|
| Compensation                  | \$ 5,493,547         | \$ 5,626,016         | \$ 6,086,854         | \$ 6,332,553         | \$ 245,699        | 4.04 %           |
| Expenses                      | \$ 5,324,057         | \$ 5,573,090         | \$ 6,173,380         | \$ 6,196,651         | \$ 23,271         | 0.38 %           |
| Benefits                      | \$ 14,616            | \$ 14,327            | \$ 17,028            | \$ 17,994            | \$ 966            | 5.67 %           |
| <b>Total 2600 (All Funds)</b> | <b>\$ 10,832,220</b> | <b>\$ 11,213,434</b> | <b>\$ 12,277,262</b> | <b>\$ 12,547,198</b> | <b>\$ 269,936</b> | <b>2.20 %</b>    |

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# Section V: Program 3000: Public Works

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This section includes detailed information about the FY2021 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 include the Permanent Building Committee, the Tree Committee, the Center Committee, the Water/Sewer Abatement Board, the Capital Expenditures Committee, the Energy 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>FY2018<br/>Budget</b> | <b>FY2019<br/>Budget</b> | <b>FY2020<br/>Budget</b> | <b>FY2021<br/>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/<br>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**                                    | 2                        | 2                        | 2                        | 3                         |
| Engineering Assistant**                                    | 4                        | 4                        | 4                        | 3                         |
| Engineering Aide   | 0.7                      | 0.7                      | 0.7                      | 0.7                       |
| Supt. of Equipment, Highways &<br>Drains                   | 1                        | 1                        | 1                        | 1                         |
| Highway Foreman  | 1                        | 1                        | 1                        | 1                         |
| Crew Chief   | 6                        | 6                        | 6                        | 6                         |
| Heavy Equipment Operators***                               | 12                       | 12                       | 13                       | 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<br>Services                | 1                        | 1                        | 1                        | 1                         |
| Compost Facility Foreman                                   | 1                        | 1                        | 1                        | 1                         |
| Heavy Equipment Operators****                              | 1                        | 2                        | 2                        | 2                         |
| Seasonal Heavy Equipment Operator                          | 0.5                      | —                        | —                        | —                         |
| Seasonal Laborer   | 0.7                      | 0.7                      | 0.7                      | 0.7                       |
| <b>Total FTE</b>   | <b>63.8</b>              | <b>64.3</b>              | <b>65.3</b>              | <b>65.3</b>               |
| <b>Total FT/PT</b>   | <b>60 FT/9 PT</b>        | <b>61 FT/8 PT</b>        | <b>62 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.

\*\* FY2021 reflects a program improvement request to promote an Engineering Assistant to Senior Engineer.

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

\*\*\*\* Seasonal Heavy Equipment Operator became full-time in FY2019.

## Budget Recommendations:

The FY2021 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 \$11,954,205. The recommended budget is a \$362,705, or 3.13% increase from the FY2020 budget.

The FY2021 recommended Public Works General Fund operating budget is \$10,805,637, which is a \$322,847, or 3.08% increase from the FY2020 General Fund budget.

The General Fund operating budget for Compensation is \$4,332,465, and reflects a \$91,765 or 2.16% increase, which is primarily attributable to the cost of contractually obligated step increases and cost of living adjustments, and the funding of a program improvement to convert a Staff Engineer to a Senior Engineer. FY2021 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2020. 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 \$6,473,172 and reflects a \$231,082 or 3.70% increase. Embedded in this increase are two Program Improvement Requests - the first will fund a contract for \$12,000 to provide the department with real time pavement conditions during a snow storm, which will enable them to more effectively mobilize their resources; the second will provide \$10,000 to enhance playground maintenance. In addition, \$39,500 is transferred from the Department of Public Facilities to maintain the biobasins on school properties.

The combined FY2021 recommended Revolving Fund budgets (see page V-6) are \$1,148,568 which is a \$39,858 or 3.59% increase from the FY2020 budget.

Please see the division sections on the following pages for a detailed explanation of the FY2021 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     |                 |
| Senior Civil Engineer                  | \$ 9,426              | \$ 137                                  | \$ 9,563        | \$ 9,426              | \$ 137                                  | \$ 9,563  | \$ —            |
| Roadway Decision Support System - Snow | \$ 12,000             | \$ —                                    | \$ 12,000       | \$ 12,000             | \$ —                                    | \$ 12,000 | \$ —            |
| People GIS - Snow Ops Software         | \$ 19,500             | \$ —                                    | \$ 19,500       | \$ —                  | \$ —                                    | \$ —      | \$ 19,500       |
| Bike Amenity Maintenance               | \$ 10,000             | \$ —                                    | \$ 10,000       | \$ —                  | \$ —                                    | \$ —      | \$ 10,000       |
| Playground Maintenance                 | \$ 10,000             | \$ —                                    | \$ 10,000       | \$ 10,000             | \$ —                                    | \$ 10,000 | \$ —            |
| Tree Canopy Survey                     | \$ 30,000             | \$ —                                    | \$ 30,000       | \$ —                  | \$ —                                    | \$ —      | \$ 30,000       |
| Landscape Equipment                    | \$ 24,000             | \$ —                                    | \$ 24,000       | \$ —                  | \$ —                                    | \$ —      | \$ 24,000       |

**Budget Summary:**

| <b>Funding Sources (General Fund)</b>    | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Estimate</b> | <b>FY2021 Projected</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|--|----------------------|----------------------|------------------------|-------------------------|------------------------|-------------------------|
| Tax Levy                                 | \$ 8,629,404         | \$ 8,757,105         | \$ 9,516,442           | \$ 9,810,448            | \$ 294,006             | 3.09 %                  |
| Enterprise Funds (Indirects)             | \$ 588,560           | \$ 596,915           | \$ 595,723             | \$ 624,564              | \$ 28,841              | 4.84 %                  |
| <b>Fees, Charges and Available Funds</b> |                      |                      |                        |                         |                        |                         |
| Parking Fund                             | \$ 72,900            | \$ 72,900            | \$ 72,900              | \$ 72,900               | \$ —                   | — %                     |
| Cemetery Trust                           | \$ 48,500            | \$ 50,000            | \$ 50,000              | \$ 50,000               | \$ —                   | — %                     |
| Cemetery Prep Fees                       | \$ 162,270           | \$ 198,293           | \$ 180,000             | \$ 180,000              | \$ —                   | — %                     |
| Misc. Charges for Service                | \$ 628               | \$ 353               | \$ 625                 | \$ 625                  | \$ —                   | — %                     |
| Licenses & Permits                       | \$ 86,790            | \$ 74,642            | \$ 67,100              | \$ 67,100               | \$ —                   | — %                     |
| <b>Total 3100-3500 DPW Gen'l Fund</b>    | <b>\$ 9,589,052</b>  | <b>\$ 9,750,208</b>  | <b>\$ 10,482,790</b>   | <b>\$ 10,805,637</b>    | <b>\$ 322,847</b>      | <b>3.08 %</b>           |

| <b>Appropriation Summary (General Fund)</b> | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Appropriation</b> | <b>FY2021 Recommended</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|---|----------------------|----------------------|-----------------------------|---------------------------|------------------------|-------------------------|
| Compensation                                | \$ 4,152,936         | \$ 4,149,986         | \$ 4,240,700                | \$ 4,332,465              | \$ 91,765              | 2.16 %                  |
| Expenses                                    | \$ 5,436,116         | \$ 5,600,222         | \$ 6,242,090                | \$ 6,473,172              | \$ 231,082             | 3.70 %                  |
| <b>Total 3100-3500 DPW Gen'l Fund</b>       | <b>\$ 9,589,052</b>  | <b>\$ 9,750,208</b>  | <b>\$ 10,482,790</b>        | <b>\$ 10,805,637</b>      | <b>\$ 322,847</b>      | <b>3.08 %</b>           |

| <b>Program Summary (General Fund)</b> | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Appropriation</b> | <b>FY2021 Recommended</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|---------------------------------------|----------------------|----------------------|-----------------------------|---------------------------|------------------------|-------------------------|
| Total 3110 Administration             | \$ 597,875           | \$ 628,440           | \$ 648,197                  | \$ 676,339                | \$ 28,142              | 4.34 %                  |
| Total 3120 Town Engineering           | \$ 790,905           | \$ 854,111           | \$ 931,465                  | \$ 998,334                | \$ 66,869              | 7.18 %                  |
| Total 3130 Street Lighting            | \$ 180,493           | \$ 255,867           | \$ 264,624                  | \$ 230,262                | \$ (34,362)            | -12.99 %                |
| Total 3210 Highway                    | \$ 1,343,192         | \$ 1,269,181         | \$ 1,505,756                | \$ 1,482,865              | \$ (22,891)            | -1.52 %                 |
| Total 3220 Equipment Maint.           | \$ 706,271           | \$ 709,252           | \$ 735,642                  | \$ 789,013                | \$ 53,371              | 7.26 %                  |
| Total 3230 Snow Removal               | \$ 1,628,760         | \$ 1,338,630         | \$ 1,387,233                | \$ 1,459,612              | \$ 72,379              | 5.22 %                  |
| Total 3310 Parks                      | \$ 1,159,428         | \$ 1,217,464         | \$ 1,261,366                | \$ 1,296,819              | \$ 35,453              | 2.81 %                  |
| Total 3320 Forestry                   | \$ 455,004           | \$ 427,495           | \$ 493,866                  | \$ 502,460                | \$ 8,594               | 1.74 %                  |
| Total 3330 Cemetery                   | \$ 298,914           | \$ 304,376           | \$ 344,175                  | \$ 361,344                | \$ 17,169              | 4.99 %                  |
| Total 3410 Refuse Collection          | \$ 847,460           | \$ 947,750           | \$ 993,376                  | \$ 952,423                | \$ (40,953)            | -4.12 %                 |
| Total 3420 Recycling                  | \$ 994,641           | \$ 1,208,629         | \$ 1,270,368                | \$ 1,330,766              | \$ 60,398              | 4.75 %                  |
| Total 3430 Refuse Disposal            | \$ 586,109           | \$ 589,013           | \$ 646,722                  | \$ 725,400                | \$ 78,678              | 12.17 %                 |
| <b>Total 3100-3500 DPW Gen'l Fund</b> | <b>\$ 9,589,052</b>  | <b>\$ 9,750,208</b>  | <b>\$ 10,482,790</b>        | <b>\$ 10,805,637</b>      | <b>\$ 322,847</b>      | <b>3.08 %</b>           |

| <b>Object Code Summary (General Fund)</b> | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Appropriation</b> | <b>FY2021 Recommended</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|---|----------------------|----------------------|-----------------------------|---------------------------|------------------------|-------------------------|
| Salaries & Wages                          | \$ 3,547,255         | \$ 3,633,107         | \$ 3,848,208                | \$ 3,934,798              | \$ 86,590              | 2.25 %                  |
| Overtime                                  | \$ 605,681           | \$ 516,879           | \$ 392,492                  | \$ 397,667                | \$ 5,175               | 1.32 %                  |
| <i>Personal Services</i>                  | <i>\$ 4,152,936</i>  | <i>\$ 4,149,986</i>  | <i>\$ 4,240,700</i>         | <i>\$ 4,332,465</i>       | <i>\$ 91,765</i>       | <i>2.16 %</i>           |
| Contractual Services                      | \$ 3,977,437         | \$ 4,111,695         | \$ 4,648,391                | \$ 4,760,014              | \$ 111,623             | 2.40 %                  |
| Utilities                                 | \$ 359,290           | \$ 400,639           | \$ 411,099                  | \$ 456,008                | \$ 44,909              | 10.92 %                 |
| Supplies                                  | \$ 1,036,973         | \$ 1,019,395         | \$ 1,085,600                | \$ 1,160,650              | \$ 75,050              | 6.91 %                  |
| Small Capital                             | \$ 62,416            | \$ 68,493            | \$ 97,000                   | \$ 96,500                 | \$ (500)               | (0.52)%                 |
| <i>Expenses</i>                           | <i>\$ 5,436,116</i>  | <i>\$ 5,600,222</i>  | <i>\$ 6,242,090</i>         | <i>\$ 6,473,172</i>       | <i>\$ 231,082</i>      | <i>3.70 %</i>           |
| <b>Total 3100-3500 DPW Gen'l Fund</b>     | <b>\$ 9,589,052</b>  | <b>\$ 9,750,208</b>  | <b>\$ 10,482,790</b>        | <b>\$ 10,805,637</b>      | <b>\$ 322,847</b>      | <b>3.08 %</b>           |

**Budget Summary - Revolving Funds\***

| <b>Funding Sources<br/>(Non-General Fund)</b> | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|---|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Regional Cache - Hartwell Avenue              | \$ 5,964                 | \$ 22,112                | \$ 20,000                       | \$ 20,000                     | \$ —                       | — %                         |
| Lexington Tree Fund                           | \$ 17,675                | \$ 67,650                | \$ 45,000                       | \$ 45,000                     | \$ —                       | — %                         |
| Burial Containers                             | \$ 39,885                | \$ 45,815                | \$ 50,000                       | \$ 50,000                     | \$ —                       | — %                         |
| Compost Operations                            | \$ 652,167               | \$ 564,474               | \$ 793,449                      | \$ 793,449                    | \$ —                       | — %                         |
| Minuteman Household Hazardous Waste           | \$ 138,286               | \$ 121,401               | \$ 220,000                      | \$ 250,000                    | \$ 30,000                  | 13.64 %                     |
| <b>Total 3100-3500 DPW Rev. Funds</b>         | <b>\$ 853,977</b>        | <b>\$ 821,451</b>        | <b>\$ 1,128,449</b>             | <b>\$ 1,158,449</b>           | <b>\$ 30,000</b>           | <b>2.66 %</b>               |

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

**Appropriation Summary  
(Non-General Fund)**

|  | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|--|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| <b>Regional Cache - Hartwell Avenue (3110)</b> |                          |                          |                                 |                               |                            |                             |
| Expenses                                       | \$ 7,841                 | \$ 13,479                | \$ 20,000                       | \$ 20,000                     | \$ —                       | — %                         |
| <b>Tree Revolving Fund (3320)</b>              |                          |                          |                                 |                               |                            |                             |
| Expenses                                       | \$ 24,500                | \$ —                     | \$ 45,000                       | \$ 45,000                     | \$ —                       | — %                         |
| <b>Burial Containers Revolving Fund (3330)</b> |                          |                          |                                 |                               |                            |                             |
| Expenses                                       | \$ 33,410                | \$ 27,945                | \$ 50,000                       | \$ 50,000                     | \$ —                       | — %                         |
| <b>Compost Operations Rev. Fund (3420)</b>     | <b>\$ 772,247</b>        | <b>\$ 739,937</b>        | <b>\$ 773,710</b>               | <b>\$ 783,568</b>             | <b>\$ 9,858</b>            | <b>1.27 %</b>               |
| Compensation                                   | \$ 266,432               | \$ 308,268               | \$ 317,272                      | \$ 328,300                    | \$ 11,028                  | 3.48 %                      |
| Expenses                                       | \$ 317,724               | \$ 162,474               | \$ 171,350                      | \$ 173,350                    | \$ 2,000                   | 1.17 %                      |
| Benefits                                       | \$ 45,845                | \$ 52,336                | \$ 67,785                       | \$ 76,361                     | \$ 8,576                   | 12.65 %                     |
| Debt   | \$ 142,246               | \$ 216,859               | \$ 217,303                      | \$ 205,557                    | \$ (11,746)                | -5.41 %                     |
| <b>Minuteman Household Haz. Waste (3420)</b>   |                          |                          |                                 |                               |                            |                             |
| Expenses                                       | \$ 149,999               | \$ 139,932               | \$ 220,000                      | \$ 250,000                    | \$ 30,000                  | 13.64 %                     |
| <b>Total 3100-3500 DPW Rev. Funds</b>          | <b>\$ 987,997</b>        | <b>\$ 921,293</b>        | <b>\$ 1,108,710</b>             | <b>\$ 1,148,568</b>           | <b>\$ 39,858</b>           | <b>3.59 %</b>               |

**Budget Summary - All Funds**

| <b>Appropriation Summary<br/>(All Funds)</b> | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|--|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Compensation                                 | \$ 4,419,368             | \$ 4,458,254             | \$ 4,557,972                    | \$ 4,660,765                  | \$ 102,793                 | 2.26 %                      |
| Expenses                                     | \$ 5,969,590             | \$ 5,944,052             | \$ 6,748,440                    | \$ 7,011,522                  | \$ 263,082                 | 3.90 %                      |
| Benefits (Revolving Funds)                   | \$ 45,845                | \$ 52,336                | \$ 67,785                       | \$ 76,361                     | \$ 8,576                   | 12.65 %                     |
| Debt Service (Revolving Fund)                | \$ 142,246               | \$ 216,859               | \$ 217,303                      | \$ 205,557                    | \$ (11,746)                | -5.41 %                     |
| <b>Total 3100-3500 DPW All Funds</b>         | <b>\$10,577,049</b>      | <b>\$10,671,501</b>      | <b>\$ 11,591,500</b>            | <b>\$ 11,954,205</b>          | <b>\$ 362,705</b>          | <b>3.13 %</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:**

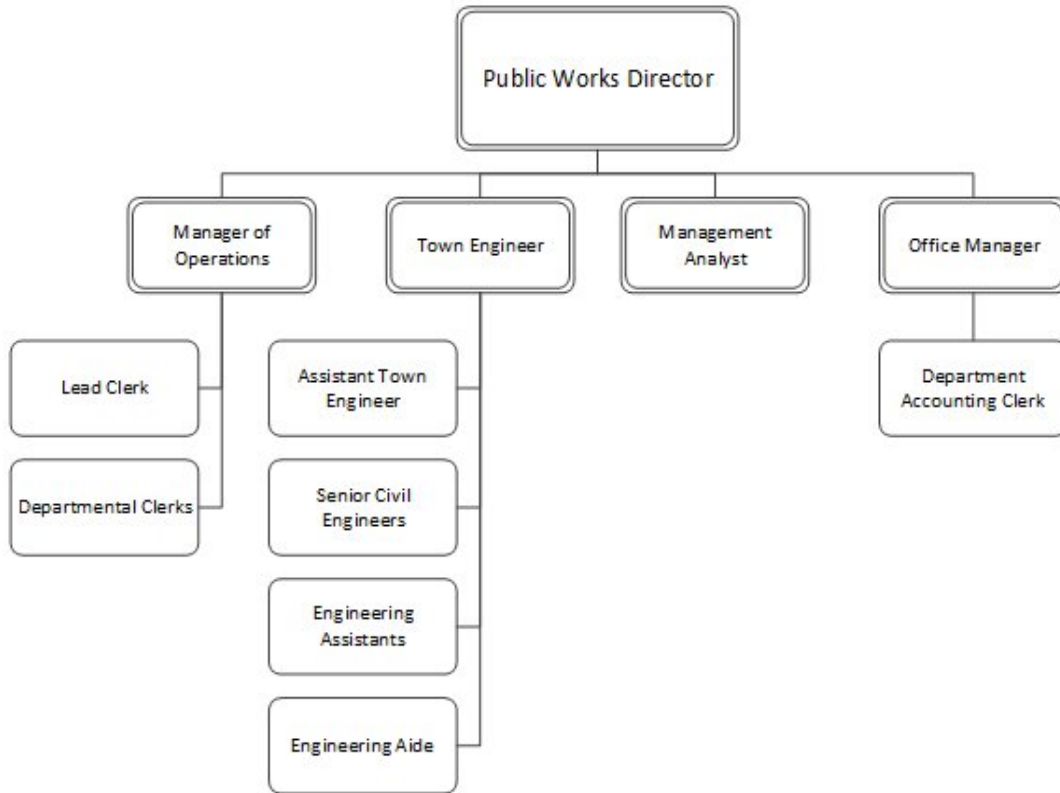
DPW Administration includes Administration, Operations, Engineering and Street Lighting. DPW Administration Management staff plan, supervise, coordinate, schedule and direct the department's activities. Staff are responsible for preparing budgets, monitoring expenditures, developing bid specifications 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

|   | FY2018 Budget     | FY2019 Budget     | FY2020 Budget     | FY2021 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**                 | 2                 | 2                 | 2                 | 3                 |
| Engineering Assistant**                 | 4                 | 4                 | 4                 | 3                 |
| Engineering Aide                        | 0.7               | 0.7               | 0.7               | 0.7               |
| <b>Subtotal FTE</b>                     | <b>8.7</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>15.9</b>       | <b>14.9</b>       | <b>15.9</b>       | <b>15.9</b>       |
| <b>Total FT/PT</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

\*\* FY2021 reflects a program improvement request to promote an Engineering Assistant to Senior Engineer.

### Budget Recommendations:

The FY2021 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 \$1,924,935. The recommended budget is a \$60,649 or 3.25% increase from the FY2020 budget.

The recommended FY2021 Administration and Engineering General Fund operating budget is \$1,904,935 which is a \$60,649, or 3.29% increase from FY2020. Of this amount, \$1,498,560 is for Compensation and reflects a \$89,199 or 6.33% increase, which is attributable to the cost of contractually obligated step increases and cost of living adjustments, as well as funding a program improvement to promote an Engineering Assistant to Senior Engineer.

The recommended FY2021 Administration and Engineering General Fund operating budget for Expenses is \$406,375 and reflects a \$(28,550), or -6.56% decrease. This decrease is due to realizing initial savings from converting the Town's streetlights to LEDs, as funded at the Fall 2019 Special Town Meeting. Further savings will be incorporated in the FY2022 budget once the lights have been installed and are operational, and a better projection of operating costs can be made.

The FY2021 recommended Regional Cache Revolving Fund request is funded at \$20,000, which is level-funded from from FY2020. The fund collects and spends fees paid by member towns for borrowing the equipment.

### 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    |                 |
| Senior Civil Engineer | \$ 9,426              | \$ 137                                  | \$ 9,563        | \$ 9,426              | \$ 137                                  | \$ 9,563 | \$ —            |

## Budget Summary:

| Funding Sources                  | FY2018 Actual       | FY2019 Actual       | FY2020 Estimate     | FY2021 Projected    | Dollar Increase  | Percent Increase |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|------------------|------------------|
| Tax Levy                         | \$ 1,113,995        | \$ 1,257,916        | \$ 1,358,134        | \$ 1,398,325        | \$ 40,191        | 2.96 %           |
| Enterprise Funds (Indirects)     | \$ 366,160          | \$ 403,807          | \$ 416,727          | \$ 437,185          | \$ 20,458        | 4.91 %           |
| <b>Fees &amp; Charges</b>        |                     |                     |                     |                     |                  |                  |
| Charges for Service              | \$ 628              | \$ 353              | \$ 625              | \$ 625              | \$ —             | — %              |
| Licenses & Permits               | \$ 86,790           | \$ 74,642           | \$ 67,100           | \$ 67,100           | \$ —             | — %              |
| Parking Fund                     | \$ 1,700            | \$ 1,700            | \$ 1,700            | \$ 1,700            | \$ —             | — %              |
| <b>Total 3100 - General Fund</b> | <b>\$ 1,569,273</b> | <b>\$ 1,738,418</b> | <b>\$ 1,844,286</b> | <b>\$ 1,904,935</b> | <b>\$ 60,649</b> | <b>3.29 %</b>    |

| Appropriation Summary            | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase  | Percent Increase |
|----------------------------------|---------------------|---------------------|----------------------|---------------------|------------------|------------------|
| Compensation                     | \$ 1,238,596        | \$ 1,369,650        | \$ 1,409,361         | \$ 1,498,560        | \$ 89,199        | 6.33 %           |
| Expenses                         | \$ 330,677          | \$ 368,768          | \$ 434,925           | \$ 406,375          | \$ (28,550)      | -6.56 %          |
| <b>Total 3100 - General Fund</b> | <b>\$ 1,569,273</b> | <b>\$ 1,738,418</b> | <b>\$ 1,844,286</b>  | <b>\$ 1,904,935</b> | <b>\$ 60,649</b> | <b>3.29 %</b>    |

| Program Summary                  | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase  | Percent Increase |
|----------------------------------|---------------------|---------------------|----------------------|---------------------|------------------|------------------|
| Total 3110 DPW Administration    | \$ 597,875          | \$ 628,440          | \$ 648,197           | \$ 676,339          | \$ 28,142        | 4.34 %           |
| Total 3120 Engineering           | \$ 790,905          | \$ 854,111          | \$ 931,465           | \$ 998,334          | \$ 66,869        | 7.18 %           |
| Total 3130 Street Lighting       | \$ 180,493          | \$ 255,867          | \$ 264,624           | \$ 230,262          | \$ (34,362)      | -12.99 %         |
| <b>Total 3100 - General Fund</b> | <b>\$ 1,569,273</b> | <b>\$ 1,738,418</b> | <b>\$ 1,844,286</b>  | <b>\$ 1,904,935</b> | <b>\$ 60,649</b> | <b>3.29 %</b>    |

| Object Code Summary              | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase    | Percent Increase |
|----------------------------------|---------------------|---------------------|----------------------|---------------------|--------------------|------------------|
| Salaries & Wages                 | \$ 1,233,577        | \$ 1,366,643        | \$ 1,395,121         | \$ 1,484,062        | \$ 88,941          | 6.38 %           |
| Overtime                         | \$ 5,019            | \$ 3,007            | \$ 14,240            | \$ 14,498           | \$ 258             | 1.81 %           |
| <i>Personal Services</i>         | <i>\$ 1,238,596</i> | <i>\$ 1,369,650</i> | <i>\$ 1,409,361</i>  | <i>\$ 1,498,560</i> | <i>\$ 89,199</i>   | <i>6.33 %</i>    |
| Contractual Services             | \$ 187,288          | \$ 229,599          | \$ 239,475           | \$ 230,575          | \$ (8,900)         | -3.72 %          |
| Utilities                        | \$ 109,056          | \$ 111,479          | \$ 122,400           | \$ 112,400          | \$ (10,000)        | -8.17 %          |
| Supplies                         | \$ 24,533           | \$ 27,689           | \$ 71,550            | \$ 62,400           | \$ (9,150)         | -12.79 %         |
| Small Capital                    | \$ 9,800            | \$ —                | \$ 1,500             | \$ 1,000            | \$ (500)           | -33.33 %         |
| <i>Expenses</i>                  | <i>\$ 330,677</i>   | <i>\$ 368,768</i>   | <i>\$ 434,925</i>    | <i>\$ 406,375</i>   | <i>\$ (28,550)</i> | <i>-6.56 %</i>   |
| <b>Total 3100 - General Fund</b> | <b>\$ 1,569,273</b> | <b>\$ 1,738,418</b> | <b>\$ 1,844,286</b>  | <b>\$ 1,904,935</b> | <b>\$ 60,649</b>   | <b>3.29 %</b>    |

## Budget Summary - Revolving Funds\*

| Funding Sources                     | FY2018 Actual   | FY2019 Actual    | FY2020 Appropriation | FY2021 Recommended | Dollar Increase | Percent Increase |
|-------------------------------------|-----------------|------------------|----------------------|--------------------|-----------------|------------------|
| Regional Cache - Hartwell Ave.      | \$ 5,964        | \$ 22,112        | \$ 20,000            | \$ 20,000          | \$ —            | — %              |
| <b>Total 3100 - Revolving Funds</b> | <b>\$ 5,964</b> | <b>\$ 22,112</b> | <b>\$ 20,000</b>     | <b>\$ 20,000</b>   | <b>\$ —</b>     | <b>— %</b>       |

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

| Appropriation Summary                 | FY2018 Actual   | FY2019 Actual    | FY2020 Appropriation | FY2021 Recommended | Dollar Increase | Percent Increase |
|---------------------------------------|-----------------|------------------|----------------------|--------------------|-----------------|------------------|
| <b>Regional Cache - Hartwell Ave.</b> |                 |                  |                      |                    |                 |                  |
| Expenses                              | \$ 7,841        | \$ 13,479        | \$ 20,000            | \$ 20,000          | \$ —            | — %              |
| <b>Total 3100 - Revolving Funds</b>   | <b>\$ 7,841</b> | <b>\$ 13,479</b> | <b>\$ 20,000</b>     | <b>\$ 20,000</b>   | <b>\$ —</b>     | <b>— %</b>       |

## Budget Summary - All Funds

| Appropriation Summary         | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase  | Percent Increase |
|-------------------------------|---------------------|---------------------|----------------------|---------------------|------------------|------------------|
| Compensation                  | \$ 1,238,596        | \$ 1,369,650        | \$ 1,409,361         | \$ 1,498,560        | \$ 89,199        | 6.33 %           |
| Expenses                      | \$ 338,518          | \$ 382,247          | \$ 454,925           | \$ 426,375          | \$ (28,550)      | -6.28 %          |
| <b>Total 3100 - All Funds</b> | <b>\$ 1,577,114</b> | <b>\$ 1,751,897</b> | <b>\$ 1,864,286</b>  | <b>\$ 1,924,935</b> | <b>\$ 60,649</b> | <b>3.25 %</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, preventive maintenance and managing the fuel management program.

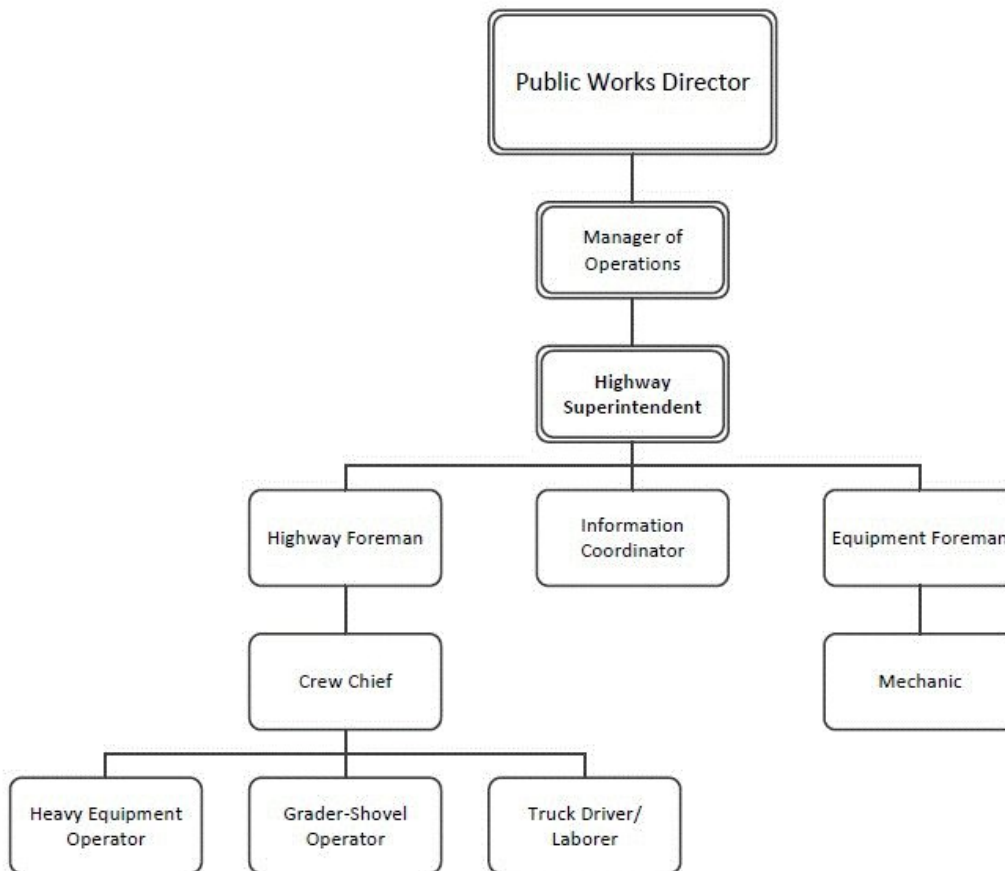
**Budget Overview:** The Highway Division includes Highway Maintenance, Road Machinery and Snow Removal.

- 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 townwide.
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>FY2018<br/>Budget</b> | <b>FY2019<br/>Budget</b> | <b>FY2020<br/>Budget</b> | <b>FY2021<br/>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 FT/PT</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 FY2021 recommended Highway budget inclusive of the Highway Maintenance, Road Machinery and Snow Removal divisions is \$3,731,490. The recommended budget is a \$102,859, or 2.83%, increase from the FY2020 budget.

The budget for Compensation is \$1,338,982, which is essentially flat from FY2019, with savings from staff turnover offsetting contractually obligated step increases. FY2021 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2020. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager’s budget.

The budget for Expenses is \$2,392,508 and reflects a \$112,509 or 4.93% increase which represents an increase for outside snow plowing contractors following a rebid of services, the absorption of \$39,500 from the Department of Public Facilities for clearing biobasins on school properties, and the addition of a recommended Program Improvement Request for \$12,000 to provide the department with real time pavement conditions during a snow storm, which will enable them to more effectively mobilize their resources. These increases are offset by the removal of a one-time program improvement of \$39,200 for optimization of snow routes. The guardrail replacement program started in FY2020, and the bicycle sharerow program initiated in FY2018, both continue in FY2021.

## 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     |                 |
| Roadway Decision Support System - Snow | \$ 12,000             | \$ —                                    | \$ 12,000       | \$ 12,000             | \$ —                                    | \$ 12,000 | \$ —            |
| People GIS - Snow Ops Software         | \$ 19,500             | \$ —                                    | \$ 19,500       | \$ —                  | \$ —                                    | \$ —      | \$ 19,500       |

## Budget Summary:

| Funding Sources              | FY2018 Actual       | FY2019 Actual       | FY2020 Estimate     | FY2021 Projected    | Dollar Increase   | Percent Increase |
|------------------------------|---------------------|---------------------|---------------------|---------------------|-------------------|------------------|
| Tax Levy                     | \$ 3,470,986        | \$ 3,141,490        | \$ 3,469,543        | \$ 3,567,050        | \$ 97,507         | 2.81%            |
| Enterprise Funds (Indirects) | \$ 136,037          | \$ 104,373          | \$ 87,888           | \$ 93,240           | \$ 5,352          | 6.09%            |
| <b>Fees &amp; Charges</b>    |                     |                     |                     |                     |                   |                  |
| Parking Fund                 | \$ 71,200           | \$ 71,200           | \$ 71,200           | \$ 71,200           | \$ —              | —%               |
| <b>Total 3200 Highway</b>    | <b>\$ 3,678,223</b> | <b>\$ 3,317,063</b> | <b>\$ 3,628,631</b> | <b>\$ 3,731,490</b> | <b>\$ 102,859</b> | <b>2.83%</b>     |

| Appropriation Summary     | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase   | Percent Increase |
|---------------------------|---------------------|---------------------|----------------------|---------------------|-------------------|------------------|
| Compensation              | \$ 1,530,895        | \$ 1,373,290        | \$ 1,348,632         | \$ 1,338,982        | \$ (9,650)        | -0.72%           |
| Expenses                  | \$ 2,147,328        | \$ 1,943,773        | \$ 2,279,999         | \$ 2,392,508        | \$ 112,509        | 4.93%            |
| <b>Total 3200 Highway</b> | <b>\$ 3,678,223</b> | <b>\$ 3,317,063</b> | <b>\$ 3,628,631</b>  | <b>\$ 3,731,490</b> | <b>\$ 102,859</b> | <b>2.83%</b>     |

| Program Summary                  | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase   | Percent Increase |
|----------------------------------|---------------------|---------------------|----------------------|---------------------|-------------------|------------------|
| Total 3210 Highway Maintenance   | \$ 1,343,192        | \$ 1,269,181        | \$ 1,505,756         | \$ 1,482,865        | \$ (22,891)       | -1.52%           |
| Total 3220 Equipment Maintenance | \$ 706,271          | \$ 709,252          | \$ 735,642           | \$ 789,013          | \$ 53,371         | 7.26%            |
| Total 3230 Snow Removal          | \$ 1,628,760        | \$ 1,338,630        | \$ 1,387,233         | \$ 1,459,612        | \$ 72,379         | 5.22%            |
| <b>Total 3200 Highway</b>        | <b>\$ 3,678,223</b> | <b>\$ 3,317,063</b> | <b>\$ 3,628,631</b>  | <b>\$ 3,731,490</b> | <b>\$ 102,859</b> | <b>2.83%</b>     |

| Object Code Summary       | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase   | Percent Increase |
|---------------------------|---------------------|---------------------|----------------------|---------------------|-------------------|------------------|
| Salaries & Wages          | \$ 1,104,404        | \$ 1,027,470        | \$ 1,079,991         | \$ 1,066,849        | \$ (13,142)       | -1.22%           |
| Overtime                  | \$ 426,491          | \$ 345,820          | \$ 268,641           | \$ 272,133          | \$ 3,492          | 1.30%            |
| <i>Personal Services</i>  | <i>\$ 1,530,895</i> | <i>\$ 1,373,290</i> | <i>\$ 1,348,632</i>  | <i>\$ 1,338,982</i> | <i>\$ (9,650)</i> | <i>-0.72%</i>    |
| Contractual Services      | \$ 1,137,782        | \$ 941,210          | \$ 1,125,900         | \$ 1,130,200        | \$ 4,300          | 0.38%            |
| Utilities                 | \$ 191,922          | \$ 221,933          | \$ 224,999           | \$ 269,908          | \$ 44,909         | 19.96%           |
| Supplies                  | \$ 776,486          | \$ 729,076          | \$ 844,100           | \$ 907,400          | \$ 63,300         | 7.50%            |
| Small Capital             | \$ 41,138           | \$ 51,554           | \$ 85,000            | \$ 85,000           | \$ —              | —%               |
| <i>Expenses</i>           | <i>\$ 2,147,328</i> | <i>\$ 1,943,773</i> | <i>\$ 2,279,999</i>  | <i>\$ 2,392,508</i> | <i>\$ 112,509</i> | <i>4.93%</i>     |
| <b>Total 3200 Highway</b> | <b>\$ 3,678,223</b> | <b>\$ 3,317,063</b> | <b>\$ 3,628,631</b>  | <b>\$ 3,731,490</b> | <b>\$ 102,859</b> | <b>2.83%</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 and 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.

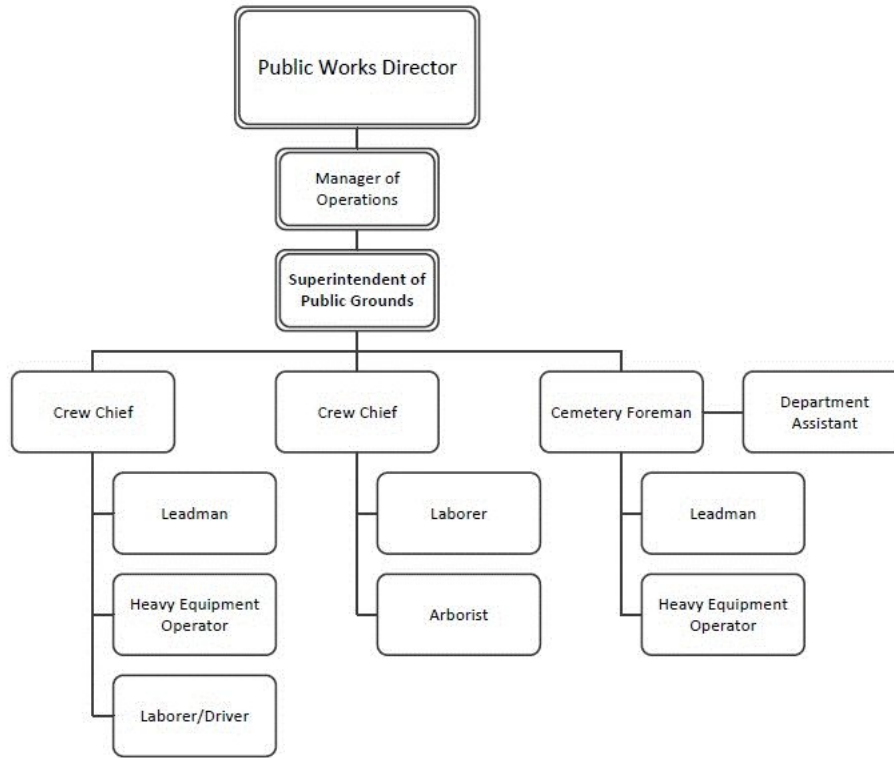
- The Parks staff maintain 9 parks, 12 playgrounds, 28 conservation areas, 41 athletic fields, 12 school grounds, 4 tennis facilities, 3 historical sites, the pool and reservoir complexes as well as the Town's bicycle, fitness and conservation trails totaling approximately 630 acres. Lexington's athletic 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 FY2021 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>FY2018<br/>Budget</b> | <b>FY2019<br/>Budget</b> | <b>FY2020<br/>Budget</b> | <b>FY2021<br/>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                        | 7                        | 7                         |
| Laborer-Truck Driver                   | 1                        | 1                        | 1                        | 1                         |
| <b>Subtotal FTE</b>                    | <b>15</b>                | <b>15</b>                | <b>16</b>                | <b>16</b>                 |
| <b>Subtotal FT/PT</b>                  | <b>15 FT/0 PT</b>        | <b>15 FT/0 PT</b>        | <b>16 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>26.2</b>              | <b>26.2</b>               |
| <b>Total FT/PT</b>                     | <b>24 FT/4 PT</b>        | <b>24 FT/4 PT</b>        | <b>25 FT/4 PT</b>        | <b>25 FT/4 PT</b>         |

\*New staff person added in FY2020 as a Program Improvement.

## Budget Recommendations:

The FY2021 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 \$2,255,623, which is a \$61,216 or 2.79% increase over the FY2020 budget.

The combined Parks, Forestry and Cemetery FY2021 recommended General Fund operating budget is \$2,160,623 which is a \$61,216 or 2.92% increase from the FY2020 General Fund budget.

The combined Parks, Forestry and Cemetery General Fund operating budget for Compensation is \$1,494,923 and reflects a \$12,216 or 0.82% increase, which is attributable to the cost of contractually obligated step increases and cost of living adjustments. FY2021 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2020. 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 \$665,700 and reflects a \$49,000 or 7.95% increase, which includes a \$10,000 increase in water and sewer costs to reflect actual expenses, a \$10,000 increase in tree service contracting to address an increasing number of safety concerns as they are identified in the final year of the street tree survey, a program improvement to maintain playgrounds and enhance safety concerns as routine inspections are completed, and various other adjustments to reflect actual operating costs.

The combined FY2021 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     |                 |
| Bike Amenity Maintenance | \$ 10,000             | \$ —                                    | \$ 10,000       | \$ —                  | \$ —                                    | \$ —      | \$ 10,000       |
| Playground Maintenance   | \$ 10,000             | \$ —                                    | \$ 10,000       | \$ 10,000             | \$ —                                    | \$ 10,000 | \$ —            |
| Tree Canopy Survey       | \$ 30,000             | \$ —                                    | \$ 30,000       | \$ —                  | \$ —                                    | \$ —      | \$ 30,000       |
| Landscape Equipment      | \$ 24,000             | \$ —                                    | \$ 24,000       | \$ —                  | \$ —                                    | \$ —      | \$ 24,000       |

**Budget Summary:**

| <b>Funding Sources</b>           | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Estimate</b> | <b>FY2021<br/>Projected</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|----------------------------------|--------------------------|--------------------------|----------------------------|-----------------------------|----------------------------|-----------------------------|
| Tax Levy                         | \$ 1,616,213             | \$ 1,612,307             | \$ 1,778,299               | \$ 1,836,484                | \$ 58,185                  | 3.27 %                      |
| Enterprise Funds (Indirects)     | \$ 86,363                | \$ 88,735                | \$ 91,108                  | \$ 94,139                   | \$ 3,031                   | 3.33 %                      |
| <b>Fees &amp; Charges</b>        |                          |                          |                            |                             |                            |                             |
| Cemetery Prep Fees               | \$ 162,270               | \$ 198,293               | \$ 180,000                 | \$ 180,000                  | \$ —                       | — %                         |
| <b>Directed Funding</b>          |                          |                          |                            |                             |                            |                             |
| Cemetery Trust                   | \$ 48,500                | \$ 50,000                | \$ 50,000                  | \$ 50,000                   | \$ —                       | — %                         |
| <b>Total 3300 - General Fund</b> | <b>\$ 1,913,346</b>      | <b>\$ 1,949,335</b>      | <b>\$ 2,099,407</b>        | <b>\$ 2,160,623</b>         | <b>\$ 61,216</b>           | <b>2.92 %</b>               |

| <b>Appropriation Summary</b>     | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|----------------------------------|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Compensation                     | \$ 1,383,445             | \$ 1,407,046             | \$ 1,482,707                    | \$ 1,494,923                  | \$ 12,216                  | 0.82 %                      |
| Expenses                         | \$ 529,901               | \$ 542,289               | \$ 616,700                      | \$ 665,700                    | \$ 49,000                  | 7.95 %                      |
| <b>Total 3300 - General Fund</b> | <b>\$ 1,913,346</b>      | <b>\$ 1,949,335</b>      | <b>\$ 2,099,407</b>             | <b>\$ 2,160,623</b>           | <b>\$ 61,216</b>           | <b>2.92 %</b>               |

| <b>Program Summary</b>           | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|----------------------------------|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Total 3310 Parks Division        | \$ 1,159,428             | \$ 1,217,464             | \$ 1,261,366                    | \$ 1,296,819                  | \$ 35,453                  | 2.81 %                      |
| Total 3320 Forestry              | \$ 455,004               | \$ 427,495               | \$ 493,866                      | \$ 502,460                    | \$ 8,594                   | 1.74 %                      |
| Total 3330 Cemetery              | \$ 298,914               | \$ 304,376               | \$ 344,175                      | \$ 361,344                    | \$ 17,169                  | 4.99 %                      |
| <b>Total 3300 - General Fund</b> | <b>\$ 1,913,346</b>      | <b>\$ 1,949,335</b>      | <b>\$ 2,099,407</b>             | <b>\$ 2,160,623</b>           | <b>\$ 61,216</b>           | <b>2.92 %</b>               |

| <b>Object Code Summary</b>       | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|----------------------------------|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Salaries & Wages                 | \$ 1,209,274             | \$ 1,238,995             | \$ 1,373,096                    | \$ 1,383,887                  | \$ 10,791                  | 0.79 %                      |
| Overtime                         | \$ 174,171               | \$ 168,051               | \$ 109,611                      | \$ 111,036                    | \$ 1,425                   | 1.30 %                      |
| <i>Personal Services</i>         | <i>\$ 1,383,445</i>      | <i>\$ 1,407,046</i>      | <i>\$ 1,482,707</i>             | <i>\$ 1,494,923</i>           | <i>\$ 12,216</i>           | <i>0.82 %</i>               |
| Contractual Services             | \$ 253,082               | \$ 243,841               | \$ 404,300                      | \$ 423,900                    | \$ 19,600                  | 4.85 %                      |
| Utilities                        | \$ 58,312                | \$ 67,226                | \$ 63,700                       | \$ 73,700                     | \$ 10,000                  | 15.70 %                     |
| Supplies                         | \$ 207,029               | \$ 214,283               | \$ 138,200                      | \$ 157,600                    | \$ 19,400                  | 14.04 %                     |
| Small Capital                    | \$ 11,478                | \$ 16,939                | \$ 10,500                       | \$ 10,500                     | \$ —                       | — %                         |
| <i>Expenses</i>                  | <i>\$ 529,901</i>        | <i>\$ 542,289</i>        | <i>\$ 616,700</i>               | <i>\$ 665,700</i>             | <i>\$ 49,000</i>           | <i>7.95 %</i>               |
| <b>Total 3300 - General Fund</b> | <b>\$ 1,913,346</b>      | <b>\$ 1,949,335</b>      | <b>\$ 2,099,407</b>             | <b>\$ 2,160,623</b>           | <b>\$ 61,216</b>           | <b>2.92 %</b>               |

**Budget Summary - Revolving Funds\***

| <b>Funding Sources</b>              | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Estimate</b> | <b>FY2021<br/>Projected</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|-------------------------------------|--------------------------|--------------------------|----------------------------|-----------------------------|----------------------------|-----------------------------|
| Lexington Tree Fund                 | \$ 17,675                | \$ 67,650                | \$ 45,000                  | \$ 45,000                   | \$ —                       | — %                         |
| Burial Containers                   | \$ 39,885                | \$ 45,815                | \$ 50,000                  | \$ 50,000                   | \$ —                       | — %                         |
| <b>Total 3300 - Revolving Funds</b> | <b>\$ 57,560</b>         | <b>\$ 113,465</b>        | <b>\$ 95,000</b>           | <b>\$ 95,000</b>            | <b>\$ —</b>                | <b>— %</b>                  |

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

| <b>Appropriation Summary</b>           | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|--|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| <b>Lexington Tree Revolving Fund</b>   |                          |                          |                                 |                               |                            |                             |
| Expenses                               | \$ 24,500                | \$ —                     | \$ 45,000                       | \$ 45,000                     | \$ —                       | — %                         |
| <b>Burial Container Revolving Fund</b> |                          |                          |                                 |                               |                            |                             |
| Expenses                               | \$ 33,410                | \$ 27,945                | \$ 50,000                       | \$ 50,000                     | \$ —                       | — %                         |
| <b>Total 3300 - Revolving Funds</b>    | <b>\$ 57,910</b>         | <b>\$ 27,945</b>         | <b>\$ 95,000</b>                | <b>\$ 95,000</b>              | <b>\$ —</b>                | <b>— %</b>                  |

**Budget Summary - All Funds**

| <b>Appropriation Summary</b>  | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|-------------------------------|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Compensation                  | \$ 1,383,445             | \$ 1,407,046             | \$ 1,482,707                    | \$ 1,494,923                  | \$ 12,216                  | 0.82 %                      |
| Expenses                      | \$ 587,811               | \$ 570,234               | \$ 711,700                      | \$ 760,700                    | \$ 49,000                  | 6.88 %                      |
| <b>Total 3300 - All Funds</b> | <b>\$ 1,971,256</b>      | <b>\$ 1,977,280</b>      | <b>\$ 2,194,407</b>             | <b>\$ 2,255,623</b>           | <b>\$ 61,216</b>           | <b>2.79 %</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 solid waste, increase recycling and composting, and reduce the toxicity of the waste stream.

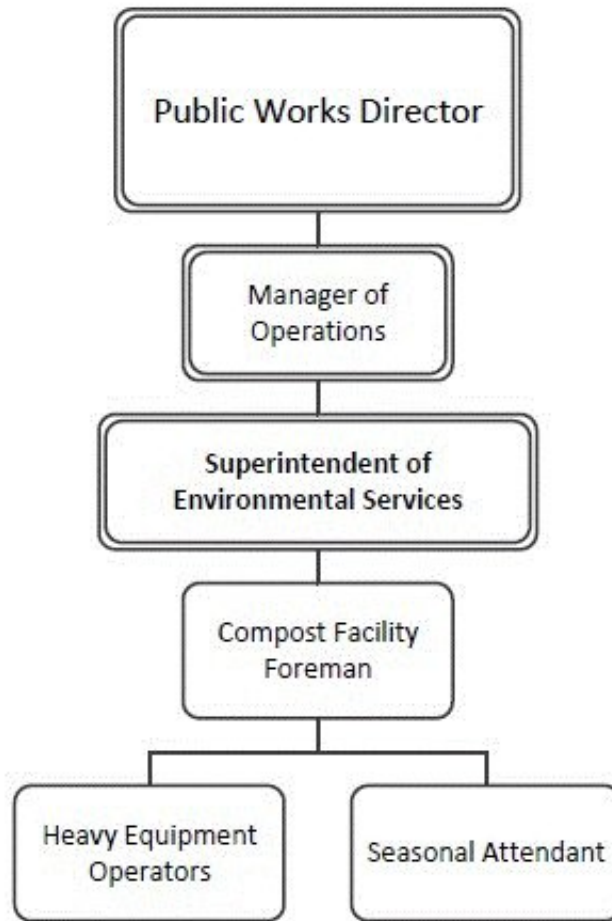
**Budget Overview:** The Environmental Services Division includes Refuse Collection and Disposal, Recycling, Yard Waste and Appliance/Electronic Waste.

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, 2025.

### **Division Initiatives:**

1. Apply for Mass DEP's Recycling IQ Kit and begin implementation in April 2020.
2. Develop a drop-off program to collect glass and have it processed into a recycled construction material.
3. Develop marketing plan to expand sales of compost and other products to neighboring Public Works and landscape companies.
4. Complete Hartwell Avenue Operation's plan including upgrade of security systems and conservation improvements.
5. Explore opportunities to utilize the Hartwell Avenue site to promote environmental education, renewable energy and compost training.
6. Develop a Lexington Master Plan for the collection and management of municipal solid waste, recyclables, yard waste and food waste.



**Authorized/Appropriated Staffing**

|  | <b>FY2018<br/>Budget</b> | <b>FY2019<br/>Budget</b> | <b>FY2020<br/>Budget</b> | <b>FY2021<br/>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                        | 2                        | 2                        | 2                         |
| Seasonal Heavy Equipment Operator                  | 0.5                      | —                        | —                        | —                         |
| Seasonal Attendant                                 | 0.7                      | 0.7                      | 0.7                      | 0.7                       |
| <b>Subtotal FTE</b>                                | <b>4.2</b>               | <b>4.7</b>               | <b>4.7</b>               | <b>4.7</b>                |
| <b>Subtotal FT/PT</b>                              | <b>3 FT/2 PT*</b>        | <b>4 FT/1 PT*</b>        | <b>4 FT/1 PT*</b>        | <b>4 FT/1 PT*</b>         |
| <b>Total FTE</b>                                   | <b>4.2</b>               | <b>4.7</b>               | <b>4.7</b>               | <b>4.7</b>                |
| <b>Total FT/PT</b>                                 | <b>3 FT/2 PT</b>         | <b>4 FT/1 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.

## **Budget Recommendations:**

The recommended FY2021 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 \$4,042,157, which is a net \$137,981 or 3.53% increase from the FY2020 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 \$3,008,589 and reflects a \$98,123 or 3.37% increase. The Refuse Collection expense budget is recommended at \$952,423, a decrease of \$(40,953) or -4.12%, and the Recycling expense budget is recommended at \$1,330,766 an increase of \$60,398 or 4.75%, both of which reflect 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 \$725,400, an increase of \$78,678 or 12.17%, attributable to a 12.2% or \$8.46 increase in the Town's tipping fee per ton. Total refuse disposal tonnage for FY2021 is projected to be 9,300 tons.

The FY2021 revolving fund budgets are recommended at \$1,033,568, a \$39,858 or 4.01% net increase. The Minuteman Household Hazardous Waste Program Revolving Fund is funded at \$250,000, an increase of \$30,000 or 13.64%, which reflects actual expenses. The Compost Operations Revolving Fund is recommended at \$783,568, a \$9,858 or 1.27% increase, which reflects actual expenses.

## **Program Improvement Requests:**

None requested.

## Budget Summary:

| Funding Sources                  | FY2018 Actual       | FY2019 Actual       | FY2020 Estimate     | FY2021 Projected    | Dollar Increase  | Percent Increase |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|------------------|------------------|
| Tax Levy                         | \$ 2,428,210        | \$ 2,745,392        | \$ 2,910,466        | \$ 3,008,589        | \$ 98,123        | 3.37 %           |
| <b>Total 3400 - General Fund</b> | <b>\$ 2,428,210</b> | <b>\$ 2,745,392</b> | <b>\$ 2,910,466</b> | <b>\$ 3,008,589</b> | <b>\$ 98,123</b> | <b>3.37 %</b>    |

| Appropriation Summary (General Fund) | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase  | Percent Increase |
|--------------------------------------|---------------------|---------------------|----------------------|---------------------|------------------|------------------|
| Compensation                         | \$ —                | \$ —                | \$ —                 | \$ —                | \$ —             | — %              |
| Expenses                             | \$ 2,428,210        | \$ 2,745,392        | \$ 2,910,466         | \$ 3,008,589        | \$ 98,123        | 3.37 %           |
| <b>Total 3400 - General Fund</b>     | <b>\$ 2,428,210</b> | <b>\$ 2,745,392</b> | <b>\$ 2,910,466</b>  | <b>\$ 3,008,589</b> | <b>\$ 98,123</b> | <b>3.37 %</b>    |

| Program Summary (General Fund)   | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase  | Percent Increase |
|----------------------------------|---------------------|---------------------|----------------------|---------------------|------------------|------------------|
| Total 3410 Refuse Collection     | \$ 847,460          | \$ 947,750          | \$ 993,376           | \$ 952,423          | \$ (40,953)      | -4.12 %          |
| Total 3420 Recycling             | \$ 994,641          | \$ 1,208,629        | \$ 1,270,368         | \$ 1,330,766        | \$ 60,398        | 4.75 %           |
| Total 3430 Refuse Disposal       | \$ 586,109          | \$ 589,013          | \$ 646,722           | \$ 725,400          | \$ 78,678        | 12.17 %          |
| <b>Total 3400 - General Fund</b> | <b>\$ 2,428,210</b> | <b>\$ 2,745,392</b> | <b>\$ 2,910,466</b>  | <b>\$ 3,008,589</b> | <b>\$ 98,123</b> | <b>3.37 %</b>    |

| Object Code Summary (General Fund) | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase  | Percent Increase |
|------------------------------------|---------------------|---------------------|----------------------|---------------------|------------------|------------------|
| Salaries & Wages                   | \$ —                | \$ —                | \$ —                 | \$ —                | \$ —             | — %              |
| Overtime                           | \$ —                | \$ —                | \$ —                 | \$ —                | \$ —             | — %              |
| <i>Personal Services</i>           | \$ —                | \$ —                | \$ —                 | \$ —                | \$ —             | — %              |
| Contractual Services               | \$ 2,399,285        | \$ 2,697,045        | \$ 2,878,716         | \$ 2,975,339        | \$ 96,623        | 3.36 %           |
| Utilities                          | \$ —                | \$ —                | \$ —                 | \$ —                | \$ —             | — %              |
| Supplies                           | \$ 28,925           | \$ 48,347           | \$ 31,750            | \$ 33,250           | \$ 1,500         | 4.72 %           |
| Small Capital                      | \$ —                | \$ —                | \$ —                 | \$ —                | \$ —             | — %              |
| <i>Expenses</i>                    | <b>\$ 2,428,210</b> | <b>\$ 2,745,392</b> | <b>\$ 2,910,466</b>  | <b>\$ 3,008,589</b> | <b>\$ 98,123</b> | <b>3.37 %</b>    |
| <b>Total 3400 - General Fund</b>   | <b>\$ 2,428,210</b> | <b>\$ 2,745,392</b> | <b>\$ 2,910,466</b>  | <b>\$ 3,008,589</b> | <b>\$ 98,123</b> | <b>3.37 %</b>    |

## Budget Summary - Revolving Funds\*

| Funding Sources                     | FY2018 Actual     | FY2019 Actual        | FY2020 Estimate     | FY2021 Projected    | Dollar Increase  | Percent Increase |
|-------------------------------------|-------------------|----------------------|---------------------|---------------------|------------------|------------------|
| Compost Operations Rev. Fund        | \$ 652,167        | \$ 664,473.73        | \$ 793,449          | \$ 793,449          | \$ —             | — %              |
| Minuteman Haz. Waste Rev. Fund      | \$ 138,286        | \$ 21,400.73         | \$ 220,000          | \$ 250,000          | \$ 30,000        | 13.64 %          |
| <b>Total 3400 - Revolving Funds</b> | <b>\$ 790,453</b> | <b>\$ 685,874.46</b> | <b>\$ 1,013,449</b> | <b>\$ 1,043,449</b> | <b>\$ 30,000</b> | <b>2.96 %</b>    |

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

| Appropriation Summary                 | FY2018 Actual     | FY2019 Actual     | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase  | Percent Increase |
|---------------------------------------|-------------------|-------------------|----------------------|---------------------|------------------|------------------|
| <b>Compost Operations Rev. Fund</b>   | <b>\$ 772,247</b> | <b>\$ 739,937</b> | <b>\$ 773,710</b>    | <b>\$ 783,568</b>   | <b>\$ 9,858</b>  | <b>1.27%</b>     |
| Compensation                          | \$ 266,432        | \$ 308,268        | \$ 317,272           | \$ 328,300          | \$ 11,028        | 3.48 %           |
| Expenses                              | \$ 317,724        | \$ 162,474        | \$ 171,350           | \$ 173,350          | \$ 2,000         | 1.17 %           |
| Benefits                              | \$ 45,845         | \$ 52,336         | \$ 67,785            | \$ 76,361           | \$ 8,576         | 12.65 %          |
| Debt                                  | \$ 142,246        | \$ 216,859        | \$ 217,303           | \$ 205,557          | \$ (11,746)      | -5.41 %          |
| <b>Minuteman Haz. Waste Rev. Fund</b> | <b>\$ 149,999</b> | <b>\$ 139,932</b> | <b>\$ 220,000</b>    | <b>\$ 250,000</b>   | <b>\$ 30,000</b> | <b>13.64%</b>    |
| Expenses                              | \$ 149,999        | \$ 139,932        | \$ 220,000           | \$ 250,000          | \$ 30,000        | 13.64 %          |
| <b>Total 3400 - Revolving Funds</b>   | <b>\$ 922,246</b> | <b>\$ 879,869</b> | <b>\$ 993,710</b>    | <b>\$ 1,033,568</b> | <b>\$ 39,858</b> | <b>4.01 %</b>    |

## Budget Summary - All Funds

| Appropriation Summary         | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase   | Percent Increase |
|-------------------------------|---------------------|---------------------|----------------------|---------------------|-------------------|------------------|
| Compensation                  | \$ 266,432          | \$ 308,268          | \$ 317,272           | \$ 328,300          | \$ 11,028         | 3.48 %           |
| Expenses                      | \$ 2,895,933        | \$ 3,047,798        | \$ 3,301,816         | \$ 3,431,939        | \$ 130,123        | 3.94 %           |
| Benefits (Revolving Fund)     | \$ 45,845           | \$ 52,336           | \$ 67,785            | \$ 76,361           | \$ 8,576          | 12.65 %          |
| Debt Service (Revolving Fund) | \$ 142,246          | \$ 216,859          | \$ 217,303           | \$ 205,557          | \$ (11,746)       | -5.41 %          |
| <b>Total 3400 - All Funds</b> | <b>\$ 3,350,456</b> | <b>\$ 3,625,261</b> | <b>\$ 3,904,176</b>  | <b>\$ 4,042,157</b> | <b>\$ 137,981</b> | <b>3.53 %</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.

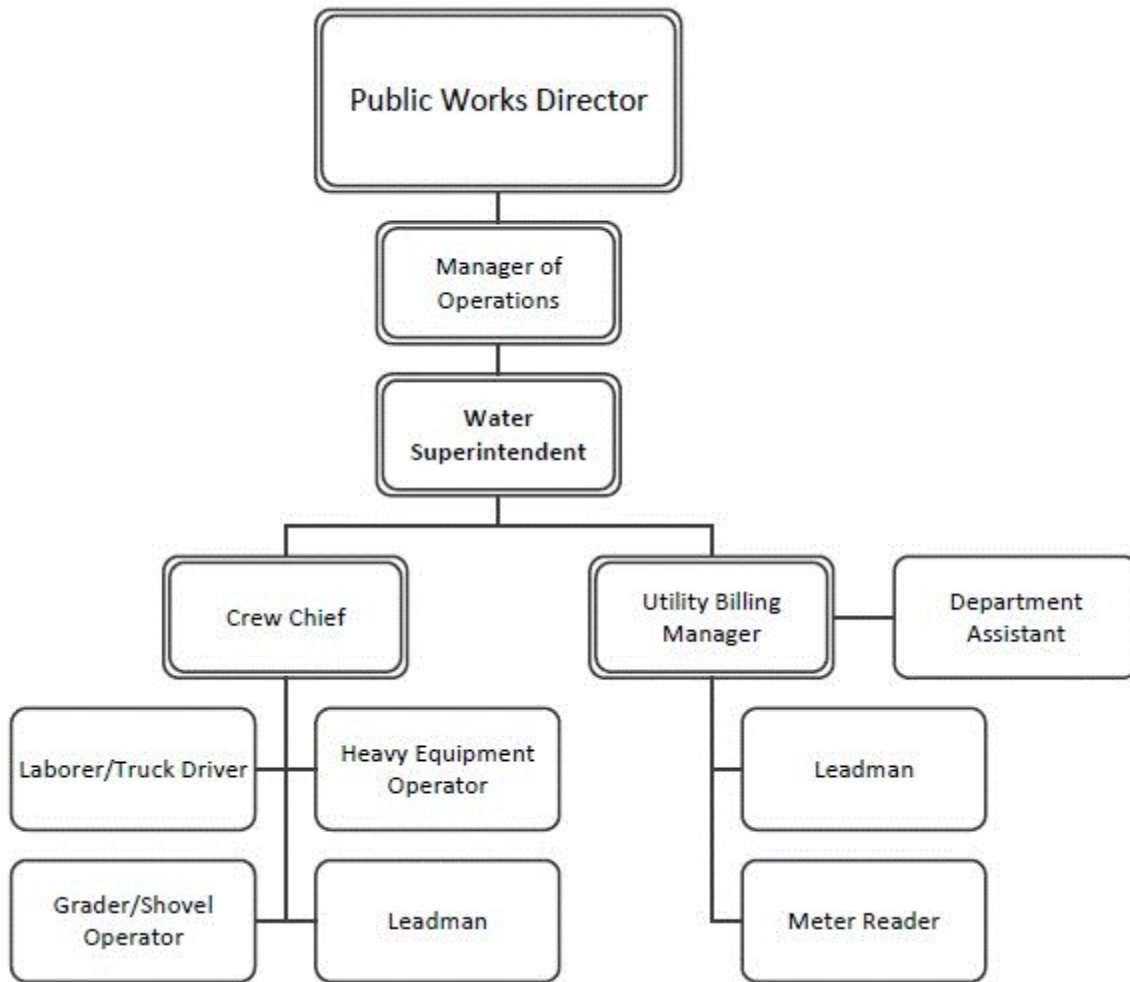
The Water Operations maintains and repairs the water system that delivers water to Lexington homes and businesses through 154 miles of water mains, 1,500 fire hydrants and two water towers that store 3.24 million gallons of water. The Town has a three-block inclining rate structure to encourage water 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 FY2021, 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>FY2018<br/>Budget</b> | <b>FY2019<br/>Budget</b> | <b>FY2020<br/>Budget</b> | <b>FY2021<br/>Request</b> |
|-----------------------------------|--------------------------|--------------------------|--------------------------|---------------------------|
| Superintendent of Water & Sewer   | 0.5                      | 0.5                      | 0.5                      | 0.5                       |
| Utility Billing Manager*          | —                        | 0.5                      | 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>11.2</b>              | <b>11.2</b>              | <b>11.2</b>               |
| <b>Total FT/PT</b>                | <b>10 FT/2 PT</b>        | <b>10 FT/3 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 FY2021 recommended Water operating budget is \$11,748,792, inclusive of indirect costs. The recommended budget reflects a \$866,797 or 7.97% increase from the FY2020 budget.

The budget for Compensation is \$804,234, and reflects a \$19,224 or 2.45% increase, which is due to increased costs for step increases and cost of living adjustments.

The budget for Expenses is \$502,925 which is an decrease of \$(5,950), or -1.17% from FY2020, and which is a net increase reflecting adjustments to align budgeted spending with historical experience.

A new budget category of Cash Capital is recommended to begin to transition the ongoing water main replacement program to being funded directly by user charges instead of debt financing. This transition is projected to occur over an 11-year period until the entire \$2,200,000 annual program is cash financed. In doing so, rate payers will save a considerable amount on interest costs in the long-term. The FY2021 recommendation for cash capital is \$200,000.

Debt service is recommended to increase by \$1,358 or 0.11%.

The preliminary MWRA Assessment is \$8,030,101, which is a \$616,737 or 8.32% increase from FY2020. The final assessment will be issued in June 2020.

In FY2021, 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 \$930,001, an increase of \$35,428 or 3.96%.

## **Program Improvement Requests:**

None requested.

## Budget Summary:

| Funding Sources                    | FY2018 Actual        | FY2019 Actual        | FY2020 Estimate      | FY2021 Projected     | Dollar Increase   | Percent Increase |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------|------------------|
| Tax Levy                           | \$ —                 | \$ —                 | \$ —                 | \$ —                 | \$ —              | —%               |
| Enterprise Funds                   |                      |                      |                      |                      |                   |                  |
| Retained Earnings                  | \$ 73,000            | \$ 61,000            | \$ —                 | \$ —                 | \$ —              | —%               |
| User Charges                       | \$ 11,096,067        | \$ 10,415,321        | \$ 10,609,075        | \$ 11,475,872        | \$ 866,797        | 8.17%            |
| Meter Charges                      | \$ 40,296            | \$ 40,000            | \$ 40,000            | \$ 40,000            | \$ —              | —%               |
| Investment Income                  | \$ 13,070            | \$ 10,000            | \$ 10,000            | \$ 10,000            | \$ —              | —%               |
| Fees & Charges                     | \$ 280,063           | \$ 222,920           | \$ 222,920           | \$ 222,920           | \$ —              | —%               |
| <b>Total 3600 Water Enterprise</b> | <b>\$ 11,502,496</b> | <b>\$ 10,749,241</b> | <b>\$ 10,881,995</b> | <b>\$ 11,748,792</b> | <b>\$ 866,797</b> | <b>7.97%</b>     |

| Appropriation Summary              | FY2018 Actual        | FY2019 Actual        | FY2020 Appropriation | FY2021 Recommended   | Dollar Increase   | Percent Increase |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------|------------------|
| Compensation                       | \$ 674,791           | \$ 684,682           | \$ 785,010           | \$ 804,234           | \$ 19,224         | 2.45%            |
| Expenses                           | \$ 383,855           | \$ 395,107           | \$ 508,875           | \$ 502,925           | \$ (5,950)        | -1.17%           |
| Cash Capital                       | \$ —                 | \$ —                 | \$ —                 | \$ 200,000           | \$ 200,000        | —%               |
| Debt                               | \$ 1,470,389         | \$ 1,436,995         | \$ 1,277,412         | \$ 1,278,770         | \$ 1,358          | 0.11%            |
| MWRA                               | \$ 7,246,531         | \$ 7,128,006         | \$ 7,413,364         | \$ 8,030,101         | \$ 616,737        | 8.32%            |
| OPEB                               | \$ 9,089             | \$ 9,089             | \$ 2,761             | \$ 2,761             | \$ —              | —%               |
| Indirects                          | \$ 872,465           | \$ 869,833           | \$ 894,573           | \$ 930,001           | \$ 35,428         | 3.96%            |
| <b>Total 3600 Water Enterprise</b> | <b>\$ 10,657,120</b> | <b>\$ 10,523,712</b> | <b>\$ 10,881,995</b> | <b>\$ 11,748,792</b> | <b>\$ 866,797</b> | <b>7.97%</b>     |

| Program Summary                    | FY2018 Actual        | FY2019 Actual        | FY2020 Appropriation | FY2021 Recommended   | Dollar Increase   | Percent Increase |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------|------------------|
| 3610 Water Operations              | \$ 2,529,035         | \$ 2,516,784         | \$ 2,571,297         | \$ 2,585,929         | \$ 14,632         | 0.57%            |
| 3620 MWRA                          | \$ 7,246,531         | \$ 7,128,006         | \$ 7,413,364         | \$ 8,030,101         | \$ 616,737        | 8.32%            |
| Cash Capital                       | \$ —                 | \$ —                 | \$ —                 | \$ 200,000           | \$ 200,000        | —%               |
| OPEB                               | \$ 9,089             | \$ 9,089             | \$ 2,761             | \$ 2,761             | \$ —              | —%               |
| Indirects                          | \$ 872,465           | \$ 869,833           | \$ 894,573           | \$ 930,001           | \$ 35,428         | 3.96%            |
| <b>Total 3600 Water Enterprise</b> | <b>\$ 10,657,120</b> | <b>\$ 10,523,712</b> | <b>\$ 10,881,995</b> | <b>\$ 11,748,792</b> | <b>\$ 866,797</b> | <b>7.97%</b>     |

| Object Code Summary                | FY2018 Actual        | FY2019 Actual        | FY2020 Appropriation | FY2021 Recommended   | Dollar Increase   | Percent Increase |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------|------------------|
| Salaries & Wages                   | \$ 566,267           | \$ 555,297           | \$ 625,378           | \$ 639,292           | \$ 13,914         | 2.22%            |
| Overtime                           | \$ 108,524           | \$ 129,385           | \$ 159,632           | \$ 164,942           | \$ 5,310          | 3.33%            |
| <i>Personal Services</i>           | <i>\$ 674,791</i>    | <i>\$ 684,682</i>    | <i>\$ 785,010</i>    | <i>\$ 804,234</i>    | <i>\$ 19,224</i>  | <i>2.45%</i>     |
| Contractual Services               | \$ 196,908           | \$ 164,645           | \$ 253,125           | \$ 260,625           | \$ 7,500          | 2.96%            |
| Utilities                          | \$ 8,766             | \$ 8,221             | \$ 13,750            | \$ 14,800            | \$ 1,050          | 7.64%            |
| Supplies                           | \$ 149,055           | \$ 207,114           | \$ 206,000           | \$ 202,500           | \$ (3,500)        | -1.70%           |
| Small Capital                      | \$ 29,126            | \$ 15,127            | \$ 36,000            | \$ 25,000            | \$ (11,000)       | -30.56%          |
| <i>Expenses</i>                    | <i>\$ 383,855</i>    | <i>\$ 395,107</i>    | <i>\$ 508,875</i>    | <i>\$ 502,925</i>    | <i>\$ (5,950)</i> | <i>-1.17%</i>    |
| Cash Capital                       | \$ —                 | \$ —                 | \$ —                 | \$ 200,000           | \$ 200,000        | —%               |
| Debt                               | \$ 1,470,389         | \$ 1,436,995         | \$ 1,277,412         | \$ 1,278,770         | \$ 1,358          | 0.11%            |
| MWRA                               | \$ 7,246,531         | \$ 7,128,006         | \$ 7,413,364         | \$ 8,030,101         | \$ 616,737        | 8.32%            |
| OPEB                               | \$ 9,089             | \$ 9,089             | \$ 2,761             | \$ 2,761             | \$ —              | —%               |
| Indirects                          | \$ 872,465           | \$ 869,833           | \$ 894,573           | \$ 930,001           | \$ 35,428         | 3.96%            |
| <b>Total 3600 Water Enterprise</b> | <b>\$ 10,657,120</b> | <b>\$ 10,523,712</b> | <b>\$ 10,881,995</b> | <b>\$ 11,748,792</b> | <b>\$ 866,797</b> | <b>7.97%</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.

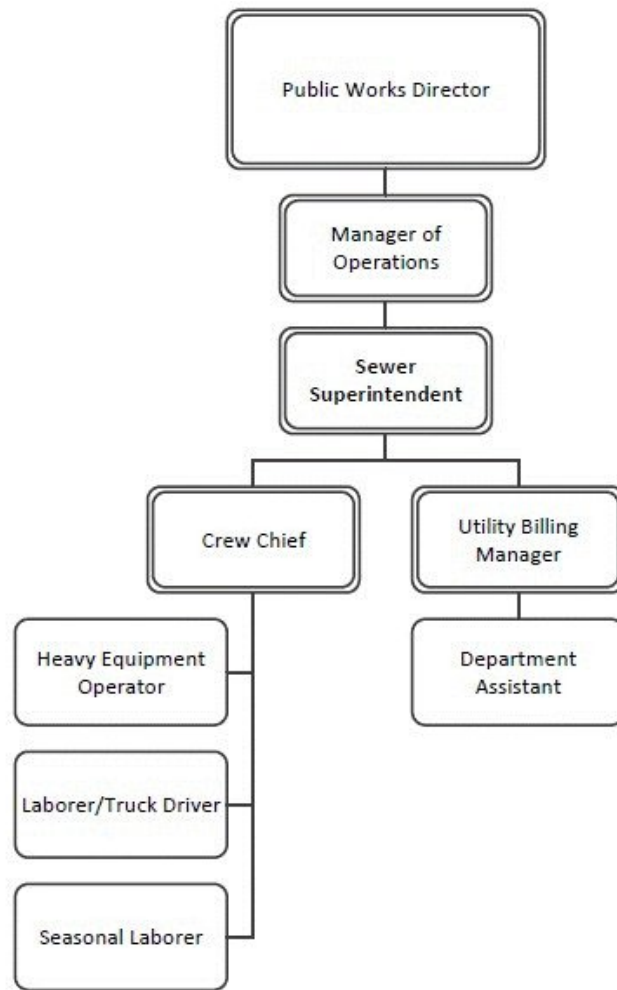
The Sewer Division maintains the wastewater system that serves 99 percent of Town residences and businesses through 34 miles of trunk lines, 119 miles of street lines and 9,524 service connections. There are also ten sewage-pumping stations operated by the Sewer Division. The Town has a three-block inclining 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 FY2021, 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>FY2018<br/>Budget</b> | <b>FY2019<br/>Budget</b> | <b>FY2020<br/>Budget</b> | <b>FY2021<br/>Request</b> |
|--------------------------|--------------------------|--------------------------|--------------------------|---------------------------|
| Supt. of Water & Sewer   | 0.5                      | 0.5                      | 0.5                      | 0.5                       |
| Utility Billing Manager* | —                        | 0.5                      | 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>4.9</b>               | <b>4.9</b>               | <b>4.9</b>                |
| <b>Total FT/PT</b>       | <b>3 FT/4 PT</b>         | <b>3 FT/5 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 FY2021 recommended Sewer operating budget, inclusive of indirect costs, is \$11,092,057, a \$638,126 or 6.10% increase over the FY2020 budget.

The budget for Compensation is \$366,568 and reflects a \$10,954 or 3.08% increase, 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 \$444,150, an increase of \$11,200 or 2.59%, 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.

A new budget category of Cash Capital is recommended to begin to transition the ongoing sanitary sewer main replacement program to being funded directly by user charges instead of debt financing. This transition is projected to occur over a 10-year period until the entire \$1,000,000 annual program is cash financed. In doing so, rate payers will save a considerable amount on interest costs in the long-term. The FY2021 recommendation for cash capital is \$100,000.

Debt service is recommended to increase by \$110,257 or 8.63%.

The preliminary MWRA Assessment is \$8,248,093, which is a \$396,146 or 5.05% increase from FY2020. The final assessment will be issued in June 2020.

In FY2021, 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 \$541,663, an increase of \$9,569 or 1.80%.

## **Program Improvement Requests:**

None requested.

## Budget Summary:

| Funding Sources                    | FY2018 Actual       | FY2019 Actual        | FY2020 Estimate      | FY2021 Projected     | Dollar Increase   | Percent Increase |
|------------------------------------|---------------------|----------------------|----------------------|----------------------|-------------------|------------------|
| Tax Levy                           | \$ —                | \$ —                 | \$ —                 | \$ —                 | \$ —              | —%               |
| Enterprise Funds                   |                     |                      |                      |                      |                   |                  |
| Retained Earnings                  | \$ —                | \$ —                 | \$ —                 | \$ —                 | \$ —              | —%               |
| User Charges                       | \$ 9,357,582        | \$ 9,692,978         | \$ 10,090,931        | \$ 10,729,057        | \$ 638,126        | 6.32%            |
| Connection Fees                    | \$ 1,275            | \$ —                 | \$ —                 | \$ —                 | \$ —              | —%               |
| Investment Income                  | \$ 13,895           | \$ 8,000             | \$ 8,000             | \$ 8,000             | \$ —              | —%               |
| Fees & Charges                     | \$ 386,425          | \$ 355,000           | \$ 355,000           | \$ 355,000           | \$ —              | —%               |
| <b>Total 3700 Sewer Enterprise</b> | <b>\$ 9,759,177</b> | <b>\$ 10,055,978</b> | <b>\$ 10,453,931</b> | <b>\$ 11,092,057</b> | <b>\$ 638,126</b> | <b>6.10%</b>     |

| Appropriation Summary              | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended   | Dollar Increase   | Percent Increase |
|------------------------------------|---------------------|---------------------|----------------------|----------------------|-------------------|------------------|
| Compensation                       | \$ 230,757          | \$ 208,773          | \$ 355,614           | \$ 366,568           | \$ 10,954         | 3.08%            |
| Expenses                           | \$ 325,483          | \$ 342,920          | \$ 432,950           | \$ 444,150           | \$ 11,200         | 2.59%            |
| Cash Capital                       | \$ —                | \$ —                | \$ —                 | \$ 100,000           | \$ 100,000        | —%               |
| Debt                               | \$ 1,033,672        | \$ 1,134,396        | \$ 1,278,322         | \$ 1,388,579         | \$ 110,257        | 8.63%            |
| MWRA                               | \$ 7,402,979        | \$ 7,572,486        | \$ 7,851,947         | \$ 8,248,093         | \$ 396,146        | 5.05%            |
| OPEB                               | \$ 4,085            | \$ 4,085            | \$ 3,004             | \$ 3,004             | \$ —              | —%               |
| Indirects                          | \$ 546,827          | \$ 515,280          | \$ 532,094           | \$ 541,663           | \$ 9,569          | 1.80%            |
| <b>Total 3700 Sewer Enterprise</b> | <b>\$ 9,543,803</b> | <b>\$ 9,777,940</b> | <b>\$ 10,453,931</b> | <b>\$ 11,092,057</b> | <b>\$ 638,126</b> | <b>6.10%</b>     |

| Program Summary                    | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended   | Dollar Increase   | Percent Increase |
|------------------------------------|---------------------|---------------------|----------------------|----------------------|-------------------|------------------|
| 3710 Sewer Enterprise              | \$ 1,589,912        | \$ 1,686,089        | \$ 2,066,886         | \$ 2,199,297         | \$ 132,411        | 6.41%            |
| 3720 - MWRA                        | \$ 7,402,979        | \$ 7,572,486        | \$ 7,851,947         | \$ 8,248,093         | \$ 396,146        | 5.05%            |
| Cash Capital                       | \$ —                | \$ —                | \$ —                 | \$ 100,000           | \$ 100,000        | —%               |
| OPEB                               | \$ 4,085            | \$ 4,085            | \$ 3,004             | \$ 3,004             | \$ —              | —%               |
| Indirects                          | \$ 546,827          | \$ 515,280          | \$ 532,094           | \$ 541,663           | \$ 9,569          | 1.80%            |
| <b>Total 3700 Sewer Enterprise</b> | <b>\$ 9,543,803</b> | <b>\$ 9,777,940</b> | <b>\$ 10,453,931</b> | <b>\$ 11,092,057</b> | <b>\$ 638,126</b> | <b>6.10%</b>     |

| Object Code Summary                | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended   | Dollar Increase   | Percent Increase |
|------------------------------------|---------------------|---------------------|----------------------|----------------------|-------------------|------------------|
| Salaries & Wages                   | \$ 197,566          | \$ 185,666          | \$ 282,035           | \$ 290,542           | \$ 8,507          | 3.02%            |
| Overtime                           | \$ 33,191           | \$ 23,107           | \$ 73,579            | \$ 76,026            | \$ 2,447          | 3.33%            |
| <i>Personal Services</i>           | <i>\$ 230,757</i>   | <i>\$ 208,773</i>   | <i>\$ 355,614</i>    | <i>\$ 366,568</i>    | <i>\$ 10,954</i>  | <i>3.08%</i>     |
| Contractual Services               | \$ 137,921          | \$ 126,961          | \$ 189,400           | \$ 196,900           | \$ 7,500          | 3.96%            |
| Utilities                          | \$ 112,800          | \$ 140,097          | \$ 127,300           | \$ 130,000           | \$ 2,700          | 2.12%            |
| Supplies                           | \$ 61,737           | \$ 60,736           | \$ 102,250           | \$ 103,250           | \$ 1,000          | 0.98%            |
| Small Capital                      | \$ 13,025           | \$ 15,126           | \$ 14,000            | \$ 14,000            | \$ —              | —%               |
| <i>Expenses</i>                    | <i>\$ 325,483</i>   | <i>\$ 342,920</i>   | <i>\$ 432,950</i>    | <i>\$ 444,150</i>    | <i>\$ 11,200</i>  | <i>2.59%</i>     |
| Cash Capital                       | \$ —                | \$ —                | \$ —                 | \$ 100,000           | \$ 100,000        | —%               |
| Debt                               | \$ 1,033,672        | \$ 1,134,396        | \$ 1,278,322         | \$ 1,388,579         | \$ 110,257        | 8.63%            |
| MWRA                               | \$ 7,402,979        | \$ 7,572,486        | \$ 7,851,947         | \$ 8,248,093         | \$ 396,146        | 5.05%            |
| OPEB                               | \$ 4,085            | \$ 4,085            | \$ 3,004             | \$ 3,004             | \$ —              | —%               |
| Indirects                          | \$ 546,827          | \$ 515,280          | \$ 532,094           | \$ 541,663           | \$ 9,569          | 1.80%            |
| <b>Total 3700 Sewer Enterprise</b> | <b>\$ 9,543,803</b> | <b>\$ 9,777,940</b> | <b>\$ 10,453,931</b> | <b>\$ 11,092,057</b> | <b>\$ 638,126</b> | <b>6.10%</b>     |

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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 FY2019, the Police Department responded to 13,092 calls for service with 542 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: three major case detectives, a family services detective, a Community Resource Officer (CRO) and a School Resource Officer (SRO).

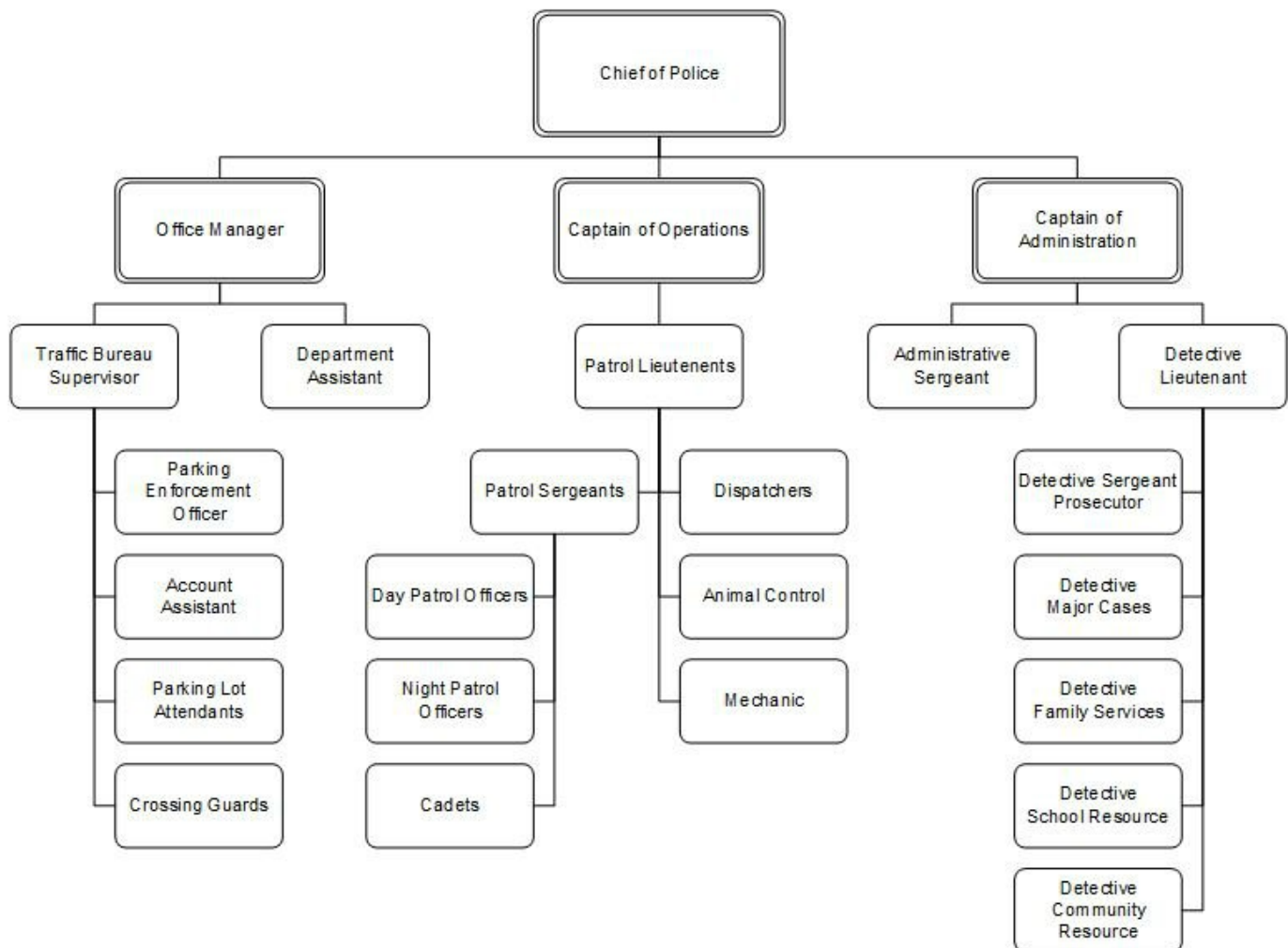
The Dispatch division is comprised of nine civilian dispatchers responsible for directing the proper resources to over 15,000 service calls that require a police, fire or medical unit response. A program improvement will add a Lead Dispatcher to provide consistent oversight, whose salary is fully funded from the Enhanced 911 state grant.

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. Continue to identify and schedule training to meet the needs of the community and develop the large percentage of newer officers in the department. This will continue to be a goal for the foreseeable future as the Department anticipates the hiring of at least 8 new officers in FY2020 in our goal to meet full-staffing.
2. Continue to support and work with the town to obtain funding to construct a new police station at our current location. Continue to explore the numerous funding opportunities on the State, Regional and Federal levels for improvements to the Hartwell Avenue outdoor firing range.
3. With the anticipated retirement of the Chief in the summer of 2022, and two members of the command staff in 2019-2020, establish a succession plan which includes a more formalized and consistent executive development program that will continue to develop future leaders from within the Department.



## Authorized/Appropriated Staffing:

|                                      | <b>FY2018<br/>Budget</b> | <b>FY2019<br/>Budget</b> | <b>FY2020<br/>Budget</b> | <b>FY2021<br/>Request</b> |
|--------------------------------------|--------------------------|--------------------------|--------------------------|---------------------------|
| Chief                                | 1                        | 1                        | 1                        | 1                         |
| Captain of Operations                | 1                        | 1                        | 1                        | 1                         |
| Captain of Administration            | 1                        | 1                        | 1                        | 1                         |
| Administrative Sergeant              | 1                        | 1                        | 1                        | 1                         |
| Lieutenants (Patrol)                 | 4                        | 4                        | 4                        | 4                         |
| Sergeants (Patrol)                   | 5                        | 5                        | 5                        | 5                         |
| Police Officers                      | 29                       | 29                       | 29                       | 29                        |
| Lieutenant (Detective)               | 1                        | 1                        | 1                        | 1                         |
| Sergeant (Detective-Prosecutor)      | 1                        | 1                        | 1                        | 1                         |
| Detectives; Major Case               | 3                        | 3                        | 3                        | 3                         |
| Family Services Detective            | 1                        | 1                        | 1                        | 1                         |
| School Resource Officer              | 1                        | 1                        | 1                        | 1                         |
| Community Resource Officer           | 1                        | 1                        | 1                        | 1                         |
| Cadets - 6 part-time                 | 2.04                     | 3.06                     | 3.06                     | 3.06                      |
| Parking Enforcement Officer          | 1                        | 1                        | 1                        | 1                         |
| Lead Dispatcher                      | —                        | —                        | —                        | 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                     | 3.69                     | 3.69                     | 3.69                      |
| <b>Total FTE</b>                     | <b>73.33</b>             | <b>74.56</b>             | <b>74.56</b>             | <b>75.56</b>              |
|                                      | 50 Officers              | 50 Officers              | 50 Officers              | 50 Officers               |
| <b>Total FT/PT</b>                   | <b>65FT/29PT</b>         | <b>65FT/32PT</b>         | <b>65FT/32PT</b>         | <b>66FT/32PT</b>          |

Overall staff changes from FY2018 to FY2021:

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

FY2021 - Lead Dispatcher role reflects new program improvement request, funded via Enhanced 911 state grant.

### Budget Recommendations:

The FY2021 recommended Police Department budget is \$8,038,558 which is a \$471,528 or 6.23% increase from the FY2020 budget.

The budget for Compensation is \$7,079,469 and reflects an increase of \$421,087 or 6.32%, which incorporates contractually obligated step and cost of living increases, and reflects the cost of absorbing a seventeenth crossing guard into the operating budget. All collective bargaining units in the department are under agreement with the Town of Lexington through at least 2021.

The budget for Expenses is \$959,089 and reflects an increase of \$50,441 or 5.55%, which is a due to anticipated increases in the regional gasoline contract, a new effort to begin replacing portable radios, and enhanced professional development for dispatch staff as they continue to learn the capabilities of the new dispatch software.

### 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     |                 |
| Lead Dispatcher                      | \$ —                  | \$ 15,836                               | \$ 15,836       | \$ —                  | \$ 15,836                               | \$ 15,836 | \$ —            |
| Executive Development Program        | \$ 9,950              | \$ —                                    | \$ 9,950        | \$ —                  | \$ —                                    | \$ —      | \$ 9,950        |
| Patrol Officer - Traffic Enforcement | \$ 75,942             | \$ 15,799                               | \$ 91,741       | \$ —                  | \$ —                                    | \$ —      | \$ 91,741       |

## Budget Summary

| Funding Sources                   | FY2018 Actual       | FY2019 Actual       | FY2020 Estimate     | FY2021 Projected    | Dollar Increase   | Percent Increase |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|-------------------|------------------|
| Tax Levy                          | \$ 7,218,191        | \$ 7,217,531        | \$ 6,941,630        | \$ 7,413,158        | \$ 471,528        | 6.79%            |
| <b>Fees &amp; Charges</b>         |                     |                     |                     |                     |                   |                  |
| Fees                              | \$ 110,793          | \$ 105,447          | \$ 108,500          | \$ 108,500          | \$ —              | —%               |
| Fines & Forfeitures               | \$ 208,800          | \$ 189,845          | \$ 202,000          | \$ 202,000          | \$ —              | —%               |
| Licenses & Permits                | \$ 2,925            | \$ 3,075            | \$ 2,800            | \$ 2,800            | \$ —              | —%               |
| Parking Meter Fund*               | \$ 340,100          | \$ 340,100          | \$ 312,100          | \$ 312,100          | \$ —              | —%               |
| <b>Total 4100 Law Enforcement</b> | <b>\$ 7,880,809</b> | <b>\$ 7,855,998</b> | <b>\$ 7,567,030</b> | <b>\$ 8,038,558</b> | <b>\$ 471,528</b> | <b>6.23%</b>     |

| Appropriation Summary             | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase   | Percent Increase |
|-----------------------------------|---------------------|---------------------|----------------------|---------------------|-------------------|------------------|
| Compensation                      | \$ 6,994,261        | \$ 6,933,132        | \$ 6,658,382         | \$ 7,079,469        | \$ 421,087        | 6.32%            |
| Expenses                          | \$ 886,548          | \$ 922,866          | \$ 908,648           | \$ 959,089          | \$ 50,441         | 5.55%            |
| <b>Total 4100 Law Enforcement</b> | <b>\$ 7,880,809</b> | <b>\$ 7,855,998</b> | <b>\$ 7,567,030</b>  | <b>\$ 8,038,558</b> | <b>\$ 471,528</b> | <b>6.23%</b>     |

| Program Summary                   | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase   | Percent Increase |
|-----------------------------------|---------------------|---------------------|----------------------|---------------------|-------------------|------------------|
| Total 4110 Police Administration  | \$ 1,958,766        | \$ 1,817,207        | \$ 1,539,951         | \$ 1,760,509        | \$ 220,558        | 14.32%           |
| Total 4120 Patrol & Enforcement   | \$ 3,873,320        | \$ 3,831,915        | \$ 3,732,323         | \$ 3,874,573        | \$ 142,250        | 3.81%            |
| Total 4130 Traffic Bureau         | \$ 437,660          | \$ 480,068          | \$ 458,232           | \$ 473,896          | \$ 15,664         | 3.42%            |
| Total 4140 Investigations         | \$ 758,415          | \$ 836,157          | \$ 895,698           | \$ 949,467          | \$ 53,769         | 6.00%            |
| Total 4150 Dispatch               | \$ 646,880          | \$ 662,809          | \$ 725,679           | \$ 740,772          | \$ 15,093         | 2.08%            |
| Total 4160 Animal Control         | \$ 61,002           | \$ 62,663           | \$ 65,818            | \$ 67,008           | \$ 1,190          | 1.81%            |
| Total 4170 Crossing Guards        | \$ 144,766          | \$ 165,178          | \$ 149,329           | \$ 172,333          | \$ 23,004         | 15.40%           |
| <b>Total 4100 Law Enforcement</b> | <b>\$ 7,880,809</b> | <b>\$ 7,855,998</b> | <b>\$ 7,567,030</b>  | <b>\$ 8,038,558</b> | <b>\$ 471,528</b> | <b>6.23%</b>     |

| Object Code Summary               | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase   | Percent Increase |
|-----------------------------------|---------------------|---------------------|----------------------|---------------------|-------------------|------------------|
| Salaries & Wages                  | \$ 5,035,295        | \$ 5,385,922        | \$ 5,793,832         | \$ 6,153,873        | \$ 360,041        | 6.21%            |
| Prior Year Retro Payments         | \$ 732,441          | \$ 198,167          | \$ —                 | \$ —                | \$ —              | —%               |
| Overtime                          | \$ 1,226,525        | \$ 1,349,042        | \$ 864,550           | \$ 925,596          | \$ 61,046         | 7.06%            |
| <i>Personal Services</i>          | <i>\$ 6,994,261</i> | <i>\$ 6,933,132</i> | <i>\$ 6,658,382</i>  | <i>\$ 7,079,469</i> | <i>\$ 421,087</i> | <i>6.32%</i>     |
| Contractual Services              | \$ 399,320          | \$ 360,386          | \$ 385,230           | \$ 395,900          | \$ 10,670         | 2.77%            |
| Utilities                         | \$ 98,980           | \$ 121,887          | \$ 108,703           | \$ 125,919          | \$ 17,216         | 15.84%           |
| Supplies                          | \$ 185,616          | \$ 212,304          | \$ 183,321           | \$ 198,381          | \$ 15,060         | 8.22%            |
| Small Capital                     | \$ 202,632          | \$ 228,289          | \$ 231,394           | \$ 238,889          | \$ 7,495          | 3.24%            |
| <i>Expenses</i>                   | <i>\$ 886,548</i>   | <i>\$ 922,866</i>   | <i>\$ 908,648</i>    | <i>\$ 959,089</i>   | <i>\$ 50,441</i>  | <i>5.55%</i>     |
| <b>Total 4100 Law Enforcement</b> | <b>\$ 7,880,809</b> | <b>\$ 7,855,998</b> | <b>\$ 7,567,030</b>  | <b>\$ 8,038,558</b> | <b>\$ 471,528</b> | <b>6.23%</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.

**Mission:** The Lexington Fire 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.

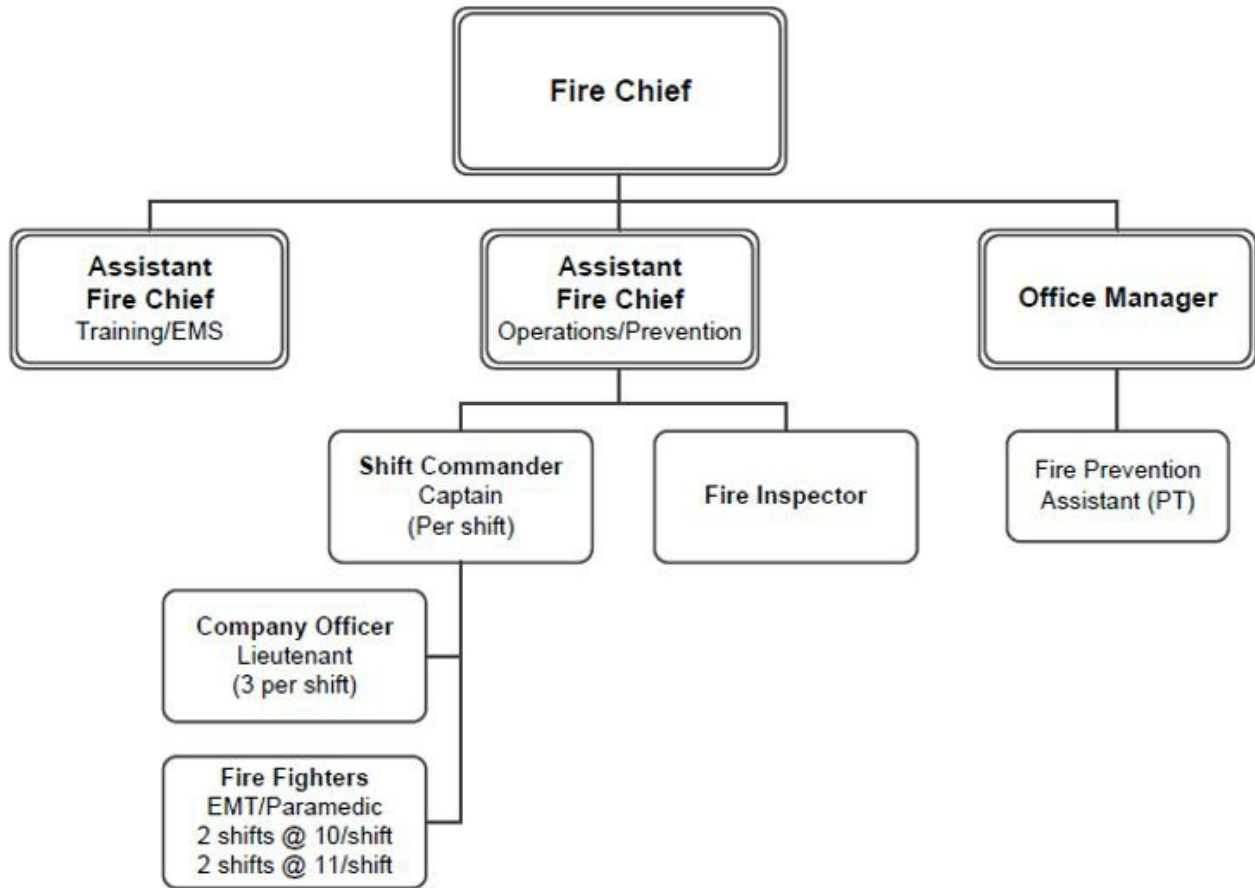
**Budget Overview:** The Fire Department is comprised of five divisions: Administration, Fire Prevention, Fire Suppression, Emergency Medical Services and Emergency Management.

- 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 Townwide 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 (inspections, inventory, vehicle maintenance).
2. Enhance the professional development of the command staff.
3. Complete Massachusetts Fire Academy training for the departments twelve new firefighters.
4. Transition into the new fire headquarters.





**Authorized/Appropriated Staffing**

|                           | <b>FY2018<br/>Budget</b> | <b>FY2019<br/>Budget</b> | <b>FY2020<br/>Budget</b> | <b>FY2021<br/>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                       | 44                       | 44                       | 44                        |
| Fire Prevention Assistant | 0.86                     | 0.86                     | 0.86                     | 0.86                      |
| <b>Total FTE</b>          | <b>63.86</b>             | <b>65.86</b>             | <b>65.86</b>             | <b>65.86</b>              |
| <b>Total FT/PT</b>        | <b>63FT/1PT</b>          | <b>65FT/1PT</b>          | <b>65FT/1PT</b>          | <b>65FT/1PT</b>           |

\*The FY2019 budget included funding for 2 new Firefighter/Paramedics to allow for 24/7 staffing of two ambulances.

### Budget Recommendations:

The FY2021 recommended Fire Department budget is \$7,498,234. The recommended budget is a \$441,462 or 6.26% increase from the FY2020 budget.

The recommended budget for Compensation is \$6,800,552, and reflects an increase of \$399,137 or 6.24% from the FY2020 budget, for contractually obligated step increases and cost of living adjustments. All collective bargaining units in the department are under agreement with the Town of Lexington through at least 2022.

The budget for Expenses is \$697,682 and reflects a net increase of \$42,325 or 6.46%, which reflects the removal of one-time costs for the bulk replacement of protective clothing for firefighters, offset by replacing a command vehicle and an anticipated increase in diesel costs.

### Program Improvement Requests:

| Description                                   | Request               |   |                 | Recommended           |   |       | Not Recommended |
|---|-----------------------|---|-----------------|-----------------------|---|-------|-----------------|
|   | Salaries and Expenses | Benefits (reflected in Shared Expenses) | Total Requested | Salaries and Expenses | Benefits (reflected in Shared Expenses) | Total |                 |
| Lexipol Policy & Procedure Management Program | \$ 29,000             | \$ —                                    | \$ 29,000       | \$ —                  | \$ —                                    | \$ —  | \$ 29,000       |
| Pickup with Forestry Pump                     | \$ 45,524             | \$ —                                    | \$ 45,524       | \$ —                  | \$ —                                    | \$ —  | \$ 45,524       |
| All Terrain Vehicle                           | \$ 30,000             | \$ —                                    | \$ 30,000       | \$ —                  | \$ —                                    | \$ —  | \$ 30,000       |

**Budget Summary**

| <b>Funding Sources</b>              | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Estimate</b> | <b>FY2021<br/>Projected</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|-------------------------------------|--------------------------|--------------------------|----------------------------|-----------------------------|----------------------------|-----------------------------|
| Tax Levy                            | \$ 5,540,436             | \$ 5,466,384             | \$ 5,628,097               | \$ 6,069,559                | \$ 441,462                 | 7.84%                       |
| <b>Fees &amp; Charges</b>           |                          |                          |                            |                             |                            |                             |
| Ambulance Fees                      | \$ 1,354,252             | \$ 1,378,482             | \$ 1,340,000               | \$ 1,340,000                | \$ —                       | —%                          |
| Fire Department Fees                | \$ 43,725                | \$ 34,050                | \$ 43,675                  | \$ 43,675                   | \$ —                       | —%                          |
| Licenses & Permits                  | \$ 41,040                | \$ 60,380                | \$ 45,000                  | \$ 45,000                   | \$ —                       | —%                          |
| <b>Total 4200 Fire &amp; Rescue</b> | <b>\$ 6,979,453</b>      | <b>\$ 6,939,296</b>      | <b>\$ 7,056,772</b>        | <b>\$ 7,498,234</b>         | <b>\$ 441,462</b>          | <b>6.26%</b>                |

| <b>Appropriation Summary</b>        | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|-------------------------------------|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Compensation                        | \$ 6,493,751             | \$ 6,307,031             | \$ 6,401,415                    | \$ 6,800,552                  | \$ 399,137                 | 6.24%                       |
| Expenses                            | \$ 485,702               | \$ 632,264               | \$ 655,357                      | \$ 697,682                    | \$ 42,325                  | 6.46%                       |
| <b>Total 4200 Fire &amp; Rescue</b> | <b>\$ 6,979,453</b>      | <b>\$ 6,939,296</b>      | <b>\$ 7,056,772</b>             | <b>\$ 7,498,234</b>           | <b>\$ 441,462</b>          | <b>6.26%</b>                |

| <b>Program Summary</b>                | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|---------------------------------------|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Total 4210 Fire Administration        | \$ 439,316               | \$ 538,955               | \$ 482,974                      | \$ 558,017                    | \$ 75,043                  | 15.54%                      |
| Total 4220 Fire Prevention            | \$ 224,468               | \$ 202,477               | \$ 221,101                      | \$ 234,549                    | \$ 13,448                  | 6.08%                       |
| Total 4320 Fire Suppression           | \$ 6,148,255             | \$ 6,003,261             | \$ 6,157,197                    | \$ 6,498,668                  | \$ 341,471                 | 5.55%                       |
| Total 4240 Emergency Medical Services | \$ 163,237               | \$ 190,540               | \$ 189,500                      | \$ 201,000                    | \$ 11,500                  | 6.07%                       |
| Total 4250 Emergency Management       | \$ 4,177                 | \$ 4,063                 | \$ 6,000                        | \$ 6,000                      | \$ —                       | —%                          |
| <b>Total 4200 Fire &amp; Rescue</b>   | <b>\$ 6,979,453</b>      | <b>\$ 6,939,296</b>      | <b>\$ 7,056,772</b>             | <b>\$ 7,498,234</b>           | <b>\$ 441,462</b>          | <b>6.26%</b>                |

| <b>Object Code Summary</b>          | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|-------------------------------------|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Salaries & Wages                    | \$ 4,925,088             | \$ 4,961,724             | \$ 5,491,415                    | \$ 5,890,552                  | \$ 399,137                 | 7.27%                       |
| Prior Year Retro Payments           | \$ 221,160               | \$ —                     | \$ —                            | \$ —                          | \$ —                       | —%                          |
| Overtime                            | \$ 1,347,503             | \$ 1,345,307             | \$ 910,000                      | \$ 910,000                    | \$ —                       | —%                          |
| <i>Personal Services</i>            | <i>\$ 6,493,751</i>      | <i>\$ 6,307,031</i>      | <i>\$ 6,401,415</i>             | <i>\$ 6,800,552</i>           | <i>\$ 399,137</i>          | <i>6.24%</i>                |
| Contractual Services                | \$ 274,317               | \$ 269,309               | \$ 294,300                      | \$ 311,300                    | \$ 17,000                  | 5.78%                       |
| Utilities                           | \$ 43,568                | \$ 56,779                | \$ 54,057                       | \$ 63,189                     | \$ 9,132                   | 16.89%                      |
| Supplies                            | \$ 155,677               | \$ 224,570               | \$ 276,000                      | \$ 213,685                    | \$ (62,315)                | -22.58%                     |
| Small Capital                       | \$ 12,140                | \$ 81,606                | \$ 31,000                       | \$ 109,508                    | \$ 78,508                  | 253.25%                     |
| <i>Expenses</i>                     | <i>\$ 485,702</i>        | <i>\$ 632,264</i>        | <i>\$ 655,357</i>               | <i>\$ 697,682</i>             | <i>\$ 42,325</i>           | <i>6.46%</i>                |
| <b>Total 4200 Fire &amp; Rescue</b> | <b>\$ 6,979,453</b>      | <b>\$ 6,939,296</b>      | <b>\$ 7,056,772</b>             | <b>\$ 7,498,234</b>           | <b>\$ 441,462</b>          | <b>6.26%</b>                |

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

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This section includes detailed information about the FY2021 Operating Budget & Financing Plan for culture & recreation services. It includes:

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

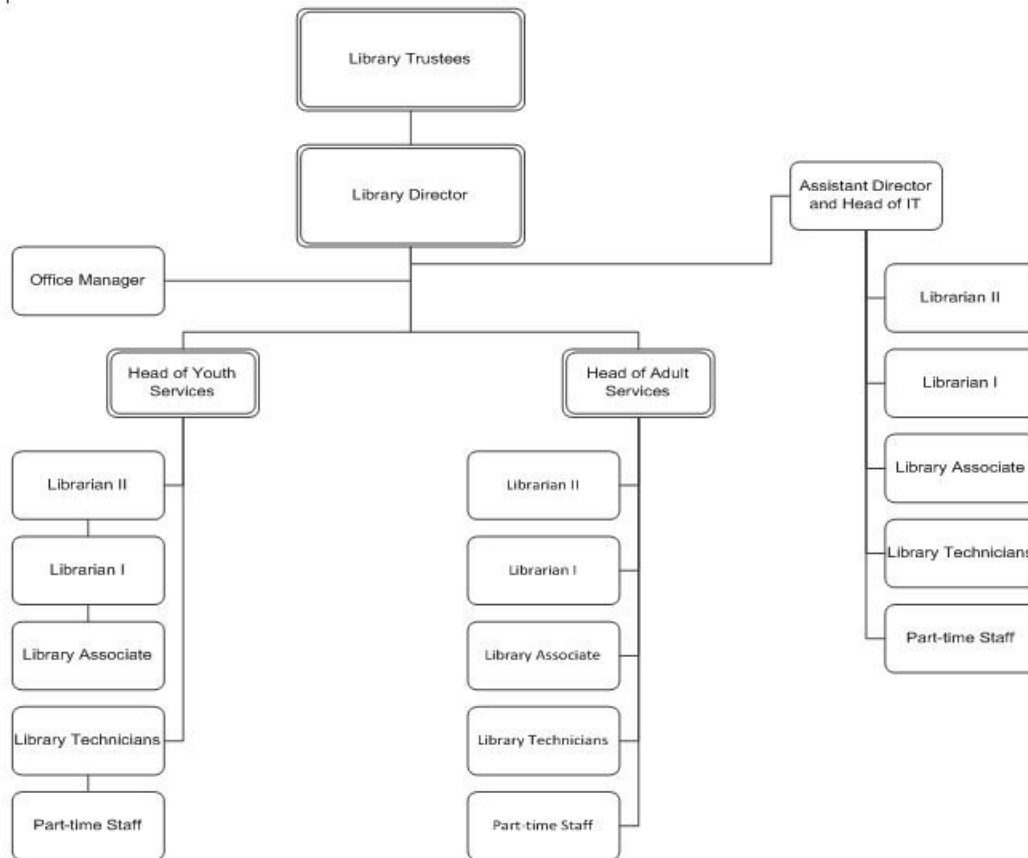
**Mission:** The Cary Memorial Library's mission is to ignite curiosity, engage minds, and connect our community.

**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 books and audiovisual materials.
- Youth Services includes all children's library staff and also includes library materials for children and teens.

**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>FY2018<br/>Budget</b> | <b>FY2019<br/>Budget</b> | <b>FY2020<br/>Budget</b> | <b>FY2021<br/>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                            | 9.9                      | 10.0                     | 10.0                     | 10.0                      |
| Library Associates                    | 6.0                      | 7.0                      | 7.0                      | 7.0                       |
| Library Technicians*                  | 11.1                     | 3.1                      | 3.5                      | 2.8                       |
| Library Technician II*                | —                        | 7.0                      | 7.0                      | 8.0                       |
| Adult Pages                           | 1.6                      | 1.6                      | 1.6                      | 1.6                       |
| Student Pages                         | 0.6                      | 1.1                      | 1.1                      | 1.1                       |
| Seasonal/Sunday Substitutes           | As Needed                | As Needed                | As Needed                | As Needed                 |
| <b>Total FTE</b>                      | <b>34.5</b>              | <b>34.8</b>              | <b>35.2</b>              | <b>35.5</b>               |
| <b>Total FT/PT</b>                    | <b>26FT/22PT</b>         | <b>26FT/22PT</b>         | <b>26FT/23PT</b>         | <b>27FT/22PT</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. Finally, in FY2021, a program improvement transitioned a part-time Technician to a full-time Technician II.*

**Budget Recommendations:**

The FY2021 recommended General Fund Library budget is \$2,959,426, which is a \$110,477 or 3.88% increase from the FY2020 budget.

The General Fund operating budget for Compensation is \$2,372,517, and reflects a \$34,865 or 1.49% increase, which incorporates contractually obligated step increases for the year, as well as the funding for a program improvement to increase staff hours in Adult Services. FY2021 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2020. 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 \$586,909 and reflects a \$75,612 or 14.79% increase, which is primarily driven by increases for supplies and materials and contractual services.

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. In FY2021, a program improvement recommends adding \$46,000 to the materials budget to achieve 100% funding. This was precipitated by a change in the Minuteman Library Network renewal policy, which will automatically renew overdue materials, if available, and is expected to dramatically reduce revenues from fines which were primarily used for materials costs.

**Program Improvement Requests:**

| Description                                     | Request               |   |                 | Recommended           |   |           | Not Recommended |
|---|-----------------------|---|-----------------|-----------------------|---|-----------|-----------------|
|   | Salaries and Expenses | Benefits (reflected in Shared Expenses) | Total Requested | Salaries and Expenses | Benefits (reflected in Shared Expenses) | Total     |                 |
| Incr. Library Technician - 25 to 37 hrs/week    | \$ 19,262             | \$ 279                                  | \$ 19,541       | \$ 19,262             | \$ 279                                  | \$ 19,541 | \$ —            |
| State Certification Levels for Materials Budget | \$ 46,000             | \$ —                                    | \$ 46,000       | \$ 46,000             | \$ —                                    | \$ 46,000 | \$ —            |
| Additional PT Adult Page                        | \$ 10,396             | \$ 151                                  | \$ 10,547       | \$ —                  | \$ —                                    | \$ —      | \$ 10,547       |



## Budget Summary

| Funding Sources           | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Estimate  | FY2021<br>Projected | Dollar<br>Increase | Percent<br>Increase |
|---------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|---------------------|
| Tax Levy                  | \$ 2,471,884        | \$ 2,675,355        | \$ 2,848,949        | \$ 2,959,426        | \$ 110,477         | 3.88%               |
| <b>Total 5100 Library</b> | <b>\$ 2,471,884</b> | <b>\$ 2,675,355</b> | <b>\$ 2,848,949</b> | <b>\$ 2,959,426</b> | <b>\$ 110,477</b>  | <b>3.88%</b>        |

| Appropriation Summary     | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase | Percent<br>Increase |
|---------------------------|---------------------|---------------------|-------------------------|-----------------------|--------------------|---------------------|
| Compensation              | \$ 2,040,027        | \$ 2,211,884        | \$ 2,337,652            | \$ 2,372,517          | \$ 34,865          | 1.49%               |
| Expenses                  | \$ 431,857          | \$ 463,471          | \$ 511,297              | \$ 586,909            | \$ 75,612          | 14.79%              |
| <b>Total 5100 Library</b> | <b>\$ 2,471,884</b> | <b>\$ 2,675,355</b> | <b>\$ 2,848,949</b>     | <b>\$ 2,959,426</b>   | <b>\$ 110,477</b>  | <b>3.88%</b>        |

| Program Summary                      | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase | Percent<br>Increase |
|--------------------------------------|---------------------|---------------------|-------------------------|-----------------------|--------------------|---------------------|
| Total 5110 Admin. & General Services | \$ 470,441          | \$ 489,228          | \$ 514,761              | \$ 522,271            | \$ 7,510           | 1.46%               |
| Total 5120 Adult Services            | \$ 1,455,017        | \$ 1,590,929        | \$ 1,528,758            | \$ 1,653,126          | \$ 124,368         | 8.14%               |
| Total 5130 Youth Services            | \$ 546,426          | \$ 595,198          | \$ 805,430              | \$ 784,029            | \$ (21,401)        | -2.66%              |
| <b>Total 5100 Library</b>            | <b>\$ 2,471,884</b> | <b>\$ 2,675,355</b> | <b>\$ 2,848,949</b>     | <b>\$ 2,959,426</b>   | <b>\$ 110,477</b>  | <b>3.88%</b>        |

| Object Code Summary       | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase | Percent<br>Increase |
|---------------------------|---------------------|---------------------|-------------------------|-----------------------|--------------------|---------------------|
| Salaries & Wages          | \$ 1,986,946        | \$ 2,127,714        | \$ 2,277,605            | \$ 2,312,470          | \$ 34,865          | 1.53%               |
| Prior Year Retro Payments | \$ —                | \$ 24,585           | \$ —                    | \$ —                  | \$ —               | —%                  |
| Overtime (Sunday Premium) | \$ 53,081           | \$ 59,585           | \$ 60,047               | \$ 60,047             | \$ —               | —%                  |
| <i>Personal Services</i>  | <i>\$ 2,040,027</i> | <i>\$ 2,211,884</i> | <i>\$ 2,337,652</i>     | <i>\$ 2,372,517</i>   | <i>\$ 34,865</i>   | <i>1.49%</i>        |
| Contractual Services      | \$ 102,352          | \$ 112,361          | \$ 124,140              | \$ 127,786            | \$ 3,646           | 2.94%               |
| Utilities                 | \$ 7,347            | \$ 7,160            | \$ 8,200                | \$ 7,700              | \$ (500)           | -6.10%              |
| Supplies                  | \$ 282,069          | \$ 320,227          | \$ 338,957              | \$ 411,423            | \$ 72,466          | 21.38%              |
| Small Capital             | \$ 40,089           | \$ 23,723           | \$ 40,000               | \$ 40,000             | \$ —               | —%                  |
| <i>Expenses</i>           | <i>\$ 431,857</i>   | <i>\$ 463,471</i>   | <i>\$ 511,297</i>       | <i>\$ 586,909</i>     | <i>\$ 75,612</i>   | <i>14.79%</i>       |
| <b>Total 5100 Library</b> | <b>\$ 2,471,884</b> | <b>\$ 2,675,355</b> | <b>\$ 2,848,949</b>     | <b>\$ 2,959,426</b>   | <b>\$ 110,477</b>  | <b>3.88%</b>        |

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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.

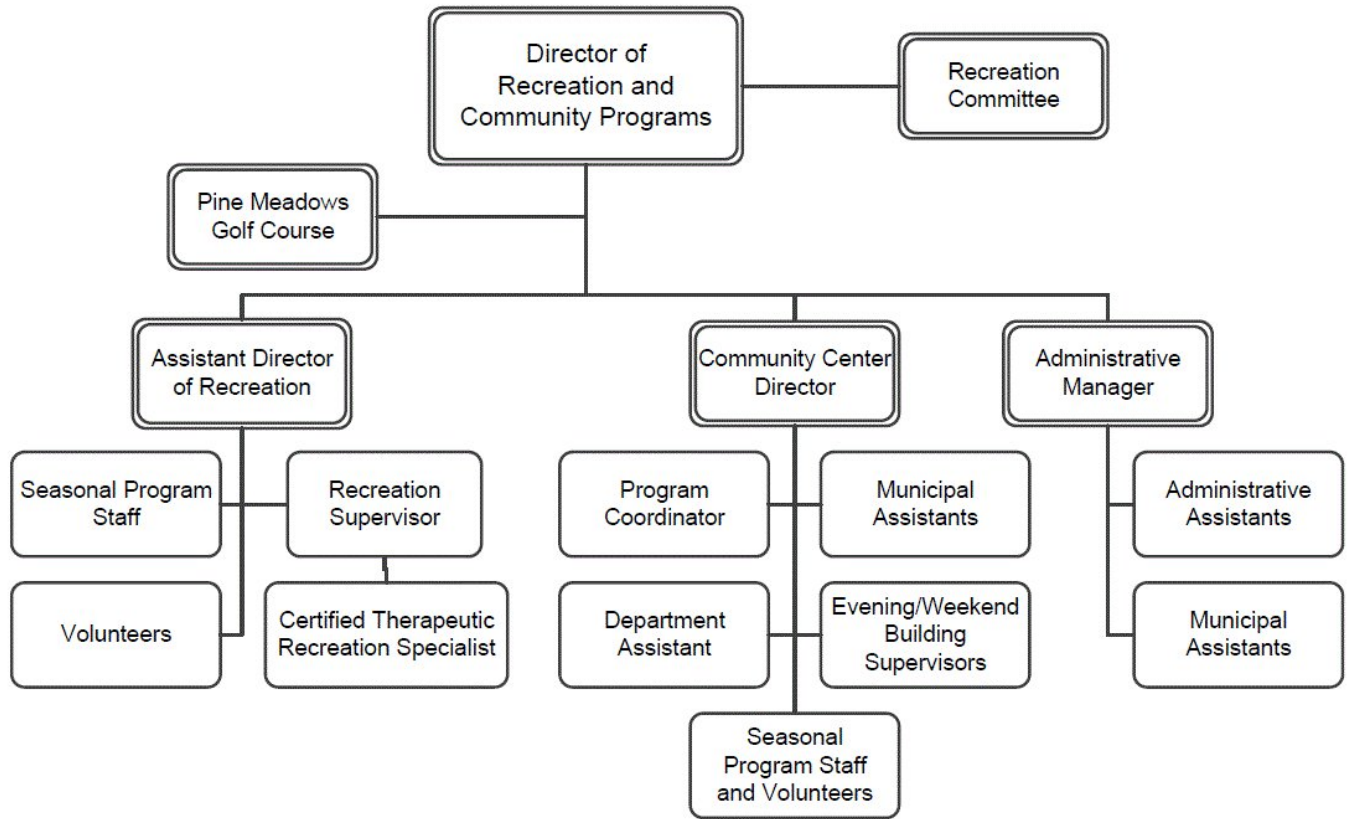
**Budget Overview:** The Department operates as an Enterprise Fund whereby program and facility fees are anticipated to cover the direct cost of operations. As such, the operating budget may increase or decrease year to year to meet changes in enrollment and facility use demands. In 2015, the Recreation 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 Select Board. 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 Administrative Division. The Administrative Division was created in FY2020 to centralize 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 FY2021, the Department is contributing \$277,771 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:** To align with the goals set by the Recreation Committee, in addition to working towards a framework for a visionary and sustainable community set by the Select Board.

1. Pursue and Obtain Parks & Open Space opportunities to increase the community resource inventory of playing fields and pocket parks.
2. Coordinate, schedule, and staff new and existing recreational programming to be held at the Community Center.
3. Continue with the development and implementation of the department's therapeutic, adaptive and inclusive recreation programming.
4. Incorporate the recommendations of the FY2020 Community Needs Assessment along with the recommendations from the 2017 Recreation Facilities ADA Compliance Study in the development of the operational and capital improvement planning for the future needs of the community.
5. Implement new registration software to streamline business operations and create an enhanced customer service experience at the Community Center, inclusive of the Human Service's Departments needs.
6. Continue to explore alternate revenue sources to assist with program costs and capital improvement projects.



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

Program: Culture & Recreation  
Town of Lexington, MA

## Authorized/Appropriated Staffing

| <b>Element: 5210 Administration*</b>          | <b>FY2018 Budget</b> | <b>FY2019 Budget</b> | <b>FY2020 Budget</b> | <b>FY2021 Request</b> |
|---|----------------------|----------------------|----------------------|-----------------------|
| Director of Recreation and Community Programs | 1                    | 1                    | 1                    | 1                     |
| Administrative Manager                        | —                    | 1                    | 1                    | 1                     |
| Municipal Assistant**                         | 1.34                 | 0.68                 | 0.68                 | 0.68                  |
| Administrative Assistant                      | 1                    | 2                    | 2                    | 2                     |
| <b>Subtotal FTE</b>                           | <b>3.34</b>          | <b>4.68</b>          | <b>4.68</b>          | <b>4.68</b>           |
| <b>Subtotal FT/PT</b>                         | <b>3FT/1PT</b>       | <b>4FT/2PT</b>       | <b>4FT/2PT</b>       | <b>4FT/2PT</b>        |

| <b>Element: 5220 Recreation</b>                | <b>FY2018 Budget</b> | <b>FY2019 Budget</b> | <b>FY2020 Budget</b> | <b>FY2021 Request</b> |
|--|----------------------|----------------------|----------------------|-----------------------|
| Assistant Director                             | 1                    | 1                    | 1                    | 1                     |
| Recreation Supervisor                          | 1                    | 1                    | 1                    | 1                     |
| Certified Therapeutic Recreation Specialist*** | —                    | 0.34                 | 0.34                 | 1.00                  |
| Seasonal (Part-time)                           | 225+/-               | 225+/-               | 225+/-               | 225+/-                |
| <b>Subtotal FTE</b>                            | <b>2.00</b>          | <b>2.34</b>          | <b>2.34</b>          | <b>3.00</b>           |
| <b>Subtotal FT/PT</b>                          | <b>2FT/0PT</b>       | <b>2FT/1PT</b>       | <b>2FT/1PT</b>       | <b>3FT/0PT</b>        |

| <b>Element: 5240 Community Center</b> | <b>FY2018 Budget</b> | <b>FY2019 Budget</b> | <b>FY2020 Budget</b> | <b>FY2021 Request</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-----------------------|
| Community Center Director             | 1                    | 1                    | 1                    | 1                     |
| Office Manager                        | 1                    | —                    | —                    | —                     |
| Department Assistant****              | 1                    | 1                    | 1                    | 1                     |
| Municipal Assistant (3, PT)           | 1                    | 1                    | 1                    | 1                     |
| Program Coordinator                   | 1                    | 1                    | 1                    | 1                     |
| Building Supervisor (2, PT)           | 1                    | 1                    | 1                    | 1                     |
| Seasonal (Part-time)                  | 50+/-                | 50+/-                | 50+/-                | 50+/-                 |
| <b>Subtotal FTE</b>                   | <b>6</b>             | <b>5</b>             | <b>5</b>             | <b>5</b>              |
| <b>Subtotal FT/PT</b>                 | <b>4 FT/4 PT</b>     | <b>3 FT/4 PT</b>     | <b>3 FT/4 PT</b>     | <b>3 FT/4 PT</b>      |

|                  |              |              |              |              |
|------------------|--------------|--------------|--------------|--------------|
| <b>Total FTE</b> | <b>11.34</b> | <b>12.02</b> | <b>12.02</b> | <b>12.68</b> |
|------------------|--------------|--------------|--------------|--------------|

|                    |                           |                           |                           |                            |
|--------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| <b>Total FT/PT</b> | <b>9FT/5PT + Seasonal</b> | <b>9FT/7PT + Seasonal</b> | <b>9FT/7PT + Seasonal</b> | <b>10FT/6PT + Seasonal</b> |
|--------------------|---------------------------|---------------------------|---------------------------|----------------------------|

\*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; a program improvement recommends expanding to full-time in FY2021.

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

### Budget Recommendations:

The FY2021 recommended budget for the Department of Recreation and Community Programs - comprised of four divisions: Pine Meadows Golf, Recreation, Community Center and Administrative. - is \$3,293,179. The recommended budget is a \$69,920 or 2.17% increase from the FY2020 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 FY2021, with \$218,916 being proposed in General Fund support of those Community Center wages.

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 Community Center provides opportunities and access to all residents that are generally not supported through fees. The customer service counter at the Center supports the Community Center, including the operations of the Human Services and the Recreation & Community Programs Departments, allowing for one-stop shopping for services and programs.

The recommended budget for Compensation is \$1,535,363, and reflects a \$63,680 or 4.33% increase which reflects step increases, cost-of-living adjustments, and an increase in hourly rates for Seasonal staff including the impact of the State regulated minimum wage increases. A program improvement to convert the part-time Community Therapeutic Recreation Specialist to full-time is recommended. This is a direct result of the unmet need for inclusion, adaptive and staff support to the community members of all ages and abilities. This request will provide full time, year round and consistent thoughtful planning, program development and community outreach in order to provide access to all regardless of ability.

The recommended budget for Expenses is \$1,480,045 and reflects a \$(1,850) or -0.12% decrease from FY2020, primarily due to the Pine Meadows Golf Course Management contract with the New England Golf Corporation being lower than in previous years. The recommended budget for the operation of the Pine Meadows Golf Course is \$511,800 and reflects a net decrease of \$(38,950) or -7.07%. The current course management contract was awarded in December 2018 for a contract period of 3 years beginning January 2019 through December 2021.

There is an increase of \$8,090, 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:

| Description                                 | Request               |   |                 | Recommended           |   |           | Not Recommended |
|---|-----------------------|---|-----------------|-----------------------|---|-----------|-----------------|
|   | Salaries and Expenses | Benefits (reflected in Shared Expenses) | Total Requested | Salaries and Expenses | Benefits (reflected in Shared Expenses) | Total     |                 |
| Certified Therapeutic Recreation Specialist | \$ 33,020             | \$ 15,313                               | \$ 48,333       | \$ 33,020             | \$ 15,313                               | \$ 48,333 | \$ —            |

# 5200 Recreation & Community Programs

Program: Culture & Recreation  
Town of Lexington, MA

## Budget Summary

| Funding Sources               | FY2018 Actual       | FY2019 Actual       | FY2020 Estimate     | FY2021 Projected    | Dollar Increase  | Percent Increase |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|------------------|------------------|
| Tax Levy                      | \$ 220,152          | \$ 214,292          | \$ 208,859          | \$ 218,916          | \$ 10,057        | 4.82%            |
| Enterprise Funds              |                     |                     |                     |                     |                  |                  |
| Retained Earnings             | \$ 375,000          | \$ 375,000          | \$ 375,000          | \$ 375,000          | \$ —             | —%               |
| Recreation User Charges       | \$ 1,287,846        | \$ 1,284,393        | \$ 1,392,400        | \$ 1,448,963        | \$ 56,563        | 4.06%            |
| Community Center User Charges | \$ 397,584          | \$ 473,949          | \$ 462,000          | \$ 465,300          | \$ 3,300         | 0.71%            |
| Golf User Charges             | \$ 770,380          | \$ 756,462          | \$ 775,000          | \$ 775,000          | \$ —             | —%               |
| Investment Income             | \$ 5,687            | \$ 11,435           | \$ 10,000           | \$ 10,000           | \$ —             | —%               |
| <b>Total 5200 Recreation</b>  | <b>\$ 3,056,649</b> | <b>\$ 3,115,532</b> | <b>\$ 3,223,259</b> | <b>\$ 3,293,179</b> | <b>\$ 69,920</b> | <b>2.17%</b>     |

| Appropriation Summary                | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase  | Percent Increase |
|--------------------------------------|---------------------|---------------------|----------------------|---------------------|------------------|------------------|
| Compensation                         | \$ 1,278,600        | \$ 1,275,859        | \$ 1,471,683         | \$ 1,535,363        | \$ 63,680        | 4.33%            |
| Expenses                             | \$ 1,246,737        | \$ 1,233,393        | \$ 1,481,895         | \$ 1,480,045        | \$ (1,850)       | -0.12%           |
| Debt Service                         | \$ 100,000          | \$ —                | \$ —                 | \$ —                | \$ —             | —%               |
| Indirect Costs (Trans. to Gen. Fund) | \$ 254,826          | \$ 261,826          | \$ 269,681           | \$ 277,771          | \$ 8,090         | 3.00%            |
| <b>Total 5200 Recreation</b>         | <b>\$ 2,880,163</b> | <b>\$ 2,771,077</b> | <b>\$ 3,223,259</b>  | <b>\$ 3,293,179</b> | <b>\$ 69,920</b> | <b>2.17%</b>     |

| Program Summary              | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase  | Percent Increase |
|------------------------------|---------------------|---------------------|----------------------|---------------------|------------------|------------------|
| Total 5210 Administration    | \$ —                | \$ —                | \$ 487,857           | \$ 513,413          | \$ 25,556        | 5.24%            |
| Total 5220 Recreation        | \$ 1,462,104        | \$ 1,334,976        | \$ 1,247,012         | \$ 1,293,319        | \$ 46,307        | 3.71%            |
| Total 5230 Pine Meadows      | \$ 485,526          | \$ 477,896          | \$ 550,750           | \$ 511,800          | \$ (38,950)      | -7.07%           |
| Total 5230 Community Center  | \$ 677,707          | \$ 696,379          | \$ 667,959           | \$ 696,876          | \$ 28,917        | 4.33%            |
| Indirect Costs               | \$ 254,826          | \$ 261,826          | \$ 269,681           | \$ 277,771          | \$ 8,090         | 3.00%            |
| <b>Total 5200 Recreation</b> | <b>\$ 2,880,163</b> | <b>\$ 2,771,077</b> | <b>\$ 3,223,259</b>  | <b>\$ 3,293,179</b> | <b>\$ 69,920</b> | <b>2.17%</b>     |

| Object Code Summary          | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase   | Percent Increase |
|------------------------------|---------------------|---------------------|----------------------|---------------------|-------------------|------------------|
| Salaries & Wages             | \$ 1,278,355        | \$ 1,274,692        | \$ 1,471,683         | \$ 1,535,363        | \$ 63,680         | 4.33%            |
| Overtime                     | \$ 46               | \$ 968              | \$ —                 | \$ —                | \$ —              | —%               |
| <i>Personal Services</i>     | <i>\$ 1,278,401</i> | <i>\$ 1,275,659</i> | <i>\$ 1,471,683</i>  | <i>\$ 1,535,363</i> | <i>\$ 63,680</i>  | <i>4.33%</i>     |
| Contractual Services         | \$ 1,096,235        | \$ 1,085,154        | \$ 1,275,800         | \$ 1,250,550        | \$ (25,250)       | -1.98%           |
| Utilities                    | \$ 66,978           | \$ 58,734           | \$ 70,450            | \$ 89,750           | \$ 19,300         | 27.40%           |
| Supplies                     | \$ 83,361           | \$ 89,505           | \$ 129,645           | \$ 132,745          | \$ 3,100          | 2.39%            |
| Small Capital                | \$ 163              | \$ —                | \$ 6,000             | \$ 7,000            | \$ 1,000          | 16.67%           |
| <i>Expenses</i>              | <i>\$ 1,246,737</i> | <i>\$ 1,233,393</i> | <i>\$ 1,481,895</i>  | <i>\$ 1,480,045</i> | <i>\$ (1,850)</i> | <i>-0.12%</i>    |
| Debt                         | \$ 100,000          | \$ —                | \$ —                 | \$ —                | \$ —              | —%               |
| Indirect                     | \$ 254,826          | \$ 261,826          | \$ 269,681           | \$ 277,771          | \$ 8,090          | 3.00%            |
| <b>Total 5200 Recreation</b> | <b>\$ 2,879,964</b> | <b>\$ 2,770,878</b> | <b>\$ 3,223,259</b>  | <b>\$ 3,293,179</b> | <b>\$ 69,920</b>  | <b>2.17%</b>     |

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

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This section includes detailed information about the FY2021 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

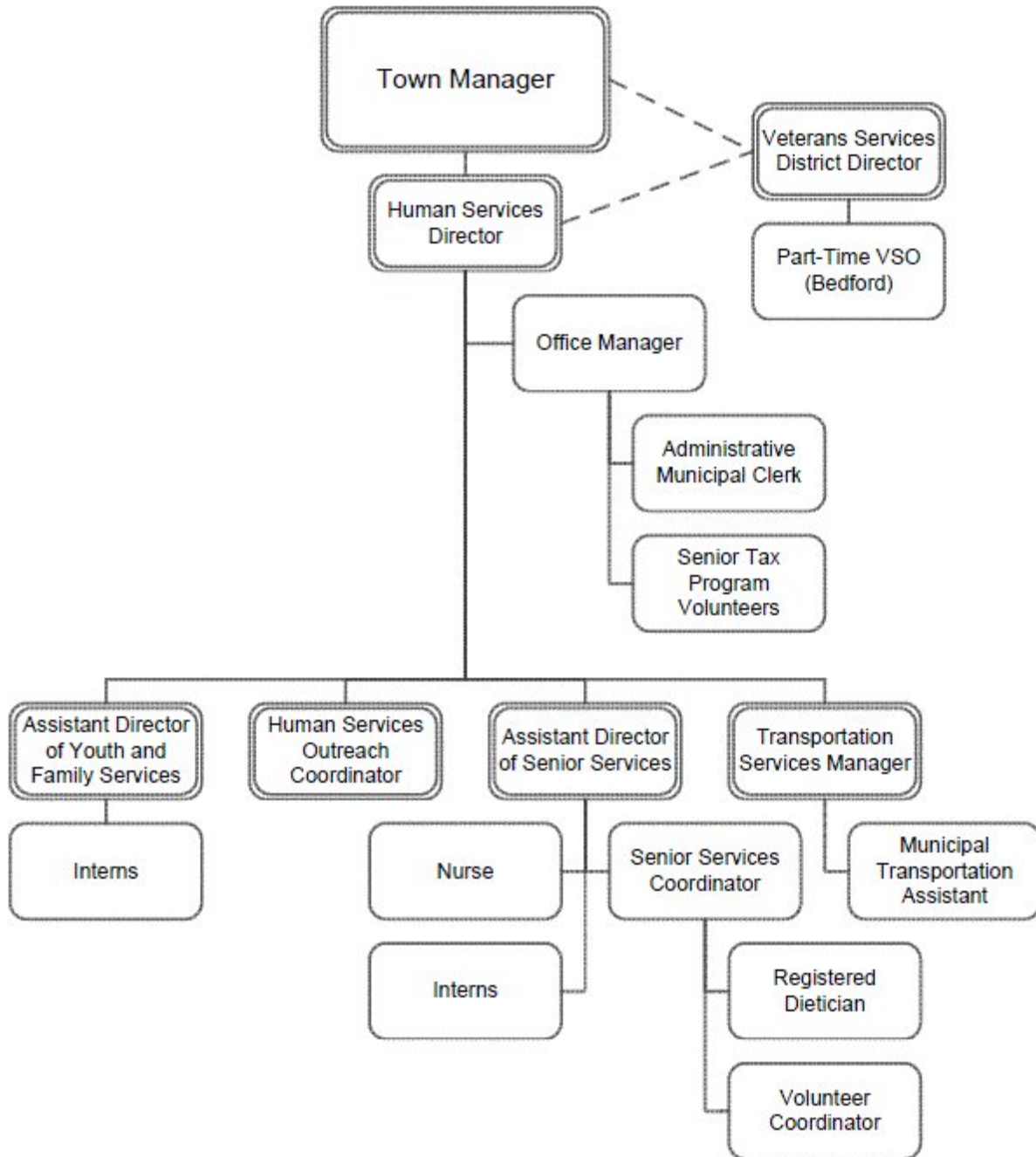
**Mission:** The Human Services Department connects Lexington residents across the lifespan to information, support and services that promote health and well being; and is responsible for managing the Lexpress bus system, Lex-Connect taxi, and other transportation initiatives. The department seeks to 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 Community Health Needs Assessment (CHNA) 15 grant funded work of the Mental Health Task Force that includes collaboration with Town, School, and community stakeholders to provide prevention, intervention, and critical incident response services to the Lexington Community, as well as develop alignment of incident response protocols. Further implementation of Community Intervention Team with membership from Town and School departments. Continue suicide prevention trainings in the community.
2. Develop and begin implementation of action plan based on findings and recommendations from Age Friendly needs assessment targeting domains that do not overlap with Comprehensive Plan work. Identify areas of duplication with Comprehensive Plan work and shift ownership of those areas to the Comprehensive Plan where possible, with continued participation in an advisory capacity.
3. Develop and pilot new transit options in collaboration with the MBTA, adjacent towns, and other Town departments as indicated through multi-survey data and recommendations from the 128 Business Council.
4. Collaborate with Recreation and Community Programs staff to implement new registration software system and improve the customer experience at the front counter.
5. Continue to support and promote the William James Interface Referral Service to the residents of Lexington.



**Authorized/Appropriated Staffing:**

|  | <b>FY2018<br/>Budget</b> | <b>FY2019<br/>Budget</b> | <b>FY2020<br/>Budget</b> | <b>FY2021<br/>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                     | 1.00                      |
| Youth and Family Services Social Worker*         | 1.00                     | —                        | —                        | —                         |
| Outreach Coordinator**                           | —                        | 1.00                     | 1.00                     | 1.00                      |
| Senior Services Coordinator                      | 1.00                     | 1.00                     | 1.00                     | 1.00                      |
| Senior Services Nurse***                         | 0.42                     | 0.57                     | 0.57                     | 0.57                      |
| Office Manager                                   | 1.00                     | 1.00                     | 1.00                     | 1.00                      |
| Municipal Clerk (Part-time)****                  | 0.50                     | 0.50                     | 0.69                     | 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                     | 0.80                     | 0.80                     | 1.00                      |
| 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>10.18</b>             | <b>10.37</b>             | <b>10.57</b>              |
| <b>Total FT/PT</b>                               | <b>6(FT)/7(PT)</b>       | <b>7(FT)/7(PT)</b>       | <b>7(FT)/7(PT)</b>       | <b>8(FT)/6(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 were increased from 17.5 to 24 in FY2020.

\*\*\*\*\*The Transportation Services Manager position transitioned from 24 to 28 hours in FY2019. This position is recommended to go to full-time (35 hours) in FY2021.

\*\*\*\*\*The part-time, hourly, temporary positions of Registered Dietician and Volunteer Coordinator were added in FY2017 and were 100% funded by grants from the Executive Office of Elder Affairs (EOEA) and the Dana Home Foundation through FY2019. They are funded completely by EOEA in FY2020 and the Volunteer Coordinator position will be updated to reflect the current needs of the department. Available hours vary due to amount of funding.

**Budget Recommendations:**

The recommended FY2021 All Funds Human Services budget is \$1,802,500 which is a \$64,322 or 3.70% increase from the FY2020 budget. 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 Towns of Bedford and Carlisle fund a portion of the Veterans’ Services budget through an Intermunicipal Veterans’ District agreement.

The Human Services FY2021 recommended General Fund operating budget request is \$1,486,822 and reflects a \$27,886 or 1.91% increase from the FY2020 budget.

The General Fund operating budget for Compensation is \$660,748, and reflects a \$(20,579) or -3.02% decrease. This is a net change which reflects the cost of contractually obligated step increases and cost of living adjustments, offset by savings from staff turnover and Bedford absorbing a higher percentage of the Veterans District Director salary, and the addition of Carlisle to the District. A program improvement will increase the Transportation Manager position from 0.8 to 1.0 full-time equivalent. The additional workday will allow the Transportation Manager to more effectively manage a variety of transportation initiatives townwide, including a \$50,000 program improvement to run a number of transportation pilot programs in FY2021.

The General Fund operating budget for Expenses is \$826,074 and reflects a \$48,465 or 6.23% increase, which is a net change that reflects an increase of \$50,000 for transportation pilot programs and \$7,900 for contractually obligated Lexpress costs, offset by a reduction of \$10,000 from lower projected payments for veterans' benefits due to a declining caseload. For FY2021, funding for the William James Interface Mental Health Referral Service will be shared between the municipal and school budgets.

**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     |                 |
| Full-Time Transportation Manager            | \$ 17,654             | \$ 256                                  | \$ 17,910       | \$ 17,654             | \$ 256                                  | \$ 17,910 | \$ —            |
| Funding for Transit Service Pilots - FY2021 | \$ 205,000            | \$ —                                    | \$ 205,000      | \$ 50,000             |   | \$ 50,000 | \$ 155,000      |
| Community Center Municipal Assistant        | \$ 21,068             | \$ 15,877                               | \$ 36,945       | \$ —                  | \$ —                                    | \$ —      | \$ 36,945       |

## Budget Summary - General Fund

| Funding Sources<br>(General Fund) | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Estimate  | FY2021<br>Projected | Dollar<br>Increase | Percent<br>Increase |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|---------------------|
| Tax Levy                          | \$ 912,163          | \$ 1,002,933        | \$ 1,227,051        | \$ 1,289,324        | \$ 62,273          | 5.08 %              |
| Veteran Benefits Reimbursement    | \$ 56,702           | \$ 61,498           | \$ 71,885           | \$ 37,498           | \$ (34,387)        | -47.84 %            |
| TDM Allocation                    | \$ 95,000           | \$ 95,000           | \$ 95,000           | \$ 95,000           | \$ —               | — %                 |
| Fees                              |                     |                     |                     |                     |                    |                     |
| Lexpress Fares                    | \$ 65,155           | \$ 68,529           | \$ 65,000           | \$ 65,000           | \$ —               | — %                 |
| <b>Total 6000 - General Fund</b>  | <b>\$ 1,129,020</b> | <b>\$ 1,227,960</b> | <b>\$ 1,458,936</b> | <b>\$ 1,486,822</b> | <b>\$ 27,886</b>   | <b>1.91 %</b>       |

| Appropriation Summary<br>(General Fund) | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase | Percent<br>Increase |
|---|---------------------|---------------------|-------------------------|-----------------------|--------------------|---------------------|
| Compensation                            | \$ 471,597          | \$ 544,718          | \$ 681,327              | \$ 660,748            | \$ (20,579)        | -3.02 %             |
| Expenses                                | \$ 657,423          | \$ 683,242          | \$ 777,609              | \$ 826,074            | \$ 48,465          | 6.23 %              |
| <b>Total 6000 - General Fund</b>        | <b>\$ 1,129,020</b> | <b>\$ 1,227,960</b> | <b>\$ 1,458,936</b>     | <b>\$ 1,486,822</b>   | <b>\$ 27,886</b>   | <b>1.91 %</b>       |

| Program Summary<br>(General Fund)               | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase | Percent<br>Increase |
|---|---------------------|---------------------|-------------------------|-----------------------|--------------------|---------------------|
| Total 6110 Administration                       | \$ 217,375          | \$ 197,815          | \$ 236,180              | \$ 219,785            | \$ (16,395)        | -6.94 %             |
| Total 6140 Veterans' Services                   | \$ 118,788          | \$ 106,824          | \$ 149,964              | \$ 103,792            | \$ (46,172)        | -30.79 %            |
| Total 6150 Youth & Family Services              | \$ 52,712           | \$ 100,251          | \$ 185,713              | \$ 199,773            | \$ 14,060          | 7.57 %              |
| Total 6170 Senior Services & Community Programs | \$ 127,268          | \$ 185,308          | \$ 192,391              | \$ 186,130            | \$ (6,261)         | -3.25 %             |
| Total 6210 Transportation Services              | \$ 612,877          | \$ 637,763          | \$ 694,688              | \$ 777,342            | \$ 82,654          | 11.90 %             |
| <b>Total 6000 - General Fund</b>                | <b>\$ 1,129,020</b> | <b>\$ 1,227,960</b> | <b>\$ 1,458,936</b>     | <b>\$ 1,486,822</b>   | <b>\$ 27,886</b>   | <b>1.91 %</b>       |

| Object Code Summary<br>(General Fund) | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase | Percent<br>Increase |
|---------------------------------------|---------------------|---------------------|-------------------------|-----------------------|--------------------|---------------------|
| Salaries & Wages                      | \$ 471,597          | \$ 544,718          | \$ 681,327              | \$ 660,748            | \$ (20,579)        | -3.02 %             |
| Overtime                              | \$ —                | \$ —                | \$ —                    | \$ —                  | \$ —               | — %                 |
| <i>Personal Services</i>              | <i>\$ 471,597</i>   | <i>\$ 544,718</i>   | <i>\$ 681,327</i>       | <i>\$ 660,748</i>     | <i>\$ (20,579)</i> | <i>-3.02 %</i>      |
| Contractual Services                  | \$ 624,394          | \$ 655,704          | \$ 740,862              | \$ 787,494            | \$ 46,632          | 6.29 %              |
| Utilities                             | \$ 1,897            | \$ 1,990            | \$ 3,547                | \$ 3,840              | \$ 293             | 8.26 %              |
| Supplies                              | \$ 27,390           | \$ 20,594           | \$ 30,700               | \$ 32,240             | \$ 1,540           | 5.02 %              |
| Small Capital                         | \$ 3,742            | \$ 4,954            | \$ 2,500                | \$ 2,500              | \$ —               | — %                 |
| <i>Expenses</i>                       | <i>\$ 657,423</i>   | <i>\$ 683,242</i>   | <i>\$ 777,609</i>       | <i>\$ 826,074</i>     | <i>\$ 48,465</i>   | <i>6.23 %</i>       |
| <b>Total 6000 - General Fund</b>      | <b>\$ 1,129,020</b> | <b>\$ 1,227,960</b> | <b>\$ 1,458,936</b>     | <b>\$ 1,486,822</b>   | <b>\$ 27,886</b>   | <b>1.91 %</b>       |

## Budget Summary - Revolving Funds\* and Grants

| Funding Sources                                 | FY2018 Actual     | FY2019 Actual     | FY2020 Estimate   | FY2021 Projected  | Dollar Increase | Percent Increase |
|---|-------------------|-------------------|-------------------|-------------------|-----------------|------------------|
| EOEA Grant                                      | \$ 76,545         | \$ 94,567         | \$ 94,764         | \$ 94,764         | \$ —            | — %              |
| Veterans Services Regional Funding from Bedford | \$ 38,690         | \$ 41,231         | \$ 55,398         | \$ 55,585         | \$ 187          | 0.34 %           |
| Senior Services Revolving Fund*                 | \$ 71,666         | \$ 71,666         | \$ 75,000         | \$ 75,000         | \$ —            | — %              |
| MBTA Grant                                      | \$ 56,243         | \$ 52,000         | \$ 54,080         | \$ 56,243         | \$ 2,163        | 4.00 %           |
| <b>Total 6000 - Non-General Fund</b>            | <b>\$ 243,144</b> | <b>\$ 259,464</b> | <b>\$ 279,242</b> | <b>\$ 281,592</b> | <b>\$ 2,350</b> | <b>0.84 %</b>    |

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

| Appropriations Summary (Non-General Fund)   | FY2018 Actual     | FY2019 Actual     | FY2020 Appropriation | FY2021 Recommended | Dollar Increase  | Percent Increase |
|---|-------------------|-------------------|----------------------|--------------------|------------------|------------------|
| <b>EOEA Grant</b>                           | <b>\$ 76,402</b>  | <b>\$ 94,762</b>  | <b>\$ 94,764</b>     | <b>\$ 94,764</b>   | <b>\$ —</b>      | <b>—%</b>        |
| <i>Personal Services</i>                    | \$ 58,746         | \$ 56,735         | \$ 67,948            | \$ 67,057          | \$ (891)         | -1.31 %          |
| <i>Expenses</i>                             | \$ 17,656         | \$ 38,027         | \$ 26,816            | \$ 27,707          | \$ 891           | 3.32 %           |
| <b>Veterans' Services Regional Funding</b>  | <b>\$ 39,063</b>  | <b>\$ 42,080</b>  | <b>\$ 55,398</b>     | <b>\$ 89,671</b>   | <b>\$ 34,273</b> | <b>61.87%</b>    |
| <i>Personal Services</i>                    | \$ 37,585         | \$ 40,935         | \$ 53,816            | \$ 87,326          | \$ 33,510        | 62.27 %          |
| <i>Expenses</i>                             | \$ 1,478          | \$ 1,145          | \$ 1,582             | \$ 2,345           | \$ 763           | 48.23 %          |
| <b>Senior Services Revolving Fund</b>       |                   |                   |                      |                    |                  |                  |
| <i>Expenses</i>                             | \$ 85,885         | \$ 52,895         | \$ 75,000            | \$ 75,000          | \$ —             | — %              |
| <b>MBTA Grant - Transportation Services</b> |                   |                   |                      |                    |                  |                  |
| <i>Expenses</i>                             | \$ 55,157         | \$ 53,410         | \$ 54,080            | \$ 56,243          | \$ 2,163         | 4.00 %           |
| <b>Total 6000 - Non-General Fund</b>        | <b>\$ 256,507</b> | <b>\$ 243,146</b> | <b>\$ 279,242</b>    | <b>\$ 315,679</b>  | <b>\$ 36,437</b> | <b>13.05 %</b>   |

## Budget Summary - All Funds

| Appropriation Summary (All Funds)            | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase  | Percent Increase |
|--|---------------------|---------------------|----------------------|---------------------|------------------|------------------|
| Compensation                                 | \$ 567,928          | \$ 642,388          | \$ 803,091           | \$ 815,131          | \$ 12,040        | 1.50 %           |
| Expenses                                     | \$ 817,599          | \$ 828,718          | \$ 935,087           | \$ 987,369          | \$ 52,282        | 5.59 %           |
| <b>Total 6000 Human Services (All Funds)</b> | <b>\$ 1,385,527</b> | <b>\$ 1,471,106</b> | <b>\$ 1,738,178</b>  | <b>\$ 1,802,500</b> | <b>\$ 64,322</b> | <b>3.70 %</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 FY2021 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

**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, regulations, and best practices, as well as State statutes and regulations, in the areas of public health, building code, zoning, economic development, wetland protection, 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.

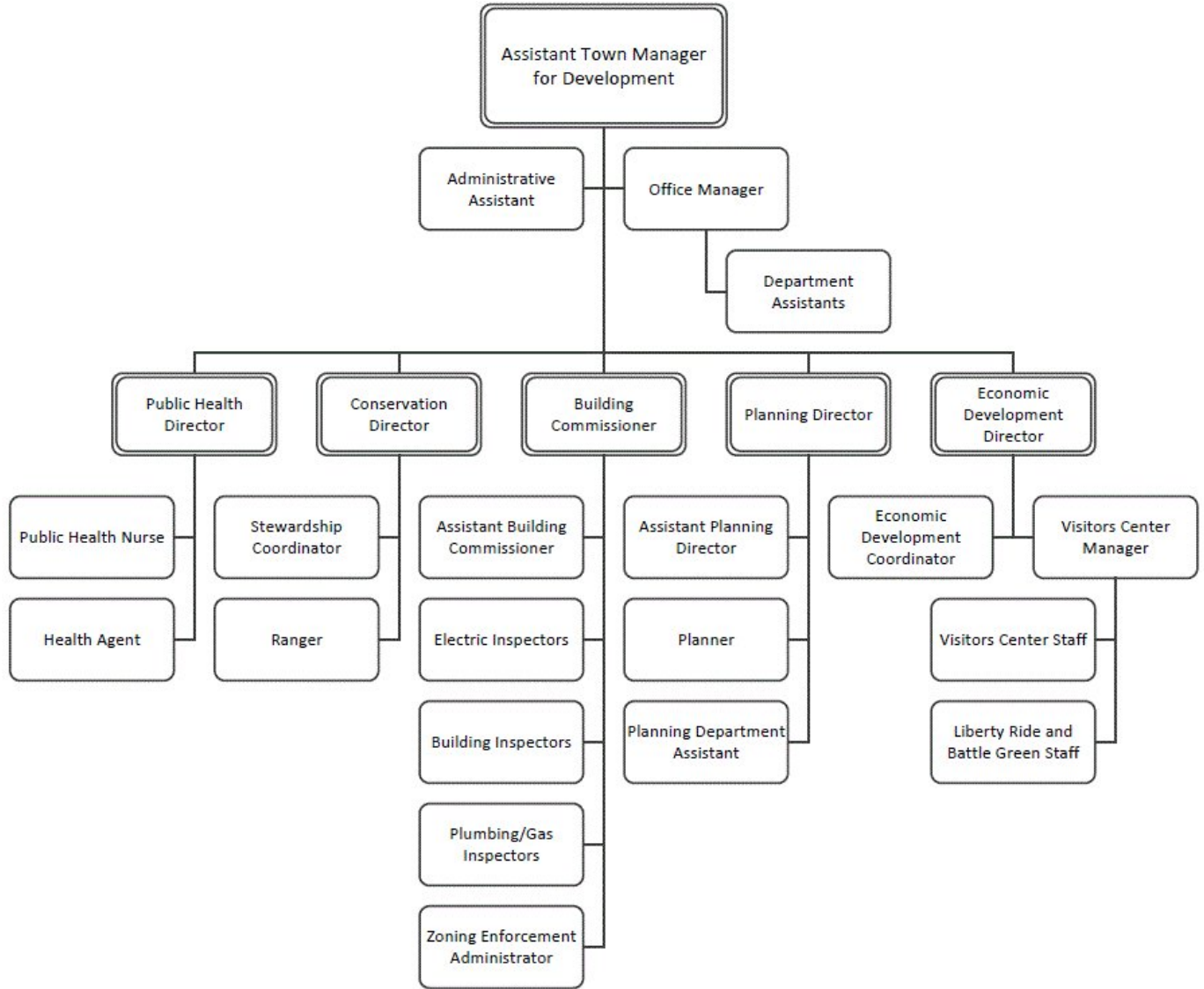
**Budget Overview:** The Land Use, Health and Development Department is comprised of: Building and Zoning, Conservation, Health, Planning and Economic Development.

- 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 for eventual consideration by the Planning Board.
2. Support the priorities of the Select Board and Planning Board for vibrant town commercial centers, zoning revitalization for economic development, and advancing economic development in Hartwell Ave while respecting the surrounding neighborhoods.
3. Contribute to endeavors to support the Select Board's priorities for effective transportation solutions.
4. Transition additional inspections and permitting functions to ViewPoint Cloud.

**7100-7400 Program Summary**



# 7100-7400 Program Summary

Town of Lexington, MA

## Authorized/Appropriated Staffing

|                                     | FY2018<br>Budget                | FY2019<br>Budget                | FY2020<br>Budget                | FY2021<br>Request               |
|-------------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Assistant Town Manager              | 1                               | 1                               | 1                               | 1                               |
| Administrative Assistant*           | —                               | 1                               | 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 Director               | 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                               | 2                               |
| Health Nurse***                     | 0.6                             | 0.6                             | 0.6                             | 0.6                             |
| Building Commissioner               | 1                               | 1                               | 1                               | 1                               |
| Asst Building Commissioner****      | —                               | 1                               | 1                               | 1                               |
| Building Inspectors****             | 2                               | 1                               | 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        | 0.38                            | 0.38                            | 0.38                            | 0.38                            |
| <b>Total FTE</b>                    | <b>30.62</b>                    | <b>31.62</b>                    | <b>31.62</b>                    | <b>32.62</b>                    |
| <b>Total FT/PT</b>                  | <b>22FT/11PT<br/>+ Seasonal</b> | <b>23FT/11PT<br/>+ Seasonal</b> | <b>23FT/11PT<br/>+ Seasonal</b> | <b>24FT/11PT<br/>+ Seasonal</b> |

### Explanatory Notes:

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

\*\*A second Health Agent is recommended to be funded in FY2021 via a program improvement request.

\*\*\*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 FY2021 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 \$3,058,060, which is a \$41,443 or 1.37% increase from the FY2020 budget.

The FY2021 recommended Land Use, Health and Development General Fund operating budget is \$2,624,761 which is a \$45,617, or 1.77% increase from the FY2020 General Fund budget.

The General Fund operating budget for Compensation is \$2,114,074 and reflects a \$103,077 or 5.13% increase, which is a net increase with savings due to staff turnover offsetting contractually obligated cost of living and step increases, as well as a funded program improvement to add a second Health Agent to conduct inspections required by state regulations, offset by a reduction in expenses for contracting with a consultant to perform the inspections.

The General Fund operating budget for Expenses is \$510,687 and reflects a decrease of \$(57,460) or -10.11%, which is a net change that reflects removing one-time costs for a plan review table at Building and Zoning (\$13,500), a brush mower at Conservation (\$5,200), the final year of the Bike Share program (\$27,000), and supporting Visitors Center operations during construction (\$80,000); offset by funded program improvements for ongoing support for the Visitors Center (\$51,000) and printing costs for additional ACROSS Lexington brochures (\$4,000).

The FY2021 recommended budget for the Residential Engineering Review, Health Program, Liberty Ride, and Visitor Center revolving funds is \$530,899, a increase of \$35,826 or 7.24%, which reflects ongoing adjustments as the Visitors Center construction is completed, and operations transition back to the permanent location.

## 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 Health Agent                 | \$ 42,000             | \$ 15,776                               | \$ 57,776       | \$ 42,000             | \$ 15,776                               | \$ 57,776 | \$ —            |
| General Fund Support of Visitors Center | \$ 51,000             | \$ —                                    | \$ 51,000       | \$ 51,000             | \$ —                                    | \$ 51,000 | \$ —            |
| ACROSS Lexington Brochure Update        | \$ 9,000              | \$ —                                    | \$ 9,000        | \$ 4,000              | \$ —                                    | \$ 4,000  | \$ 5,000        |

# 7100-7400 Program Summary

Town of Lexington, MA

## Budget Summary - General Fund

| Funding Sources                       | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Estimate  | FY2021<br>Projected | Dollar<br>Increase | Percent<br>Increase |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|---------------------|
| Tax Levy                              | \$ (663,486)        | \$ (511,187)        | \$ 705,294          | \$ 770,211          | \$ 64,917          | 9.20 %              |
| TDM Stabilization Fund                | \$ 46,000           | \$ 46,000           | \$ 46,000           | \$ 46,000           | \$ —               | — %                 |
| Center Impr. District Stab. Fund      | \$ 27,000           | \$ 27,000           | \$ 27,000           | \$ —                | \$ (27,000)        | -100.00 %           |
| <b>Fees &amp; Charges</b>             |                     |                     |                     |                     |                    |                     |
| Departmental Fees                     | \$ 129,246          | \$ 87,019           | \$ 80,650           | \$ 88,350           | \$ 7,700           | 9.55 %              |
| Licenses & Permits                    | \$ 2,743,208        | \$ 2,442,867        | \$ 1,720,200        | \$ 1,720,200        | \$ —               | — %                 |
| <b>Total 7100-7400 - General Fund</b> | <b>\$ 2,281,968</b> | <b>\$ 2,091,699</b> | <b>\$ 2,579,144</b> | <b>\$ 2,624,761</b> | <b>\$ 45,617</b>   | <b>1.77 %</b>       |

| Appropriation Summary<br>(General Fund) | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase | Percent<br>Increase |
|---|---------------------|---------------------|-------------------------|-----------------------|--------------------|---------------------|
| Compensation                            | \$ 1,807,674        | \$ 1,732,512        | \$ 2,010,997            | \$ 2,114,074          | \$ 103,077         | 5.13 %              |
| Expenses                                | \$ 474,294          | \$ 359,187          | \$ 568,147              | \$ 510,687            | \$ (57,460)        | -10.11 %            |
| <b>Total 7100-7400 - General Fund</b>   | <b>\$ 2,281,968</b> | <b>\$ 2,091,699</b> | <b>\$ 2,579,144</b>     | <b>\$ 2,624,761</b>   | <b>\$ 45,617</b>   | <b>1.77 %</b>       |

| Level-Service Requests<br>(General Fund) | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase | Percent<br>Increase |
|--|---------------------|---------------------|-------------------------|-----------------------|--------------------|---------------------|
| Total 7110 Building & Zoning             | \$ 552,540          | \$ 561,245          | \$ 621,475              | \$ 637,970            | \$ 16,495          | 2.65 %              |
| Total 7120 Administration                | \$ 429,532          | \$ 419,033          | \$ 523,134              | \$ 551,243            | \$ 28,109          | 5.37 %              |
| Total 7130 Conservation                  | \$ 231,505          | \$ 236,134          | \$ 262,674              | \$ 264,797            | \$ 2,123           | 0.81 %              |
| Total 7140 Health                        | \$ 303,734          | \$ 270,435          | \$ 320,097              | \$ 365,354            | \$ 45,257          | 14.14 %             |
| Total 7200 Planning                      | \$ 368,233          | \$ 266,912          | \$ 410,796              | \$ 424,414            | \$ 13,618          | 3.32 %              |
| Total 7300 Economic<br>Development       | \$ 396,424          | \$ 337,940          | \$ 440,968              | \$ 380,983            | \$ (59,985)        | -13.60 %            |
| <b>Total 7100-7400 - General Fund</b>    | <b>\$ 2,281,968</b> | <b>\$ 2,091,699</b> | <b>\$ 2,579,144</b>     | <b>\$ 2,624,761</b>   | <b>\$ 45,617</b>   | <b>1.77 %</b>       |

| Object Code Summary<br>(General Fund) | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase | Percent<br>Increase |
|---------------------------------------|---------------------|---------------------|-------------------------|-----------------------|--------------------|---------------------|
| Salaries & Wages                      | \$ 1,793,504        | \$ 1,718,043        | \$ 1,978,468            | \$ 2,080,623          | \$ 102,155         | 5.16 %              |
| Overtime                              | \$ 14,170           | \$ 14,469           | \$ 32,529               | \$ 33,451             | \$ 922             | 2.83 %              |
| <i>Personal Services</i>              | <i>\$ 1,807,674</i> | <i>\$ 1,732,512</i> | <i>\$ 2,010,997</i>     | <i>\$ 2,114,074</i>   | <i>\$ 103,077</i>  | <i>5.13 %</i>       |
| Contractual Services                  | \$ 414,132          | \$ 304,079          | \$ 402,656              | \$ 392,076            | \$ (10,580)        | -2.63 %             |
| Utilities                             | \$ 9,238            | \$ 11,962           | \$ 12,261               | \$ 12,461             | \$ 200             | 1.63 %              |
| Supplies                              | \$ 50,924           | \$ 43,146           | \$ 153,230              | \$ 106,150            | \$ (47,080)        | -30.73 %            |
| Small Capital                         | \$ —                | \$ —                | \$ —                    | \$ —                  | \$ —               | — %                 |
| <i>Expenses</i>                       | <i>\$ 474,294</i>   | <i>\$ 359,187</i>   | <i>\$ 568,147</i>       | <i>\$ 510,687</i>     | <i>\$ (57,460)</i> | <i>-10.11 %</i>     |
| <b>Total 7100-7400 - General Fund</b> | <b>\$ 2,281,968</b> | <b>\$ 2,091,699</b> | <b>\$ 2,579,144</b>     | <b>\$ 2,624,761</b>   | <b>\$ 45,617</b>   | <b>1.77 %</b>       |

# 7100-7400 Program Summary

Town of Lexington, MA

## Budget Summary - Revolving Funds

| Funding Sources                               | FY2018<br>Actual  | FY2019<br>Actual  | FY2020<br>Estimate | FY2021<br>Projected | Dollar<br>Increase | Percent<br>Increase |
|---|-------------------|-------------------|--------------------|---------------------|--------------------|---------------------|
| Residential Engineering Review Revolving Fund | \$ —              | \$ —              | \$ 57,600          | \$ 57,600           | \$ —               | —%                  |
| Health Programs Revolving Fund                | \$ 33,291         | \$ 33,291         | \$ 45,000          | \$ 45,000           | \$ —               | —%                  |
| Lab Animal Permits Revolving Fund             | \$ —              | \$ —              | \$ —               | \$ 40,000           | \$ 40,000          | —%                  |
| Liberty Ride Revolving Fund                   | \$ 190,429        | \$ 179,041        | \$ 161,776         | \$ 195,000          | \$ 33,224          | 20.54%              |
| Visitor Center Revolving Fund                 | \$ 196,415        | \$ 147,613        | \$ 101,200         | \$ 195,000          | \$ 93,800          | 92.69%              |
| <b>Total 7100-7400 - Rev. Funds</b>           | <b>\$ 420,135</b> | <b>\$ 359,945</b> | <b>\$ 365,576</b>  | <b>\$ 532,600</b>   | <b>\$ 167,024</b>  | <b>45.69%</b>       |

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

| Appropriation Summary (Revolving Funds)      | FY2018<br>Actual  | FY2019<br>Actual  | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase | Percent<br>Increase |
|--|-------------------|-------------------|-------------------------|-----------------------|--------------------|---------------------|
| <b>7110 - Residential Engineering Review</b> |                   |                   |                         |                       |                    |                     |
| Expenses                                     | \$ —              | \$ —              | \$ 57,600               | \$ 57,600             | \$ —               | —%                  |
| <b>7140 - Health Programs</b>                |                   |                   |                         |                       |                    |                     |
| Expenses                                     | \$ 14,564         | \$ 36,197         | \$ 45,000               | \$ 45,000             | \$ —               | —%                  |
| <b>7140 - Lab Animal Permits</b>             |                   |                   |                         |                       |                    |                     |
| Expenses                                     | \$ —              | \$ —              | \$ —                    | \$ 40,000             | \$ 40,000          | —%                  |
| <b>7320 - Liberty Ride</b>                   | <b>\$ 196,972</b> | <b>\$ 182,274</b> | <b>\$ 223,843</b>       | <b>\$ 193,263</b>     | <b>\$(30,580)</b>  | <b>-13.66%</b>      |
| Compensation                                 | \$ 61,847         | \$ 59,280         | \$ 86,852               | \$ 68,200             | \$ (18,652)        | -21.48%             |
| Expenses                                     | \$ 135,125        | \$ 122,994        | \$ 136,991              | \$ 125,063            | \$ (11,928)        | -8.71%              |
| <b>7340 - Visitor Center</b>                 | <b>\$ 206,711</b> | <b>\$ 170,309</b> | <b>\$ 168,630</b>       | <b>\$ 195,036</b>     | <b>\$ 26,406</b>   | <b>15.66%</b>       |
| Compensation                                 | \$ 110,058        | \$ 107,855        | \$ 117,630              | \$ 131,238            | \$ 13,608          | 11.57%              |
| Expenses                                     | \$ 96,653         | \$ 62,454         | \$ 51,000               | \$ 63,798             | \$ 12,798          | 25.09%              |
| <b>Total 7100-7400 - Rev. Funds</b>          | <b>\$ 418,247</b> | <b>\$ 388,780</b> | <b>\$ 495,073</b>       | <b>\$ 530,899</b>     | <b>\$ 35,826</b>   | <b>7.24%</b>        |

## Budget Summary - All Funds

| Appropriation Summary (All Funds)  | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase | Percent<br>Increase |
|------------------------------------|---------------------|---------------------|-------------------------|-----------------------|--------------------|---------------------|
| Compensation                       | \$ 1,979,579        | \$ 1,899,647        | \$ 2,215,479            | \$ 2,313,512          | \$ 98,033          | 4.42%               |
| Expenses                           | \$ 720,636          | \$ 580,832          | \$ 801,138              | \$ 744,548            | \$ (56,590)        | -7.06%              |
| <b>Total 7100-7400 - All Funds</b> | <b>\$ 2,700,215</b> | <b>\$ 2,480,479</b> | <b>\$ 3,016,617</b>     | <b>\$ 3,058,060</b>   | <b>\$ 41,443</b>   | <b>1.37%</b>        |



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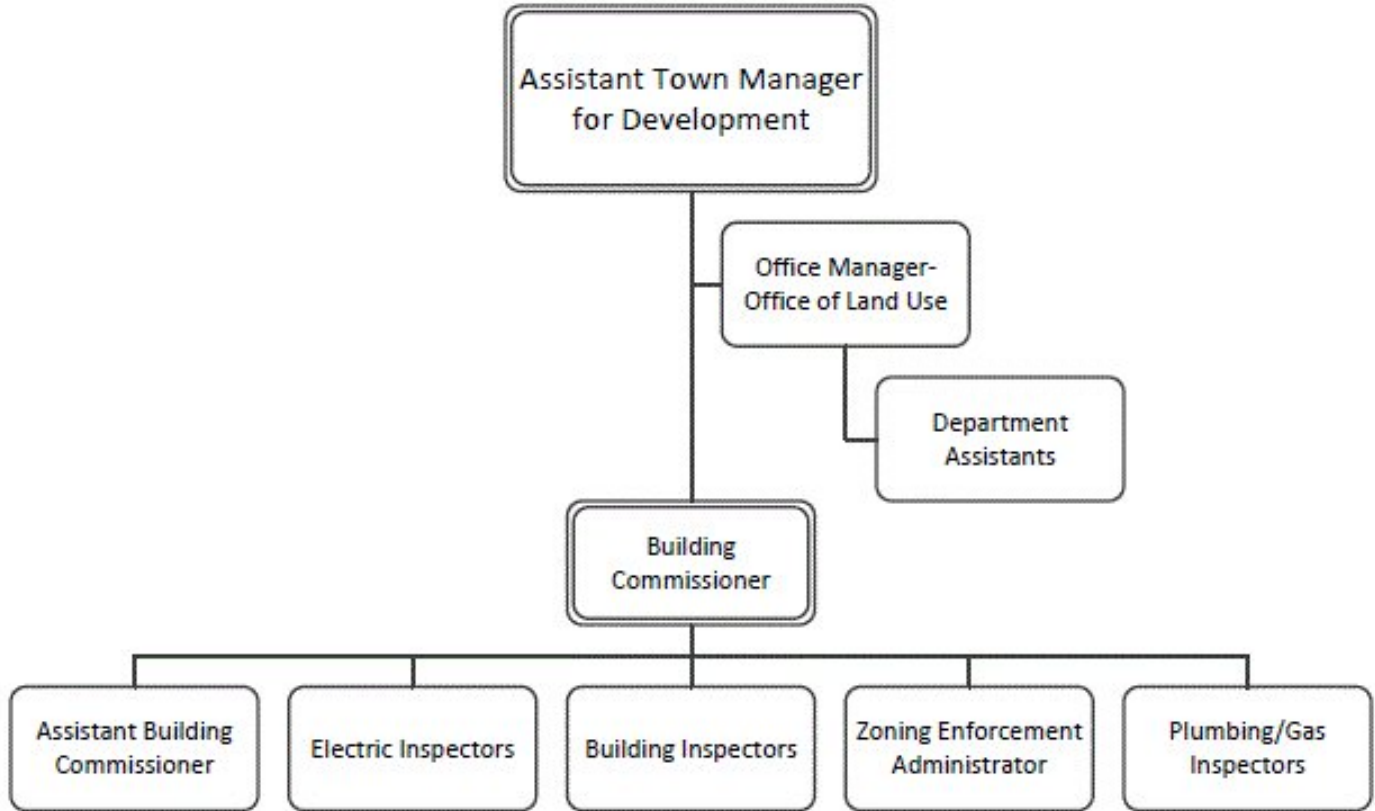


**Mission:** The Building and Zoning Department is a regulatory function with the goal of protecting the health and safety of residents. This role is fulfilled through the enforcement of building, zoning and land use regulations.

**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.

### **Division Initiatives:**

1. The recent implementation of a new and improved townwide online permitting system has been an important effort over the past year. The permitting system requires all building, zoning, electrical, plumbing and gas permits to be applied for electronically by the applicants, and allows applicants to do much of their work from their office or home, thereby saving time and money from having to visit the Town Hall. The staff have the ability to review the applications simultaneously and add any other town department that may need to see or approve the application. Implementing the transition from ViewPermit to the new ViewPoint Cloud continues to be an important division goal.
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. One of the primary responsibilities of the Building and Zoning Department is performing plan reviews and inspections. We review plans, issue permits, and inspect work to safeguard life and property in compliance with Town and State regulations. A goal for FY2021 is to take advantage of the electronic capabilities of online permitting to ensure quality and timely reviews and inspections, and deliver the highest level of customer service.
4. Continue our efforts to educate the building community in regards to Building Codes, Zoning Bylaws, General Bylaws and new building science. For example, in early 2020 a new Energy Code will become effective and will be mandatory code. The efforts have already begun to ensure that the building community is aware of this new code, and will be prepared for the changes that may be required. 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 FY2021.
5. Implement the new Residential Engineering Review revolving fund program.



**Authorized/Appropriated Staffing**

|                                  | <b>FY2018 Budget</b> | <b>FY2019 Budget</b> | <b>FY2020 Budget</b> | <b>FY2021 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 FY2021 recommended All Funds Building and Zoning budget is \$695,570 a \$16,495 or 2.43% increase from the FY2020 budget.

The FY2021 recommended General Fund Building and Zoning budget is \$637,970 a \$16,495 or 2.65% increase from the FY2020 budget.

The recommended budget for Compensation is \$575,230 and reflects a \$29,995, or 5.50% increase, which is due to contractually obligated step increases and cost of living adjustments.

The recommended budget for Expenses is \$62,740 and reflects a decrease of \$(13,500) or -17.71% from FY2020, due to the removal of a one-time expense for an Electronic Building Plan Review Table.

**Program Improvement Requests:**

None requested.

**Budget Summary:**

| <b>Funding Sources</b>                | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Estimate</b> | <b>FY2021 Projected</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|---------------------------------------|----------------------|----------------------|------------------------|-------------------------|------------------------|-------------------------|
| Tax Levy                              | \$ (2,158,293)       | \$ (1,845,412)       | \$ (1,061,725)         | \$ (1,045,230)          | \$ 16,495              | -1.55%                  |
| Directed Funding                      |                      |                      |                        |                         |                        |                         |
| Departmental Fees                     | \$ 13,215            | \$ 10,075            | \$ 8,000               | \$ 8,000                | \$ —                   | —%                      |
| Licenses and Permits                  | \$ 2,697,618         | \$ 2,396,582         | \$ 1,675,200           | \$ 1,675,200            | \$ —                   | —%                      |
| <b>Total 7110 Building and Zoning</b> | <b>\$ 552,540</b>    | <b>\$ 561,245</b>    | <b>\$ 621,475</b>      | <b>\$ 637,970</b>       | <b>\$ 16,495</b>       | <b>2.65%</b>            |

| <b>Appropriation Summary</b>          | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Appropriation</b> | <b>FY2021 Recommended</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|---------------------------------------|----------------------|----------------------|-----------------------------|---------------------------|------------------------|-------------------------|
| Compensation                          | \$ 501,243           | \$ 522,958           | \$ 545,235                  | \$ 575,230                | \$ 29,995              | 5.50%                   |
| Expenses                              | \$ 51,297            | \$ 38,287            | \$ 76,240                   | \$ 62,740                 | \$ (13,500)            | -17.71%                 |
| <b>Total 7110 Building and Zoning</b> | <b>\$ 552,540</b>    | <b>\$ 561,245</b>    | <b>\$ 621,475</b>           | <b>\$ 637,970</b>         | <b>\$ 16,495</b>       | <b>2.65%</b>            |

| <b>Object Code Summary</b>            | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Appropriation</b> | <b>FY2021 Recommended</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|---------------------------------------|----------------------|----------------------|-----------------------------|---------------------------|------------------------|-------------------------|
| Salaries & Wages                      | \$ 497,579           | \$ 518,569           | \$ 539,297                  | \$ 569,095                | \$ 29,798              | 5.53%                   |
| Overtime                              | \$ 3,664             | \$ 4,388             | \$ 5,938                    | \$ 6,135                  | \$ 197                 | 3.32%                   |
| <i>Personal Services</i>              | <i>\$ 501,243</i>    | <i>\$ 522,958</i>    | <i>\$ 545,235</i>           | <i>\$ 575,230</i>         | <i>\$ 29,995</i>       | <i>5.50%</i>            |
| Contractual Services                  | \$ 41,990            | \$ 27,591            | \$ 52,140                   | \$ 51,640                 | \$ (500)               | -0.96%                  |
| Utilities                             | \$ 4,927             | \$ 7,277             | \$ 6,200                    | \$ 6,200                  | \$ —                   | —%                      |
| Supplies                              | \$ 4,380             | \$ 3,420             | \$ 17,900                   | \$ 4,900                  | \$ (13,000)            | -72.63%                 |
| Small Capital                         | \$ —                 | \$ —                 | \$ —                        | \$ —                      | \$ —                   | —%                      |
| <i>Expenses</i>                       | <i>\$ 51,297</i>     | <i>\$ 38,287</i>     | <i>\$ 76,240</i>            | <i>\$ 62,740</i>          | <i>\$ (13,500)</i>     | <i>-17.71%</i>          |
| <b>Total 7110 Building and Zoning</b> | <b>\$ 552,540</b>    | <b>\$ 561,245</b>    | <b>\$ 621,475</b>           | <b>\$ 637,970</b>         | <b>\$ 16,495</b>       | <b>2.65%</b>            |

**Budget Summary - Revolving Funds\***

| <b>Funding Sources</b>               | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Estimate</b> | <b>FY2021 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>\$ 57,600</b>       | <b>\$ 57,600</b>        | <b>\$ —</b>            | <b>—%</b>               |

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

| <b>Appropriation Summary (Revolving Funds)</b>              | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Appropriation</b> | <b>FY2021 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>\$ 57,600</i>            | <i>\$ 57,600</i>          | <i>\$ —</i>            | <i>—%</i>               |
| <b>Total 7110 B&amp;Z Rev. Funds</b>                        | <b>\$ —</b>          | <b>\$ —</b>          | <b>\$ 57,600</b>            | <b>\$ 57,600</b>          | <b>\$ —</b>            | <b>—%</b>               |

**Budget Summary - All Funds**

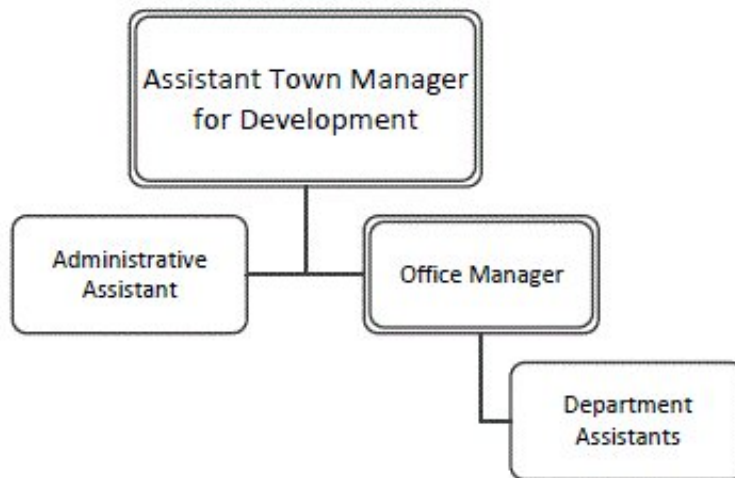
| <b>Appropriation Summary (All Funds)</b> | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Appropriation</b> | <b>FY2021 Recommended</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|--|----------------------|----------------------|-----------------------------|---------------------------|------------------------|-------------------------|
| Compensation                             | \$ 501,243           | \$ 522,958           | \$ 545,235                  | \$ 575,230                | \$ 29,995              | 5.50%                   |
| Expenses                                 | \$ 51,297            | \$ 38,287            | \$ 133,840                  | \$ 120,340                | \$ (13,500)            | -10.09%                 |
| <b>Total 7110 B&amp;Z - All Funds</b>    | <b>\$ 552,540</b>    | <b>\$ 561,245</b>    | <b>\$ 679,075</b>           | <b>\$ 695,570</b>         | <b>\$ 16,495</b>       | <b>2.43%</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.

**Division 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>FY2018<br/>Budget</b> | <b>FY2019<br/>Budget</b> | <b>FY2020<br/>Budget</b> | <b>FY2021<br/>Request</b> |
|---------------------------|--------------------------|--------------------------|--------------------------|---------------------------|
| Assistant Town Manager    | 1                        | 1                        | 1                        | 1                         |
| Administrative Assistant* | —                        | 1                        | 1                        | 1                         |
| Office Manager            | 1                        | 1                        | 1                        | 1                         |
| Department Assistants     | 4                        | 4                        | 4                        | 4                         |
| <b>Total FTE</b>          | <b>6</b>                 | <b>7</b>                 | <b>7</b>                 | <b>7</b>                  |
| <b>Total FT/PT</b>        | <b>6 FT</b>              | <b>7 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 FY2021 General Fund budget for the Office of Administration is \$551,243, an increase of \$28,109 or 5.37% from the FY2020 budget.

The General Fund operating budget for Compensation is \$489,943 and reflects an increase of \$25,409 or 5.47% for contractually obligated step increases and cost of living adjustments.

The General Fund operating budget for Expenses is \$61,300 and reflects a net increase of \$2,700 or 4.61%, which is primarily due to funding a program improvement to reprint ACROSS Lexington brochures.

**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    |                 |
| ACROSS Lexington Brochure Update | \$ 9,000              | \$ —                                    | \$ 9,000        | \$ 4,000              | \$ —                                    | \$ 4,000 | \$ 5,000        |

**Budget Summary:**

| Funding Sources                  | FY2018 Actual     | FY2019 Actual     | FY2020 Estimate   | FY2021 Projected  | Dollar Increase  | Percent Increase |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|
| Tax Levy                         | \$ 418,332        | \$ 410,933        | \$ 509,434        | \$ 529,843        | \$ 20,409        | 4.01%            |
| Directed Funding                 |                   |                   |                   |                   |                  |                  |
| Departmental Fees                | \$ 11,200         | \$ 8,100          | \$ 13,700         | \$ 21,400         | \$ 7,700         | 56.20%           |
| <b>Total 7120 Administration</b> | <b>\$ 429,532</b> | <b>\$ 419,033</b> | <b>\$ 523,134</b> | <b>\$ 551,243</b> | <b>\$ 28,109</b> | <b>5.37%</b>     |

| Appropriation Summary            | FY2018 Actual     | FY2019 Actual     | FY2020 Appropriation | FY2021 Recommended | Dollar Increase  | Percent Increase |
|----------------------------------|-------------------|-------------------|----------------------|--------------------|------------------|------------------|
| Compensation                     | \$ 393,887        | \$ 385,970        | \$ 464,534           | \$ 489,943         | \$ 25,409        | 5.47%            |
| Expenses                         | \$ 35,645         | \$ 33,063         | \$ 58,600            | \$ 61,300          | \$ 2,700         | 4.61%            |
| <b>Total 7120 Administration</b> | <b>\$ 429,532</b> | <b>\$ 419,033</b> | <b>\$ 523,134</b>    | <b>\$ 551,243</b>  | <b>\$ 28,109</b> | <b>5.37%</b>     |

| Object Code Summary              | FY2018 Actual     | FY2019 Actual     | FY2020 Appropriation | FY2021 Recommended | Dollar Increase  | Percent Increase |
|----------------------------------|-------------------|-------------------|----------------------|--------------------|------------------|------------------|
| Salaries & Wages                 | \$ 385,848        | \$ 378,748        | \$ 452,521           | \$ 477,690         | \$ 25,169        | 5.56%            |
| Overtime                         | \$ 8,039          | \$ 7,222          | \$ 12,013            | \$ 12,253          | \$ 240           | 2.00%            |
| <i>Personal Services</i>         | <i>\$ 393,887</i> | <i>\$ 385,970</i> | <i>\$ 464,534</i>    | <i>\$ 489,943</i>  | <i>\$ 25,409</i> | <i>5.47%</i>     |
| Contractual Services             | \$ 27,549         | \$ 26,832         | \$ 50,500            | \$ 52,900          | \$ 2,400         | 4.75%            |
| Utilities                        | \$ 600            | \$ 600            | \$ 600               | \$ 600             | \$ —             | —%               |
| Supplies                         | \$ 7,496          | \$ 5,631          | \$ 7,500             | \$ 7,800           | \$ 300           | 4.00%            |
| Small Capital                    | \$ —              | \$ —              | \$ —                 | \$ —               | \$ —             | —%               |
| <i>Expenses</i>                  | <i>\$ 35,645</i>  | <i>\$ 33,063</i>  | <i>\$ 58,600</i>     | <i>\$ 61,300</i>   | <i>\$ 2,700</i>  | <i>4.61%</i>     |
| <b>Total 7120 Administration</b> | <b>\$ 429,532</b> | <b>\$ 419,033</b> | <b>\$ 523,134</b>    | <b>\$ 551,243</b>  | <b>\$ 28,109</b> | <b>5.37%</b>     |

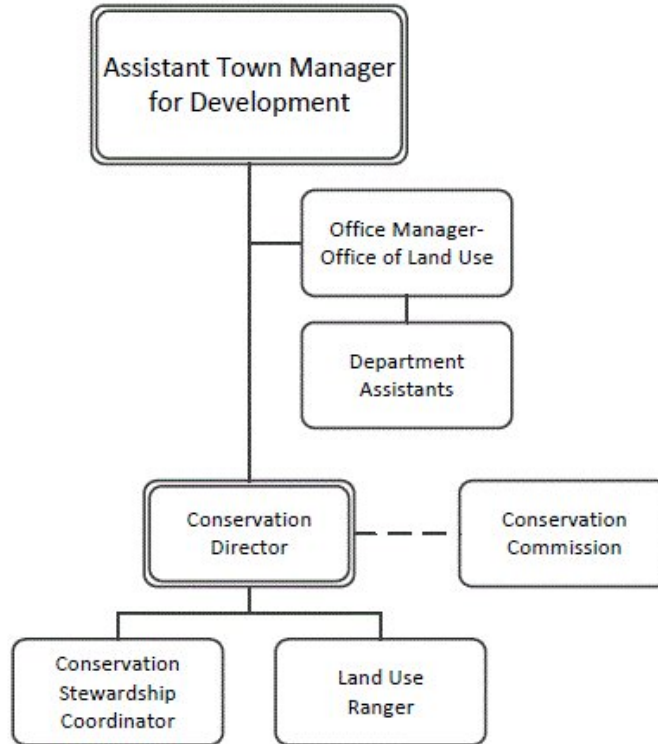
**Mission:** To protect the health and safety of Town residents through education about and regulation of and management of natural areas and wetlands.

**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 Director 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.

**Division Initiatives:**

1. Complete the final phase of conversion of historical conservation records to digital format and migration into the Laserfiche Document Imaging Software.
2. Implement the inspection component of the ViewPoint Cloud Software for conservation permits to provide for a comprehensive electronic permit management and tracking system.
3. Implement Novus Agenda Software for Conservation Commission Meeting management.
4. Plan for and acquire open space parcels as prioritized by the Conservation Commission.
5. Implement the numerous conservation land management projects, including meadows preservation, Cotton Farm Conservation Area Accessible Improvements, Parker Meadow Accessible Design and Engineering and Construction (subject to FY2021 CPA funding request for construction), Wright Farm Conceptual Site Design and Programming (subject to FY2021 CPA funding request), and Willard's Woods Land Management Planning and Accessible Design.





**Authorized/Appropriated Staffing**

|                                  | <b>FY2018 Budget</b>       | <b>FY2019 Budget</b>       | <b>FY2020 Budget</b>       | <b>FY2021 Request</b>      |
|----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Conservation Director            | 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 FY2021 General Fund Conservation budget is \$264,797, an increase of \$2,123 or 0.81% over the FY2020 budget.

This includes a \$7,253 or 3.25% increase in compensation for contractually obligated step increases and cost of living adjustments.

Expenses reflect a decrease of \$(5,130), or (12.96)%, primarily due to the removal of one-costs for replacement of a brush mower.

**Program Improvement Requests:**

None requested.

**Budget Summary:**

| <b>Funding Sources</b>         | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Estimate</b> | <b>FY2021<br/>Projected</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|--------------------------------|--------------------------|--------------------------|----------------------------|-----------------------------|----------------------------|-----------------------------|
| Tax Levy                       | \$ 192,693               | \$ 202,790               | \$ 230,674                 | \$ 232,797                  | \$ 2,123                   | 0.92%                       |
| Directed Funding               |                          |                          |                            |                             |                            |                             |
| Fees                           | \$ 38,812                | \$ 33,344                | \$ 32,000                  | \$ 32,000                   | \$ —                       | —%                          |
| <b>Total 7130 Conservation</b> | <b>\$ 231,505</b>        | <b>\$ 236,134</b>        | <b>\$ 262,674</b>          | <b>\$ 264,797</b>           | <b>\$ 2,123</b>            | <b>0.81%</b>                |

| <b>Appropriation<br/>Summary</b> | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|----------------------------------|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Compensation                     | \$ 200,824               | \$ 205,030               | \$ 223,097                      | \$ 230,350                    | \$ 7,253                   | 3.25%                       |
| Expenses                         | \$ 30,681                | \$ 31,104                | \$ 39,577                       | \$ 34,447                     | \$ (5,130)                 | -12.96%                     |
| <b>Total 7130 Conservation</b>   | <b>\$ 231,505</b>        | <b>\$ 236,134</b>        | <b>\$ 262,674</b>               | <b>\$ 264,797</b>             | <b>\$ 2,123</b>            | <b>0.81%</b>                |

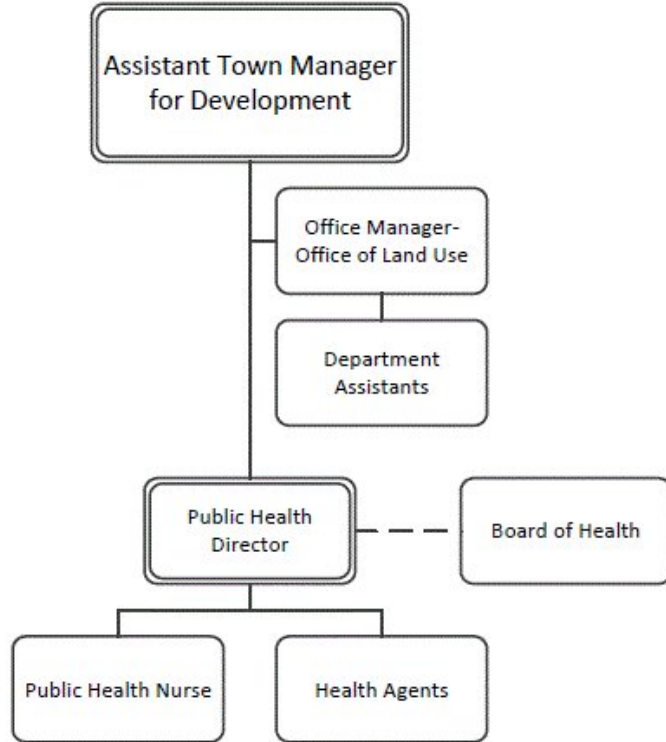
| <b>Object Code<br/>Summary</b> | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|--------------------------------|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Salaries & Wages               | \$ 198,824               | \$ 203,227               | \$ 220,213                      | \$ 227,371                    | \$ 7,158                   | 3.25%                       |
| Overtime                       | \$ 2,000                 | \$ 1,803                 | \$ 2,884                        | \$ 2,979                      | \$ 95                      | 3.29%                       |
| <i>Personal Services</i>       | <i>\$ 200,824</i>        | <i>\$ 205,030</i>        | <i>\$ 223,097</i>               | <i>\$ 230,350</i>             | <i>\$ 7,253</i>            | <i>3.25%</i>                |
| Contractual Services           | \$ 22,285                | \$ 23,078                | \$ 25,886                       | \$ 25,886                     | \$ —                       | —%                          |
| Utilities                      | \$ 2,413                 | \$ 2,735                 | \$ 2,861                        | \$ 2,861                      | \$ —                       | —%                          |
| Supplies                       | \$ 5,983                 | \$ 5,290                 | \$ 10,830                       | \$ 5,700                      | \$ (5,130)                 | -47.37%                     |
| Small Capital                  | \$ —                     | \$ —                     | \$ —                            | \$ —                          | \$ —                       | —%                          |
| <i>Expenses</i>                | <i>\$ 30,681</i>         | <i>\$ 31,104</i>         | <i>\$ 39,577</i>                | <i>\$ 34,447</i>              | <i>\$ (5,130)</i>          | <i>-12.96%</i>              |
| <b>Total 7130 Conservation</b> | <b>\$ 231,505</b>        | <b>\$ 236,134</b>        | <b>\$ 262,674</b>               | <b>\$ 264,797</b>             | <b>\$ 2,123</b>            | <b>0.81%</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, infectious disease surveillance and case investigation activities, oversight and enforcement of all state and local community health and environmental health regulations, mosquito-borne disease prevention efforts, public vaccination clinics, and public health emergency planning and response efforts. The Health Department staff is comprised of the Health Director, two Health Agents, and a part-time Public Health Nurse.

**Division Initiatives:**

1. Update local public health regulations for rDNA, Body Art, and Animal Keeping to remain up-to-date with best practices and scientific advances.
2. Update Emergency Dispensing Site (EDS) plan for emerging infectious disease threats (e.g., pandemic influenza, bioterror agents) and facilitate local exercises and drills as required by the Massachusetts Department of Public Health.
3. Begin to engage and convene community partners to broaden public health preparedness planning efforts to include people with disabilities and considerations for access and functional needs in the scope of EDS and shelter plans in accordance with Massachusetts Department of Public Health (MDPH) guidance.
4. Update and exercise public health mass shelter plans, develop shelter intake and medical triage forms, and develop a checklist for environmental health risk management in shelters.
5. Work with permitted food establishments to develop emergency operations plans to prevent disease transmission due to loss of utilities or water & sewer service infrastructure.
6. Serve as a local resource for public education and outreach on the impacts of climate change on health.
7. Enhance customer service satisfaction and improve staff efficiency by updating Board of Health permit applications in ViewPoint Cloud, with particular focus on the following record types: retail food, temporary food, mobile food, food plan review, public swimming pool, rDNA, Animal Keeping and Recreational Camps for Children.



**Authorized/Appropriated Staffing**

|                        | <b>FY2018<br/>Budget</b> | <b>FY2019<br/>Budget</b> | <b>FY2020<br/>Budget</b> | <b>FY2021<br/>Request</b> |
|------------------------|--------------------------|--------------------------|--------------------------|---------------------------|
| Public Health Director | 1                        | 1                        | 1                        | 1                         |
| Health Agent*          | 1                        | 1                        | 1                        | 2                         |
| 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>3.6</b>                |
| <b>Total FT/PT</b>     | <b>2FT/1PT</b>           | <b>2FT/1PT</b>           | <b>2FT/1PT</b>           | <b>3FT/1PT</b>            |

\*In FY2021, a program improvement funds a second Health Agent.

\*\* 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 FY2021 All Funds Health budget inclusive of the General Fund operating budget and the Health Program Revolving Fund, which funds health clinics, is \$410,354. The recommended budget is a \$45,257 or 12.40% increase from the FY2020 budget.

The FY2021 recommended Health General Fund operating budget is \$365,354, which is a \$45,257 or 14.14% increase from the FY2020 General Fund budget.

The General Fund operating budget for Compensation is \$274,304 and reflects a \$27,687 or 11.23% increase. This is a net change which funds the cost of contractually obligated step increases and salary increases, offset by savings from staff turnover. In addition, a program improvement is funded to add a second Health Agency to conduct inspections required by state regulations, and offset some of the expense increases.

The General Fund operating budget for Expenses is \$91,050 and reflects a \$17,570 or 23.91% increase, which reflects a \$9,820 or 16.32% increase in contracted services to continue to contract with a private food safety firm to conduct routine inspections of high-risk food establishments at a rate of approximately \$30,000/year. The increase in contracted services also reflects anticipated needs for additional permitted rDNA establishments and mosquito control service contract increases based on a very active 2019 Arbovirus season (WNV, EEE). Expenses also reflect a \$4,500 or 900% increase in travel for staff to maintain credentialed status.

The FY2021 Health Programs Revolving Fund is recommended at \$45,000 which is level-funded from the FY2020 authorization. For FY2021, a new revolving fund is proposed at \$40,000 to handle inspections for an increasing number of lab animals in the commercial and industrial properties in town.

**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 Health Agent | \$ 42,000             | \$ 15,776                               | \$ 57,776       | \$ 42,000             | \$ 15,776                               | \$ 57,776 | \$ —            |

**Budget Summary - General Fund**

| Funding Sources          | FY2018 Actual     | FY2019 Actual     | FY2020 Estimate   | FY2021 Projected  | Dollar Increase  | Percent Increase |
|--------------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|
| Tax Levy                 | \$ 258,144        | \$ 224,150        | \$ 275,097        | \$ 320,354        | \$ 45,257        | 16.45%           |
| Directed Funding         |                   |                   |                   |                   |                  |                  |
| Permits                  | \$ 45,590         | \$ 46,285         | \$ 45,000         | \$ 45,000         | \$ —             | —%               |
| <b>Total 7140 Health</b> | <b>\$ 303,734</b> | <b>\$ 270,435</b> | <b>\$ 320,097</b> | <b>\$ 365,354</b> | <b>\$ 45,257</b> | <b>14.14%</b>    |

| Appropriation Summary (General Fund) | FY2018 Actual     | FY2019 Actual     | FY2020 Appropriation | FY2021 Recommended | Dollar Increase  | Percent Increase |
|--------------------------------------|-------------------|-------------------|----------------------|--------------------|------------------|------------------|
| Compensation                         | \$ 235,310        | \$ 200,404        | \$ 246,617           | \$ 274,304         | \$ 27,687        | 11.23%           |
| Expenses                             | \$ 68,424         | \$ 70,031         | \$ 73,480            | \$ 91,050          | \$ 17,570        | 23.91%           |
| <b>Total 7140 Health</b>             | <b>\$ 303,734</b> | <b>\$ 270,435</b> | <b>\$ 320,097</b>    | <b>\$ 365,354</b>  | <b>\$ 45,257</b> | <b>14.14%</b>    |

| Object Code Summary (General Fund) | FY2018 Actual     | FY2019 Actual     | FY2020 Appropriation | FY2021 Recommended | Dollar Increase  | Percent Increase |
|------------------------------------|-------------------|-------------------|----------------------|--------------------|------------------|------------------|
| Salaries & Wages                   | \$ 235,310        | \$ 200,404        | \$ 244,959           | \$ 272,591         | \$ 27,632        | 11.28%           |
| Overtime                           | —                 | —                 | \$ 1,658             | \$ 1,713           | \$ 55            | 3.32%            |
| <i>Personal Services</i>           | <i>\$ 235,310</i> | <i>\$ 200,404</i> | <i>\$ 246,617</i>    | <i>\$ 274,304</i>  | <i>\$ 27,687</i> | <i>11.23%</i>    |
| Contractual Services               | \$ 60,549         | \$ 65,455         | \$ 66,880            | \$ 82,000          | \$ 15,120        | 22.61%           |
| Utilities                          | \$ 1,298          | \$ 1,350          | \$ 2,600             | \$ 2,800           | \$ 200           | 7.69%            |
| Supplies                           | \$ 6,577          | \$ 3,226          | \$ 4,000             | \$ 6,250           | \$ 2,250         | 56.25%           |
| Small Capital                      | \$ —              | \$ —              | \$ —                 | \$ —               | \$ —             | —%               |
| <i>Expenses</i>                    | <i>\$ 68,424</i>  | <i>\$ 70,031</i>  | <i>\$ 73,480</i>     | <i>\$ 91,050</i>   | <i>\$ 17,570</i> | <i>23.91%</i>    |
| <b>Total 7140 Health</b>           | <b>\$ 303,734</b> | <b>\$ 270,435</b> | <b>\$ 320,097</b>    | <b>\$ 365,354</b>  | <b>\$ 45,257</b> | <b>14.14%</b>    |

**Budget Summary - Revolving Funds\***

| Funding Sources                   | FY2018 Actual    | FY2019 Actual    | FY2020 Estimate  | FY2021 Projected | Dollar Increase  | Percent Increase |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Health Programs Revolving Fund    | \$ 33,291        | \$ 33,291        | \$ 45,000        | \$ 45,000        | \$ —             | —%               |
| Lab Animal Permits Revolving Fund | \$ —             | \$ —             | \$ —             | \$ 40,000        | \$ 40,000        | —%               |
| <b>Total 7140 Health</b>          | <b>\$ 33,291</b> | <b>\$ 33,291</b> | <b>\$ 45,000</b> | <b>\$ 85,000</b> | <b>\$ 40,000</b> | <b>88.89%</b>    |

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

| Appropriation Summary (Revolving Funds)      | FY2018 Actual    | FY2019 Actual    | FY2020 Appropriation | FY2021 Recommended | Dollar Increase  | Percent Increase |
|--|------------------|------------------|----------------------|--------------------|------------------|------------------|
| <b>7140 - Health Programs Revolving Fund</b> |                  |                  |                      |                    |                  |                  |
| <i>Expenses</i>                              | <i>\$ 14,564</i> | <i>\$ 36,197</i> | <i>\$ 45,000</i>     | <i>\$ 45,000</i>   | <i>\$ —</i>      | <i>—%</i>        |
| <b>7140 - Health Programs Revolving Fund</b> |                  |                  |                      |                    |                  |                  |
| <i>Expenses</i>                              | <i>\$ —</i>      | <i>\$ —</i>      | <i>\$ —</i>          | <i>\$ 40,000</i>   | <i>\$ 40,000</i> | <i>—%</i>        |
| <b>Total 7140 Health</b>                     | <b>\$ 14,564</b> | <b>\$ 36,197</b> | <b>\$ 45,000</b>     | <b>\$ 85,000</b>   | <b>\$ 40,000</b> | <b>88.89%</b>    |

**Budget Summary - All Funds**

| Appropriation Summary (All Funds)    | FY2018 Actual     | FY2019 Actual     | FY2020 Appropriation | FY2021 Recommended | Dollar Increase  | Percent Increase |
|--------------------------------------|-------------------|-------------------|----------------------|--------------------|------------------|------------------|
| Compensation                         | \$ 235,310        | \$ 200,404        | \$ 246,617           | \$ 274,304         | \$ 27,687        | 11.23%           |
| Expenses                             | \$ 82,988         | \$ 106,228        | \$ 118,480           | \$ 136,050         | \$ 17,570        | 14.83%           |
| <b>Total 7140 Health - All Funds</b> | <b>\$ 318,298</b> | <b>\$ 306,632</b> | <b>\$ 365,097</b>    | <b>\$ 410,354</b>  | <b>\$ 45,257</b> | <b>12.40%</b>    |

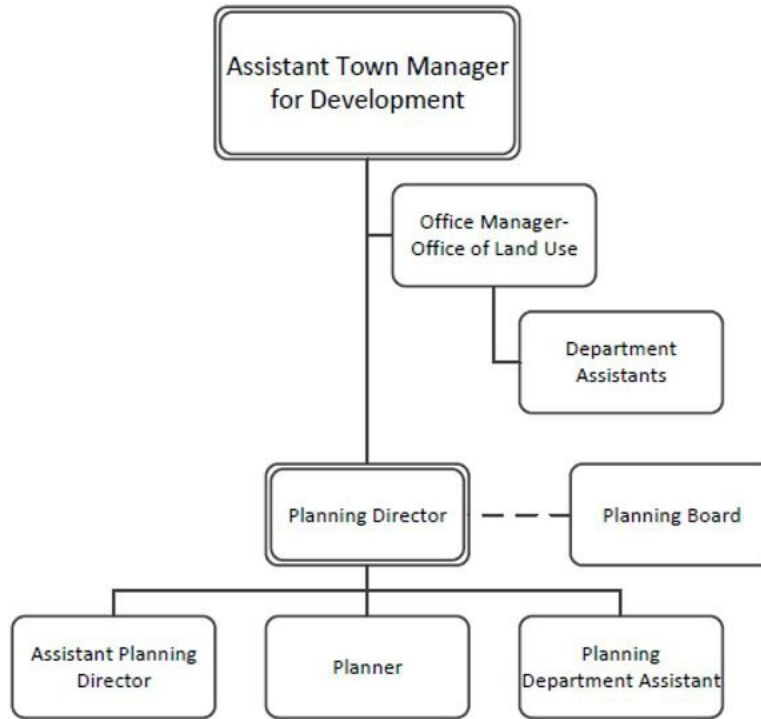
**Mission:** The Planning Office helps residents envision and work toward a community that serves the needs of all its citizens and to manage growth and change. The Planning Office provides staff assistance to the Planning Board, helps to administer the Zoning Bylaw and reviews development permit applications 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, the HOME Consortium, and the Boston Metropolitan Planning Organization.

**Division Initiatives:**

1. Engage the public in the community-wide process to update the Lexington Comprehensive Plan for eventual consideration by the Planning Board.
2. Assist the Planning Board in implementing its annual work plan.
3. Advance the Town's various transportation initiatives, including Transportation Safety Group, updating the Transportation Management Overlay District Plan and working with the public and contractor to advance the 25% Design Plan for Bedford Street and Hartwell Avenue.
4. Create Zoning that advances economic development in the Hartwell Avenue area.





**Authorized/Appropriated Staffing**

|                             | <b>FY2018 Budget</b> | <b>FY2019 Budget</b> | <b>FY2020 Budget</b> | <b>FY2021 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 FY2021 recommended General Fund Planning Department budget is \$424,414, which is an increase of \$13,618 or 3.32% from the FY2020 budget.

The General Fund operating budget for Compensation is \$347,064 and reflects a \$14,618 or 4.40% increase from the FY2020 budget, due to contractually obligated step increases and cost of living adjustments.

The recommended budget for Expenses is \$77,350 and reflects a \$(1,000) or -1.28% decrease. Contractual services has a net decrease from removing \$8,000 in one-time costs for community engagement around implementing the Comprehensive Plan and adding \$4,000 for Board member development and consultation. Seminars and workshops increases by \$3,500 for Planning staff certificates.

**Program Improvement Requests:**

None requested.

**Budget Summary**

| <b>Funding Sources</b>     | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Estimate</b> | <b>FY2021 Projected</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|----------------------------|----------------------|----------------------|------------------------|-------------------------|------------------------|-------------------------|
| Tax Levy                   | \$ 302,214           | \$ 231,412           | \$ 383,846             | \$ 397,464              | \$ 13,618              | 3.55%                   |
| Parking Fund               | \$ 8,500             | \$ —                 | \$ —                   | \$ —                    | \$ —                   | —%                      |
| TMOD Stabilization Fund    | \$ 25,000            | \$ —                 | \$ —                   | \$ —                    | \$ —                   | —%                      |
| <b>Directed Funding</b>    |                      |                      |                        |                         |                        |                         |
| Fees                       | \$ 66,019            | \$ 35,500            | \$ 26,950              | \$ 26,950               | \$ —                   | —%                      |
| <b>Total 7200 Planning</b> | <b>\$ 401,733</b>    | <b>\$ 266,912</b>    | <b>\$ 410,796</b>      | <b>\$ 424,414</b>       | <b>\$ 13,618</b>       | <b>3.32%</b>            |

| <b>Appropriation Summary</b> | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Appropriation</b> | <b>FY2021 Recommended</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|------------------------------|----------------------|----------------------|-----------------------------|---------------------------|------------------------|-------------------------|
| Compensation                 | \$ 294,643           | \$ 227,341           | \$ 332,446                  | \$ 347,064                | \$ 14,618              | 4.40%                   |
| Expenses                     | \$ 73,590            | \$ 39,571            | \$ 78,350                   | \$ 77,350                 | \$ (1,000)             | -1.28%                  |
| <b>Total 7200 Planning</b>   | <b>\$ 368,233</b>    | <b>\$ 266,912</b>    | <b>\$ 410,796</b>           | <b>\$ 424,414</b>         | <b>\$ 13,618</b>       | <b>3.32%</b>            |

| <b>Object Code Summary</b> | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Appropriation</b> | <b>FY2021 Recommended</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|----------------------------|----------------------|----------------------|-----------------------------|---------------------------|------------------------|-------------------------|
| Salaries & Wages           | \$ 294,180           | \$ 226,362           | \$ 325,146                  | \$ 339,521                | \$ 14,375              | 4.42%                   |
| Overtime                   | \$ 463               | \$ 980               | \$ 7,300                    | \$ 7,543                  | \$ 243                 | 3.33%                   |
| <i>Personal Services</i>   | <i>\$ 294,643</i>    | <i>\$ 227,341</i>    | <i>\$ 332,446</i>           | <i>\$ 347,064</i>         | <i>\$ 14,618</i>       | <i>4.40%</i>            |
| Contractual Services       | \$ 71,450            | \$ 37,858            | \$ 73,350                   | \$ 72,850                 | \$ (500)               | -0.68%                  |
| Utilities                  | \$ —                 | \$ —                 | \$ —                        | \$ —                      | \$ —                   | —%                      |
| Supplies                   | \$ 2,140             | \$ 1,712             | \$ 5,000                    | \$ 4,500                  | \$ (500)               | -10.00%                 |
| Small Capital              | \$ —                 | \$ —                 | \$ —                        | \$ —                      | \$ —                   | —%                      |
| <i>Expenses</i>            | <i>\$ 73,590</i>     | <i>\$ 39,571</i>     | <i>\$ 78,350</i>            | <i>\$ 77,350</i>          | <i>\$ (1,000)</i>      | <i>-1.28%</i>           |
| <b>Total 7200 Planning</b> | <b>\$ 368,233</b>    | <b>\$ 266,912</b>    | <b>\$ 410,796</b>           | <b>\$ 424,414</b>         | <b>\$ 13,618</b>       | <b>3.32%</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 environment 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 resources. The Economic Development Office also cultivates and maintains relationships with State-level partners for business development, tourism, and infrastructure investment opportunities. The Economic Development Office works to leverage economic opportunities from tourism through the operations of the Visitors Center, the Liberty Ride Trolley Tour, and the Battle Green Guides program. Sharing our role in American history attracts many thousands of visitors to Lexington each year. These visitors help to support our local businesses which contributes to our community's overall economic sustainability.

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

The Economic Development Office is tasked with strengthening the commercial tax base, providing services to existing and prospective businesses, and overseeing tourism functions and staff. The Economic Development Office works on initiatives with input from the Economic Development Advisory Committee, the Lexington Center Committee, and the Tourism Committee.

The Liberty Ride is a trolley tour of Lexington and Concord which also serves as the only transportation link to the area's historic sites. As a revolving fund, the Liberty Ride is self-funded through ticket sales.

The Visitors Center serves as gateway for over 120,000 people who come to visit Lexington every year. As a revolving fund, the Visitors Center operates with revenue generated from gift shop retail sales to offset costs. The new Visitors Center is expected to be completed and open to the public in April 2020.

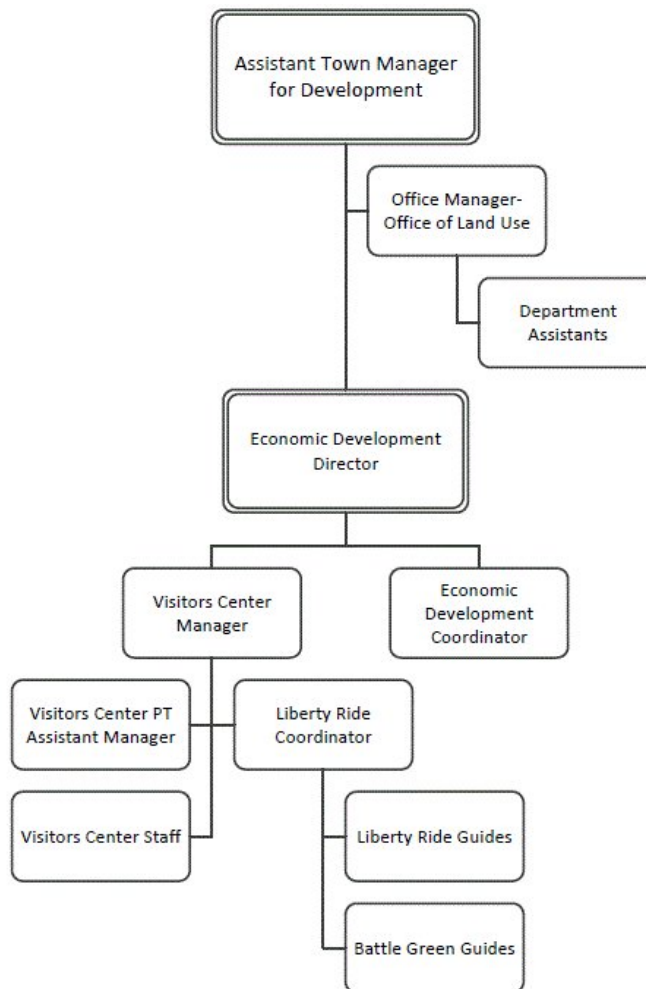
### **Division Initiatives: Economic Development Office**

1. Support the next steps associated with the Hartwell Zoning Initiative
2. Prioritize and implement recommendations from the Center Retail Strategy Plan and the Tourism Marketing Plan

### **Tourism/Visitor Activities**

1. Transition tourism programs & retail operations to the new Visitors Center
2. Develop additional materials for non-English speaking visitors and implement the Freedoms Way Grant
3. Identify other funding opportunities to augment revenue for the tourism revolving funds
4. Increase the use of social media and target online advertising to increase visits to Lexington.

# 7300 Economic Development



## Authorized/Appropriated Staffing

|                                  | <b>FY2018 Budget</b>      | <b>FY2019 Budget</b>      | <b>FY2020 Budget</b>      | <b>FY2021 Request</b>     |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Economic Development Director    | 1                         | 1                         | 1                         | 1                         |
| Economic Development Coordinator | 1                         | 1                         | 1                         | 1                         |
| Economic Development Intern      | —                         | Seasonal                  | 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 FY2021 recommended All Funds Economic Development budget, inclusive of the General Fund operating budget and the Liberty Ride and Visitors Center Revolving Funds, is \$769,282, which is a \$(64,159) or -7.70% decrease from the FY2020 budget.

The FY2021 recommended General Fund Economic Development operating budget is \$380,983, which is a \$(59,985) or -13.60% decrease from the FY2020 General Fund budget. The recommended General Fund operating budget for Compensation is \$197,183, and reflects a \$(1,885) or -0.95% decrease, which is a net change, and captures contractually obligated step increases and cost of living adjustments, offset by savings from staff turnover.

The recommended General Fund operating budget for Expenses is \$183,800, a decrease of \$(58,100) or -24.02%. This is a net-change that reflects removing one-time costs for the final year of the Bike Share program (\$27,000), and supporting Visitors Center operations during construction (\$80,000); offset by a program improvement for ongoing support for the Visitors Center (\$51,000) as it transitions back to its permanent location and achieves self-sufficiency.

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 FY2021 Liberty Ride Revolving Fund request is \$193,263 which is essentially level-funded from FY2020. A reduction in advertising expenses are reflected given improved partnerships and co-marketing opportunities with the Greater Merrimack and Greater Boston Convention and Visitor Bureaus as well as the use of tailored online marketing funded through the Economic Development Office budget.

The recommended FY2021 Visitor Center Revolving Fund request is \$195,036 which is an increase of \$26,406 or 15.66% from FY2020, and reflects the transition of the costs of inventory and merchandise from the Economic Development budget to the revolving fund.

## Program Improvement Requests:

| Description                             | Request               |   |                 | Recommended           |   |           | Not Recommended |
|---|-----------------------|---|-----------------|-----------------------|---|-----------|-----------------|
|   | Salaries and Expenses | Benefits (reflected in Shared Expenses) | Total Requested | Salaries and Expenses | Benefits (reflected in Shared Expenses) | Total     |                 |
| General Fund Support of Visitors Center | \$ 51,000             | \$ —                                    | \$ 51,000       | \$ 51,000             | \$ —                                    | \$ 51,000 | \$ —            |

# 7300 Economic Development

## Budget Summary - General Fund

| Funding Sources                  | FY2018 Actual     | FY2019 Actual     | FY2020 Estimate   | FY2021 Projected  | Dollar Increase    | Percent Increase |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------------|
| Tax Levy                         | \$ 323,424        | \$ 264,940        | \$ 367,968        | \$ 334,983        | \$ (32,985)        | -8.96 %          |
| TDM Stabilization Fund           | \$ 46,000         | \$ 46,000         | \$ 46,000         | \$ 46,000         | \$ —               | — %              |
| Center Impr. District Stab. Fund | \$ 27,000         | \$ 27,000         | \$ 27,000         | \$ —              | \$ (27,000)        | -100.00 %        |
| <b>Total 7300 - General Fund</b> | <b>\$ 396,424</b> | <b>\$ 337,940</b> | <b>\$ 440,968</b> | <b>\$ 380,983</b> | <b>\$ (59,985)</b> | <b>-13.60 %</b>  |

| Appropriation Summary (General Fund) | FY2018 Actual     | FY2019 Actual     | FY2020 Appropriation | FY2021 Recommended | Dollar Increase    | Percent Increase |
|--------------------------------------|-------------------|-------------------|----------------------|--------------------|--------------------|------------------|
| Compensation                         | \$ 181,767        | \$ 190,809        | \$ 199,068           | \$ 197,183         | \$ (1,885)         | -0.95 %          |
| Expenses                             | \$ 214,657        | \$ 147,131        | \$ 241,900           | \$ 183,800         | \$ (58,100)        | -24.02 %         |
| <b>Total 7300 - General Fund</b>     | <b>\$ 396,424</b> | <b>\$ 337,940</b> | <b>\$ 440,968</b>    | <b>\$ 380,983</b>  | <b>\$ (59,985)</b> | <b>-13.60 %</b>  |

| Program Summary (General Fund)   | FY2018 Actual     | FY2019 Actual     | FY2020 Appropriation | FY2021 Recommended | Dollar Increase    | Percent Increase |
|----------------------------------|-------------------|-------------------|----------------------|--------------------|--------------------|------------------|
| 7310 Economic Development Office | \$ 396,424        | \$ 337,940        | \$ 440,968           | \$ 380,983         | \$ (59,985)        | -13.60 %         |
| 7330 Tourism                     | \$ —              | \$ —              | \$ —                 | \$ —               | \$ —               | — %              |
| <b>Total 7300 - General Fund</b> | <b>\$ 396,424</b> | <b>\$ 337,940</b> | <b>\$ 440,968</b>    | <b>\$ 380,983</b>  | <b>\$ (59,985)</b> | <b>-13.60 %</b>  |

| Object Code Summary (General Fund) | FY2018 Actual     | FY2019 Actual     | FY2020 Appropriation | FY2021 Recommended | Dollar Increase    | Percent Increase |
|------------------------------------|-------------------|-------------------|----------------------|--------------------|--------------------|------------------|
| Salaries & Wages                   | \$ 181,763        | \$ 190,734        | \$ 196,332           | \$ 194,355         | \$ (1,977)         | -1.01 %          |
| Overtime                           | \$ 4              | \$ 75             | \$ 2,736             | \$ 2,828           | \$ 92              | 3.36 %           |
| <i>Personal Services</i>           | <i>\$ 181,767</i> | <i>\$ 190,809</i> | <i>\$ 199,068</i>    | <i>\$ 197,183</i>  | <i>\$ (1,885)</i>  | <i>-0.95 %</i>   |
| Contractual Services               | \$ 190,309        | \$ 123,265        | \$ 133,900           | \$ 106,800         | \$ (27,100)        | -20.24 %         |
| Utilities                          | \$ —              | \$ —              | \$ —                 | \$ —               | \$ —               | — %              |
| Supplies                           | \$ 24,348         | \$ 23,867         | \$ 108,000           | \$ 77,000          | \$ (31,000)        | -28.70 %         |
| Small Capital                      | \$ —              | \$ —              | \$ —                 | \$ —               | \$ —               | — %              |
| <i>Expenses</i>                    | <i>\$ 214,657</i> | <i>\$ 147,131</i> | <i>\$ 241,900</i>    | <i>\$ 183,800</i>  | <i>\$ (58,100)</i> | <i>-24.02 %</i>  |
| <b>Total 7300 - General Fund</b>   | <b>\$ 396,424</b> | <b>\$ 337,940</b> | <b>\$ 440,968</b>    | <b>\$ 380,983</b>  | <b>\$ (59,985)</b> | <b>-13.60 %</b>  |

## Budget Summary - Revolving Funds\*

| Funding Sources                     | FY2018 Actual     | FY2019 Actual     | FY2020 Estimate   | FY2021 Projected  | Dollar Increase   | Percent Increase |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|
| Liberty Ride Rev. Fund              | \$ 190,429        | \$ 179,041        | \$ 161,776        | \$ 195,000        | \$ 33,224         | 20.54 %          |
| Visitors Center Rev. Fund           | \$ 196,415        | \$ 147,613        | \$ 101,200        | \$ 195,000        | \$ 93,800         | 92.69 %          |
| <b>Total 7300 - Revolving Funds</b> | <b>\$ 386,844</b> | <b>\$ 326,654</b> | <b>\$ 262,976</b> | <b>\$ 390,000</b> | <b>\$ 127,024</b> | <b>48.30 %</b>   |

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

| Appropriation Summary (Revolving Funds) | FY2018 Actual     | FY2019 Actual     | FY2020 Appropriation | FY2021 Recommended | Dollar Increase    | Percent Increase |
|---|-------------------|-------------------|----------------------|--------------------|--------------------|------------------|
| <b>7320 Liberty Ride Rev. Fund</b>      | <b>\$ 196,972</b> | <b>\$ 182,274</b> | <b>\$ 223,843</b>    | <b>\$ 193,263</b>  | <b>\$ (30,580)</b> | <b>-13.66%</b>   |
| Compensation                            | \$ 61,847         | \$ 59,280         | \$ 86,852            | \$ 68,200          | \$ (18,652)        | -21.48 %         |
| Expenses                                | \$ 135,125        | \$ 122,994        | \$ 136,991           | \$ 125,063         | \$ (11,928)        | -8.71 %          |
| <b>7340 Visitors Center Rev. Fund</b>   | <b>\$ 206,711</b> | <b>\$ 170,309</b> | <b>\$ 168,630</b>    | <b>\$ 195,036</b>  | <b>\$ 26,406</b>   | <b>15.66%</b>    |
| Compensation                            | \$ 110,058        | \$ 107,855        | \$ 117,630           | \$ 131,238         | \$ 13,608          | 11.57 %          |
| Expenses                                | \$ 96,653         | \$ 62,454         | \$ 51,000            | \$ 63,798          | \$ 12,798          | 25.09 %          |
| <b>Total 7300 - Revolving Funds</b>     | <b>\$ 403,683</b> | <b>\$ 352,583</b> | <b>\$ 392,473</b>    | <b>\$ 388,299</b>  | <b>\$ (4,174)</b>  | <b>-1.06 %</b>   |

## Budget Summary - All Funds

| Appropriations Summary        | FY2018 Actual     | FY2019 Actual     | FY2020 Appropriation | FY2021 Recommended | Dollar Increase    | Percent Increase |
|-------------------------------|-------------------|-------------------|----------------------|--------------------|--------------------|------------------|
| Compensation                  | \$ 353,672        | \$ 357,944        | \$ 403,550           | \$ 396,621         | \$ (6,929)         | -1.72 %          |
| Expenses                      | \$ 446,435        | \$ 332,579        | \$ 429,891           | \$ 372,661         | \$ (57,230)        | -13.31 %         |
| <b>Total 7300 - All Funds</b> | <b>\$ 800,107</b> | <b>\$ 690,523</b> | <b>\$ 833,441</b>    | <b>\$ 769,282</b>  | <b>\$ (64,159)</b> | <b>-7.70 %</b>   |

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# Section X: Program 8000: General Government

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This section includes detailed information about the FY2021 Operating Budget & Financing Plan for General Government. It includes:

- 8100 Select Board 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 Select Board, together with the Town Manager, represents the executive branch of the Town government. The Board consists of five members, elected for three-year terms. Select Board members 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 Select Board's Office, Town Counsel, the Annual Town Report, and the Public, Education, Governmental (PEG) programming budget.

Day-to-day operation of the Select Board's Office is under the direction of the Office Manager/Executive Clerk and the Department Assistant who assist the Select Board members and coordinate activities with the Town Manager's Office. The staff prepare the Annual and Special Town Meeting Warrants and assist the Select Board members in responding to questions and inquiries from the public. They also receive all contributions to Select Board gift accounts, the Fund for Lexington, the PTA Council Scholarship, the 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 Select Board appointments to more than 40 committees. In addition, the Select Board's Office notifies Lexington residents of all national, state and local elections.

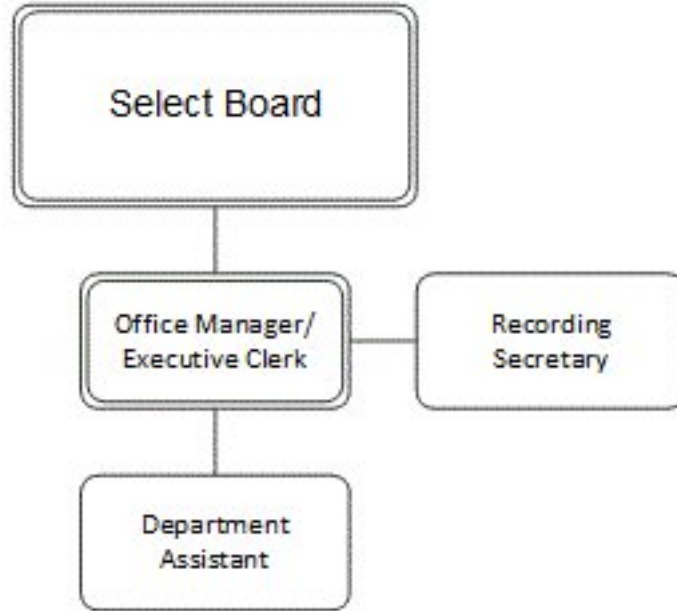
Town Counsel represents the Town, through the Select Board and Town Manager, on all legal matters including litigation, contracts, drafting of Town bylaws and enforcement of bylaws through the Court system.

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>FY2018<br/>Budget</b> | <b>FY2019<br/>Budget</b> | <b>FY2020<br/>Budget</b> | <b>FY2021<br/>Request</b> |
|--------------------------------|--------------------------|--------------------------|--------------------------|---------------------------|
| Office Manager/Executive Clerk | 1                        | 1                        | 1                        | 1                         |
| Department Assistant           | 1                        | 1                        | 1                        | 1                         |
| Recording Secretary*           | 0.12                     | 0.22                     | 0.25                     | 0.25                      |
| <b>Total FTE</b>               | <b>2.12</b>              | <b>2.22</b>              | <b>2.25</b>              | <b>2.25</b>               |
| <b>Total FT/PT</b>             | <b>2 FT/1 PT</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 Select Board.

## **Budget Recommendations:**

The FY2021 recommended General Fund operating budget for the Select Board is \$1,294,876, which is a \$19,980 or 1.57% increase from the FY2020 General Fund budget.

The Compensation budget is \$129,199, which is a \$3,055 or 2.42% increase, which reflects step increases and cost of living adjustments. FY2021 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 overall Expenses operating budget is \$1,165,677, which is an increase of \$16,925 or 1.47%. This includes a projected increase of \$4,250 for the annual audit.

The recommended FY2021 budget for legal expenses is unchanged from FY2020 at \$410,000. The recommended FY2021 budget for the annual Town Report is unchanged from FY2020 at \$13,688.

The FY2021 recommended budget for the Town's annual contract with LexMedia for broadcasting public meetings and events is \$627,151 which is a \$12,675 or 2.06% increase from FY2020, 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   | FY2018 Actual     | FY2019 Actual       | FY2020 Estimate     | FY2021 Projected    | Dollar Increase  | Percent Increase |
|---|-------------------|---------------------|---------------------|---------------------|------------------|------------------|
| Tax Levy  | \$ 400,628        | \$ 445,154          | \$ 579,302          | \$ 586,654          | \$ 7,352         | 1.27 %           |
| Transfers from Enterprise Funds to General Fund (Indirects) | \$ 1,067          | \$ 1,062            | \$ 1,118            | \$ 1,071            | \$ (47)          | -4.20 %          |
| PEG Access Special Revenue Fund                             |                   |                     | \$ 614,476          | \$ 627,151          | \$ 12,675        | 2.06 %           |
| Fees  |                   |                     |                     |                     |                  |                  |
| Licenses & Permits  | \$ 83,120         | \$ 81,700           | \$ 80,000           | \$ 80,000           | \$ —             | — %              |
| <b>Total 8100 (General Fund)</b>                            | <b>\$ 484,815</b> | <b>\$ 1,128,817</b> | <b>\$ 1,274,896</b> | <b>\$ 1,294,876</b> | <b>\$ 19,980</b> | <b>1.57 %</b>    |

| Appropriation Summary            | FY2018 Actual     | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase  | Percent Increase |
|----------------------------------|-------------------|---------------------|----------------------|---------------------|------------------|------------------|
| Compensation                     | \$ 114,672        | \$ 101,786          | \$ 126,144           | \$ 129,199          | \$ 3,055         | 2.42 %           |
| Expenses                         | \$ 370,143        | \$ 1,027,031        | \$ 1,148,752         | \$ 1,165,677        | \$ 16,925        | 1.47 %           |
| <b>Total 8100 (General Fund)</b> | <b>\$ 484,815</b> | <b>\$ 1,128,817</b> | <b>\$ 1,274,896</b>  | <b>\$ 1,294,876</b> | <b>\$ 19,980</b> | <b>1.57 %</b>    |

| Program Summary                  | FY2018 Actual     | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase  | Percent Increase |
|----------------------------------|-------------------|---------------------|----------------------|---------------------|------------------|------------------|
| Total 8110 Select Board's Office | \$ 211,064        | \$ 219,328          | \$ 236,732           | \$ 244,037          | \$ 7,305         | 3.09 %           |
| Total 8120 Legal                 | \$ 263,153        | \$ 301,214          | \$ 410,000           | \$ 410,000          | \$ —             | — %              |
| Total 8130 Town Report           | \$ 10,598         | \$ 11,190           | \$ 13,688            | \$ 13,688           | \$ —             | — %              |
| Total 8140 PEG                   | \$ —              | \$ 597,085          | \$ 614,476           | \$ 627,151          | \$ 12,675        | 2.06 %           |
| <b>Total 8100 (General Fund)</b> | <b>\$ 484,815</b> | <b>\$ 1,128,817</b> | <b>\$ 1,274,896</b>  | <b>\$ 1,294,876</b> | <b>\$ 19,980</b> | <b>1.57 %</b>    |

| Object Code Summary              | FY2018 Actual     | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase  | Percent Increase |
|----------------------------------|-------------------|---------------------|----------------------|---------------------|------------------|------------------|
| Salaries & Wages                 | \$ 114,672        | \$ 101,786          | \$ 126,144           | \$ 129,199          | \$ 3,055         | 2.42 %           |
| Overtime                         | \$ —              | \$ —                | \$ —                 | \$ —                | \$ —             | — %              |
| <i>Personal Services</i>         | <i>\$ 114,672</i> | <i>\$ 101,786</i>   | <i>\$ 126,144</i>    | <i>\$ 129,199</i>   | <i>\$ 3,055</i>  | <i>2.42 %</i>    |
| Contractual Services             | \$ 348,807        | \$ 1,005,942        | \$ 1,124,239         | \$ 1,141,164        | \$ 16,925        | 1.51 %           |
| Utilities                        | \$ —              | \$ —                | \$ —                 | \$ —                | \$ —             | — %              |
| Supplies                         | \$ 21,336         | \$ 21,090           | \$ 24,513            | \$ 24,513           | \$ —             | — %              |
| Small Capital                    | \$ —              | \$ —                | \$ —                 | \$ —                | \$ —             | — %              |
| <i>Expenses</i>                  | <i>\$ 370,143</i> | <i>\$ 1,027,031</i> | <i>\$ 1,148,752</i>  | <i>\$ 1,165,677</i> | <i>\$ 16,925</i> | <i>1.47 %</i>    |
| <b>Total 8100 (General Fund)</b> | <b>\$ 484,815</b> | <b>\$ 1,128,817</b> | <b>\$ 1,274,896</b>  | <b>\$ 1,294,876</b> | <b>\$ 19,980</b> | <b>1.57 %</b>    |

**Budget Summary - Revolving Funds**

| Funding Sources                     | FY2018 Actual     | FY2019 Actual | FY2020 Estimate | FY2021 Projected | Dollar Increase | Percent Increase |
|-------------------------------------|-------------------|---------------|-----------------|------------------|-----------------|------------------|
| PEG Revolving Fund                  | \$ 643,296        | \$ —          | \$ —            | \$ —             | \$ —            | — %              |
| <b>Total 8100 (Revolving Funds)</b> | <b>\$ 643,296</b> | <b>\$ —</b>   | <b>\$ —</b>     | <b>\$ —</b>      | <b>\$ —</b>     | <b>— %</b>       |

| Appropriation Summary               | FY2018 Actual     | FY2019 Actual | FY2020 Appropriation | FY2021 Recommended | Dollar Increase | Percent Increase |
|-------------------------------------|-------------------|---------------|----------------------|--------------------|-----------------|------------------|
| <b>8140 - PEG Revolving Fund</b>    |                   |               |                      |                    |                 |                  |
| Expenses                            | \$ 551,053        | \$ —          | \$ —                 | \$ —               | \$ —            | — %              |
| <b>Total 8100 (Revolving Funds)</b> | <b>\$ 551,053</b> | <b>\$ —</b>   | <b>\$ —</b>          | <b>\$ —</b>        | <b>\$ —</b>     | <b>— %</b>       |

**Budget Summary - All Funds**

| Appropriation Summary         | FY2018 Actual       | FY2019 Actual       | FY2020 Appropriation | FY2021 Recommended  | Dollar Increase  | Percent Increase |
|-------------------------------|---------------------|---------------------|----------------------|---------------------|------------------|------------------|
| Compensation                  | \$ 114,672          | \$ 101,786          | \$ 126,144           | \$ 129,199          | \$ 3,055         | 2.42 %           |
| Expenses                      | \$ 921,196          | \$ 1,027,031        | \$ 1,148,752         | \$ 1,165,677        | \$ 16,925        | 1.47 %           |
| <b>Total 8100 (All Funds)</b> | <b>\$ 1,035,868</b> | <b>\$ 1,128,817</b> | <b>\$ 1,274,896</b>  | <b>\$ 1,294,876</b> | <b>\$ 19,980</b> | <b>1.57 %</b>    |

**Mission:** The Select Board appoints the Town Manager who oversees the daily operations of all general government departments, implements the policies of the Select Board, 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.

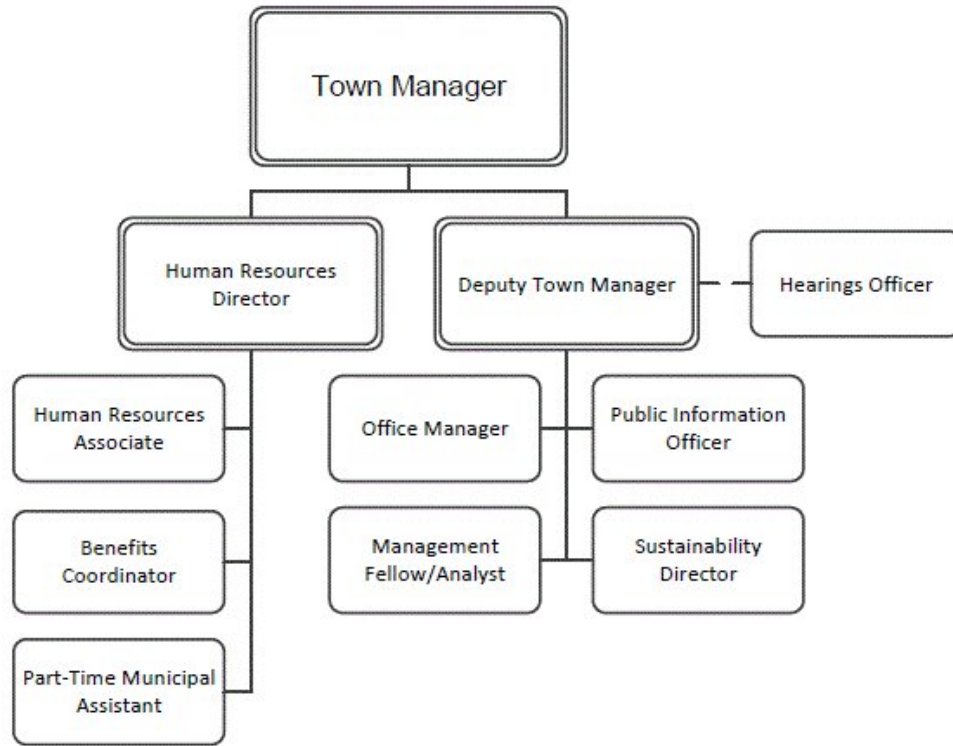
**Budget Overview:** The Town Manager's Office budget is comprised of two elements; Organizational Direction and Administration and Human Resources.

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 Select Board 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>FY2018<br/>Budget</b> | <b>FY2019<br/>Budget</b> | <b>FY2020<br/>Budget</b> | <b>FY2021<br/>Request</b> |
|---|--------------------------|--------------------------|--------------------------|---------------------------|
| Town Manager                              | 1                        | 1                        | 1                        | 1                         |
| Deputy Town Manager*                      | 1                        | 1                        | 1                        | 1                         |
| Public Information Officer**              | —                        | 1                        | 1                        | 1                         |
| Sustainability Director***                | —                        | —                        | 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                         |
| Municipal Assistant*****                  | —                        | —                        | —                        | 0.54                      |
| <b>Total FTE</b>                          | <b>7.12</b>              | <b>8.12</b>              | <b>9.12</b>              | <b>9.66</b>               |

**Total FT/PT 7 FT / 2 PT 8 FT / 2 PT 9 FT / 2 PT 9 FT / 3 PT**

\*The title of Assistant Town Manager was changed to Deputy Town Manager in September 2019.

\*\*A Public Information Officer was funded in FY2019 in response to a goal established by the Select Board to improve communications and information-sharing with residents.

\*\*\*A Sustainability Director was funded in FY2020 in response to a goal established by the Select Board to coordinate sustainability initiatives and identify grant opportunities for funding those initiatives.

\*\*\*\*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)

\*\*\*\*\*A program improvement is requested in FY2021 to add a part-time Municipal Assistant to support benefits processing for Human Resources.

**Budget Recommendations:**

The FY2021 recommended budget inclusive of the Town Manager’s Office and Human Resources is \$1,115,700, which is a \$117,881 or 11.81% increase from the restated FY2020 budget. The FY2020 budget is restated to reflect the addition of 6 months of funding for a Sustainability Director, funded at Fall 2019 Special Town Meeting.

The recommended FY2021 budget for Compensation is \$845,915, and reflects a \$106,931 or 14.47% increase, which captures step increases and cost of living increases, as well as the remaining 6 months of salary for the Sustainability Director. In addition, a program improvement funds a part-time Municipal Assistant to support the Human Resources department in processing benefits changes for both municipal and school staff.

The recommended FY2021 budget for Expenses is \$269,785, which reflects an increase of \$10,950 or 4.23% from FY2020, which is a net increase reflecting the addition of \$25,000 in seed funding for projects for the Sustainability Director, offset by the removal of \$25,000 in one-time costs for a consultant for liability insurance review and rebidding, and further offset by increases to capture actual expenses.

The department's budget includes a Salary Adjustment Account, which reflects anticipated FY2021 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 Select Board. The one contract that is currently being negotiated whose outcome will affect the Salary Adjustment Account is AFSCME Local 1703 Public Works. One contract expires at the end of FY2020 with the Cary Memorial Library Staff Association, and is also included in the Salary Adjustment 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     |                 |
| Part-Time Municipal Assistant | \$ 30,918             | \$ 448                                  | \$ 31,366       | \$ 30,918             | \$ 448                                  | \$ 31,366 | \$ —            |



**Budget Summary**

| <b>Funding Sources</b>         | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Estimate</b> | <b>FY2021 Projected</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|--------------------------------|----------------------|----------------------|------------------------|-------------------------|------------------------|-------------------------|
| Tax Levy                       | \$ 163,674           | \$ 268,565           | \$ 467,719             | \$ 594,813              | \$ 127,094             | 27.17%                  |
| Enterprise Funds (Indirect)    | \$ 46,419            | \$ 49,724            | \$ 51,406              | \$ 42,193               | \$ (9,213)             | -17.92%                 |
| <b>Available Funds</b>         |                      |                      |                        |                         |                        |                         |
| Rentals*                       | \$ 494,770           | \$ 459,760           | \$ 478,694             | \$ 478,694              | \$ —                   | —%                      |
| <b>Total 8200 Town Manager</b> | <b>\$ 704,863</b>    | <b>\$ 778,049</b>    | <b>\$ 997,819</b>      | <b>\$ 1,115,700</b>     | <b>\$ 117,881</b>      | <b>11.81%</b>           |

| <b>Appropriation Summary</b>   | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Restated</b> | <b>FY2021 Recommended</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|--------------------------------|----------------------|----------------------|------------------------|---------------------------|------------------------|-------------------------|
| Compensation                   | \$ 573,033           | \$ 646,908           | \$ 738,984             | \$ 845,915                | \$ 106,931             | 14.47%                  |
| Expenses                       | \$ 131,830           | \$ 131,141           | \$ 258,835             | \$ 269,785                | \$ 10,950              | 4.23%                   |
| <b>Total 8200 Town Manager</b> | <b>\$ 704,863</b>    | <b>\$ 778,049</b>    | <b>\$ 997,819</b>      | <b>\$ 1,115,700</b>       | <b>\$ 117,881</b>      | <b>11.81%</b>           |

| <b>Program Summary</b>                  | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Restated</b> | <b>FY2021 Recommended</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|---|----------------------|----------------------|------------------------|---------------------------|------------------------|-------------------------|
| Total 8210 Organizational Dir. & Admin. | \$ 483,211           | \$ 543,435           | \$ 723,534             | \$ 800,184                | \$ 76,650              | 10.59%                  |
| Total 8220 Human Resources              | \$ 221,652           | \$ 234,614           | \$ 274,285             | \$ 315,516                | \$ 41,231              | 15.03%                  |
| <b>Total 8200 Town Manager</b>          | <b>\$ 704,863</b>    | <b>\$ 778,049</b>    | <b>\$ 997,819</b>      | <b>\$ 1,115,700</b>       | <b>\$ 117,881</b>      | <b>11.81%</b>           |

| <b>Object Code Summary</b>     | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Restated</b> | <b>FY2021 Recommended</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|--------------------------------|----------------------|----------------------|------------------------|---------------------------|------------------------|-------------------------|
| Salaries & Wages               | \$ 573,033           | \$ 646,908           | \$ 738,984             | \$ 845,915                | \$ 106,931             | 14.47%                  |
| Overtime                       | \$ —                 | \$ —                 | \$ —                   | \$ —                      | \$ —                   | —%                      |
| <i>Personal Services</i>       | <i>\$ 573,033</i>    | <i>\$ 646,908</i>    | <i>\$ 738,984</i>      | <i>\$ 845,915</i>         | <i>\$ 106,931</i>      | <i>14.47%</i>           |
| Contractual Services           | \$ 107,381           | \$ 108,878           | \$ 224,600             | \$ 203,300                | \$ (21,300)            | -9.48%                  |
| Utilities                      | \$ —                 | \$ 37                | \$ —                   | \$ —                      | \$ —                   | —%                      |
| Supplies                       | \$ 14,269            | \$ 20,193            | \$ 14,735              | \$ 21,985                 | \$ 7,250               | 49.20%                  |
| Small Capital                  | \$ 10,180            | \$ 2,033             | \$ 19,500              | \$ 44,500                 | \$ 25,000              | 128.21%                 |
| <i>Expenses</i>                | <i>\$ 131,830</i>    | <i>\$ 131,141</i>    | <i>\$ 258,835</i>      | <i>\$ 269,785</i>         | <i>\$ 10,950</i>       | <i>4.23%</i>            |
| <b>Total 8200 Town Manager</b> | <b>\$ 704,863</b>    | <b>\$ 778,049</b>    | <b>\$ 997,819</b>      | <b>\$ 1,115,700</b>       | <b>\$ 117,881</b>      | <b>11.81%</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.

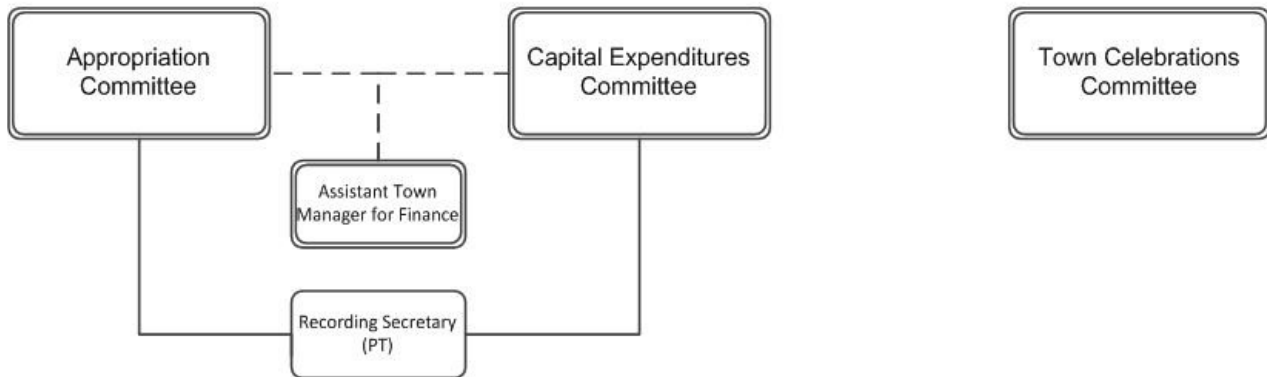
**Budget Summary - Salary Adjustment (8230)**

| <b>Funding Sources</b>              | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Estimate</b> | <b>FY2021 Projected</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|-------------------------------------|----------------------|----------------------|------------------------|-------------------------|------------------------|-------------------------|
| Tax Levy                            | \$ 171,759           | \$ 483,030           | \$ 936,981             | \$ 408,732              | \$(528,249)            | -56.38%                 |
| <b>Total 8230 Salary Adjustment</b> | <b>\$ 171,759</b>    | <b>\$ 483,030</b>    | <b>\$ 936,981</b>      | <b>\$ 408,732</b>       | <b>\$(528,249)</b>     | <b>-56.38%</b>          |

| <b>Program Summary</b>              | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Restated</b> | <b>FY2021 Recommended</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|-------------------------------------|----------------------|----------------------|------------------------|---------------------------|------------------------|-------------------------|
| Total 8230 Salary Adjustment        | \$ 171,759           | \$ 483,030           | \$ 936,981             | \$ 408,732                | \$(528,249)            | -56.38%                 |
| <b>Total 8230 Salary Adjustment</b> | <b>\$ 171,759</b>    | <b>\$ 483,030</b>    | <b>\$ 936,981</b>      | <b>\$ 408,732</b>         | <b>\$(528,249)</b>     | <b>-56.38%</b>          |

**Mission:** Town Committees includes the Appropriation Committee, Capital Expenditures Committee, Public Celebrations Committee and various boards and committees appointed by the Select Board, 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 Select Board, 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 FY2021 recommended Town Committees budget is \$64,100, which is an increase of \$1,689 or 2.71% from FY2020.

Compensation increases by \$132 or 1.99%, reflecting a cost-of-living increase. Expenses are funded at \$57,338, which is an increase of \$1,557 or 2.79%. This is a net change which reflects \$2,000 for the Dance Around the World Event in FY2021 after not being held in FY2020, and a \$1,057 or 2.5% increase in supplies for the Town Celebrations Committee for increasing costs for Patriots' Day. These increases are offset by a \$1,500 reduction to the Arts Council to reflect projected costs.

## Program Improvement Requests:

| Description             | Request               |   |                 | Recommended           |   |       | Not Recommended |
|-------------------------|-----------------------|---|-----------------|-----------------------|---|-------|-----------------|
|                         | Salaries and Expenses | Benefits (reflected in Shared Expenses) | Total Requested | Salaries and Expenses | Benefits (reflected in Shared Expenses) | Total |                 |
| Two-Way Business Radios | \$ 2,010              | \$ —                                    | \$ 2,010        | \$ —                  | \$ —                                    | \$ —  | \$ 2,010        |

## Budget Summary

| Funding Sources                   | FY2018 Actual    | FY2019 Actual    | FY2020 Estimate  | FY2021 Projected | Dollar Increase | Percent Increase |
|-----------------------------------|------------------|------------------|------------------|------------------|-----------------|------------------|
| Tax Levy                          | \$ 21,801        | \$ 51,492        | \$ 62,411        | \$ 64,100        | \$ 1,689        | 2.71 %           |
| <b>Total 8300 Town Committees</b> | <b>\$ 21,801</b> | <b>\$ 51,492</b> | <b>\$ 62,411</b> | <b>\$ 64,100</b> | <b>\$ 1,689</b> | <b>2.71 %</b>    |

| Appropriation Summary             | FY2018 Actual    | FY2019 Actual    | FY2020 Appropriation | FY2021 Recommended | Dollar Increase | Percent Increase |
|-----------------------------------|------------------|------------------|----------------------|--------------------|-----------------|------------------|
| Compensation                      | \$ 5,909         | \$ 5,275         | \$ 6,630             | \$ 6,762           | \$ 132          | 1.99 %           |
| Expenses                          | \$ 15,892        | \$ 46,217        | \$ 55,781            | \$ 57,338          | \$ 1,557        | 2.79 %           |
| <b>Total 8300 Town Committees</b> | <b>\$ 21,801</b> | <b>\$ 51,492</b> | <b>\$ 62,411</b>     | <b>\$ 64,100</b>   | <b>\$ 1,689</b> | <b>2.71 %</b>    |

| Program Summary                      | FY2018 Actual    | FY2019 Actual    | FY2020 Appropriation | FY2021 Recommended | Dollar Increase | Percent Increase |
|--------------------------------------|------------------|------------------|----------------------|--------------------|-----------------|------------------|
| Total 8310 Financial Committees      | \$ 6,309         | \$ 5,667         | \$ 8,130             | \$ 8,262           | 132             | 1.62 %           |
| Total 8320 Misc. Boards & Committees | \$ 5,067         | \$ 1,877         | \$ 12,000            | \$ 10,500          | \$ (1,500)      | (12.50)%         |
| Total 8330 Town Celebrations         | \$ 10,425        | \$ 43,948        | \$ 42,281            | \$ 45,338          | \$ 3,057        | 7.23 %           |
| <b>Total 8300 Town Committees</b>    | <b>\$ 21,801</b> | <b>\$ 51,492</b> | <b>\$ 62,411</b>     | <b>\$ 64,100</b>   | <b>\$ 1,689</b> | <b>2.71 %</b>    |

| Object Code Summary               | FY2018 Actual    | FY2019 Actual    | FY2020 Appropriation | FY2021 Recommended | Dollar Increase | Percent Increase |
|-----------------------------------|------------------|------------------|----------------------|--------------------|-----------------|------------------|
| Salaries & Wages                  | \$ 5,909         | \$ 5,275         | \$ 6,630             | \$ 6,762           | \$ 132          | 1.99 %           |
| Overtime                          | \$ —             | \$ —             | \$ —                 | \$ —               | \$ —            | — %              |
| <i>Compensation</i>               | <i>\$ 5,909</i>  | <i>\$ 5,275</i>  | <i>\$ 6,630</i>      | <i>\$ 6,762</i>    | <i>\$ 132</i>   | <i>1.99 %</i>    |
| Contractual Services              | \$ 2,795         | \$ 1,867         | \$ 11,500            | \$ 10,000          | \$ (1,500)      | (13.04)%         |
| Utilities                         | \$ —             | \$ —             | \$ —                 | \$ —               | \$ —            | — %              |
| Supplies                          | \$ 13,097        | \$ 44,350        | \$ 44,281            | \$ 47,338          | \$ 3,057        | 6.90 %           |
| Small Capital                     | \$ —             | \$ —             | \$ —                 | \$ —               | \$ —            | — %              |
| <i>Expenses</i>                   | <i>\$ 15,892</i> | <i>\$ 46,217</i> | <i>\$ 55,781</i>     | <i>\$ 57,338</i>   | <i>\$ 1,557</i> | <i>2.79 %</i>    |
| <b>Total 8300 Town Committees</b> | <b>\$ 21,801</b> | <b>\$ 51,492</b> | <b>\$ 62,411</b>     | <b>\$ 64,100</b>   | <b>\$ 1,689</b> | <b>2.71 %</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.

- 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:

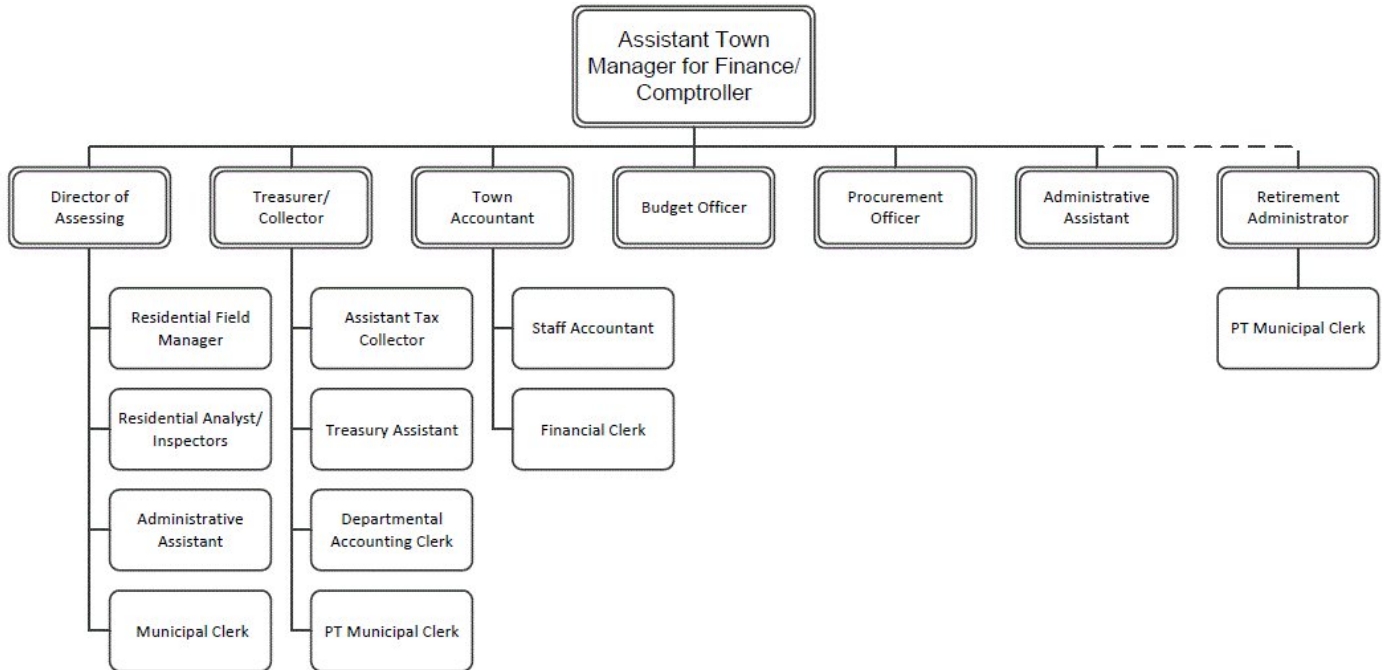
1. Implementation of new MUNIS modules for cloud processing, employee self service, document management and archiving and Cubes reporting.
2. Continue to refine budget development, including data collection and compilation for capital budgets as feasible. Further explore capital inventory management and planning.
3. Education and training for MUNIS users throughout Town and School departments.

### Treasurer/Collector:

1. Explore an online portal for accepting gifts and donations for the Town's trust accounts.
2. Explore online access to individual property tax accounts.
3. Implement automated processing for supplemental tax billing and other miscellaneous receivables.

Assessing:

1. Archive and electronically store all historical property record cards currently residing in the Assessor's Office.
2. Develop procedures for addressing and resolving commercial abatements without litigation.
3. Enhance productivity through adoption of new technology to support data collection and input activity, including income and expense data.



**Authorized/Appropriated Staffing**

|  | <b>FY2018<br/>Budget</b> | <b>FY2019<br/>Budget</b> | <b>FY2020<br/>Budget</b> | <b>FY2021<br/>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                     | 0.91                     | 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>6.31</b>              | <b>6.31</b>              | <b>6.31</b>               |
| <b>Subtotal FT/PT</b>                      | <b>6FT/1PT</b>           | <b>5FT/2PT</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                      | 1.0                      | 1.0                      | 1.0                       |
| <b>Subtotal FTE</b>                        | <b>6.1</b>               | <b>6.0</b>               | <b>6.0</b>               | <b>6.0</b>                |
| <b>Subtotal FT/PT</b>                      | <b>6FT/1PT</b>           | <b>6FT/0PT</b>           | <b>6FT/0PT</b>           | <b>6FT/0PT</b>            |
| <b>Element 8440: Utility Billing</b>       |                          |                          |                          |                           |
| Utility Enterprise Business Manager*       | 1                        | —                        | —                        | —                         |
| <b>Subtotal FTE</b>                        | <b>1.0</b>               | <b>—</b>                 | <b>—</b>                 | <b>—</b>                  |
| <b>Subtotal FT/PT</b>                      | <b>1FT/0PT</b>           | <b>0FT</b>               | <b>0FT</b>               | <b>0FT</b>                |
| <b>Total FTE</b>                           | <b>18.00</b>             | <b>16.77</b>             | <b>16.77</b>             | <b>16.77</b>              |
| <b>Total FT/PT</b>                         | <b>17FT/3 PT</b>         | <b>15FT/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 FY2021 recommended Finance Department budget is \$1,902,345, which represents a \$58,317, or 3.16% increase from the FY2020 budget.

The operating budget for Compensation is \$1,404,865, and reflects an increase of \$64,882 or 4.84%, which captures cost-of-living and step increases.

The recommended budget for Expenses is \$497,480, and reflects a decrease of \$(6,565) or -1.30%, primarily due to adjusting the Office Supply budget to reflect departments buying their own paper.

**Program Improvement Requests:**

None requested.

**Budget Summary**

| <b>Funding Sources</b>       | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Estimate</b> | <b>FY2021 Projected</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|------------------------------|----------------------|----------------------|------------------------|-------------------------|------------------------|-------------------------|
| Tax Levy                     | \$ 1,625,661         | \$ 1,576,949         | \$ 1,648,502           | \$ 1,703,595            | \$ 55,093              | 3.34%                   |
| Enterprise Funds (Indirects) | \$ 230,955           | \$ 160,224           | \$ 163,526             | \$ 166,750              | \$ 3,224               | 1.97%                   |
| <b>Fees &amp; Charges</b>    |                      |                      |                        |                         |                        |                         |
| Charges for Services         | \$ 28,308            | \$ 22,950            | \$ 32,000              | \$ 32,000               | \$ —                   | —%                      |
| <b>Total 8400 Finance</b>    | <b>\$ 1,884,924</b>  | <b>\$ 1,760,123</b>  | <b>\$ 1,844,028</b>    | <b>\$ 1,902,345</b>     | <b>\$ 58,317</b>       | <b>3.16%</b>            |

| <b>Appropriation Summary</b> | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Appropriation</b> | <b>FY2021 Recommended</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|------------------------------|----------------------|----------------------|-----------------------------|---------------------------|------------------------|-------------------------|
| Compensation                 | \$ 1,360,091         | \$ 1,278,951         | \$ 1,339,983                | \$ 1,404,865              | \$ 64,882              | 4.84%                   |
| Expenses                     | \$ 524,833           | \$ 481,172           | \$ 504,045                  | \$ 497,480                | \$ (6,565)             | -1.30%                  |
| <b>Total 8400 Finance</b>    | <b>\$ 1,884,924</b>  | <b>\$ 1,760,123</b>  | <b>\$ 1,844,028</b>         | <b>\$ 1,902,345</b>       | <b>\$ 58,317</b>       | <b>3.16%</b>            |

| <b>Program Summary</b>         | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Appropriation</b> | <b>FY2021 Recommended</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|--------------------------------|----------------------|----------------------|-----------------------------|---------------------------|------------------------|-------------------------|
| Total 8410 Comptroller         | \$ 707,569           | \$ 658,997           | \$ 676,954                  | \$ 698,407                | \$ 21,453              | 3.17%                   |
| Total 8420 Treasurer/Collector | \$ 375,628           | \$ 389,391           | \$ 426,158                  | \$ 443,695                | \$ 17,537              | 4.12%                   |
| Total 8430 Assessing           | \$ 719,223           | \$ 711,735           | \$ 740,916                  | \$ 760,243                | \$ 19,327              | 2.61%                   |
| Total 8440 Utility Billing*    | \$ 82,504            | \$ —                 | \$ —                        | \$ —                      | \$ —                   | —%                      |
| <b>Total 8400 Finance</b>      | <b>\$ 1,884,924</b>  | <b>\$ 1,760,123</b>  | <b>\$ 1,844,028</b>         | <b>\$ 1,902,345</b>       | <b>\$ 58,317</b>       | <b>3.16%</b>            |

| <b>Object Code Summary</b> | <b>FY2018 Actual</b> | <b>FY2019 Actual</b> | <b>FY2020 Appropriation</b> | <b>FY2021 Recommended</b> | <b>Dollar Increase</b> | <b>Percent Increase</b> |
|----------------------------|----------------------|----------------------|-----------------------------|---------------------------|------------------------|-------------------------|
| Salaries & Wages           | \$ 1,337,491         | \$ 1,271,158         | \$ 1,339,983                | \$ 1,404,865              | \$ 64,882              | 4.84%                   |
| Overtime                   | \$ 22,600            | \$ 7,793             | \$ —                        | \$ —                      | \$ —                   | —%                      |
| <i>Personal Services</i>   | <i>\$ 1,360,091</i>  | <i>\$ 1,278,951</i>  | <i>\$ 1,339,983</i>         | <i>\$ 1,404,865</i>       | <i>\$ 64,882</i>       | <i>4.84%</i>            |
| Contractual Services       | \$ 475,170           | \$ 427,475           | \$ 449,930                  | \$ 448,720                | \$ (1,210)             | -0.27%                  |
| Utilities                  | \$ 10,790            | \$ 17,208            | \$ 2,550                    | \$ 1,950                  | \$ (600)               | -23.53%                 |
| Supplies                   | \$ 38,873            | \$ 36,489            | \$ 51,565                   | \$ 46,810                 | \$ (4,755)             | -9.22%                  |
| Small Capital              | \$ —                 | \$ —                 | \$ —                        | \$ —                      | \$ —                   | —%                      |
| <i>Expenses</i>            | <i>\$ 524,833</i>    | <i>\$ 481,172</i>    | <i>\$ 504,045</i>           | <i>\$ 497,480</i>         | <i>\$ (6,565)</i>      | <i>-1.30%</i>           |
| <b>Total 8400 Finance</b>  | <b>\$ 1,884,924</b>  | <b>\$ 1,760,123</b>  | <b>\$ 1,844,028</b>         | <b>\$ 1,902,345</b>       | <b>\$ 58,317</b>       | <b>3.16%</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, fulfilling public records requests, 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 Deputy 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, filings with the Department of Revenue, 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 Select Board, 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 in this element.

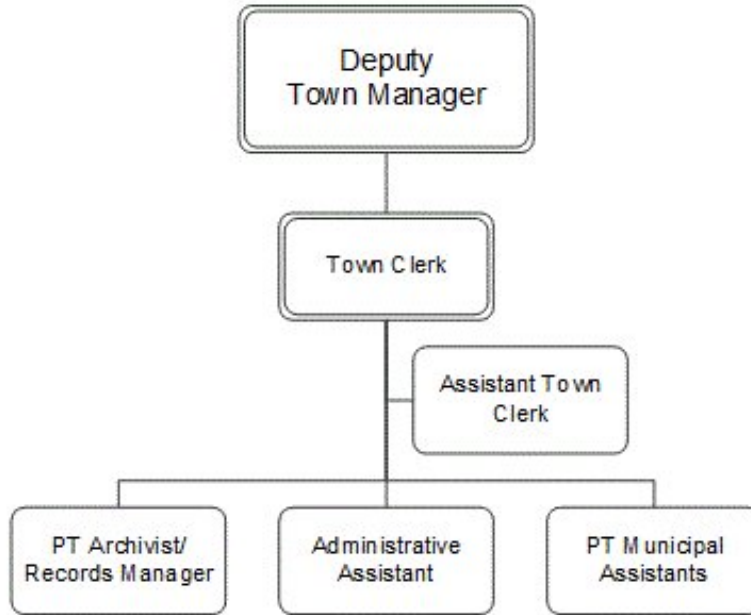
**Elections:** This element includes administration of local, state and federal elections in accordance with election laws, most recently including Early Voting for State biennial Elections and the Presidential Primary, pre-registration of 16 and 17 year-olds, and automatic voter registration. Staff provide information on candidate certifications, referenda, initiative petitions, campaign finance laws, election procedures, ballot initiatives and voter information. Over 110 Election Workers staff Lexington's polling locations, and site preparations are coordinated with Public Works, Public Facilities, Police and Lexington Public Schools.

**Records Management:** This element addresses inventory and retention of historic and current records and documents, including proper maintenance and storage, preservation, management of electronic documents, and public access to public records and information. A part-time Archivist/Records Manager is responsible for this work and oversees the conservation and preservation of Lexington's historic documents.

### Departmental Initiatives:

1. Ongoing administration of town/state/federal elections in conformance with statutory requirements to provide legal and accessible elections to Lexington voters. Emphasis on goal of utilizing municipal buildings for polling locations rather than schools.
2. Support of 2020 Census and any subsequent reprecincting.
3. Continued development of Archives & Records Management Program, including the management of the Town's electronic documents;
4. Continued use of Laserfiche Document Imaging System for records retention, electronic access, and archives/records portal, as well as for office use.
5. Continued use of Commonwealth of Massachusetts Electronic Vital Records Systems for births, deaths and burial permits.





**Authorized/Appropriated Staffing**

|                           | <b>FY2018<br/>Budget</b> | <b>FY2019<br/>Budget</b> | <b>FY2020<br/>Budget</b> | <b>FY2021<br/>Request</b> |
|---------------------------|--------------------------|--------------------------|--------------------------|---------------------------|
| Town Clerk                | 1                        | 1                        | 1                        | 1                         |
| Assistant Town Clerk      | 1                        | 1                        | 1                        | 1                         |
| Administrative Assistant  | 1                        | 1                        | 1                        | 1                         |
| Municipal Assistant       | 1.23                     | 1.23                     | 1.23                     | 1.23                      |
| Archivist/Records Manager | 0.46                     | 0.46                     | 0.46                     | 0.46                      |
| <b>Total FTE</b>          | <b>4.69</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>         |

**Budget Recommendations:**

The FY2021 recommended Town Clerk budget is \$590,452 which is a \$75,832 or 14.74% increase from the FY2020 budget.

The budget for Compensation is \$440,852 and reflects a \$52,732 or 13.59% increase, which is primarily driven by the elections in FY2021. The increase in FY2021 compensation is inclusive of contractually obligated step increases and cost of living adjustments.

The budget for Expenses is \$149,600, which is an increase of \$23,100 or 18.26%, and reflects anticipated expenses in FY2021.

**Program Improvement Request:**

None requested.

**Budget Summary**

| <b>Funding Sources</b>       | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Estimate</b> | <b>FY2021<br/>Projected</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|------------------------------|--------------------------|--------------------------|----------------------------|-----------------------------|----------------------------|-----------------------------|
| Tax Levy                     | \$ 357,377               | \$ 396,261               | \$ 430,720                 | \$ 506,552                  | \$ 75,832                  | 17.61%                      |
| <b>Directed Funding</b>      |                          |                          |                            |                             |                            |                             |
| Departmental Fees            | \$ 36,345                | \$ 35,562                | \$ 35,900                  | \$ 35,900                   | \$ —                       | —%                          |
| Licenses and Permits         | \$ 51,695                | \$ 49,440                | \$ 48,000                  | \$ 48,000                   | \$ —                       | —%                          |
| <b>Total 8500 Town Clerk</b> | <b>\$ 445,417</b>        | <b>\$ 481,263</b>        | <b>\$ 514,620</b>          | <b>\$ 590,452</b>           | <b>\$ 75,832</b>           | <b>14.74%</b>               |

| <b>Appropriation Summary</b> | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|------------------------------|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Compensation                 | \$ 359,059               | \$ 388,841               | \$ 388,120                      | \$ 440,852                    | \$ 52,732                  | 13.59%                      |
| Expenses                     | \$ 86,358                | \$ 92,422                | \$ 126,500                      | \$ 149,600                    | \$ 23,100                  | 18.26%                      |
| <b>Total 8500 Town Clerk</b> | <b>\$ 445,417</b>        | <b>\$ 481,263</b>        | <b>\$ 514,620</b>               | <b>\$ 590,452</b>             | <b>\$ 75,832</b>           | <b>14.74%</b>               |

| <b>Program Summary</b>         | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|--------------------------------|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Total 8510 Town Clerk Admin.   | \$ 303,692               | \$ 317,181               | \$ 323,434                      | \$ 342,967                    | \$ 19,533                  | 6.04%                       |
| Total 8520 Board of Registrars | \$ 14,847                | \$ 17,040                | \$ 18,925                       | \$ 21,225                     | \$ 2,300                   | 12.15%                      |
| Total 8530 Elections           | \$ 93,533                | \$ 111,231               | \$ 122,900                      | \$ 174,200                    | \$ 51,300                  | 41.74%                      |
| Total 8540 Records Management  | \$ 33,345                | \$ 35,813                | \$ 49,361                       | \$ 52,060                     | \$ 2,699                   | 5.47%                       |
| <b>Total 8500 Town Clerk</b>   | <b>\$ 445,417</b>        | <b>\$ 481,263</b>        | <b>\$ 514,620</b>               | <b>\$ 590,452</b>             | <b>\$ 75,832</b>           | <b>14.74%</b>               |

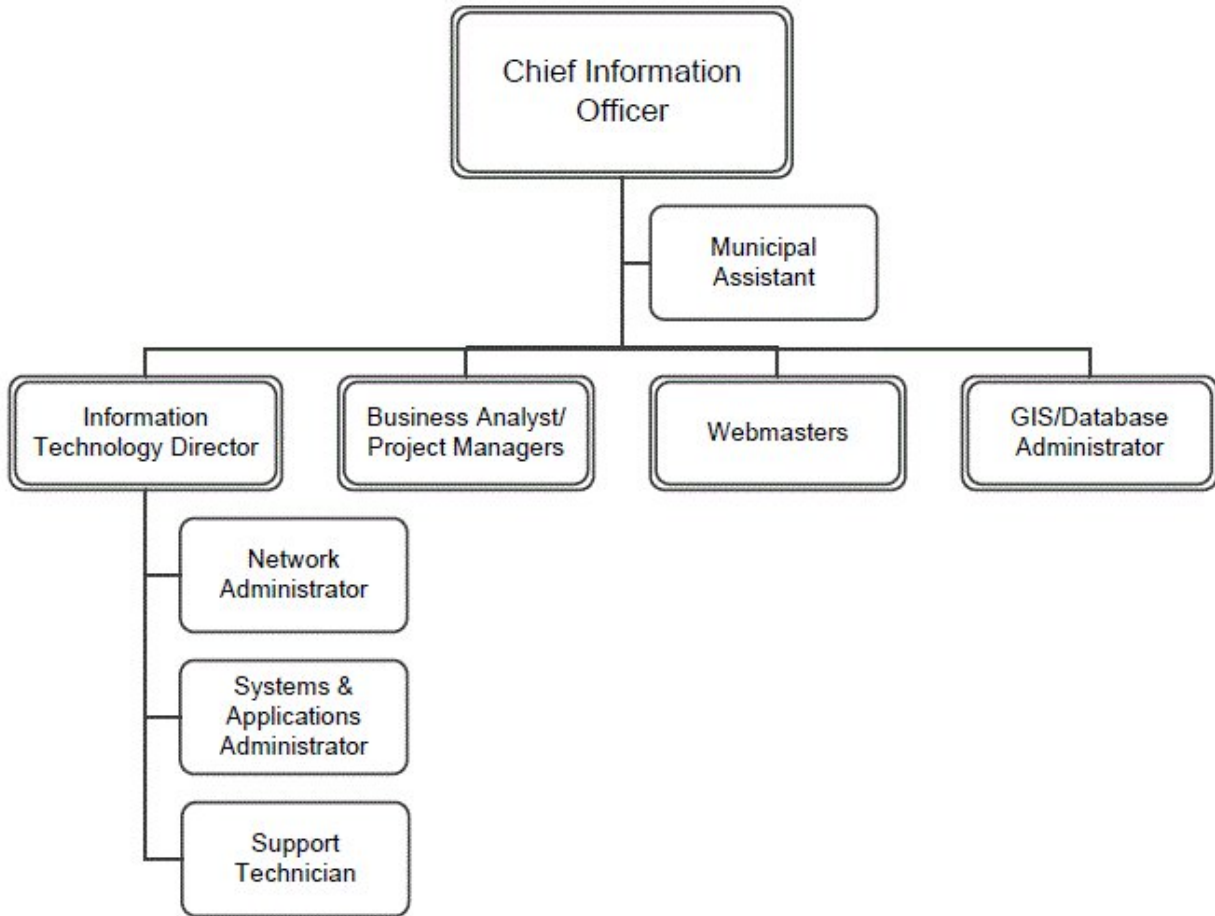
| <b>Object Code Summary</b>   | <b>FY2018<br/>Actual</b> | <b>FY2019<br/>Actual</b> | <b>FY2020<br/>Appropriation</b> | <b>FY2021<br/>Recommended</b> | <b>Dollar<br/>Increase</b> | <b>Percent<br/>Increase</b> |
|------------------------------|--------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------|-----------------------------|
| Salaries & Wages             | \$ 354,812               | \$ 378,604               | \$ 374,120                      | \$ 422,152                    | \$ 48,032                  | 12.84%                      |
| Overtime                     | \$ 4,247                 | \$ 10,237                | \$ 14,000                       | \$ 18,700                     | \$ 4,700                   | 33.57%                      |
| <i>Personal Services</i>     | <i>\$ 359,059</i>        | <i>\$ 388,841</i>        | <i>\$ 388,120</i>               | <i>\$ 440,852</i>             | <i>\$ 52,732</i>           | <i>13.59%</i>               |
| Contractual Services         | \$ 79,523                | \$ 80,106                | \$ 113,800                      | \$ 134,600                    | \$ 20,800                  | 18.28%                      |
| Utilities                    | \$ —                     | \$ 3,001                 | \$ 2,700                        | \$ 2,500                      | \$ (200)                   | -7.41%                      |
| Supplies                     | \$ 6,835                 | \$ 9,315                 | \$ 9,900                        | \$ 12,400                     | \$ 2,500                   | 25.25%                      |
| Small Capital                | \$ —                     | \$ —                     | \$ 100                          | \$ 100                        | \$ —                       | —%                          |
| <i>Expenses</i>              | <i>\$ 86,358</i>         | <i>\$ 92,422</i>         | <i>\$ 126,500</i>               | <i>\$ 149,600</i>             | <i>\$ 23,100</i>           | <i>18.26%</i>               |
| <b>Total 8500 Town Clerk</b> | <b>\$ 445,417</b>        | <b>\$ 481,263</b>        | <b>\$ 514,620</b>               | <b>\$ 590,452</b>             | <b>\$ 75,832</b>           | <b>14.74%</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 IT department supports, maintains and manages Townwide business-related technology (e.g. technology that serves both the School and Municipal staff or environments). IT maintains the technology serving all Municipal departments. The department supports townwide core services including the financial system (MUNIS), time keeping (NovaTime), document management (Laserfiche), facilities maintenance and management technology, emergency management websites and services, and VoIP telephone systems. IT maintains the infrastructure and security of the network core and co-manages the townwide 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. IT staff also provide support and training for end-users.

**Departmental Initiatives:**

1. Maximize the value of current systems
  - a. Laserfiche
  - b. ViewPermit
  - c. MUNIS
  - d. VISION
  - e. Novatime
  - f. ProPhoenix
  
2. Continue to invest in the Town's IT infrastructure and security posture
  - a. Implement recommendations from the network assessment
  - b. Implement recommendations from the cybersecurity assessment
  - c. Investigate additional cybersecurity/security measures and services
  
3. Redesign the Town's website to provide a new look and feel along with provide better accessibility and findability
  
4. Focus on future visioning for IT
  - a. Embrace "cloud first"
  - b. Hosting and replatforming of core systems
  - c. Disaster Recovery (DR) planning and expansion of capabilities
  - d. Network redundancy planning and implementation



**Authorized/Appropriated Staffing**

|                                      | <b>FY2018<br/>Budget</b> | <b>FY2019<br/>Budget</b> | <b>FY2020<br/>Budget</b> | <b>FY2021<br/>Request</b> |
|--------------------------------------|--------------------------|--------------------------|--------------------------|---------------------------|
| Chief Information Officer            | 1                        | 1                        | 1                        | 1                         |
| Information Technology Director      | 1                        | 1                        | 1                        | 1                         |
| Municipal Assistant*                 | —                        | —                        | 0.43                     | 0.43                      |
| Business Analyst/Project Manager     | 2                        | 2                        | 2                        | 2                         |
| Network Administrator                | 1                        | 1                        | 1                        | 1                         |
| GIS/Database Administrator           | 1                        | 1                        | 1                        | 1                         |
| Support Technician                   | 1                        | 1                        | 1                        | 1                         |
| Systems & Applications Administrator | 1                        | 1                        | 1                        | 1                         |
| Webmaster                            | 2                        | 2                        | 2                        | 2                         |
| Part-time Intern*                    | —                        | —                        | 0.25                     | 0.25                      |
| <b>Total FTE</b>                     | <b>10.00</b>             | <b>10.00</b>             | <b>10.68</b>             | <b>10.68</b>              |
| <b>Total FT/PT</b>                   | <b>10 FT</b>             | <b>10 FT</b>             | <b>10 FT/2 PT</b>        | <b>10 FT/2 PT</b>         |

\*A part-time Municipal Assistant and part-time Intern were funded in the FY2020 budget to support the increasing IT workload.

**Budget Recommendations:**

The FY2021 recommended Information Technology budget is \$2,792,717, which is a \$141,077 or 5.32% increase from the FY2020 budget.

The recommended budget for Compensation is \$939,117, and reflects a \$45,627 or 5.11% increase, which reflects contractually obligated increases.

The recommended budget for Expenses is \$1,853,600 and reflects a \$95,450 or 5.43% increase. Major factors driving the increase are the growing cost of software maintenance for both existing licenses as well as new application support contracts, and an increase in the professional development/training budget. Other minor increases in expenses reflect increased adoption of mobile technology resulting in increased Mobile Device charges, and increases in Hardware Support, reflecting support of new UPSs (uninterruptable power supplies) in new buildings. Some expenses moved budgetary objects to match the chart of accounts reconfiguration.

**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 |                 |
| Systems and Applications Administrator | \$ 79,000             | \$ 16,630                               | \$ 95,630       | \$ —                  | \$ —                                    | \$ —  | \$ 95,630       |

## Budget Summary

| Funding Sources                    | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Estimate  | FY2021<br>Projected | Dollar<br>Increase | Percent<br>Increase |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|---------------------|
| Tax Levy                           | \$ 1,736,063        | \$ 1,922,441        | \$ 2,508,674        | \$ 2,673,193        | \$ 164,519         | 6.56%               |
| Enterprise Funds (Indirects)       | \$ 115,217          | \$ 123,236          | \$ 142,966          | \$ 119,524          | \$ (23,442)        | -16.40%             |
| <b>Total 8600 Info. Technology</b> | <b>\$ 1,851,280</b> | <b>\$ 2,045,677</b> | <b>\$ 2,651,640</b> | <b>\$ 2,792,717</b> | <b>\$ 141,077</b>  | <b>5.32%</b>        |

| Appropriation Summary              | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase | Percent<br>Increase |
|------------------------------------|---------------------|---------------------|-------------------------|-----------------------|--------------------|---------------------|
| Compensation                       | \$ 753,945          | \$ 836,975          | \$ 893,490              | \$ 939,117            | \$ 45,627          | 5.11%               |
| Expenses                           | \$ 1,097,335        | \$ 1,208,702        | \$ 1,758,150            | \$ 1,853,600          | \$ 95,450          | 5.43%               |
| <b>Total 8600 Info. Technology</b> | <b>\$ 1,851,280</b> | <b>\$ 2,045,677</b> | <b>\$ 2,651,640</b>     | <b>\$ 2,792,717</b>   | <b>\$ 141,077</b>  | <b>5.32%</b>        |

| Program Summary                    | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase | Percent<br>Increase |
|------------------------------------|---------------------|---------------------|-------------------------|-----------------------|--------------------|---------------------|
| 8610 IT Administration             | \$ 1,851,280        | \$ 2,045,677        | \$ 2,651,640            | \$ 2,792,717          | \$ 141,077         | 5.32%               |
| <b>Total 8600 Info. Technology</b> | <b>\$ 1,851,280</b> | <b>\$ 2,045,677</b> | <b>\$ 2,651,640</b>     | <b>\$ 2,792,717</b>   | <b>\$ 141,077</b>  | <b>5.32%</b>        |

| Object Code Summary                | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Appropriation | FY2021<br>Recommended | Dollar<br>Increase | Percent<br>Increase |
|------------------------------------|---------------------|---------------------|-------------------------|-----------------------|--------------------|---------------------|
| Salaries & Wages                   | \$ 751,437          | \$ 833,518          | \$ 889,351              | \$ 934,841            | \$ 45,490          | 5.11%               |
| Overtime                           | \$ 2,508            | \$ 3,457            | \$ 4,139                | \$ 4,276              | \$ 137             | 3.31%               |
| <i>Personal Services</i>           | <i>\$ 753,945</i>   | <i>\$ 836,975</i>   | <i>\$ 893,490</i>       | <i>\$ 939,117</i>     | <i>\$ 45,627</i>   | <i>5.11%</i>        |
| Contractual Services               | \$ 863,086          | \$ 951,405          | \$ 1,422,500            | \$ 1,516,000          | \$ 93,500          | 6.57%               |
| Utilities                          | \$ 89,144           | \$ 101,433          | \$ 126,000              | \$ 129,500            | \$ 3,500           | 2.78%               |
| Supplies                           | \$ 16,455           | \$ 32,805           | \$ 28,350               | \$ 29,100             | \$ 750             | 2.65%               |
| Small Capital                      | \$ 128,650          | \$ 123,059          | \$ 181,300              | \$ 179,000            | \$ (2,300)         | -1.27%              |
| <i>Expenses</i>                    | <i>\$ 1,097,335</i> | <i>\$ 1,208,702</i> | <i>\$ 1,758,150</i>     | <i>\$ 1,853,600</i>   | <i>\$ 95,450</i>   | <i>5.43%</i>        |
| <b>Total 8600 Info. Technology</b> | <b>\$ 1,851,280</b> | <b>\$ 2,045,677</b> | <b>\$ 2,651,640</b>     | <b>\$ 2,792,717</b>   | <b>\$ 141,077</b>  | <b>5.32%</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 FY2021 Capital Budget was developed within the capital policy framework initially adopted by the Select Board 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).

In 2019, the Town's management, Select Board and finance committees reviewed the Town's finance policies and will be implementing new strategies for funding the Town's capital plan. This includes increasing cash financing of projects, particularly the items that are part of a continuing capital program, and reducing the Town's overall reliance on debt financing.

- **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. Over time, as additional communities in the Commonwealth adopted the CPA surcharge, the annual percentage of state matching funds gradually decreased. In 2019 the state enacted new legislation to increase funding to the Community Preservation budget, and Lexington's annual match is expected to increase significantly. This new legislation is effective beginning in January of 2020, and the Town should expect to see this increased funding in the state match beginning in the Fall of 2020. Receipts for FY2021 from the surcharge and state matching funds are preliminarily estimated at \$6.8 million, compared to \$5.9 million in FY2020.

## FY2021 CAPITAL FINANCING STRATEGY

The proposed financing plan for the recommended FY2021 capital budget is shown in the table below.

| <b>Capital Requests Summary</b> |                                |                                      |                      |                      |                     |
|---------------------------------|--------------------------------|--------------------------------------|----------------------|----------------------|---------------------|
|                                 | <b>Free Cash/<br/>Tax Levy</b> | <b>Other<br/>Funding<br/>Sources</b> | <b>Debt</b>          | <b>Total</b>         | <b>Other**</b>      |
| General Fund                    | \$ 7,743,515                   | \$ —                                 | \$ 7,138,152         | \$ 14,881,667        | \$ —                |
| Excluded Debt Projects          | \$ —                           | \$ —                                 | \$ 25,544,742        | \$ 25,544,742        | \$ —                |
| Other Funding & Chapter 90      | \$ —                           | \$ 16,504                            | \$ —                 | \$ 16,504            | \$ 1,072,681        |
| Water Enterprise                | \$ —                           | \$ 330,000                           | \$ 2,000,000         | \$ 2,330,000         | \$ —                |
| Sewer Enterprise                | \$ —                           | \$ 100,000                           | \$ 1,301,200         | \$ 1,401,200         | \$ —                |
| Recreation Enterprise           | \$ —                           | \$ 180,000                           | \$ —                 | \$ 180,000           | \$ —                |
| Compost Revolving Fund          | \$ —                           | \$ —                                 | \$ 275,000           | \$ 275,000           | \$ —                |
| Community Preservation Act*     | \$ —                           | \$ 2,233,495                         | \$ —                 | \$ 2,233,495         | \$ —                |
| <b>Total (all Funds)</b>        | <b>\$ 7,743,515</b>            | <b>\$ 2,859,999</b>                  | <b>\$ 36,259,094</b> | <b>\$ 46,862,608</b> | <b>\$ 1,072,681</b> |

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

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

The following table, FY2021 Recommended Capital Budget, lists all FY2021 projects recommended by the Select Board 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.

## FY2021 Recommended Capital Budget

| Department                                      | Project Description   | Recommendation       | Requested Funding Source(s)   | ATM Article |
|---|---|----------------------|-------------------------------|-------------|
| Conservation                                    | Parker Meadow Accessible Trail Construction                           | \$ 551,026           | CPA                           | 10          |
| Conservation                                    | Daisy Wilson Meadow Restoration                                       | \$ 22,425            | CPA                           | 10          |
| Conservation                                    | Wright Farm Site Plan & Design  | \$ 69,000            | CPA                           | 10          |
| Planning/Engineering                            | Transportation Mitigation - Transportation Safety Group               | \$ 16,504            | TNC Funding                   | 12          |
| <b>Total Land Use, Health and Development</b>   |   | <b>\$ 658,955</b>    |                               |             |
| Fire  | Ambulance Replacement   | \$ 325,000           | Free Cash                     | 12          |
| <b>Total Public Safety</b>                      |   | <b>\$ 325,000</b>    |                               |             |
| Recreation & Comm. Pgms.                        | Pine Meadows Clubhouse Renovation                                     | \$ 100,000           | Recreation RE                 | 11          |
| Recreation & Comm. Pgms.                        | Athletic Facility Lighting  | \$ 450,000           | CPA                           | 10          |
| Recreation & Comm. Pgms.                        | Park and Playground Improvements                                      | \$ 95,000            | CPA                           | 10          |
| Recreation & Comm. Pgms.                        | Park Improvements - Athletic Fields                                   | \$ 370,000           | CPA                           | 10          |
| Recreation & Comm. Pgms.                        | Park Improvements - Hard Court Resurfacing                            | \$ 100,000           | CPA                           | 10          |
| Recreation & Comm. Pgms.                        | Pine Meadows Equipment  | \$ 80,000            | Recreation RE                 | 11          |
| Recreation & Comm. Pgms.                        | Athletic Fields Feasibility Study                                     | \$ 100,000           | Free Cash                     | 12          |
| <b>Total Culture and Recreation</b>             |   | <b>\$ 1,295,000</b>  |                               |             |
| Public Facilities                               | Public Facilities Master Plan   | \$ 100,000           | Free Cash                     | 16          |
| Public Facilities                               | Police Outdoor/Indoor Firing Range - Hartwell Avenue                  | \$ 125,000           | Free Cash                     | 16          |
| Public Facilities                               | Center Recreation Complex Bathrooms & Maintenance Building Renovation | \$ 100,000           | Free Cash                     | 16          |
| Public Facilities                               | Lexington Police Station Reconstruction                               | \$ 25,544,742        | Exempt Debt                   | N/A         |
| Public Facilities                               | LHS Science Classroom Space Mining                                    | \$ 150,000           | Free Cash                     | 16          |
| Public Facilities                               | Townwide Roofing Program  | \$ 2,010,152         | GF Debt                       | 16          |
| Public Facilities                               | School Building Envelopes and Associated Systems                      | \$ 239,285           | Free Cash                     | 16          |
| Public Facilities                               | Municipal Building Envelopes and Associated Systems                   | \$ 208,962           | Tax Levy                      | 16          |
| Public Facilities                               | Building Flooring Program   | \$ 125,000           | Free Cash                     | 16          |
| Public Facilities                               | School Paving and Sidewalk Program                                    | \$ 125,000           | Free Cash                     | 16          |
| Public Facilities                               | Public Facilities Bid Documents                                       | \$ 100,000           | Free Cash                     | 16          |
| Public Facilities                               | Public Facilities Mechanical/Electrical System Replacements           | \$ 672,000           | Free Cash/GF Debt             | 16          |
| Public Facilities                               | Westview Cemetery Building  | \$ 3,290,000         | GF Debt                       | 16          |
| <b>Total Public Facilities Department</b>       |   | <b>\$ 32,790,141</b> |                               |             |
| Public Works                                    | New Sidewalk Installations  | \$ 280,000           | Free Cash                     | 12          |
| Public Works                                    | Battle Green Master Plan - Phase 3                                    | \$ 317,044           | CPA                           | 10          |
| Public Works                                    | Equipment Replacement   | \$ 1,368,000         | GF Debt/Compost Debt/Water RE | 12          |
| Public Works                                    | Street Improvements   | \$ 2,634,022         | Tax Levy                      | 12          |
| Public Works                                    | Storm Drainage Improvements and NPDES compliance                      | \$ 385,000           | Free Cash                     | 12          |
| Public Works                                    | Hydrant Replacement Program   | \$ 150,000           | Free Cash/Water RE            | 12          |
| Public Works                                    | Sidewalk Improvement  | \$ 800,000           | GF Debt                       | 12          |
| Public Works                                    | Townwide Signalization Improvements                                   | \$ 125,000           | Free Cash                     | 12          |
| Public Works                                    | Sanitary Sewer System Investigation and Improvements                  | \$ 1,000,000         | Wastewater Debt/User Charges  | 14          |
| Public Works                                    | Pump Station Upgrades   | \$ 401,200           | Wastewater Debt               | 14          |
| Public Works                                    | Water Distribution System Improvements                                | \$ 2,200,000         | Water Debt/User Charges       | 13          |
| <b>Total Public Works Department</b>            |   | <b>\$ 9,660,266</b>  |                               |             |
| Lexington Public Schools                        | LPS Technology Program  | \$ 1,299,246         | Free Cash                     | 15          |
| <b>Total Lexington Public Schools</b>           |   | <b>\$ 1,299,246</b>  |                               |             |
| Information Technology                          | Municipal Technology Improvement Program                              | \$ 100,000           | Free Cash                     | 12          |
| Information Technology                          | Application Implementation  | \$ 325,000           | Free Cash                     | 12          |
| Information Technology                          | Phone Systems & Unified Communication                                 | \$ 150,000           | Free Cash                     | 12          |
| Town Manager                                    | Lady of Lexington Painting Restoration                                | \$ 9,000             | CPA                           | 10          |
| Town Clerk                                      | Archives & Records Management/Records Conservation & Preservation     | \$ 20,000            | CPA                           | 10          |
| <b>Total General Government</b>                 |   | <b>\$ 604,000</b>    |                               |             |
| Lexhab  | Vine Street Affordable Housing  | \$ 100,000           | CPA                           | 10          |
| Lexington Housing Authority                     | Greeley Village Community Center Preservation                         | \$ 130,000           | CPA                           | 10          |
| <b>Total Non-Governmental Projects</b>          |   | <b>\$ 230,000</b>    |                               |             |
| <b>Total FY2021 Recommendations - All Funds</b> |   | <b>\$ 46,862,608</b> |                               |             |

## CAPITAL PLAN BY FINANCING SOURCE

The following pages include tables that show the recommended FY2021 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.

### FY2021 RECOMMENDED PROJECTS - GENERAL FUND DEBT (Table I)

| TABLE I: FY2021 RECOMMENDED PROJECTS - GENERAL FUND DEBT |   |                    |               |        | PROJECTED DEBT SERVICE |                     |                     |                     |                    |                    |
|--|---|--------------------|---------------|--------|------------------------|---------------------|---------------------|---------------------|--------------------|--------------------|
|  | Amount Financed   | Term               | Interest Rate | FY2020 | FY2021                 | FY2022              | FY2023              | FY2024              | FY2025             |                    |
| <b>MUNICIPAL PROJECTS</b>                                |   |                    |               |        |                        |                     |                     |                     |                    |                    |
| 1  | Townwide Roofing Program                                      | \$ 2,010,152       | 10            | 4%     |                        | \$ —                | \$ 80,406           | \$ 281,421          | \$ 273,381         | \$ 265,340         |
| 2  | Equipment Replacement (\$1,368,000)                           | \$ 1,038,000       | 5             | 4%     |                        | \$ 27,680           | \$ 249,120          | \$ 240,816          | \$ 232,512         | \$ 224,208         |
| 3  | Sidewalk Improvement  | \$ 800,000         | 5             | 4%     |                        | \$ 21,333           | \$ 192,000          | \$ 185,600          | \$ 179,200         | \$ 172,800         |
|  | Subtotal  | \$ 3,848,152       |               |        |                        | \$ 49,013           | \$ 521,526          | \$ 707,837          | \$ 685,093         | \$ 662,348         |
| <b>PROJECTS TO BE FUNDED WITH FEE REVENUE</b>            |   |                    |               |        |                        |                     |                     |                     |                    |                    |
| 1  | Westview Cemetery Building                                    | \$ 3,290,000       | 20            | 4%     |                        | \$ 87,733           | \$ 242,084          | \$ 242,084          | \$ 242,084         | \$ 242,084         |
|  | <b>TOTAL PROJECT COSTS</b>                                    | <b>\$7,138,152</b> |               |        |                        | <b>\$ 136,747</b>   | <b>\$ 763,610</b>   | <b>\$ 949,921</b>   | <b>\$ 927,177</b>  | <b>\$ 904,432</b>  |
| <b>AUTHORIZED LEVY SUPPORTED DEBT SERVICE</b>            |   |                    |               |        | <b>FY2020</b>          | <b>FY2021</b>       | <b>FY2022</b>       | <b>FY2023</b>       | <b>FY2024</b>      | <b>FY2025</b>      |
| A  | Approved and Issued Levy Supported Debt Service               |                    |               |        | \$ 7,378,090           | \$ 5,860,184        | \$ 4,368,518        | \$ 3,414,608        |                    | 2,160,058          |
| B  | Paydown of Land Purchases- 173 Bedford St. & 20 Pelham Rd.    |                    |               |        | \$ 2,403,450           | \$ 2,320,274        | \$ —                | \$ —                | \$ —               | \$ —               |
| C  | Projected Approved and Unissued Levy Supported Debt Service   |                    |               |        | \$ 599,159             | \$ 4,824,253        | \$ 4,611,022        | \$ 4,467,399        | \$ 4,323,776       |                    |
| D  | Total Debt Service on Authorized Debt                         |                    |               |        | \$ 10,380,698          | \$ 13,004,711       | \$ 8,979,540        | \$ 7,882,007        | \$ 6,483,834       |                    |
| E  | Projected New Levy Supported Debt Service (above)             |                    |               |        | \$ 136,747             | \$ 763,610          | \$ 949,921          | \$ 927,177          | \$ 904,432         |                    |
| F  | <b>TOTAL - PROJECTED LEVY SUPPORTED DEBT SERVICE</b>          |                    |               |        | <b>\$9,853,984</b>     | <b>\$10,517,445</b> | <b>\$13,768,321</b> | <b>\$ 9,929,461</b> | <b>\$8,809,184</b> | <b>\$7,388,266</b> |
| G  | Plus: Projected Debt Service on Future Capital Projects       |                    |               |        |                        | \$ 140,710          | \$ 1,308,603        | \$ 2,499,714        | \$ 3,715,202       |                    |
| H  | Less: Debt Service Funded from Special Revenue Accounts       |                    |               |        | \$ (80,380)            | \$ (246,680)        | \$ (151,042)        | \$ (137,167)        | \$ (128,917)       | \$ (121,042)       |
| I  | Less: Revenue Set Aside for Paydown of Land Purchases (above) |                    |               |        | \$ (2,234,614)         | \$ (2,403,450)      | \$ (2,320,274)      | \$ —                | \$ —               | \$ —               |
| J  | Less: Proposed Use of Stabilization Fund                      |                    |               |        | \$ —                   | \$ —                | \$ (3,126,000)      | \$ (2,374,000)      | \$ (2,016,000)     | \$ (1,361,000)     |
| K  | Total Offsets to Projected Levy Supported Debt Service        |                    |               |        | \$ (2,314,994)         | \$ (2,650,129)      | \$ (5,456,605)      | \$ (1,202,564)      | \$ 354,797         | \$ 2,233,160       |
| L  | <b>PROJECTED NET LEVY SUPPORTED DEBT SERVICE (F-K)</b>        |                    |               |        | <b>\$7,538,990</b>     | <b>\$ 7,867,316</b> | <b>\$ 8,311,715</b> | <b>\$ 8,726,898</b> | <b>\$9,163,981</b> | <b>\$9,621,427</b> |

## Municipal Projects

- 1. Townwide Roofing Program - \$2,010,152 (General Fund Debt)** Replacing portions of the roof at Bridge Elementary School has been identified as a priority in the Department of Public Facilities' 20-year Roof Master Plan. Water infiltration and ice dams have been ongoing issues for the building, which will be addressed via this work. There is a possibility for funding 27-30% of the project cost under the Massachusetts School Building Authority (MSBA) Accelerated Repair

Program. If the MSBA grant is approved, bonds will not be issued for that portion of the project, and the authorized funds will be rescinded.

- 2. Equipment Replacement - \$1,368,000 (\$1,038,000 General Fund Debt, \$275,000 Compost Revolving Fund Debt & \$55,000 Water Retained Earnings):** This is an annual request to replace equipment that is beyond its useful life and whose mechanical condition no longer meets the requirements of the Department of Public Works (DPW). The DPW has an inventory of 146 pieces of equipment including sedans, hybrid SUVs, construction vehicles and specialized equipment used to mow parks, plow snow, repair streets and complete a variety of other projects. Without regular equipment replacement, the efficiency and cost effectiveness of the DPW's operations would be handicapped due to equipment down time and excessive repair costs.

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 Equipment Maintenance Division, Division Superintendents and reviewed by the Manager of Operations and Director of Public Works.

The FY2021 request, by funding source, is shown in the table below.

| Equipment                                     | GF Debt             | Compost Revolving | Water RE         | Total               |
|---|---------------------|-------------------|------------------|---------------------|
| F550 Flatbed / Crane with Snow Plow - Highway | \$ 115,000          |                   |                  | \$ 115,000          |
| F450 Utility body with Plow - Highway         | \$ 110,000          |                   |                  | \$ 110,000          |
| CAT Loader - Compost                          |                     | \$ 275,000        |                  | \$ 275,000          |
| Winter Brine System - Highway                 | \$ 213,000          |                   |                  | \$ 213,000          |
| 6 Wheel Dump Truck - Highway                  | \$ 330,000          |                   |                  | \$ 330,000          |
| 6" Trash Pump - Water                         |                     |                   | 55,000           | \$ 55,000           |
| Aerial Bucket Truck - Public Grounds          | \$ 220,000          |                   |                  | \$ 220,000          |
| Electric Grass Mower - Public Grounds         | \$ 50,000           |                   |                  | \$ 50,000           |
| <b>Total</b>                                  | <b>\$ 1,038,000</b> | <b>\$ 275,000</b> | <b>\$ 55,000</b> | <b>\$ 1,368,000</b> |

- 3. 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 currently reviews the condition for 30% of town sidewalks annually, which is used to identify the work to be done. Sidewalks considered for FY2021 funding include:

- East Street from Lowell Street to Grant Street
- Mass Ave. from Antony Park to Percy Road (East Side)
- Worthen Road from Waltham Street to Kendall Road
- Lowell Street from Woburn Street to Maple Street
- Cherry Street
- Ingleside Road
- Stetson Street
- Reconstruction of Ramps, Townwide
- Abernathy Road
- Carnegie Place
- Tidd Circle

The following table presents the recent history of Sidewalk appropriations:

| <b>FY2014*</b> | <b>FY2015</b> | <b>FY2016</b> | <b>FY2017</b> | <b>FY2018</b> | <b>FY2019</b> | <b>FY2020</b> |
|----------------|---------------|---------------|---------------|---------------|---------------|---------------|
| \$ 400,000     | \$ 400,000    | \$ 600,000    | \$ 600,000    | \$ 800,000    | \$ 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.

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

- 1. Westview Cemetery Building - Construction - \$3,290,000 (General Fund Debt with debt service partially funded from Sale of Cemetery Lots Special Revenue Fund):** In 2015 Town Meeting appropriated \$50,000 for an assessment of the current building at Westview Cemetery. 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.

At the 2017 Annual Town Meeting \$270,000 was appropriated for the design of a new building on the Westview Cemetery grounds. FY2021 funds are requested for the construction of a new building. The redevelopment 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.

The request for construction funding was originally presented at the 2018 Annual Town Meeting, but ultimately postponed for one year while the community assessed the option of including a crematory at Westview Cemetery. The Select Board formed a special Ad Hoc Crematory Study Committee to review this proposal, and in the Fall of 2019 the committee, after much research and deliberation, recommended not to build a crematory at this time. The \$3,290,000 request for construction funds does not include a crematory, but it will fund a building that is designed to accommodate a future expansion.

**FY2021 RECOMMENDED PROJECTS - WATER FUND DEBT (Table II)**

| TABLE II: FY2021 RECOMMENDED PROJECTS - WATER DEBT     |  |      |               |        |                    |                    |                    |                    |                    |
|--|--|------|---------------|--------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Project  | Amount Financed  | Term | Interest Rate | FY2020 | FY2021             | FY2022             | FY2023             | FY2024             | FY2025             |
| 1 Water Distribution System Improvements (\$2,200,000) | \$2,000,000  | 10   | 4%            |        | \$ 26,667          | \$ 166,667         | \$ 276,000         | \$ 268,000         | \$ 260,000         |
| <b>TOTAL PROJECT COSTS</b>                             | <b>\$2,000,000</b>   |      |               |        | <b>\$ 26,667</b>   | <b>\$ 166,667</b>  | <b>\$ 276,000</b>  | <b>\$ 268,000</b>  | <b>\$ 260,000</b>  |
| AUTHORIZED WATER DEBT SERVICE                          |  |      |               | FY2020 | FY2021             | FY2022             | FY2023             | FY2024             | FY2025             |
| A  | Subtotal: Authorized and Issued Water Debt Service                       |      |               |        | \$ 1,190,703       | \$ 874,696         | \$ 698,571         | \$ 549,035         | \$ 403,268         |
| B  | Subtotal: Approved and Unissued Water Debt Service (short and long-term) |      |               |        | \$ 61,400          | \$ 737,800         | \$ 716,720         | \$ 695,640         | \$ 674,560         |
| C  | <b>Total: Debt Service on Authorized Debt</b>                            |      |               |        | <b>\$1,252,103</b> | <b>\$1,612,496</b> | <b>\$1,415,291</b> | <b>\$1,244,675</b> | <b>\$1,077,828</b> |
| D  | Subtotal: Projected Debt Service on Proposed Capital Projects            |      |               |        | \$ 26,667          | \$ 280,000         | \$ 272,000         | \$ 264,000         | \$ 256,000         |
| E  | <b>TOTAL PROJECTED WATER DEBT SERVICE</b>                                |      |               |        | <b>\$1,277,412</b> | <b>\$1,278,770</b> | <b>\$1,892,496</b> | <b>\$1,508,675</b> | <b>\$1,333,828</b> |

**1. Water Distribution System Improvements - \$2,200,000 (\$2,000,000 Water Debt, \$200,000 Water User Charges):** 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. Work is underway and nearing completion for a significant 16" water main installation on Hartwell Avenue. Design is in progress for 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 FY2021 funding request for this annual program has been increased to meet these recommendations.

Beginning in FY2021, funding for this ongoing capital replacement program will be gradually shifted to being funded by Water user charges, with an ultimate goal of transitioning the entire program to cash funding over 11 years. While rate payers may pay slightly higher water rates in the short-term, significant debt service savings will be realized, resulting in lower overall costs in the long-term.

**FY2021 RECOMMENDED PROJECTS - WASTEWATER FUND DEBT (Table III)**

| TABLE III: FY2021 RECOMMENDED PROJECTS - WASTEWATER DEBT                   |                    |      |               |               |                     |                    |                    |                    |                    |
|--|--------------------|------|---------------|---------------|---------------------|--------------------|--------------------|--------------------|--------------------|
| Project  | Amount Financed    | Term | Interest Rate | FY2020        | FY2021              | FY2022             | FY2023             | FY2024             | FY2025             |
| 1 Sanitary Sewer System Investigation and Improvements (\$1,000,000)       | \$900,000          | 10   | 4%            |               | \$ 12,000           | \$ 75,000          | \$ 124,200         | \$ 120,600         | \$ 117,000         |
| 2 Pump Station Upgrades  | \$401,200          | 10   | 4%            |               | \$ 10,699           | \$ 56,168          | \$ 54,563          | \$ 52,958          | \$ 51,354          |
| <b>TOTAL PROJECT COSTS</b>   | <b>\$1,301,200</b> |      |               |               | <b>\$ 22,699</b>    | <b>\$ 131,168</b>  | <b>\$ 178,763</b>  | <b>\$ 173,558</b>  | <b>\$ 168,354</b>  |
| <b>AUTHORIZED SEWER DEBT SERV.</b>   |                    |      |               | <b>FY2020</b> | <b>FY2021</b>       | <b>FY2022</b>      | <b>FY2023</b>      | <b>FY2024</b>      | <b>FY2025</b>      |
| A Subtotal: Authorized and Issued Sewer Debt Service                       |                    |      |               |               | \$ 1,290,481        | \$ 1,224,264       | \$ 1,056,923       | \$ 808,170         | \$ 736,174         |
| B Subtotal: Approved and Unissued Sewer Debt Service (short and long-term) |                    |      |               |               | \$ 75,400           | \$ 641,200         | \$ 622,880         | \$ 604,560         | \$ 586,240         |
| C <b>Total: Debt Service on Authorized Debt</b>                            |                    |      |               |               | <b>\$1,365,881</b>  | <b>\$1,865,464</b> | <b>\$1,679,803</b> | <b>\$1,412,730</b> | <b>\$1,322,414</b> |
| D Subtotal: Projected Debt Service on Proposed Capital Projects            |                    |      |               |               | \$ 22,699           | \$ 182,168         | \$ 176,963         | \$ 171,758         | \$ 166,554         |
| E <b>TOTAL PROJECTED SEWER DEBT SERVICE</b>                                |                    |      |               |               | <b>\$ 1,278,322</b> | <b>\$1,388,579</b> | <b>\$2,047,632</b> | <b>\$1,584,488</b> | <b>\$1,488,967</b> |

**1. Sanitary Sewer System Investigation and Improvements - \$1,000,000 (\$900,000 Wastewater Debt, \$100,000 Wastewater User Charges):** 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. Near term rehabilitation is anticipated in sewer basins 1, 6, 7 and 8, followed by investigations in subareas 3 and 9. 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.

Beginning in FY2021, funding for this ongoing capital replacement program will be gradually shifted to being funded by Wastewater user charges, with an ultimate goal of transitioning the entire program to cash funding over 10 years. While rate payers may pay slightly higher wastewater rates in the short-term, significant debt service savings will be realized, resulting in lower overall costs in the long-term.

**2. Pump Station Upgrades - \$401,200 (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 complete. Both the Marshall Road and Constitution Road pump stations are under construction. Design for the Hayden Ave pump station is underway and will be followed by construction. It is anticipated that the North Street and Bowman Street pump stations will be 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.



## FY2021 RECOMMENDED PROJECTS - RECREATION FUND DEBT (Table IV)

| TABLE IV: FY2021 RECOMMENDED PROJECTS - RECREATION and COMMUNITY PROGRAMS DEBT |  |                 |      |               |               |               |               |               |               |               |
|--|--|-----------------|------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|  | Project  | Amount Financed | Term | Interest Rate | FY2020        | FY2021        | FY2022        | FY2023        | FY2024        | FY2025        |
| 1  | None Proposed  | \$ —            | ---  | ---           |               | \$ —          | \$ —          | \$ —          | \$ —          | \$ —          |
| <b>TOTAL PROJECT COSTS</b>   |  | \$ —            |      |               |               | \$ —          | \$ —          | \$ —          | \$ —          | \$ —          |
| <b>AUTHORIZED RECREATION REVENUE DEBT SERV.</b>                                |  |                 |      |               | <b>FY2020</b> | <b>FY2021</b> | <b>FY2022</b> | <b>FY2023</b> | <b>FY2024</b> | <b>FY2025</b> |
| A  | Subtotal: Approved and Issued Revenue Supported Debt Service   |                 |      |               |               | \$ —          | \$ —          | \$ —          | \$ —          | \$ —          |
| B  | Subtotal: Approved and Unissued Revenue Supported Debt Service |                 |      |               |               | \$ —          | \$ —          | \$ —          | \$ —          | \$ —          |
| C  | Total: <b>Approved Revenue Supported Debt Service</b>          |                 |      |               |               | \$ —          | \$ —          | \$ —          | \$ —          | \$ —          |
| D  | Subtotal: Projected Debt Service on Proposed Capital Projects  |                 |      |               |               | \$ —          | \$ —          | \$ —          | \$ —          | \$ —          |
| E  | <b>TOTAL PROJECTED DEBT SERVICE</b>                            |                 |      |               |               | \$ —          | \$ —          | \$ —          | \$ —          | \$ —          |

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

## FY2021 RECOMMENDED PROJECTS - FUNDING THROUGH PROPOSITION 2½ DEBT EXCLUSION (Table V)

| TABLE V: FY2021 RECOMMENDED PROJECTS - FUNDING THROUGH PROPOSITION 2 1/2 DEBT EXCLUSION        |  |                      |      |               |               |                     |                     |                     |                     |                     |
|--|--|----------------------|------|---------------|---------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|  | Project  | Amount Financed      | Term | Interest Rate | FY2020        | FY2021              | FY2022              | FY2023              | FY2024              | FY2025              |
| <i>Project for consideration at Fall 2020 Special Town Meeting</i>                             |  |                      |      |               |               |                     |                     |                     |                     |                     |
| 1  | Lexington Police Station Reconstruction          | \$ 25,544,742        | 30   | 4%            |               | \$ —                | \$ 681,193          | \$ 1,873,281        | \$ 1,839,221        | \$ 1,805,162        |
| <b>PROJ. NEW EXCLUDED DEBT SERVICE</b>   |  | <b>\$ 25,544,742</b> |      |               |               | \$ —                | \$ 681,193          | \$ 1,873,281        | \$ 1,839,221        | \$ 1,805,162        |
| <b>APPROVED AND PROPOSED EXCLUDED DEBT SERVICE</b>   |  |                      |      |               | <b>FY2020</b> | <b>FY2021</b>       | <b>FY2022</b>       | <b>FY2023</b>       | <b>FY2024</b>       | <b>FY2025</b>       |
| Subtotal   | Approved and Issued Excluded Debt Service        |                      |      |               |               | \$ 15,678,552       | \$ 15,168,636       | \$ 14,481,685       | \$ 12,539,982       | \$ 12,188,861       |
| Subtotal   | Approved and Unissued Excluded Debt Service      |                      |      |               |               | \$ 442,549          | \$ 3,577,841        | \$ 3,473,331        | \$ 3,368,822        | \$ 3,264,312        |
| Total:   | Approved Excluded Debt Service                   |                      |      |               |               | \$ 16,121,100       | \$ 18,746,477       | \$ 17,955,016       | \$ 15,908,804       | \$ 15,453,173       |
| Subtotal   | Subtotal - Projected Exempt Debt Service (above) |                      |      |               |               | \$ —                | \$ 681,193          | \$ 1,873,281        | \$ 1,839,221        | \$ 1,805,162        |
| <b>TOTAL APPROVED AND PROPOSED EXCLUDED DEBT SERVICE</b>                                       |  |                      |      |               |               | <b>\$16,121,100</b> | <b>\$19,427,670</b> | <b>\$19,828,297</b> | <b>\$17,748,026</b> | <b>\$17,258,335</b> |
| Less: use of Capital Stabilization Fund to Mitigate Debt Service Impacts on Property Tax Bills |  |                      |      |               |               | \$ (5,200,000)      | \$ (3,500,000)      | \$ (5,200,000)      | \$ (3,900,000)      | \$ —                |
| <b>Net Excluded Debt Service</b>   |  |                      |      |               |               | <b>\$11,128,254</b> | <b>\$12,621,100</b> | <b>\$14,227,670</b> | <b>\$15,928,297</b> | <b>\$17,258,335</b> |

**1. Lexington Police Station Reconstruction - \$25,544,742 (Exempt 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 2020 Special Town meeting, with a debt exclusion vote to follow.

## FY2021 RECOMMENDED PROJECTS - Community Preservation Act Debt (Table VI)

| TABLE VI: FY2021 RECOMMENDED PROJECTS - COMMUNITY PRESERVATION ACT DEBT |                 |      |               |        |        |        |        |        |        |
|---|-----------------|------|---------------|--------|--------|--------|--------|--------|--------|
| Project   | Amount Financed | Term | Interest Rate | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
| 1 None Proposed   | \$ ---          | ---  | ---           |        | \$ --- | \$ --- | \$ --- | \$ --- | \$ --- |
| <b>TOTAL PROJECT COSTS</b>  | \$ ---          |      |               |        | \$ --- | \$ --- | \$ --- | \$ --- | \$ --- |

| AUTHORIZED CPA REVENUE DEBT SERV.                                | FY2020             | FY2021             | FY2022             | FY2023             | FY2024             | FY2025            |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|
| A Subtotal: Approved and Issued Revenue Supported Debt Service   |                    | \$ 2,017,150       | \$ 1,949,550       | \$ 1,866,600       | \$ 1,788,900       | \$ 681,200        |
| B Subtotal: Approved and Unissued Revenue Supported Debt Service |                    | \$ 1,951,444       | \$ ---             | \$ ---             | \$ ---             | \$ ---            |
| <b>C Total: Approved Revenue Supported Debt Service</b>          |                    | <b>\$3,968,594</b> | <b>\$1,949,550</b> | <b>\$1,866,600</b> | <b>\$1,788,900</b> | <b>\$ 681,200</b> |
| D Subtotal: Projected Debt Service on Proposed Capital Projects  |                    | \$ ---             | \$ ---             | \$ ---             | \$ ---             | \$ ---            |
| <b>E TOTAL PROJECTED DEBT SERVICE</b>                            | <b>\$3,094,680</b> | <b>\$3,968,594</b> | <b>\$1,949,550</b> | <b>\$1,866,600</b> | <b>\$1,788,900</b> | <b>\$ 681,200</b> |

**No recommendations for debt financing.**

## FY2021 RECOMMENDED PROJECTS - Compost Revolving Fund (Table VII)

| TABLE VII: FY2021 RECOMMENDED PROJECTS - Compost Revolving Fund |                 |      |               |        |          |           |           |           |           |
|---|-----------------|------|---------------|--------|----------|-----------|-----------|-----------|-----------|
| Project   | Amount Financed | Term | Interest Rate | FY2020 | FY2021   | FY2022    | FY2023    | FY2024    | FY2025    |
| 1 Equipment Replacement   | \$ 275,000      | 5    | 4.0%          |        | \$ 7,333 | \$ 66,000 | \$ 63,800 | \$ 61,600 | \$ 59,400 |
| <b>TOTAL PROJECT COSTS</b>                                      | \$ 275,000      |      |               |        | \$ 7,333 | \$ 66,000 | \$ 63,800 | \$ 61,600 | \$ 59,400 |

| AUTHORIZED REVENUE SUPPORTED DEBT SERV.                          | FY2020            | FY2021            | FY2022            | FY2023            | FY2024            | FY2025            |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| A Subtotal: Approved and Issued Revenue Supported Debt Service   |                   | \$ 205,557        | \$ 157,501        | \$ 157,031        | \$ 126,186        | \$ 121,466        |
| B Subtotal: Approved and Unissued Revenue Supported Debt Service |                   | \$ ---            | \$ ---            | \$ ---            | \$ ---            | \$ ---            |
| <b>C Total: Approved Revenue Supported Debt Service</b>          |                   | <b>\$ 205,557</b> | <b>\$ 157,501</b> | <b>\$ 157,031</b> | <b>\$ 126,186</b> | <b>\$ 121,466</b> |
| D Subtotal: Projected Debt Service on Proposed Capital Projects  |                   | \$ 7,333          | \$ 66,000         | \$ 63,800         | \$ 61,600         | \$ 59,400         |
| <b>E TOTAL PROJECTED DEBT SERVICE</b>                            | <b>\$ 217,303</b> | <b>\$ 212,890</b> | <b>\$ 223,501</b> | <b>\$ 220,831</b> | <b>\$ 187,786</b> | <b>\$ 180,866</b> |

**1. Equipment Replacement - \$1,368,000 (\$1,038,000 General Fund Debt, \$275,000 Compost Revolving Fund Debt & \$55,000 Water Retained Earnings):** See detailed description under Table I - General Fund Debt.

## FY2021 RECOMMENDED PROJECTS - CASH CAPITAL (Table VIII)

| TABLE VIII: FY2021 RECOMMENDED FUNDING FROM REVENUES (Cash by Source) |   |              |                         |                              |                            |            |                      |              |               |  |
|---|---|--------------|-------------------------|------------------------------|----------------------------|------------|----------------------|--------------|---------------|--|
| Project   | Free Cash   | Tax Levy     | Water Retained Earnings | Recreation Retained Earnings | Enterprise Operating Funds | CPA*       | TNC Special Rev Fund | Total Cost   | Other **      |  |
| <b>SCHOOL PROJECTS</b>  |   |              |                         |                              |                            |            |                      |              |               |  |
| 1   | LPS Technology Program  | \$ 1,299,246 |                         |                              |                            |            |                      | \$ 1,299,246 | \$ —          |  |
|   | SUBTOTAL  | \$ 1,299,246 | \$ —                    | \$ —                         | \$ —                       | \$ —       | \$ —                 | \$ 1,299,246 | \$ —          |  |
| <b>FACILITIES</b>   |   |              |                         |                              |                            |            |                      |              |               |  |
| 2   | Public Facilities Master Plan   | \$ 100,000   |                         |                              |                            |            |                      | \$ 100,000   |               |  |
| 3   | Police Outdoor/Indoor Firing Range - Hartwell Avenue                  | \$ 125,000   |                         |                              |                            |            |                      | \$ 125,000   |               |  |
| 4   | Center Recreation Complex Bathrooms & Maintenance Building Renovation | \$ 100,000   |                         |                              |                            |            |                      | \$ 100,000   |               |  |
| 5   | LHS Science Classroom Space Mining                                    | \$ 150,000   |                         |                              |                            |            |                      | \$ 150,000   |               |  |
| 6   | School Building Envelopes and Associated Systems                      | \$ 239,285   |                         |                              |                            |            |                      | \$ 239,285   |               |  |
| 7   | Municipal Building Envelopes and Associated Systems                   |              | \$ 208,962              |                              |                            |            |                      | \$ 208,962   |               |  |
| 8   | Building Flooring Program   | \$ 125,000   |                         |                              |                            |            |                      | \$ 125,000   |               |  |
| 9   | School Paving and Sidewalk Program                                    | \$ 125,000   |                         |                              |                            |            |                      | \$ 125,000   |               |  |
| 10  | Public Facilities Bid Documents                                       | \$ 100,000   |                         |                              |                            |            |                      | \$ 100,000   |               |  |
| 11  | Public Facilities Mechanical/Electrical System Replacements           | \$ 672,000   |                         |                              |                            |            |                      | \$ 672,000   |               |  |
|   | SUBTOTAL  | \$ 1,736,285 | \$ 208,962              | \$ —                         | \$ —                       | \$ —       | \$ —                 | \$ 1,945,247 | \$ —          |  |
| <b>MUNICIPAL PROJECTS</b>   |   |              |                         |                              |                            |            |                      |              |               |  |
| 12  | Parker Meadow Accessible Trail Construction                           |              |                         |                              |                            | \$ 551,026 |                      | \$ 551,026   |               |  |
| 13  | Daisy Wilson Meadow Restoration                                       |              |                         |                              |                            | \$ 22,425  |                      | \$ 22,425    |               |  |
| 14  | Wright Farm Site Plan & Design  |              |                         |                              |                            | \$ 69,000  |                      | \$ 69,000    |               |  |
| 15  | Transportation Mitigation - Transportation Safety Group               |              |                         |                              |                            |            | \$ 16,504            | \$ 16,504    |               |  |
| 16  | Ambulance Replacement   | \$ 325,000   |                         |                              |                            |            |                      | \$ 325,000   |               |  |
| 17  | Pine Meadows Clubhouse Renovation                                     |              |                         | \$ 100,000                   |                            |            |                      | \$ 100,000   |               |  |
| 18  | Athletic Facility Lighting  |              |                         |                              |                            | \$ 450,000 |                      | \$ 450,000   |               |  |
| 19  | Park and Playground Improvements                                      |              |                         |                              |                            | \$ 95,000  |                      | \$ 95,000    |               |  |
| 20  | Park Improvements - Athletic Fields                                   |              |                         |                              |                            | \$ 370,000 |                      | \$ 370,000   |               |  |
| 21  | Park Improvements - Hard Court Resurfacing                            |              |                         |                              |                            | \$ 100,000 |                      | \$ 100,000   |               |  |
| 22  | Pine Meadows Equipment  |              |                         | \$ 80,000                    |                            |            |                      | \$ 80,000    |               |  |
| 23  | Athletic Fields Feasibility Study                                     | \$ 100,000   |                         |                              |                            |            |                      | \$ 100,000   |               |  |
| 24  | New Sidewalk Installations  | \$ 280,000   |                         |                              |                            |            |                      | \$ 280,000   |               |  |
| 25  | Battle Green Master Plan - Phase 3                                    |              |                         |                              |                            | \$ 317,044 |                      | \$ 317,044   |               |  |
| 26  | Equipment Replacement   |              |                         | \$ 55,000                    |                            |            |                      | \$ 55,000    |               |  |
| 27  | Street Improvements   |              | \$ 2,634,022            |                              |                            |            |                      | \$ 2,634,022 | \$ 1,072,681  |  |
| 28  | Storm Drainage Improvements and NPDES compliance                      | \$ 385,000   |                         |                              |                            |            |                      | \$ 385,000   |               |  |
| 29  | Hydrant Replacement Program   | \$ 75,000    |                         | \$ 75,000                    |                            |            |                      | \$ 150,000   |               |  |
| 30  | Townwide Signalization Improvements                                   | \$ 125,000   |                         |                              |                            |            |                      | \$ 125,000   |               |  |
| 31  | Sanitary Sewer System Investigation and Improvements                  |              |                         |                              | \$ 100,000                 |            |                      | \$ 100,000   |               |  |
| 32  | Water Distribution System Improvements                                |              |                         |                              | \$ 200,000                 |            |                      | \$ 200,000   |               |  |
| 33  | Municipal Technology Improvement Program                              | \$ 100,000   |                         |                              |                            |            |                      | \$ 100,000   |               |  |
| 34  | Application Implementation  | \$ 325,000   |                         |                              |                            |            |                      | \$ 325,000   |               |  |
| 35  | Phone Systems & Unified Communication                                 | \$ 150,000   |                         |                              |                            |            |                      | \$ 150,000   |               |  |
| 36  | Lady of Lexington Painting Restoration                                |              |                         |                              |                            | \$ 9,000   |                      | \$ 9,000     |               |  |
| 37  | Archives & Records Management/Records Conservation & Preservation     |              |                         |                              |                            | \$ 20,000  |                      | \$ 20,000    |               |  |
|   | SUBTOTAL  | \$ 1,865,000 | \$ 2,634,022            | \$ 130,000                   | \$ 180,000                 | \$ 300,000 | \$ 2,003,495         | \$ 7,129,021 |               |  |
| <b>OTHER CPA FUNDED PROJECTS</b>                                      |   |              |                         |                              |                            |            |                      |              |               |  |
| 38  | Vine Street Affordable Housing  |              |                         |                              |                            | \$ 100,000 |                      | \$ 100,000   |               |  |
| 39  | Greeley Village Community Center Preservation                         |              |                         |                              |                            | \$ 130,000 |                      | \$ 130,000   |               |  |
|   | SUBTOTAL  | \$ —         | \$ —                    | \$ —                         | \$ —                       | \$ 230,000 | \$ —                 | \$ 230,000   |               |  |
|   | TOTAL   | \$ 4,900,531 | \$ 2,842,984            | \$ 130,000                   | \$ 180,000                 | \$ 300,000 | \$ 2,233,495         | \$ 16,504    | \$ 10,603,514 |  |

\* CPA totals do not include proposed FY2021 administrative budget of \$150,000 and \$3,968,594 for debt service.

\*\* Other includes \$1,072,681 in Chapter 90 Aid for street improvements, which reflects the traditional distribution of \$975,165, plus an additional distribution of \$97,516 approved in December 2019.

\*\*\* Proposed funding for the annual street resurfacing program is comprised of \$2,634,022 of tax levy dollars and an anticipated distribution of \$1,072,681 of Chapter 90 funds. This level of funding is intended to move the Town toward a targeted roadway surface rating (RSR) in the mid-80s.

## **School Department Projects**

- 1. LPS Technology Program - \$1,299,246 (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 FY2021 would provide funding for the following:

Tech Workstations - \$185,350 is requested to replace staff workstations and peripheral devices (laptops, desktops, printers and monitors).

1:1 Middle School Program - \$221,000 is requested to fund Chromebooks for 6<sup>th</sup> graders entering Diamond and Clark Middle Schools, which will follow them through middle school.

1:1 at LHS - \$176,800 is requested to purchase Chromebooks for 9<sup>th</sup> graders, which will follow them through high school.

STEM/STEAM/Computer Science - \$49,200 is requested to update the Music Computer Lab at LHS and purchase STEM/STEAM based curricular materials.

Interactive Projectors/Whiteboard Units and Document Cameras - \$238,896 is requested to replace 48 interactive projectors districtwide. 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. The request will also replace 28 document cameras at Bowman Elementary School, with remaining schools planned in future years.

District and Building Network Infrastructure - \$248,000 is requested to replace end of life WAPS (Wireless Application Protocol), switches and POEs (Power over Ethernet) districtwide.

Server/Storage Infrastructure - \$180,000 is requested to 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.

## **Department of Public Facilities Projects**

- 2. Public Facilities Master Plan - \$100,000 (Free Cash):** This funding requests is for the purpose of creating a Public Facilities Master Plan for municipal buildings and infrastructure to be combined with the School Facilities Master Plan to better inform policy makers on future projects, total costs and potential debt costs.
- 3. Police Outdoor/Indoor Firing Range - Hartwell Avenue - \$125,000 (Free Cash):** The Police Department is requesting funds to produce a schematic design for a firing range at the Hartwell Avenue Composting facility to replace the current outdoor range at the facility which is no longer adequate, and the indoor range which will not be rebuilt in the new Police Station. Given the importance of 'use of force' training for police officers, there may be an opportunity for construction to be funded by state and/or federal grants. Availability of those grants may not be known until a more detailed design is available. Therefore, a request for construction funding will be delayed until FY2023 at the earliest to allow time for stakeholders to evaluate the grant potential and provide a comprehensive assessment to Town Meeting.

- 4. Center Recreation Complex Bathrooms & Maintenance Building Renovation - \$100,000 (Free Cash):** This request is for design and engineering costs associated with renovation of the bathrooms and maintenance building at the Center Recreation Complex. The project will renovate the bathrooms, repair the plumbing system, and install new fixtures. In addition, the storage area currently used by DPW staff to maintain the athletic fields in the area, will be renovated to better support those efforts.
- 5. LHS Science Classroom Space Mining - \$150,000 (Free Cash):** While there is a long-term plan to renovate or replace the high school, there is an immediate need to provide sufficient space to educate students at current enrollment levels. It is projected that there will be insufficient Science lab space in FY2021 to support the science curriculum. This request will provide design and construction dollars to modify existing interior spaces over the Summer of 2020 to meet that need. Furnishings and equipment will be provided from the school operating budget.
- 6. School Building Envelopes and Associated Systems - \$239,285 (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 FY2021 request will be used to address repairs of water and air infiltration issues of the gaskets, caulking, doors and windows at the Central Administration Building, and Bridge and Bowman Elementary Schools.
- 7. Municipal Building Envelopes and Associated Systems - \$208,962 (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 FY2021 request seeks funding for implementation of extraordinary repairs on the Cary Memorial Building. The Town contracted with LDa Architecture to review the existing interior and exterior condition. This project will repair soffit and roofing issues as well as other building envelope issues.
- 8. 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 FY2021 request will be used for hallway floors at Harrington Elementary School, and various locations at the Public Services Building. In FY2020, the Clarke middle school gym floor was re-poured, and a stairwell at the Diamond middle school was replaced. A project at the Town Office Building is planned for Spring 2020. The goal of this annual program is to ensure failing floor surfaces are replaced and are safe for all users.
- 9. School Paving and Sidewalk Program - \$125,000 (Free Cash):** This capital request provides 'as needed' replacement of sidewalks, bus loops and parking areas on school grounds. The FY2021 request will specifically fund sidewalk panel replacements and parking and roadway improvements at the Bridge and Bowman Elementary Schools 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 highlights the Safe Routes to School.
- 10. 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 both municipal and school 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 end of summer.

**11. Public Facilities Mechanical/Electrical System Replacements - \$672,000 (Free Cash):**

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 FY2021 appropriation will be used to replace the Variable Air Volume (VAV) system at Cary Memorial Library, which is under-performing due to the units having exceeded their life-cycle. If not replaced, the Library risks unplanned interruptions in service and unreliable control of space temperatures for building occupants. If funded, the project would take place in fall of 2020, after the cooling season.

## **Municipal Projects**

**12. Parker Meadow Accessible Trail Construction - \$551,026 (CPA):** This request will fund construction of a universal accessible passive recreation trail system at Parker Meadow Conservation Area, a 17-acre parcel located near Lexington Center with access off the Minuteman Bikeway. Design funds were approved at 2014 Annual Town Meeting.

**13. Daisy Wilson Meadow Restoration - \$22,425 (CPA):** This request is a continuation of the Conservation Commissions Meadow Preservation Program to preserve approximately 5 acres of meadow at the Daisy Wilson Meadow. The preservation will improve passive recreation opportunities, enhance wildlife and plant habitat, and create a renewed connection to Lexington's history through the recovery of stone walls and scenic vistas.

**14. Wright Farm Site Plan & Design - \$69,000 (CPA):** This request is for planning and design funds for Wright Farm. The project proposes to build on the existing planning that has been done for the Wright Farm barn property by engaging a consultant to develop a site access and design plan with cost estimates for conservation land access, parking and trail access. The barn is in process of being transferred to the Conservation Commission to be managed alongside the 12.6 acre Wright Farm Property. The Commission is currently engaged in long-term planning for the entire facility with the possibility of converting the barn into an environmental education center; possibilities exist to use the renovated space for events or to house the offices of local conservation organizations.

**15. Transportation Mitigation - Transportation Safety Group - \$16,504 (Transportation Network Company (TNC) Special Revenue Fund):** 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). The FY2021 funds are proposed for data collection; safety analysis to respond to resident requests; and alternative transportation education and bike safety.

**16. Ambulance Replacement - \$325,000 (Free Cash):** The Fire Department's ambulance replacement program attempts to rotate ambulances every three years. The new vehicle runs as the primary ambulance, moves to the secondary position and finally to mechanical back-up status. At the end of the nine-year rotation, the mechanical back-up vehicle has roughly 150,000 miles on it and completes more than 9,000 medical transports. This FY2021 request will fund the purchase of a new ambulance with the mechanical back-up ambulance being traded in.

**17. Pine Meadows Clubhouse Renovation - \$100,000 (Recreation Retained Earnings):** This request is for design and engineering costs associated with renovation of the clubhouse at Pine Meadows Golf Club. The clubhouse was constructed prior to the Town's acquisition of the course in 1988, and is in need of a complete renovation. Work is anticipated to include renovating the main concourse area and the bathrooms, including plumbing and fixtures, replacing the roof, and making the building ADA-compliant.

- 18. Athletic Facility Lighting - \$450,000 (CPA):** This request is to complete the Athletic Facility Lighting project at the Gallagher Tennis Courts, Center basketball courts, and Town Pool Complex. Funding for this project was approved at the 2018 Annual Town Meeting and the scope called for the upgrades to be completed at these locations, as well as the Center #1 baseball field and Center #2 softball field. However, work was only completed at Center #1 and Center #2 since the bid came in over-budget.
- 19. Park and Playground Improvements - \$95,000 (CPA):** This request will update and replace playground equipment and install a bike rack at Sutherland Park. The proposed improvements will renovate and rehabilitate existing safety surfacing and equipment so that the site will be in compliance with the Consumer Product Safety Commission (CPSC), the American Society for Testing and Materials (ASTM) and the American with Disabilities Act (ADA). Additionally, at the recommendation of the ADA Compliance Study that was completed in 2017, the surfacing tiles at the entrance of the playground will be reset, an accessible route to the dugouts at the baseball field will be created, and an accessible path will be extended from the existing asphalt path to the water fountain near the entrance of the park.
- 20. Park Improvements - Athletic Fields - \$370,000 (CPA):** This ongoing multi-year capital program is to address safety and playability concerns as well as provide 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 FY2021 funds will be used for such improvements to the Harrington Elementary School Field. Based on recommendations from a 2017 ADA Compliance Study, the gravel driveway from Lowell Street will be paved to provide more accessible parking and a formal entrance, an accessible route will be created from the school drive to the team areas, and the team areas will be renovated to provide more appropriate wheelchair space. In addition, new in-ground irrigation systems will be installed at the Bowman and Franklin School fields. If approved, renovations will begin in the Fall of 2020.
- 21. Park Improvements - Hard Court Resurfacing - \$100,000 (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 FY2021 funding request will resurface, paint and re-stripe the Valley tennis courts, install a new bike rack and pave the parking area and stone dust path. These repairs of hard court surfaces will increase their quality and safety.
- 22. Pine Meadows Equipment - \$80,000 (Recreation Retained Earnings):** This request will purchase a new fairway mower and a top dresser machine to replace existing equipment acquired in 2012 and 2001. The life expectancy of a fairway mower is 10 years and 15 years for a top dresser. The new equipment will ensure proper maintenance of the turf, improved pace of play, and superior playing conditions.
- 23. Athletic Fields Feasibility Study - \$100,000 (Free Cash):** Funds for a feasibility study for 14 town-owned properties are requested. The study is intended to consider improvements to the properties that may include converting natural grass to synthetic turf, installing lighting, or reorienting existing fields. It is anticipated that the results would prioritize proposed improvements, which would serve as the basis for future capital requests.

- 24. New Sidewalk Installations - \$280,000 (Free Cash):** This request will fund construction of new sidewalks in two locations - 1) Westminster from Lowell Street to the Arlington Town Line, and 2) Massachusetts Avenue from Crosby Drive to approximately the Route 95 bridge, to accommodate access to Hastings School for direct abutters who no longer have rear yard access. Additional locations have been requested for future years, and may warrant having further discussions with policy makers on cost-sharing with property owners through betterment assessments.
- 25. Battle Green Master Plan - Phase 3 - \$317,044 (CPA):** The FY2021 request is for the final portion of a three phase Battle Green Master Plan implementation. Phases 1, 2 and half of Phase 3 have been funded with work scheduled for fall 2019 and spring 2020. Originally, full funding for Phase 3 was requested in FY2020, but CPA funding constraints caused a portion of the project to be deferred until FY2021. This final installment will address lights and the remaining pathway, monument and landscaping work.
- 26. Equipment Replacement - \$1,368,000 (\$1,038,000 General Fund Debt, \$275,000 Compost Revolving Fund Debt & \$55,000 Water Retained Earnings):** See detailed description under Table I - General Fund Debt.
- 27. Street Improvements - \$3,706,703 (\$2,634,022 Tax Levy, \$1,072,681 Chapter 90 funding):** This is an annual request for the street resurfacing and maintenance program. In addition to the \$2,634,022 appropriated from the tax levy, \$1,072,681 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 \$220 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>FY2021</b>                   |
| 2001 Override Increased by 2.5% per year                                | \$ 706,067                      |
| Maintenance of unallocated revenue from FY2012 Revenue Allocation Model | \$ 281,234                      |
| Maintenance of unallocated revenue from FY2013 Revenue Allocation Model | \$ 164,850                      |
| FY2014 Health Insurance Savings   | \$1,100,000                     |
| Additional Tax Levy Funding   | \$ 381,871                      |
| Estimated Chapter 90 Aid  | \$1,072,681                     |
|   | <u>Total</u> <u>\$3,706,703</u> |
|   | Without Chapter 90 \$2,634,022  |



- 28. 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 stormwater issues discovered during NPDES investigation work. 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.
- 29. 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 67 hydrants were replaced in FY2019.
- 30. 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, which includes ADA compliance, condition assessment, signal timing, delays and prioritization recommendations. Bid documents for the intersection of Massachusetts Avenue at Worthen Road are being prepared, with construction starting in 2020. 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.
- 31. Sanitary Sewer System Investigation and Improvements - \$1,000,000 (\$900,000 Wastewater Debt, \$100,000 Wastewater User Charges):** See detailed description under Table III: Wastewater Fund Debt.
- 32. Water Distribution System Improvements - \$2,200,000 (\$2,000,000 Water Debt/MWRA Loan, \$200,000 Water User Charges):** See detailed description under Table II: Water Fund Debt.
- 33. Municipal Technology Improvement Program - \$100,000 (Free Cash):** This FY2021 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 FY2021 request will expand data storage and management capacity and will expand data backup capacity to match the file storage growth. In addition to SAN needs, equipment will be purchased to assist with data transfer to Cloud services and Cloud backup and Disaster Recovery needs. 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.

**34. Application Implementation - \$325,000 (Free Cash):** This capital project is for large application migrations and implementations. The FY2021 request covers a number of initiatives - 1) purchase site licensing for Microsoft Office 2019 to allow deferral of Microsoft Office 365 for a few years, 2) purchase additional Laserfiche licensing to enable adoption of workflow to eliminate paper processes, 3) replatform the Town of Lexington website to improve website capabilities and functionality, and 4) upgrade the Assessors database and application (called VISION) to the new version.

**35. Phone Systems & Unified Communication - \$150,000 (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. The FY2021 capital request is for replacement of some end-of-life core equipment installed at the beginning of the Voice Over Internet Protocol (VOIP) project. In addition to the replacement of existing hardware, this request covers migration to the current license structure and current software licensing.

**36. Lady of Lexington Painting Restoration - \$9,000 (CPA):** This request would restore the 1867 "Margaret Lady of Lexington" painting, by an unknown artist. The painting was gifted to the trustees of the Cary Memorial Building by Mr. Elwyn G. Preston, and has been on display inside the Cary Memorial Building since October 1928. The painting is in fair-poor condition, both aesthetically and structurally. If funded, restoration work is anticipated to commence in January 2021, with completion by June 2021.

**37. 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 FY2021 request will include selected Colonial Tax Warrants, an 1873 Tax Book, Police Department Journals from 1874-1909, and Valuation Books from 1916-1918. 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**

**38. Vine Street Affordable Housing - \$100,000 (CPA):** The Lexington Housing Assistance Board (LexHAB) requests funds to design affordable housing at 116 Vine Street (Leary Farm) to include reviewing reuse of the Hosmer House at the site. The original purchase of the 14.2 acre parcel preserved the land for conservation, and reserved a 30,000 square foot lot (0.7 acres) with frontage on Vine Street to create affordable housing. In May 2011, the Leary Property Community Housing Task Force final report recommended that five or six units of affordable housing be built in one or two structures with LexHAB as the developer. This request is the first of a three phase public construction project. Funding for phase 1 will be used to select a design team, meet with neighbors and stakeholders, and develop the project scope, budget and schedule. A recommendation will then be made for moving the project into Phase 2 construction documentation and Phase 3 construction.

**39. Greeley Village Community Center Preservation - \$130,000 (CPA):** The Lexington Housing Authority (LHA) seeks funding for the preservation of the Greeley Village community building, a two-story wood and steel frame building that provides TV, Wi-Fi, and kitchen use for residents, as well as housing laundry units and an emergency generator. Both floors are wheelchair accessible, with an on-grade approach to a concrete apron around the building foundation and a ramp leading to an open balcony surrounding the second-floor meeting room. The project consists of replacing the windows and exterior doors as well as preserving the ramp, decking structures and the second level porch.

**Table IX: Deferred FY2021 and Proposed FY2022-FY2025 Capital Requests**

| <b>Ongoing Capital Programs - General Fund</b>     |  |                        |               |               |               |               |               |
|--|--|------------------------|---------------|---------------|---------------|---------------|---------------|
| <b>Dept.</b>                                       | <b>Project Name</b>  | <b>Deferred FY2021</b> | <b>FY2022</b> | <b>FY2023</b> | <b>FY2024</b> | <b>FY2025</b> | <b>Total</b>  |
| <i>Information Technology</i>                      |  |                        |               |               |               |               |               |
|  | Phone Systems & Unified Communication                                    | \$ —                   | \$ 100,000    | \$ 90,000     | \$ 80,000     | \$ 60,000     | \$ 330,000    |
|  | Network Core Equipment Replacement                                       | \$ —                   | \$ 80,000     | \$ 190,000    | \$ —          | \$ 260,000    | \$ 530,000    |
|  | Municipal Technology Improvement Program                                 | \$ —                   | \$ 85,000     | \$ 100,000    | \$ 100,000    | \$ 100,000    | \$ 385,000    |
|  | Network Redundancy & Improvement Plan                                    | \$ —                   | \$ 330,000    | \$ 220,000    | \$ 110,000    | \$ 110,000    | \$ 770,000    |
|  | Application Implementation   | \$ —                   | \$ 150,000    | \$ 75,000     | \$ 75,000     | \$ 75,000     | \$ 375,000    |
|  |  | \$ —                   | \$ 745,000    | \$ 675,000    | \$ 365,000    | \$ 605,000    | \$ 2,390,000  |
| <i>Land Use, Health and Development</i>            |  |                        |               |               |               |               |               |
|  | Transportation Mitigation  | \$ —                   | \$ 100,000    | \$ 100,000    | \$ 100,000    | \$ 100,000    | \$ 400,000    |
|  |  | \$ —                   | \$ 100,000    | \$ 100,000    | \$ 100,000    | \$ 100,000    | \$ 400,000    |
| <i>Public Facilities</i>                           |  |                        |               |               |               |               |               |
|  | Townwide Roofing Program   | \$ —                   | \$ 200,934    | \$ 5,626,693  | \$ 2,177,880  | \$ 2,976,191  | \$ 10,981,698 |
|  | School Building Envelopes and Associated Systems                         | \$ —                   | \$ 245,199    | \$ 251,400    | \$ 257,684    | \$ 264,127    | \$ 1,018,410  |
|  | Municipal Building Envelopes and Associated Systems                      | \$ —                   | \$ 214,186    | \$ 219,540    | \$ 225,029    | \$ 230,655    | \$ 889,410    |
|  | Building Flooring Program  | \$ —                   | \$ 125,000    | \$ 125,000    | \$ 125,000    | \$ 125,000    | \$ 500,000    |
|  | School Paving and Sidewalk 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              | \$ —                   | \$ 728,000    | \$ 788,500    | \$ 850,000    | \$ 919,706    | \$ 3,286,206  |
|  |  | \$ —                   | \$ 1,738,319  | \$ 7,236,133  | \$ 3,860,593  | \$ 4,740,679  | \$ 17,575,724 |
| <i>Public Works</i>                                |  |                        |               |               |               |               |               |
|  | Equipment Replacement  | \$ —                   | \$ 1,315,000  | \$ 1,432,000  | \$ 1,260,000  | \$ 1,205,000  | \$ 5,212,000  |
|  | Street Improvements  | \$ —                   | \$ 2,651,674  | \$ 2,669,767  | \$ 2,688,312  | \$ 2,707,321  | \$ 10,717,074 |
|  | Hydrant Replacement Program  | \$ —                   | \$ 150,000    | \$ 150,000    | \$ 150,000    | \$ 150,000    | \$ 600,000    |
|  | Sidewalk Improvement   | \$ —                   | \$ 800,000    | \$ 800,000    | \$ 800,000    | \$ 800,000    | \$ 3,200,000  |
|  | Townwide Signalization Improvements                                      | \$ —                   | \$ 125,000    | \$ 50,000     | \$ 55,000     | \$ —          | \$ 230,000    |
|  | * Storm Drainage Improvements and NPDES compliance                       | \$ —                   | \$ 385,000    | \$ 385,000    | \$ 385,000    | \$ 385,000    | \$ 1,540,000  |
|  | * Comprehensive Watershed Stormwater Management Study and Implementation | \$ —                   | \$ 390,000    | \$ 390,000    | \$ 390,000    | \$ 390,000    | \$ 1,560,000  |
|  | * Townwide Culvert Replacement   | \$ —                   | \$ 390,000    | \$ 390,000    | \$ 390,000    | \$ 390,000    | \$ 1,560,000  |
|  | <i>*Potential future funding from Stormwater Management Fee</i>          | \$ —                   | \$ 6,206,674  | \$ 6,266,767  | \$ 6,118,312  | \$ 6,027,321  | \$ 24,619,074 |
| <i>Schools</i>                                     |  |                        |               |               |               |               |               |
|  | LPS Technology Capital Request   | \$ —                   | \$ 1,177,046  | \$ 1,335,186  | \$ 1,397,810  | \$ 1,297,846  | \$ 5,207,888  |
|  |  | \$ —                   | \$ 1,177,046  | \$ 1,335,186  | \$ 1,397,810  | \$ 1,297,846  | \$ 5,207,888  |
|  | <b>Total Capital Programs - General Fund</b>                             | \$ —                   | \$ 9,967,039  | \$ 15,613,086 | \$ 11,841,715 | \$ 12,770,846 | \$ 50,192,686 |
| <b>Ongoing Capital Programs - Enterprise Funds</b> |  |                        |               |               |               |               |               |
| <b>Dept.</b>                                       | <b>Project Name</b>  | <b>Deferred FY2021</b> | <b>FY2022</b> | <b>FY2023</b> | <b>FY2024</b> | <b>FY2025</b> | <b>Total</b>  |
| <i>Public Works</i>                                |  |                        |               |               |               |               |               |
|  | Sanitary Sewer System Investigation and Improvements                     | \$ —                   | \$ 1,000,000  | \$ 1,000,000  | \$ 1,000,000  | \$ 1,000,000  | \$ 4,000,000  |
|  | Pump Station Upgrades  | \$ —                   | \$ 298,000    | \$ 50,000     | \$ —          | \$ —          | \$ 348,000    |
|  | Water Distribution System Improvements                                   | \$ —                   | \$ 2,200,000  | \$ 2,200,000  | \$ 2,530,000  | \$ 3,040,000  | \$ 9,970,000  |
|  |  | \$ —                   | \$ 3,498,000  | \$ 3,250,000  | \$ 3,530,000  | \$ 4,040,000  | \$ 14,318,000 |
| <i>Recreation &amp; Community Programs</i>         |  |                        |               |               |               |               |               |
|  | Pine Meadows Improvements  | \$ —                   | \$ —          | \$ 60,000     | \$ —          | \$ 100,000    | \$ 160,000    |
|  | Pine Meadows Equipment   | \$ —                   | \$ —          | \$ 75,000     | \$ 75,000     | \$ 50,000     | \$ 200,000    |
|  |  | \$ —                   | \$ —          | \$ 135,000    | \$ 75,000     | \$ 150,000    | \$ 360,000    |
|  | <b>Total Capital Programs - Enterprise Funds</b>                         | \$ —                   | \$ 3,498,000  | \$ 3,385,000  | \$ 3,605,000  | \$ 4,190,000  | \$ 14,678,000 |

**Table IX: Deferred FY2021 and Proposed FY2022-FY2025 Capital Requests**

| <b>Ongoing and One-Time Capital Projects - CPA Fund</b> |   |                        |                   |                     |                   |                   |                     |
|---|---|------------------------|-------------------|---------------------|-------------------|-------------------|---------------------|
| <b>Dept.</b>  | <b>Project Name</b>   | <b>Deferred FY2021</b> | <b>FY2022</b>     | <b>FY2023</b>       | <b>FY2024</b>     | <b>FY2025</b>     | <b>Total</b>        |
| Land Use, Health & Development                          | Willard's Woods Site Improvements                                 | \$ —                   | \$ 597,114        | \$ —                | \$ —              | \$ —              | \$ 597,114          |
|   | West Farm Meadow Preservation                                     | \$ —                   | \$ 22,425         | \$ —                | \$ —              | \$ —              | \$ 22,425           |
| Recreation & Community Programs                         | Park and Playground Improvements                                  | \$ —                   | \$ 105,000        | \$ 70,000           | \$ 95,000         | \$ 755,000        | \$ 1,025,000        |
|   | Park Improvements - Athletic Fields                               | \$ —                   | \$ 128,750        | \$ 195,000          | \$ 200,000        | \$ —              | \$ 523,750          |
|   | Park Improvements - Hard Court Resurfacing                        | \$ —                   | \$ —              | \$ 1,730,000        | \$ —              | \$ —              | \$ 1,730,000        |
|   | Outdoor Pickleball Court Construction                             | \$ —                   | \$ —              | \$ —                | \$ 100,000        | \$ —              | \$ 100,000          |
|   | Cricket Field Construction  | \$ —                   | \$ —              | \$ —                | \$ 200,000        | \$ —              | \$ 200,000          |
| Town Clerk  | Archives & Records Management/Records Conservation & Preservation | \$ —                   | \$ 20,000         | \$ 20,000           | \$ 20,000         | \$ 20,000         | \$ 80,000           |
| <b>Total Capital Projects - CPA Funds</b>               |   | <b>\$ —</b>            | <b>\$ 873,289</b> | <b>\$ 2,015,000</b> | <b>\$ 615,000</b> | <b>\$ 775,000</b> | <b>\$ 4,278,289</b> |

| <b>One-Time Capital Projects - General Fund</b> |   |                        |                      |                     |                     |                      |                      |
|---|---|------------------------|----------------------|---------------------|---------------------|----------------------|----------------------|
| <b>Dept.</b>                                    | <b>Project Name</b>   | <b>Deferred FY2021</b> | <b>FY2022</b>        | <b>FY2023</b>       | <b>FY2024</b>       | <b>FY2025</b>        | <b>Total</b>         |
| Fire  | Ambulance Replacement   | \$ —                   | \$ —                 | \$ —                | \$ 325,000          | \$ —                 | \$ 325,000           |
|   | Replace 2004 Pumper   | \$ —                   | \$ —                 | \$ 625,000          | \$ —                | \$ —                 | \$ 625,000           |
| Library   | Cary Library Children's Room Renovation Project                       | \$ —                   | \$ 5,750,000         | \$ —                | \$ —                | \$ —                 | \$ 5,750,000         |
| Police  | Police Outdoor/Indoor Firing Range - Hartwell Avenue                  | \$ —                   | \$ —                 | \$ 4,900,000        | \$ —                | \$ —                 | \$ 4,900,000         |
| Public Facilities                               | Lexington High School Feasibility                                     | \$ —                   | \$ 1,825,000         | \$ —                | \$ —                | \$ —                 | \$ 1,825,000         |
|   | LHS Science Classroom Space Mining                                    | \$ —                   | \$ —                 | \$ 200,000          | \$ —                | \$ —                 | \$ 200,000           |
| Public Works                                    | Municipal Parking Lot improvements                                    | \$ —                   | \$ 40,000            | \$ 480,000          | \$ —                | \$ —                 | \$ 520,000           |
|   | Hartwell Avenue Compost Site Improvements                             | \$ —                   | \$ 200,000           | \$ —                | \$ —                | \$ —                 | \$ 200,000           |
|   | Battle Green Streetscape Improvements                                 | \$ —                   | \$ 3,000,000         | \$ —                | \$ —                | \$ —                 | \$ 3,000,000         |
|   | Public Parking Lot Improvement Program                                | \$ —                   | \$ 100,000           | \$ 500,000          | \$ 500,000          | \$ —                 | \$ 1,100,000         |
|   | Bedford and Hartwell Ave Long Range Transportation improvements       | \$ —                   | \$ —                 | \$ —                | \$ 1,580,000        | \$ —                 | \$ 1,580,000         |
|   | New Sidewalk Installations  | \$ —                   | \$ 650,000           | \$ 940,000          | \$ —                | \$ 3,250,000         | \$ 4,840,000         |
| Recreation & Community Programs                 | Community Center Campus Expansion                                     | \$ —                   | \$ —                 | \$ 250,000          | \$ 210,000          | \$ 22,550,000        | \$ 23,010,000        |
|   | Pine Meadows Clubhouse Renovation                                     | \$ —                   | \$ 950,000           | \$ —                | \$ —                | \$ —                 | \$ 950,000           |
|   | Lincoln Park Field Improvements                                       | \$ —                   | \$ —                 | \$ —                | \$ —                | \$ 1,200,000         | \$ 1,200,000         |
|   | Center Recreation Complex Bathrooms & Maintenance Building Renovation | \$ —                   | \$ 750,000           | \$ —                | \$ —                | \$ —                 | \$ 750,000           |
|   |   | <b>\$ —</b>            | <b>\$ 13,265,000</b> | <b>\$ 7,895,000</b> | <b>\$ 2,615,000</b> | <b>\$ 27,000,000</b> | <b>\$ 50,775,000</b> |

| <b>Capital Project Parking Lot - Not Likely to be Funded</b> |  |                        |                     |               |                   |               |                     |
|--|--|------------------------|---------------------|---------------|-------------------|---------------|---------------------|
| <b>Dept.</b>   | <b>Project Name</b>                    | <b>Deferred FY2021</b> | <b>FY2022</b>       | <b>FY2023</b> | <b>FY2024</b>     | <b>FY2025</b> | <b>Total</b>        |
| Land Use   | Parking Lot Consolidation and Repaving | \$ 105,000             | \$ 1,500,000        | \$ —          | \$ —              | \$ —          | \$ 1,605,000        |
| Public Works   | Cemetery Projects                      | \$ —                   | \$ 413,250          | \$ —          | \$ —              | \$ —          | \$ 413,250          |
|  | Street Acceptance                      | \$ —                   | \$ —                | \$ —          | \$ —              | \$ —          | \$ —                |
|  | Public Grounds Irrigation Improvements | \$ —                   | \$ —                | \$ —          | \$ 200,000        | \$ —          | \$ 200,000          |
|  | Staging for Special Events             | \$ 55,000              | \$ —                | \$ —          | \$ —              | \$ —          | \$ 55,000           |
|  |  | <b>\$ 160,000</b>      | <b>\$ 1,913,250</b> | <b>\$ —</b>   | <b>\$ 200,000</b> | <b>\$ —</b>   | <b>\$ 2,273,250</b> |

# Appendix A: Program Improvement Request Summary

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# Appendix A: Program Improvement Requests

Shared and Municipal Programs 2000 - 8000

FY2021 Recommended Budget: Program Improvements

## Program Improvement Request Summary

| Program                             | Department Requests | Recommended       | Not Recommended   |
|-------------------------------------|---------------------|-------------------|-------------------|
| <b>General Fund</b>                 |                     |                   |                   |
| Public Facilities                   | \$ 226,876          | \$ 102,645        | \$ 124,231        |
| Public Works                        | \$ 115,063          | \$ 31,563         | \$ 83,500         |
| Police                              | \$ 117,527          | \$ 15,836         | \$ 101,691        |
| Fire                                | \$ 104,524          | \$ —              | \$ 104,524        |
| Library                             | \$ 76,088           | \$ 65,541         | \$ 10,547         |
| Human Services                      | \$ 259,855          | \$ 67,910         | \$ 191,945        |
| Land Use, Health and Development    | \$ 117,776          | \$ 112,776        | \$ 5,000          |
| Town Manager's Office               | \$ 31,366           | \$ 31,366         | \$ —              |
| Miscellaneous Boards and Committees | \$ 2,010            | \$ —              | \$ 2,010          |
| Information Technology              | \$ 95,630           | \$ —              | \$ 95,630         |
| <b>Total General Fund Requests</b>  | <b>\$ 1,146,716</b> | <b>\$ 427,637</b> | <b>\$ 719,078</b> |
| <b>Non-General Fund</b>             |                     |                   |                   |
| Recreation                          | \$ 48,333           | \$ 48,333         | \$ —              |
| <b>Total Non-General Fund</b>       | <b>\$ 48,333</b>    | <b>\$ 48,333</b>  | <b>\$ —</b>       |
| <b>Combined Requests Total</b>      | <b>\$ 1,195,049</b> | <b>\$ 475,970</b> | <b>\$ 719,078</b> |



|  |   | Departmental Request |             |            |              | Recommendation |                 |
|--|---|----------------------|-------------|------------|--------------|----------------|-----------------|
| GENERAL FUND                                     |   |                      |             |            |              |                |                 |
| Program  | Description                                     | Compensation         | Expenses    | Benefits   | Total        | Recommended    | Not Recommended |
| <b>Public Facilities</b>                         |   |                      |             |            |              |                |                 |
| 2610 - Education Facilities                      | Maintenance Staff Increase                      | \$ 133,844           | \$ -        | \$ 33,032  | \$ 166,876   | \$ 82,645      | \$ 84,231       |
| 2620 - Municipal Facilities                      | Community Center Supplies & Equipment           | \$ -                 | \$ 60,000   | \$ -       | \$ 60,000    | \$ 20,000      | \$ 40,000       |
| <b>Total Public Facilities</b>                   |   | \$ 133,844           | \$ 60,000   | \$ 33,032  | \$ 226,876   | \$ 102,645     | \$ 124,231      |
| <b>Public Works</b>                              |   |                      |             |            |              |                |                 |
| 3100 - Admin & Engineering                       | Senior Civil Engineer                           | \$ 9,426             | \$ -        | \$ 137     | \$ 9,563     | \$ 9,563       | \$ -            |
| 3200 - Highway                                   | Roadway Decision Support System - Snow          | \$ -                 | \$ 12,000   | \$ -       | \$ 12,000    | \$ 12,000      | \$ -            |
| 3200 - Highway                                   | People GIS - Snow Ops Software                  | \$ -                 | \$ 19,500   | \$ -       | \$ 19,500    | \$ -           | \$ 19,500       |
| 3300 - Public Grounds                            | Bike Amenity Maintenance                        | \$ -                 | \$ 10,000   | \$ -       | \$ 10,000    | \$ -           | \$ 10,000       |
| 3300 - Public Grounds                            | Playground Maintenance                          | \$ -                 | \$ 10,000   | \$ -       | \$ 10,000    | \$ 10,000      | \$ -            |
| 3300 - Public Grounds                            | Tree Canopy Survey                              | \$ -                 | \$ 30,000   | \$ -       | \$ 30,000    | \$ -           | \$ 30,000       |
| 3300 - Public Grounds                            | Landscape Equipment                             | \$ -                 | \$ 24,000   | \$ -       | \$ 24,000    | \$ -           | \$ 24,000       |
| <b>Total Public Works</b>                        |   | \$ 9,426             | \$ 105,500  | \$ 137     | \$ 115,063   | \$ 31,563      | \$ 83,500       |
| <b>Police</b>                                    |   |                      |             |            |              |                |                 |
| 4150 - Dispatch                                  | Lead Dispatcher                                 | \$ -                 | \$ -        | \$ 15,836  | \$ 15,836    | \$ 15,836      | \$ -            |
| 4110 - Police Administration                     | Executive Development Program                   | \$ -                 | \$ 9,950    | \$ -       | \$ 9,950     | \$ -           | \$ 9,950        |
| 4120 - Patrol & Enforcement                      | Patrol Officer - Traffic Enforcement            | \$ 75,942            | \$ -        | \$ 15,799  | \$ 91,741    | \$ -           | \$ 91,741       |
| <b>Total Police</b>                              |   | \$ 75,942            | \$ 9,950    | \$ 31,635  | \$ 117,527   | \$ 15,836      | \$ 101,691      |
| <b>Fire</b>                                      |   |                      |             |            |              |                |                 |
| 4210 - Fire Administration                       | Lexipol Policy & Procedure Management Prog      | \$ -                 | \$ 29,000   | \$ -       | \$ 29,000    | \$ -           | \$ 29,000       |
| 4210 - Fire Administration                       | Pickup with Forestry Pump                       | \$ -                 | \$ 45,524   | \$ -       | \$ 45,524    | \$ -           | \$ 45,524       |
| 4210 - Fire Administration                       | All Terrain Vehicle                             | \$ -                 | \$ 30,000   | \$ -       | \$ 30,000    | \$ -           | \$ 30,000       |
| <b>Total Fire</b>                                |   | \$ -                 | \$ 104,524  | \$ -       | \$ 104,524   | \$ -           | \$ 104,524      |
| <b>Library</b>                                   |   |                      |             |            |              |                |                 |
| 5120 - Adult Services                            | Incr. Library Technician - 25 to 37 hrs/week    | \$ 19,262            | \$ -        | \$ 279     | \$ 19,541    | \$ 19,541      | \$ -            |
| 5120 - Adult Services                            | State Certification Levels for Materials Budget | \$ -                 | \$ 46,000   | \$ -       | \$ 46,000    | \$ 46,000      | \$ -            |
| 5120 - Adult Services                            | Additional PT Adult Page                        | \$ 10,396            | \$ -        | \$ 151     | \$ 10,547    | \$ -           | \$ 10,547       |
| <b>Total Library</b>                             |   | \$ 29,658            | \$ 46,000   | \$ 430     | \$ 76,088    | \$ 65,541      | \$ 10,547       |
| <b>Human Services</b>                            |   |                      |             |            |              |                |                 |
| 6210 - Transportation Services                   | Full-Time Transportation Manager                | \$ 17,654            | \$ -        | \$ 256     | \$ 17,910    | \$ 17,910      | \$ -            |
| 6210 - Transportation Services                   | Funding for Transit Service Pilots - FY2021     | \$ -                 | \$ 205,000  | \$ -       | \$ 205,000   | \$ 50,000      | \$ 155,000      |
| 6110 - Administration                            | Community Center Municipal Assistant            | \$ 21,068            | \$ -        | \$ 15,877  | \$ 36,945    | \$ -           | \$ 36,945       |
| <b>Total Human Services</b>                      |   | \$ 38,722            | \$ 205,000  | \$ 16,133  | \$ 259,855   | \$ 67,910      | \$ 191,945      |
| <b>Land Use, Health and Development</b>          |   |                      |             |            |              |                |                 |
| 7140 - Health                                    | Additional Health Agent                         | \$ 60,000            | \$ (18,000) | \$ 15,776  | \$ 57,776    | \$ 57,776      | \$ -            |
| 7300 - Economic Development                      | General Fund Support of Visitors Center         | \$ 51,000            | \$ -        | \$ -       | \$ 51,000    | \$ 51,000      | \$ -            |
| 7000 - Land Use                                  | ACROSS Lexington Brochure Update                | \$ -                 | \$ 9,000    | \$ -       | \$ 9,000     | \$ 4,000       | \$ 5,000        |
| <b>Total Land Use, Health and Development</b>    |   | \$ 111,000           | \$ (9,000)  | \$ 15,776  | \$ 117,776   | \$ 112,776     | \$ 5,000        |
| <b>Miscellaneous Boards and Committees</b>       |   |                      |             |            |              |                |                 |
| 8330 - Town Celebrations                         | Two-Way Business Radios                         | \$ -                 | \$ 2,010    | \$ -       | \$ 2,010     | \$ -           | \$ 2,010        |
| <b>Total Miscellaneous Boards and Committees</b> |   | \$ -                 | \$ 2,010    | \$ -       | \$ 2,010     | \$ -           | \$ 2,010        |
| <b>Town Manager</b>                              |   |                      |             |            |              |                |                 |
| 8220 - Human Resources                           | Part-Time Municipal Assistant                   | \$ 30,918            | \$ -        | \$ 448     | \$ 31,366    | \$ 31,366      | \$ -            |
| <b>Total Town Manager</b>                        |   | \$ 30,918            | \$ -        | \$ 448     | \$ 31,366    | \$ 31,366      | \$ -            |
| <b>Information Technology</b>                    |   |                      |             |            |              |                |                 |
| 8600 - Information Technology                    | Systems and Applications Administrator          | \$ 73,000            | \$ 6,000    | \$ 16,630  | \$ 95,630    | \$ -           | \$ 95,630       |
| <b>Total Information Technology</b>              |   | \$ 73,000            | \$ 6,000    | \$ 16,630  | \$ 95,630    | \$ -           | \$ 95,630       |
| <b>TOTAL - GENERAL FUND</b>                      |   | \$ 502,510           | \$ 529,984  | \$ 114,222 | \$ 1,146,716 | \$ 427,637     | \$ 719,078      |
| <b>NON-GENERAL FUND</b>                          |   |                      |             |            |              |                |                 |
| <b>Recreation</b>                                |   |                      |             |            |              |                |                 |
| 5220 - Recreation                                | Certified Therapeutic Recreation Specialist     | \$ 33,020            | \$ -        | \$ 15,313  | \$ 48,333    | \$ 48,333      | \$ -            |
| <b>Total Recreation</b>                          |   | \$ 33,020            | \$ -        | \$ 15,313  | \$ 48,333    | \$ 48,333      | \$ -            |
| <b>TOTAL - NON-GENERAL FUND</b>                  |   | \$ 33,020            | \$ -        | \$ 15,313  | \$ 48,333    | \$ 48,333      | \$ -            |



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# Appendix B: Budget Information

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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 Select Board 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 SELECT BOARD**

**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 Select Board, 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 Select Board after consultation with the School Committee, Appropriation Committee and the Capital Expenditures Committee.

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## **SUBMISSION OF CAPITAL EXPENDITURES BUDGET TO SELECT BOARD**

**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 Select Board 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 Select Board

Lexington's charter establishes an elected five-member Select Board to oversee the executive branch of Town government. Select Board Members are elected for three-year terms and are responsible for the general direction and management of the property and affairs of the Town.

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## 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 Select Board 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 Select Board 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 Select Board 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 Select Board shall transmit a copy of the capital budget together with their recommendations relative thereto to the Appropriation Committee and to the Capital Expenditures Committee.

---

## 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 Select Board shall submit a budget at the annual Town Meeting. The Select Board'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 Select Board 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 Select Board to be considered at the Annual Town Meeting. This review will include the Committee's advice and recommendations with reference to the various appropriations of town funds, and other municipal matters coming before such town meeting. The Appropriation Committee shall include in its report an assessment of the budget plan based on all the data available to it concerning the next year's revenues and expenses as well as a projection for future years' revenues and expenses.

This publication may be combined with and distributed at the same time as the Capital Expenditures Committee Report (Section 29-13(B) of the Code of the Town of Lexington).

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## **EXPLANATION OF APPROPRIATION COMMITTEE REPORT**

**TO OCCUR:** At the annual Town Meeting

**REFERENCE:** Section 29-11(B) of the Code of the Town of Lexington

The Appropriation Committee shall explain its report with advice and recommendations and it shall also at each special Town meeting give its advice and recommendations with reference to any appropriation of the Town funds or other municipal matter coming before such special Town meeting.



# The Capital Expenditures Committee

The Capital Expenditures Committee is a five to seven member board appointed by the Town Moderator. Members are appointed to three-year overlapping terms and consider the relative need, timing and cost of capital expenditure projects proposed for the ensuing five-year period.

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## **CAPITAL EXPENDITURES REPORT**

**TO OCCUR:** Prior to the annual Town Meeting

**REFERENCE:** Section 29-13 of the Code of the Town of Lexington

Each year the Capital Expenditures Committee shall request and receive from the Town boards and departments a list of all capital expenditures that may be required within the ensuing five-year period. The Committee shall consider the relative need, timing and cost of these projects, the adequacy thereof and the effect these expenditures might have on the financial position of the Town.

The Committee shall prior to each annual meeting for the transaction of business prepare, publish and distribute by making copies available at the office of the Town Clerk and at Cary Memorial Library, and by mailing or otherwise distributing to each Town meeting member, a report of its findings, setting forth a list of all such capital expenditures together with the Committee's recommendations as to the projects that should be undertaken within the five-year period and the approximate date on which each recommended project should be started. This publication may be combined with and distributed at the same time as the Appropriation Committee report.

# Appendix C: Financial Information

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# Summary of Town Fund Balances

## Combined Summary of Revenues & Expenditures - FY2019 Actuals

The chart below is an extract from the FY2019 Annual Town Report. 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. FY2019 actuals are provided because it is the most recent fiscal year for which data is available.

|  | Governmental          |                       |                           |                      | Fiduciary<br>Expendable<br>Trust | Combined Totals<br>Memorandum Only<br>2019 |
|--|-----------------------|-----------------------|---------------------------|----------------------|----------------------------------|--|
|  | General               | Special<br>Revenue    | Community<br>Preservation | Capital<br>Projects  |                                  |  |
| <b>Revenues:</b>                                     |                       |                       |                           |                      |                                  |  |
| Property Taxes                                       | \$ 184,238,909        | \$ —                  | \$ 4,895,101              | \$ —                 | \$ —                             | \$ 189,134,011                             |
| Intergovernmental                                    | \$ 16,363,608         | \$ 9,893,791          | \$ 923,255                | \$ 2,814,232         | \$ 16,531                        | \$ 30,011,418                              |
| Motor Vehicle & Other Excise Tax                     | \$ 7,309,035          | \$ —                  | \$ —                      | \$ —                 | \$ —                             | \$ 7,309,035                               |
| Departmental Fees & Charges                          | \$ 3,346,189          | \$ 37,775,042         | \$ —                      | \$ —                 | \$ 71,702                        | \$ 41,192,934                              |
| Investment Income                                    | \$ 1,781,573          | \$ 48,713             | \$ 114,994                | \$ —                 | \$ 2,596,356                     | \$ 4,541,637                               |
| Special Assessments                                  | \$ 32,790             | \$ —                  | \$ —                      | \$ —                 | \$ —                             | \$ 32,790                                  |
| Payments in Lieu of Tax                              | \$ 619,192            | \$ —                  | \$ —                      | \$ —                 | \$ —                             | \$ 619,192                                 |
| Penalties & Interest                                 | \$ 566,632            | \$ —                  | \$ 7,059                  | \$ —                 | \$ —                             | \$ 573,692                                 |
| Licenses & Permits                                   | \$ 2,725,133          | \$ —                  | \$ —                      | \$ —                 | \$ —                             | \$ 2,725,133                               |
| Fines & Forfeits                                     | \$ 187,459            | \$ —                  | \$ —                      | \$ —                 | \$ —                             | \$ 187,459                                 |
| <b>Total Revenues</b>                                | <b>\$ 217,170,521</b> | <b>\$ 47,717,546</b>  | <b>\$ 5,940,410</b>       | <b>\$ 2,814,232</b>  | <b>\$ 2,684,590</b>              | <b>\$ 276,327,300</b>                      |
| <b>Expenditures:</b>                                 |                       |                       |                           |                      |                                  |  |
| General Government                                   | \$ 11,005,591         | \$ 1,369,199          | \$ 2,603,948              | \$ 1,121,383         | \$ —                             | \$ 16,100,121                              |
| Public Safety  | \$ 15,768,798         | \$ 1,912,064          | \$ —                      | \$ 5,500,934         | \$ —                             | \$ 23,181,797                              |
| Education  | \$ 114,728,976        | \$ 13,494,906         | \$ —                      | \$ 36,431,475        | \$ —                             | \$ 164,655,358                             |
| Public Works   | \$ 7,872,921          | \$ 902,291            | \$ —                      | \$ 7,230,569         | \$ —                             | \$ 16,005,782                              |
| Health & Human Services                              | \$ 1,497,060          | \$ 256,446            | \$ —                      | \$ —                 | \$ —                             | \$ 1,753,506                               |
| Culture & Recreation                                 | \$ 3,915,094          | \$ 25,294             | \$ —                      | \$ 21,563            | \$ 5,001                         | \$ 3,966,951                               |
| State & County Assessments                           | \$ 923,294            | \$ 642,047            | \$ —                      | \$ —                 | \$ —                             | \$ 1,565,341                               |
| Debt Service   | \$ 24,861,008         | \$ 216,859            | \$ 2,220,216              | \$ —                 | \$ —                             | \$ 27,298,083                              |
| Pension  | \$ 5,955,144          | \$ —                  | \$ —                      | \$ —                 | \$ —                             | \$ 5,955,144                               |
| Insurance  | \$ 26,940,693         | \$ 25,892,129         | \$ —                      | \$ —                 | \$ —                             | \$ 52,832,822                              |
| <b>Total Expenditures</b>                            | <b>\$ 213,468,579</b> | <b>\$ 44,711,235</b>  | <b>\$ 4,824,164</b>       | <b>\$ 50,305,925</b> | <b>\$ 5,001</b>                  | <b>\$ 313,314,904</b>                      |
| Excess (Deficiency) of Rev over Exp                  | \$ 3,701,942          | \$ 3,006,311          | \$ 1,116,246              | \$ (47,491,693)      | \$ 2,679,589                     | \$ (36,987,604)                            |
| <b>Other Financing Sources (Uses):</b>               |                       |                       |                           |                      |                                  |  |
| Proceeds of Bonds/BANS                               | \$ —                  | \$ —                  | \$ 354,008                | \$ 59,578,620        | \$ —                             | \$ 59,932,628                              |
| Repayment of Bonds/BANS                              | \$ —                  | \$ —                  | \$ —                      | \$ —                 | \$ —                             | \$ —                                       |
| Transfer from Reserve for Abatements                 | \$ —                  | \$ —                  | \$ —                      | \$ —                 | \$ —                             | \$ —                                       |
| Transfer from other Funds                            | \$ 11,784,607         | \$ 2,033,309          | \$ 60,000                 | \$ 8,581,135         | \$ 5,502,066                     | \$ 27,961,117                              |
| Transfer to other Funds                              | \$ (15,417,273)       | \$ (3,402,151)        | \$ —                      | \$ —                 | \$ (5,415,557)                   | \$ (24,234,981)                            |
| <b>Total Other (Uses)</b>                            | <b>\$ (3,632,666)</b> | <b>\$ (1,368,842)</b> | <b>\$ 414,008</b>         | <b>\$ 68,159,755</b> | <b>\$ 86,509</b>                 | <b>\$ 63,658,765</b>                       |
| Excess (Deficiency) of Revenues<br>Over Expenditures | \$ 69,276             | \$ 1,637,469          | \$ 1,530,254              | \$ 20,668,063        | \$ 2,766,098                     | \$ 26,671,161                              |
| Fund Balance, Beg. of Year                           | \$ 36,652,629         | \$ 14,174,957         | \$ 8,808,922              | \$ 11,092,621        | \$ 53,548,283                    | \$ 124,277,412                             |
| Fund Balance, End of Year                            | \$ 36,721,905         | \$ 15,812,426         | \$ 10,339,176             | \$ 31,760,684        | \$ 56,314,381                    | \$ 150,948,573                             |

# Summary of Revolving Fund Balances

## FY2019 Actuals (and first half of FY2020)

This chart shows beginning and ending balances for municipal Revolving Funds for FY2019 and the first half of FY2020. Beginning balances (as of July 1, 2018) 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>7/1/2018<br/>Beg. Bal.</b> | <b>FY2019<br/>Revenue</b> | <b>FY2019<br/>Expenditures</b> | <b>7/1/2019<br/>End Bal.</b> | <b>July-Dec 19<br/>Revenue</b> | <b>July-Dec 19<br/>Expenditures</b> | <b>12/31/2019<br/>End Bal.</b> |
| Building Rental Revolving Fund                       | \$ 266,776                    | \$ 568,656                | \$ 480,714                     | \$ 354,717                   | \$ 213,674                     | \$ 124,449                          | \$ 443,942                     |
| Burial Containers                                    | \$ 219,833                    | \$ 45,815                 | \$ 21,130                      | \$ 244,518                   | \$ 21,555                      | \$ 25,660                           | \$ 240,413                     |
| Trees  | \$ 22,224                     | \$ 67,650                 | \$ —                           | \$ 89,874                    | \$ 8,550                       | \$ —                                | \$ 98,424                      |
| Compost Operations                                   | \$ 909,905                    | \$ 564,474                | \$ 732,457                     | \$ 741,922                   | \$ 277,576                     | \$ 281,697                          | \$ 737,801                     |
| Minuteman Household Hazardous Waste Program          | \$ 81,632                     | \$ 171,401                | \$ 169,375                     | \$ 83,657                    | \$ 64,598                      | \$ 132,204                          | \$ 16,051                      |
| Health Programs                                      | \$ 89,709                     | \$ 41,128                 | \$ 36,197                      | \$ 94,640                    | \$ 1,284                       | \$ 34,451                           | \$ 61,473                      |
| Senior Services (formerly Council on Aging Programs) | \$ 50,595                     | \$ 49,258                 | \$ 52,895                      | \$ 46,958                    | \$ 30,193                      | \$ 30,098                           | \$ 47,053                      |
| Liberty Ride   | \$ 17,437                     | \$ 179,041                | \$ 186,114                     | \$ 10,365                    | \$ 119,391                     | \$ 141,711                          | \$ (11,955)                    |
| School Bus Transportation                            | \$ 527,620                    | \$ 1,086,778              | \$ 1,124,733                   | \$ 489,666                   | \$ 640,190                     | \$ 1,069,804                        | \$ 60,051                      |
| Regional Cache - Hartwell Ave                        | \$ 15,873                     | \$ 22,112                 | \$ 13,479                      | \$ 24,507                    | \$ 9,831                       | \$ 661                              | \$ 33,677                      |
| Visitors Center                                      | \$ 14,813                     | \$ 148,837                | \$ 170,310                     | \$ (6,660)                   | \$ 37,453                      | \$ 73,236                           | \$ (42,443)                    |

# 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 Select Board's Ad Hoc Fiscal Policy Committee, annual fund balances are shown in the table below.

## General Stabilization Fund History

|                       | FY2014              | FY2015              | FY2016              | FY2017              | FY2018              | FY2019              |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Beginning Balance     | \$ 8,744,262        | \$ 8,895,689        | \$ 9,056,939        | \$ 9,251,859        | \$ 9,447,866        | \$ 9,649,865        |
| Interest Earned       | \$ 151,427          | \$ 161,250          | \$ 194,920          | \$ 196,008          | \$ 201,999          | \$ 150,549          |
| T.M. Appropriation    | \$ —                | \$ —                | \$ —                | \$ —                | \$ —                | \$ —                |
| T.M. Withdrawal       | \$ —                | \$ —                | \$ —                | \$ —                | \$ —                | \$ —                |
| <b>Ending Balance</b> | <b>\$ 8,895,689</b> | <b>\$ 9,056,939</b> | <b>\$ 9,251,859</b> | <b>\$ 9,447,866</b> | <b>\$ 9,649,865</b> | <b>\$ 9,800,414</b> |

## Specialized Stabilization Funds

| <i>Ending balances as of fiscal year end</i> | FY2014       | FY2015       | FY2016        | FY2017        | FY2018        | FY2019        |
|--|--------------|--------------|---------------|---------------|---------------|---------------|
| Transportation Demand Management             | \$ 295,712   | \$ 302,092   | \$ 300,766    | \$ 214,309    | \$ 226,906    | \$ 182,762    |
| Traffic Mitigation Stabilization Fund        | \$ 29,077    | \$ 88,830    | \$ 147,401    | \$ 146,701    | \$ 321,751    | \$ 357,800    |
| Special Education Stabilization Fund         | \$ 1,071,495 | \$ 1,073,638 | \$ 1,078,170  | \$ 1,088,001  | \$ 1,105,262  | \$ 1,132,883  |
| Capital Stabilization Fund                   | \$ 3,990,704 | \$ 8,048,466 | \$ 16,725,947 | \$ 23,203,210 | \$ 28,597,934 | \$ 27,727,713 |
| Center Improvement Stabilization Fund        | \$ 86,334    | \$ 86,506    | \$ 86,872     | \$ 87,664     | \$ 61,628     | \$ 35,497     |
| TMOD Stabilization Fund                      | \$ 10,752    | \$ 10,774    | \$ 98,164     | \$ 98,263     | \$ 333,310    | \$ 344,226    |
| Debt Stabilization Fund                      | \$ 1,137,817 | \$ 1,015,788 | \$ 895,503    | \$ 778,494    | \$ 664,828    | \$ 554,300    |
| Visitors Center Stabilization Fund           | \$ —         | \$ —         | \$ —          | \$ —          | \$ 242        | \$ 212,573    |

## Dedicated Trust Funds

| <i>Ending balances as of fiscal year end</i> | FY2014       | FY2015       | FY2016       | FY2017       | FY2018        | FY2019        |
|--|--------------|--------------|--------------|--------------|---------------|---------------|
| Other Post Employment Benefits (OPEB)        | \$ 4,482,338 | \$ 5,798,656 | \$ 7,334,848 | \$ 9,869,875 | \$ 12,475,463 | \$ 15,773,899 |
| Health Claims Trust Fund                     | \$ 8,567,189 | \$ 7,559,580 | \$ 5,693,188 | \$ 4,540,875 | \$ 3,851,400  | \$ 3,178,997  |
| Dental Trust Fund                            | \$ 221,787   | \$ 222,231   | \$ 223,169   | \$ 225,204   | \$ 228,777    | \$ 234,494    |

# Summary of Reserve Fund Transfers

FY2014-2019

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.

|                               | FY2014            | FY2015            | FY2016            | FY2017            | FY2018            | FY2019            |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <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>\$ 118,000</b> | <b>\$ 289,620</b> | <b>\$ 176,800</b> | <b>\$ 198,115</b> | <b>\$ 106,000</b> | <b>\$ —</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          | \$ —              | \$ —              | \$ —              | \$ —              | \$ —              |
| 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         | \$ —              | \$ —              | \$ —              | \$ —              |
| 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>FY2015</b> | <b>FY2016</b> | <b>FY2017</b> | <b>FY2018</b> | <b>FY2019</b> | <b>FY2020</b> |
|---|---------------|---------------|---------------|---------------|---------------|---------------|
| Assessment                                | \$ 5,005,537  | \$ 5,255,537  | \$ 5,505,537  | \$ 5,755,537  | \$ 6,005,537  | \$ 6,405,537  |
| % Funded                                  | 82.3%         | 83.7%         | 85.3%         | 87.0%         | 87.1%         | 89.1%         |
| Target Date for<br>100% Liability Funding | 2025          | 2025          | 2024          | 2024          | 2024          | 2024          |

**Note:** FY2020 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/<br>(Shortfall) | Transfers<br>within DPW<br>Budget | Reserve<br>Fund<br>Transfers | Year End<br>Deficit<br>Raised in Next<br>Fiscal Year |
|------------------------------|----------------------|----------------------|-------------------------|-----------------------------------|------------------------------|--|
| 2019                         | \$ 1,354,130         | \$ 1,338,630         | \$ 15,500               | \$ —                              | \$ —                         | \$ —   |
| 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                        | \$ —                         | \$ —   |
| <b>Total</b>                 | <b>\$ 10,968,810</b> | <b>\$ 15,162,253</b> | <b>\$ (4,193,443)</b>   | <b>\$ 1,887,028</b>               | <b>\$ 207,000</b>            | <b>\$ 2,515,958</b>                                  |
| <b>2015-2019<br/>Average</b> | \$ 1,211,182         | \$ 1,617,018         | \$ (405,837)            | \$ 167,157                        | \$ —                         | \$ 241,780   |
| 2010-2019<br>Average         | \$ 1,096,881         | \$ 1,516,225         | \$ (419,344)            | \$ 188,703                        | \$ 20,700                    | \$ 251,596   |



## APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY

|   | Authorization<br>ATM Article | FY2014<br>Actual    | FY2015<br>Actual    | FY2016<br>Actual    | FY2017<br>Actual    | FY2018<br>Actual    | FY2019<br>Actual    | Adopted<br>FY2020<br>Budget | Recommended<br>FY2021<br>Budget |
|---|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|---------------------------------|
| <b>Community Preservation Act Revenue</b>   |                              |                     |                     |                     |                     |                     |                     |                             |                                 |
| Prior Year Balance (allocated and unallocated)  |                              |                     |                     |                     |                     |                     |                     |                             |                                 |
| Property Surcharge  |                              | \$ 3,779,719        | \$ 4,011,213        | \$ 4,224,137        | \$ 4,398,551        | \$ 4,649,498        | \$ 4,896,101        | \$ 5,105,000                | \$ 5,400,000                    |
| State Match   |                              | \$ 1,932,347        | \$ 1,230,116        | \$ 1,229,774        | \$ 897,243          | \$ 789,905          | \$ 922,256          | \$ 1,219,950                | \$ 1,380,000                    |
| Investment Income   |                              | \$ 23,826           | \$ 41,050           | \$ 26,720           | \$ 30,076           | \$ 53,935           | \$ 182,053          | \$ 20,000                   | \$ 20,000                       |
| Donations/Other   |                              | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                        | \$ -                            |
| <b>Total Revenues</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>\$ 6,000,410</b> | <b>\$ 6,344,950</b>         | <b>\$ 6,800,000</b>             |
| <b>Use of Community Preservation Funds</b>  |                              |                     |                     |                     |                     |                     |                     |                             |                                 |
| <b>Open Space Reserve Allocation</b>  |                              |                     |                     |                     |                     |                     |                     |                             |                                 |
| Beginning balance   |                              | \$ 1,174            | \$ 504,730          | \$ 772,618          | \$ 573,191          | \$ 538,903          | \$ 261,322          | \$ 652,172                  | \$ 647,310                      |
| New Allocation  |                              | \$ 549,423          | \$ 484,831          | \$ 504,800          | \$ 538,600          | \$ 547,200          | \$ 551,400          | \$ 634,495                  | \$ 680,000                      |
| Close Out of Unused Project Balances  |                              | \$ 5,633            | \$ 3,057            | \$ -                | \$ -                | \$ -                | \$ 220,000          | \$ 1,443                    |                                 |
| <b>Total</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>\$ 1,288,110</b>         | <b>\$ 1,327,310</b>             |
| <b>Appropriations for:</b>  |                              |                     |                     |                     |                     |                     |                     |                             |                                 |
| CPA Conservation Restriction Enforcement Funds  | 2013 8(b)                    | \$ 25,000           |                     |                     |                     |                     |                     |                             |                                 |
| Lexington Center Pocket Park Design and Ancillary Costs   | 2013 8(i)                    | \$ 21,500           |                     |                     |                     |                     |                     |                             |                                 |
| ACROSS Lexington Pedestrian/Bicycle Route System  | 2013 8(n)                    | \$ 5,000            |                     |                     |                     |                     |                     |                             |                                 |
| Land Acquisition - off Concord Road (Special Town Meeting, 6/14/2014)   | STM 3                        |                     | \$ 220,000          |                     |                     |                     |                     |                             |                                 |
| Conservation Meadow Preservation Program  | 2015 8(a)                    |                     |                     | \$ 26,400           |                     |                     |                     |                             |                                 |
| Property Purchase - 241 Grove Street - Total acquisition costs are \$618,000; \$264,428 is from Community Housing and \$100,545 is from Unbudgeted Reserves | 2015 9                       |                     |                     | \$ 253,027          |                     |                     |                     |                             |                                 |
| Wright Farm Barn Needs Assessment and Feasibility Study   | 2016 8(a)                    |                     |                     |                     | \$ 35,000           |                     |                     |                             |                                 |
| Grain Mill Alley Design Implementation  | 2016 8(o)                    |                     |                     |                     | \$ 127,838          |                     |                     |                             |                                 |
| Cotton Farm Conservation Area Improvements  | 2017 10(f)                   |                     |                     |                     |                     | \$ 301,300          |                     |                             |                                 |
| Willard's Woods and Wright Farm Meadow Preservation   | 2017 10(e)                   |                     |                     |                     |                     | \$ 40,480           |                     |                             |                                 |
| Wright Farm Supplemental Funds  | 2017 10(g)                   |                     |                     |                     |                     | \$ 87,701           |                     |                             |                                 |
| Conservation Land Acquisition   | 2019 14(a)                   |                     |                     |                     |                     |                     | \$ 275,000          |                             |                                 |
| Daisy Wilson Meadow Preservation  | 2020 10(e)                   |                     |                     |                     |                     |                     |                     |                             | \$ 22,425                       |
| Wright Farm Site Access Planning and Design   | 2020 10(f)                   |                     |                     |                     |                     |                     |                     |                             | \$ 69,000                       |
| CPA Debt Service - Wright Farm Acquisition (Auth. Art. 9(a) 2012 ATM)   |                              |                     |                     | \$ 424,800          | \$ 410,050          | \$ 395,300          | \$ 380,550          | \$ 365,800                  | \$ 351,050                      |
| <b>subtotal - appropriations</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>           | <b>\$ 442,475</b>               |
| <b>Open Space Reserve Balance at end of fiscal year</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>\$ 647,310</b>           | <b>\$ 884,835</b>               |

## APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY

|   | Authorization |         | FY2014              | FY2015            | FY2016            | FY2017            | FY2018              | FY2019              | Adopted           | Recommended       |
|---|---------------|---------|---------------------|-------------------|-------------------|-------------------|---------------------|---------------------|-------------------|-------------------|
|   | ATM           | Article | Actual              | Actual            | Actual            | Actual            | Actual              | Actual              | FY2020            | FY2021            |
|   |               |         |                     |                   |                   |                   |                     |                     | Budget            | Budget            |
| <b>Historic Resources Reserve Allocation</b>  |               |         |                     |                   |                   |                   |                     |                     |                   |                   |
| Beginning balance   |               |         | \$ 729,283          | \$ 200,613        | \$ 122,187        | \$ 79,313         | \$ 612,746          | \$ 447,833          | \$ 52,633         | \$ 127,128        |
| New Allocation  |               |         | \$ 549,423          | \$ 484,831        | \$ 504,800        | \$ 538,600        | \$ 547,200          | \$ 551,400          | \$ 634,495        | \$ 680,000        |
| Close Out of Unused Project Balances  |               |         | \$ 118,186          | \$ 4,001          | \$ 13,714         | \$ 49,113         | \$ 42,637           | \$ 38,400           | \$ -              | \$ -              |
| <b>Total</b>  |               |         | <b>\$ 1,396,892</b> | <b>\$ 689,445</b> | <b>\$ 640,701</b> | <b>\$ 667,026</b> | <b>\$ 1,202,583</b> | <b>\$ 1,037,633</b> | <b>\$ 687,128</b> | <b>\$ 807,128</b> |
| <b>Appropriations for:</b>  |               |         |                     |                   |                   |                   |                     |                     |                   |                   |
| <i>Archives and Records Management/Conservation</i>   | 2013          | 8(a)    | \$ 20,000           |                   |                   |                   |                     |                     |                   |                   |
| <i>Buckman Tavern Restoration and Renovation - Total cost is \$650,000; \$400,000 funded from Unbudgeted Reserves</i> | 2013          | 8(o)    | \$ 250,000          |                   |                   |                   |                     |                     |                   |                   |
| <i>Cary Memorial Building Upgrades - Total cost is \$550,000; \$235,477 funded from Unbudgeted Reserves</i>           | 2013          | 8(c)    | \$ 314,523          |                   |                   |                   |                     |                     |                   |                   |
| <i>Merriam Hill Preservation Project</i>  | 2013          | 8(j)    | \$ 3,000            |                   |                   |                   |                     |                     |                   |                   |
| <i>Moon Hill National Register Nomination Project</i>   | 2013          | 8(k)    | \$ 6,000            |                   |                   |                   |                     |                     |                   |                   |
| <i>Visitor Center - Design Phase - Total Cost is \$220,608; \$161,276 is from tax levy</i>                            | 2014          | 8(b)    |                     | \$ 59,332         |                   |                   |                     |                     |                   |                   |
| <i>Hastings Park Gazebo Renovations</i>   | 2014          | 8(c)    |                     | \$ 120,000        |                   |                   |                     |                     |                   |                   |
| <i>Historical Commission Inventory Forms for Listed Buildings</i>   | 2014          | 8(d)    |                     | \$ 35,000         |                   |                   |                     |                     |                   |                   |
| <i>Battle Green Streetscape Improvements - Total Cost is \$90,000; \$27,000 is from tax levy</i>                      | 2014          | 8(e)    |                     | \$ 63,000         |                   |                   |                     |                     |                   |                   |
| <i>Community Center amendment (Special Town Meeting, 6/14/2014)</i>   | STM           | 10      |                     | \$ 289,926        |                   |                   |                     |                     |                   |                   |
| <i>Cary Memorial Building Sidewalk Enhancements (Special Town Meeting, 3/23/2015)</i>                                 | STM           | 4       |                     |                   | \$ 194,200        |                   |                     |                     |                   |                   |
| <i>Parker's Revenge Site Restoration</i>  | 2015          | 8(b)    |                     |                   | \$ 36,790         |                   |                     |                     |                   |                   |
| <i>First Parish Church Restoration - Historic Structure Report</i>  | 2015          | 8(c)    |                     |                   | \$ 40,000         |                   |                     |                     |                   |                   |
| <i>Cary Memorial Building Records Center Shelving</i>   | 2015          | 8(d)    |                     |                   | \$ 75,398         |                   |                     |                     |                   |                   |
| <i>Battle Green Streetscape Improvements</i>  | 2015          | 8(e)    |                     |                   | \$ 140,000        |                   |                     |                     |                   |                   |
| <i>Community Center Sidewalk Design</i>   | 2015          | 8(f)    |                     |                   | \$ 50,000         |                   |                     |                     |                   |                   |
| <i>Community Center Preservation Restriction Endowment</i>  | 2015          | 8(h)    |                     |                   | \$ 25,000         |                   |                     |                     |                   |                   |
| <i>Munroe Center for the Arts Window Study</i>  | 2016          | 8(b)    |                     |                   |                   | \$ 30,000         |                     |                     |                   |                   |
| <i>Lexington Arts and Crafts Society Parson's Gallery Lighting Renovation</i>   | 2016          | 8(c)    |                     |                   |                   | \$ 24,280         |                     |                     |                   |                   |
| <i>Munroe School Window Restoration</i>   | 2017          | 10(j)   |                     |                   |                   |                   | \$ 675,000          |                     |                   |                   |
| <i>Interpretive Signage Project</i>   | 2017          | 10(a)   |                     |                   |                   |                   | \$ 38,400           |                     |                   |                   |
| <i>Parker's Revenge Interpretive and Public Education Project</i>   | 2017          | 10(b)   |                     |                   |                   |                   | \$ 41,350           |                     |                   |                   |
| <i>Community Center Sidewalk</i>  | 2018          | 10(b)   |                     |                   |                   |                   |                     | \$ 365,000          |                   |                   |
| <i>Archives &amp; Records Management/Records Conservation &amp; Preservation</i>                                      | 2018          | 10(c)   |                     |                   |                   |                   |                     | \$ 20,000           |                   |                   |
| <i>9 Oakland St. Renovation and Adaptive Re-Use</i>   | 2018          | 10(d)   |                     |                   |                   |                   |                     | \$ 200,000          |                   |                   |
| <i>Archives &amp; Records Management</i>  | 2018          | 10(a)   |                     |                   |                   |                   |                     |                     |                   | \$ 20,000         |
| <i>Restoration of Margaret Lady of Lexington Painting</i>   | 2020          | 10(b)   |                     |                   |                   |                   |                     |                     |                   | \$ 9,000          |
| <i>Battle Green Master Plan Phase-3</i>   | 2020          | 10(c)   |                     |                   |                   |                   |                     |                     |                   | \$ 317,044        |
| <i>LexHAB: 116 Vine Street Design Funds</i>   | 2020          | 10(m)   |                     |                   |                   |                   |                     |                     |                   | \$ 25,000         |
| <i>CPA Debt Service - Marrett Road Acquisition (Authorized Art. 2, 2013 ATM)</i>                                      |               |         |                     |                   |                   |                   |                     | \$ 400,000          | \$ 560,000        | \$ 425,000        |
| <b>subtotal - appropriations</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>\$ 560,000</b> | <b>\$ 796,044</b> |
| <b>Historic Resources Reserve Balance at end of fiscal year</b>   |               |         | <b>\$ 200,613</b>   | <b>\$ 122,187</b> | <b>\$ 79,313</b>  | <b>\$ 612,746</b> | <b>\$ 447,833</b>   | <b>\$ 52,633</b>    | <b>\$ 127,128</b> | <b>\$ 11,084</b>  |

## APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY

|   | Authorization |         | FY2014            | FY2015            | FY2016            | FY2017            | FY2018            | FY2019            | Adopted           | Recommended         |
|---|---------------|---------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
|   | ATM           | Article | Actual            | Actual            | Actual            | Actual            | Actual            | Actual            | FY2020            | FY2021              |
|   |               |         |                   |                   |                   |                   |                   |                   | Budget            | Budget              |
| <b>Community Housing Reserve Allocation</b>   |               |         |                   |                   |                   |                   |                   |                   |                   |                     |
| Beginning balance   |               |         | \$ 11,796         | \$ 396,587        | \$ 8,102          | \$ 48,473         | \$ 185,949        | \$ 56,437         | \$ 194,948        | \$ 729,743          |
| New Allocation  |               |         | \$ 549,423        | \$ 484,831        | \$ 504,800        | \$ 538,600        | \$ 547,200        | \$ 551,400        | \$ 634,495        | \$ 680,000          |
| Close Out of Unused Project Balances  |               |         | \$ 8,102          | \$ -              | \$ -              | \$ 47,126         | \$ -              | \$ 187,111        | \$ -              | \$ -                |
| <b>Total</b>  |               |         | <b>\$ 569,321</b> | <b>\$ 881,418</b> | <b>\$ 512,902</b> | <b>\$ 634,199</b> | <b>\$ 733,149</b> | <b>\$ 794,948</b> | <b>\$ 829,443</b> | <b>\$ 1,409,743</b> |
| <b>Appropriations for:</b>  |               |         |                   |                   |                   |                   |                   |                   |                   |                     |
| Greeley Village Front Doors   | 2013          | 8(l)    | \$ 172,734        |                   |                   |                   |                   |                   |                   |                     |
| Vynebrooke Village Renovations  | 2014          | 8(f)    |                   | \$ 300,551        |                   |                   |                   |                   |                   |                     |
| LexHAB Set-Aside funds for Community Housing at Busa Property - Total cost is \$750,000; \$177,236 funded from Unbudgeted Reserve                           | 2014          | 8(g)    |                   | \$ 572,764        |                   |                   |                   |                   |                   |                     |
| Property Purchase - 241 Grove Street - total acquisition costs are \$618,000; \$253,027 funded from Open Space and \$100,545 funded from Unbudgeted Reserve | 2015          | 9       |                   |                   | \$ 264,428        |                   |                   |                   |                   |                     |
| Property Improvements - 241 Grove Street (Special Town Meeting, 12/2/2015)  | STM           | 5       |                   |                   | \$ 200,000        |                   |                   |                   |                   |                     |
| Keeleer Farm Community Housing acquisition  | 2016          | 8(e)    |                   |                   |                   | \$ 185,000        |                   |                   |                   |                     |
| Greeley Village Rear Door and Porch Preservation  | 2016          | 8(f)    |                   |                   |                   | \$ 263,250        |                   |                   |                   |                     |
| Affordable Units Preservation - Pine Grove/Judge's Road   | 2017          | 10(d)   |                   |                   |                   |                   | \$ 620,000        |                   |                   |                     |
| Greeley Village Rear Door and Porch Supplemental Request  | 2017          | 10(c)   |                   |                   |                   |                   | \$ 56,712         |                   |                   |                     |
| Lowell Street - Farmview Affordable Housing Supplemental Funds  | 2018          | 10(j)   |                   |                   |                   |                   | \$ 600,000        |                   |                   |                     |
| LexHAB Preservation Rehabilitation and Restoration of Affordable Housing  | 2019          | 14(k)   |                   |                   |                   |                   |                   | \$ 99,700         |                   |                     |
| LHA: Greeley Village Community Center Preservation  | 2020          | 10(l)   |                   |                   |                   |                   |                   |                   |                   | \$ 130,000          |
| LexHAB: 116 Vine Street Design Funds  | 2020          | 10(m)   |                   |                   |                   |                   |                   |                   |                   | \$ 75,000           |
| <b>subtotal - appropriations</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>\$ 205,000</b>   |
| <b>Community Housing Reserve Balance at end of fiscal year</b>  |               |         | <b>\$ 396,587</b> | <b>\$ 8,102</b>   | <b>\$ 48,473</b>  | <b>\$ 185,949</b> | <b>\$ 56,437</b>  | <b>\$ 194,948</b> | <b>\$ 729,743</b> | <b>\$ 1,204,743</b> |

## APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY

|  | Authorization |         | FY2014              | FY2015              | FY2016              | FY2017              | FY2018              | FY2019              | Adopted             | Recommended         |
|--|---------------|---------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|  | ATM           | Article | Actual              | Actual              | Actual              | Actual              | Actual              | Actual              | FY2020              | FY2021              |
|  |               |         | Budget              | Budget              | Budget              | Budget              | Budget              | Budget              | Budget              | Budget              |
| <b>Unbudgeted Reserve</b>  |               |         |                     |                     |                     |                     |                     |                     |                     |                     |
| Beginning balance  |               |         | NA                  | NA                  | NA                  | NA                  | NA                  | NA                  | NA                  | NA                  |
| New Allocation   |               |         | \$ 3,845,961        | \$ 3,827,886        | \$ 3,533,600        | \$ 3,710,071        | \$ 3,851,738        | \$ 4,346,210        | \$ 4,441,465        | \$ 4,760,000        |
| <b>Total</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>\$ 4,346,210</b> | <b>\$ 4,441,465</b> | <b>\$ 4,760,000</b> |
| <b>Appropriations for:</b>   |               |         |                     |                     |                     |                     |                     |                     |                     |                     |
| <i>Buckman Tavern Restoration and Renovation - Total cost is \$650,000; \$250,000 funded from Historic Resources Reserve</i>   | 2013          | 8(o)    | \$ 400,000          |                     |                     |                     |                     |                     |                     |                     |
| <i>Cary Memorial Building Upgrades - Total cost is \$550,000; \$314,523 funded from Historic Resources Reserve</i>   | 2013          | 8(c)    | \$ 235,477          |                     |                     |                     |                     |                     |                     |                     |
| <i>Lincoln Park Field Improvements</i>   | 2013          | 8(h)    | \$ 150,000          |                     |                     |                     |                     |                     |                     |                     |
| <i>Park and Playground Improvements</i>  | 2013          | 8(f)    | \$ 147,500          |                     |                     |                     |                     |                     |                     |                     |
| <i>Park Improvements - Athletic Fields</i>   | 2013          | 8(g)    | \$ 65,000           |                     |                     |                     |                     |                     |                     |                     |
| <i>Marrett Road Design and Engineering - Code Compliance and Future Improvements</i>   | 2013          | 14(n)   | \$ 100,000          |                     |                     |                     |                     |                     |                     |                     |
| <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> | STM           | 4       | \$ 2,561,109        |                     |                     |                     |                     |                     |                     |                     |
| <i>LexHAB Set-Aside funds for Community Housing at Busa Property - Total cost is \$750,000; \$572,764 funded from Community Housing Reserve</i>  | 2014          | 8(g)    |                     | \$ 177,236          |                     |                     |                     |                     |                     |                     |
| <i>Lincoln Park Field Improvements - Total Cost is \$620,000; \$231,000 funded from Free Cash and \$189,000 funded from Recreation Retained Earnings</i>   | 2014          | 8(h)    |                     | \$ 200,000          |                     |                     |                     |                     |                     |                     |
| <i>Park and Playground Improvements</i>  | 2014          | 8(j)    |                     | \$ 65,000           |                     |                     |                     |                     |                     |                     |
| <i>Park Improvements - Athletic Fields</i>   | 2014          | 8(j)    |                     | \$ 100,000          |                     |                     |                     |                     |                     |                     |
| <i>Park Improvements - Hard Court Resurfacing</i>  | 2014          | 8(k)    |                     | \$ 85,000           |                     |                     |                     |                     |                     |                     |
| <i>Parker Meadow Accessible Trail D &amp; E</i>  | 2014          | 8(l)    |                     | \$ 34,500           |                     |                     |                     |                     |                     |                     |
| <i>Community Center Amendment (Special Town Meeting 6/13/14)</i>   | STM           | 10      |                     | \$ 834,344          |                     |                     |                     |                     |                     |                     |
| <i>Park Improvements - Athletic Fields</i>   | 2015          | 8(j)    |                     |                     | \$ 85,000           |                     |                     |                     |                     |                     |
| <i>Park and Playground Improvements</i>  | 2015          | 8(i)    |                     |                     | \$ 68,000           |                     |                     |                     |                     |                     |
| <i>Park and Playground ADA Accessibility Study</i>   | 2015          | 8(k)    |                     |                     | \$ 78,000           |                     |                     |                     |                     |                     |
| <i>Park Improvements - Hard Court Resurfacing</i>  | 2015          | 8(l)    |                     |                     | \$ 55,000           |                     |                     |                     |                     |                     |
| <i>Lincoln Park Field Improvements</i>   | 2015          | 8(m)    |                     |                     | \$ 220,000          |                     |                     |                     |                     |                     |
| <i>Minuteman Bikeway Culvert Rehabilitation</i>  | 2015          | 8(n)    |                     |                     | \$ 290,000          |                     |                     |                     |                     |                     |
| <i>Grain Mill Alley Design Funds</i>   | 2015          | 8(o)    |                     |                     | \$ 18,000           |                     |                     |                     |                     |                     |
| <i>Minuteman Bikeway Wayfinding Signs</i>  | 2015          | 8(p)    |                     |                     | \$ 39,000           |                     |                     |                     |                     |                     |
| <i>Lower Vine Brook Paved Recreation Path Reconstruction</i>   | 2015          | 8(q)    |                     |                     | \$ 369,813          |                     |                     |                     |                     |                     |
| <i>Property Purchase - 241 Grove Street - total acquisition costs are \$618,000; \$264,426 funded from Community Housing, and \$253,027 funded from Open Space</i>   | 2015          | 9       |                     |                     | \$ 100,545          |                     |                     |                     |                     |                     |
| <i>Antony Park Construction - Design</i>   | 2016          | 8(h)    |                     |                     |                     | \$ 60,000           |                     |                     |                     |                     |
| <i>Minuteman Bikeway Wayfinding Signs Implementation</i>   | 2016          | 8(i)    |                     |                     |                     | \$ 120,000          |                     |                     |                     |                     |
| <i>Town Pool Renovation Design and Engineering</i>   | 2016          | 8(j)    |                     |                     |                     | \$ 166,000          |                     |                     |                     |                     |
| <i>Park Improvements - Hard Court Resurfacing</i>  | 2016          | 8(k)    |                     |                     |                     | \$ 61,000           |                     |                     |                     |                     |
| <i>Granite Forest Pocket Park Construction at Lincoln Park</i>   | 2016          | 8(l)    |                     |                     |                     | \$ 30,000           |                     |                     |                     |                     |
| <i>Park Improvements - Athletic Fields</i>   | 2016          | 8(m)    |                     |                     |                     | \$ 120,000          |                     |                     |                     |                     |
| <i>Park and Playground Improvements</i>  | 2016          | 8(n)    |                     |                     |                     | \$ 75,000           |                     |                     |                     |                     |
| <i>Park and Playground Improvements</i>  | 2017          | 10(n)   |                     |                     |                     |                     | \$ 60,000           |                     |                     |                     |
| <i>Park Improvements - Athletic Fields</i>   | 2017          | 10(l)   |                     |                     |                     |                     | \$ 125,000          |                     |                     |                     |
| <i>Affordable Units Preservation - Pine Grove/Judge's Road</i>   | 2017          | 10(d)   |                     |                     |                     |                     | \$ 428,000          |                     |                     |                     |

## APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY

|   | Authorization |         | FY2014<br>Actual    | FY2015<br>Actual    | FY2016<br>Actual    | FY2017<br>Actual    | FY2018<br>Actual    | FY2019<br>Actual    | Adopted             | Recommended         |
|---|---------------|---------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|   | ATM           | Article |                     |                     |                     |                     |                     |                     | FY2020<br>Budget    | FY2021<br>Budget    |
| Town Pool Renovation - Total cost is \$2,154,350; \$1,920,000 funded from Undesignated Fund Balance   | 2017          | 10(m)   |                     |                     |                     |                     | \$ 234,350          |                     |                     |                     |
| Public Grounds Irrigation Improvements - Total cost is \$100,000; \$60,000 funded from Free Cash  | 2018          | 10(e)   |                     |                     |                     |                     |                     | \$ 40,000           |                     |                     |
| Old Reservoir Bathhouse Design  | 2018          | 10(i)   |                     |                     |                     |                     |                     | \$ 75,000           |                     |                     |
| Athletic Facility Lighting  | 2018          | 10(g)   |                     |                     |                     |                     |                     | \$ 975,000          |                     |                     |
| Playground Replacement Program - Bowman School  | 2018          | 10(f)   |                     |                     |                     |                     |                     | \$ 302,000          |                     |                     |
| Willard's Woods Site Improvements   | 2019          | 14(b)   |                     |                     |                     |                     |                     |                     | \$ 138,273          |                     |
| Archives & Records Management   | 2019          | 14(c)   |                     |                     |                     |                     |                     |                     | \$ 20,000           |                     |
| Battle Green Master Plan Phase-3  | 2019          | 14(d)   |                     |                     |                     |                     |                     |                     | \$ 253,394          |                     |
| 9 Oakland Street - Renovation and Adaptive Re-Use   | 2019          | 14(e)   |                     |                     |                     |                     |                     |                     | \$ 70,000           |                     |
| Park Improvements - Hard Court Resurfacing  | 2019          | 14(h)   |                     |                     |                     |                     |                     |                     | \$ 70,000           |                     |
| Park Improvements - Athletic Fields   | 2019          | 14(i)   |                     |                     |                     |                     |                     |                     | \$ 435,000          |                     |
| Playground Replacement Program - Bridge School  | 2019          | 14(j)   |                     |                     |                     |                     |                     |                     | \$ 302,000          |                     |
| Athletic Facility Lighting  | 2020          | 10(g)   |                     |                     |                     |                     |                     |                     |                     | \$ 450,000          |
| Park Improvements - Hard Court Resurfacing  | 2020          | 10(h)   |                     |                     |                     |                     |                     |                     |                     | \$ 100,000          |
| Park and Playground Improvements  | 2020          | 10(i)   |                     |                     |                     |                     |                     |                     |                     | \$ 95,000           |
| Park Improvements - Athletic Fields   | 2020          | 10(j)   |                     |                     |                     |                     |                     |                     |                     | \$ 370,000          |
| Parker Meadow Accessible Trail  | 2020          | 10(k)   |                     |                     |                     |                     |                     |                     |                     | \$ 551,026          |
| Annual Administrative Expenses  |               |         | \$ 150,000          | \$ 150,000          | \$ 150,000          | \$ 150,000          | \$ 150,000          | \$ 150,000          | \$ 150,000          | \$ 150,000          |
| CPA Debt Service - Marrett Rd. Purchase   |               |         |                     | \$ 1,089,774        | \$ 1,065,100        | \$ 1,028,100        | \$ 991,100          | \$ 554,100          | \$ 357,100          | \$ 455,100          |
| CPA Debt Service - Cary Memorial Building Construction  |               |         |                     | \$ 67,100           | \$ 899,459          | \$ 889,600          | \$ 869,800          | \$ 838,400          | \$ 812,200          | \$ 786,000          |
| CPA Debt Service - Community Center Renovation  |               |         |                     |                     |                     |                     |                     | \$ 47,166           |                     |                     |
| CPA Debt Service - Center Track and Field Reconstruction  |               |         |                     |                     |                     |                     |                     |                     | \$ 999,580          | \$ 999,580          |
| CPA Debt Service - Wright Farm Acquisition  |               |         | \$ 36,875           | \$ 434,633          |                     |                     |                     |                     |                     |                     |
| <b>subtotal - appropriations</b>  |               |         | <b>\$ 3,845,961</b> | <b>\$ 3,237,587</b> | <b>\$ 3,437,917</b> | <b>\$ 2,699,700</b> | <b>\$ 2,858,250</b> | <b>\$ 2,981,666</b> | <b>\$ 3,607,547</b> | <b>\$ 3,956,706</b> |
| <b>Close to Year-End Surplus Available for Appropriation</b>  |               |         | <b>\$ (0)</b>       | <b>\$ 590,299</b>   | <b>\$ 95,683</b>    | <b>\$ 1,010,371</b> | <b>\$ 993,488</b>   | <b>\$ 1,364,544</b> | <b>\$ 833,918</b>   | <b>\$ 803,294</b>   |
| <b>Appropriations from Undesignated Fund Balance (year-end surplus available for appropriation)</b>   |               |         |                     |                     |                     |                     |                     |                     |                     |                     |
| 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) | STM           | 4       | \$ 2,135,041        |                     |                     |                     |                     |                     |                     |                     |
| Town Pool Renovation - total cost is \$2,154,350; \$234,350 funded from Unbudgeted Reserve  | 2017          | 10(m)   |                     |                     |                     |                     | \$ 1,920,000        |                     |                     |                     |
| Lowell Street - Farmview Affordable Housing Supplemental Funds  | 2018          | 10(j)   |                     |                     |                     |                     |                     | \$ 800,000          |                     |                     |
| Old Reservoir Bathhouse Renovation  | 2019          | 14(g)   |                     |                     |                     |                     |                     |                     | \$ 620,000          |                     |
| CPA Debt Service (Supplemental) - Cary Memorial Building  | 2015          | 30      |                     |                     | \$ 1,000,960        |                     |                     |                     |                     |                     |
| CPA Debt Service (Supplemental) - Community Center  | STM           | 5       |                     |                     |                     | \$ 40,000           |                     |                     |                     |                     |
| CPA Debt Service - Center Track and Field   |               |         |                     |                     |                     |                     |                     |                     |                     | \$ 951,864          |
| <b>Total</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>\$ 620,000</b>   | <b>\$ 951,864</b>   |
| <b>Total Appropriations</b>   |               |         | <b>\$ 7,401,515</b> | <b>\$ 4,898,160</b> | <b>\$ 6,168,920</b> | <b>\$ 3,815,118</b> | <b>\$ 7,034,493</b> | <b>\$ 5,747,216</b> | <b>\$ 5,528,047</b> | <b>\$ 6,352,089</b> |

## APPENDIX C: COMMUNITY PRESERVATION ACT SUMMARY

### Community Preservation Fund - Historical Debt Service Summary\*

| Project Description:                  | FY2014<br>Actual | FY2015<br>Actual    | FY2016<br>Actual    | FY2017<br>Actual    | FY2018<br>Actual    | FY2019<br>Actual    | FY2020<br>Projected | FY2021<br>Budgeted  |
|---------------------------------------|------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Wright Farm                           | \$ -             | \$ 434,633          | \$ 424,800          | \$ 410,050          | \$ 395,300          | \$ 380,550          | \$ 365,800          | \$ 351,050          |
| Marrett Road Purchase                 | \$ -             | \$ 1,089,774        | \$ 1,065,100        | \$ 1,028,100        | \$ 991,100          | \$ 954,100          | \$ 917,100          | \$ 880,100          |
| Cary Memorial Building Construction   | \$ -             | \$ 67,100           | \$ 1,900,419        | \$ 889,600          | \$ 869,800          | \$ 838,400          | \$ 812,200          | \$ 786,000          |
| Community Center Renovation           | \$ -             | \$ -                | \$ -                | \$ 40,000           | \$ -                | \$ 47,166           | \$ -                | \$ -                |
| Center Track and Field Reconstruction | \$ -             | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 999,580          | \$ 1,951,444        |
| <b>Total CPA Debt Service</b>         | <b>\$ -</b>      | <b>\$ 1,591,507</b> | <b>\$ 3,390,319</b> | <b>\$ 2,367,750</b> | <b>\$ 2,256,200</b> | <b>\$ 2,220,216</b> | <b>\$ 3,094,680</b> | <b>\$ 3,968,594</b> |

\*Historical debt service includes contractually obligated principal and interest payments plus supplemental appropriations.

# 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 Select Board 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 Select Board, 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 Select Board (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 Select Board 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 xxvi of the Town Manager's Report 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 Select Board 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.

**TRANSPORTATION NETWORK COMPANY (TNC) SPECIAL REVENUE FUND** - A 2018 state law began regulating Transportation Network Companies (TNCs - e.g., Uber and Lyft). Part of that law established a surcharge of \$0.40 per ride, of which \$0.20 is returned to the community where the ride originated. Those funds are distributed by the state each year, and must be appropriated by Town Meeting for projects that offset the impact of the TNCs.

**USER FEES** - Fees paid for direct receipt of a public service by the user or beneficiary of the service.